

Peterborough Highway Services

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PETERBOROUGH HIGHWAY SERVICES 2018/19 ANNUAL REPORT

July 2019



Lower Bridge Street Public Realm Improvements

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Executive Summary

Peterborough Highway Services (PHS) is a partnership between Peterborough City Council and Skanska, responsible for improving and maintaining Peterborough's highway network including roads, drainage, street lighting and bridges. This report provides a summary of the performance of the contract between April 2018 and March 2019.

During this period, PHS has continued to deliver high levels of performance having achieved an overall annual performance score of 99.51%. This score is built up from 27 individually weighted KPI's covering four domains – Operations, Customer Service, Commercial and Finance, and Added Value. Some of the key operational metrics are set out below:

- 99.8% of the 926 emergencies call outs were attended within the agreed timescale
- 100% of the 387 Category 1 (CAT1) defects were responded to within the agreed timescales
- 91.1% of the 5,942 Category 2 (CAT2) highway defects were responded to within the agreed timescales
- 42 winter service gritting runs were undertaken with 100% completed within the agreed timescale

PHS is unusual in that environmental considerations feature so prominently in the performance of the contract. Headline environmental KPIs include:

- Carbon – 1.03 tonnes per £100,000 spend were emitted, well below the target of 2.63
- Water – 20,851 litres of potable water was saved by using the rainwater harvesting systems installed in the depot
- Waste – 98.3% of waste produced by the contract was diverted from landfill, which remains above the 95% target.

A positive health and safety culture is promoted within the partnership with no RIDDOR (reporting of injuries, diseases and dangerous occurrences regulations) or Lost Time Injuries (LTI) recorded during the reporting period. In March 2019 the contract achieved a major health and safety milestone with 1,000,000 man hours of work having been undertaken without a LTI. This is an exceptional achievement for a highway services contract.

In response to a new code of practice, 'Well-Managed Highway Infrastructure', PHS has updated its Highway Maintenance Plan and created a Highway Infrastructure Asset Management Plan. In March 2019 the Council's insurance provider, Zurich Insurance, undertook an audit of the service's asset management approach concluding that its overall performance was 'excellent'.

The National Highways and Transport (NHT) annual survey captures public satisfaction on services delivered by local authorities. In 2018 a total of 112 Highway Authorities took part in the survey, covering themes such as accessibility, public transport, walking and cycling, tackling congestion, road safety and highway

maintenance. Peterborough was ranked 22nd nationally and first within the Eastern Region for the second year running.

Delivering efficiencies in an integral part of the contract. A total of £1,754,774 savings (Cashable £737,596 & Cost Avoidance £1,017,178) were delivered in year, which was above the forecast set of £1,517,897 (Cashable £771,836 & Cost Avoidance £746,061). Cost Avoidance exceeded the original forecast and Cashable Savings fell £34,240 short of the original forecast due to slippage in the LED Upgrade Programme and the Supply of IT equipment. These efficiencies have not been lost but will be secured during 2019/20.

During 2018/19, PHS continued to develop and deliver a number of improvement projects across the City. Key projects that have been completed or are under construction include the bearing replacement to Nene Bridge, the upgrade to the roundabout at Junction 18, the LED replacement programme, Parkway resurfacing, Westgate public realm improvements, Eastfield Road regeneration scheme, and Dodson House north access. There were also a large number of schemes that continue to progress through planning and design phases.

The partnership has also received much recognition for the good work that it does. Nene Bridge was awarded 'Project of the Year' at the regional Chartered Institute of Highways and Transportation awards, has been shortlisted for the prestigious British Construction Industry Awards under the 'Operations and Maintenance Project of the Year' category, and was shortlisted under 'Team of the Year' at the Skanska UK Awards.

Werrington Brook Improvement Project won an Institution of Civil Engineers Award and Fleetwood Crescent was commended at the Susdrain Awards. Skanska's environmental management system has achieved 'Green Level' accreditation (the top level) with Investors in the Environment and also picked up the award for 'Best Overall Achiever' for the Large Business Category. Two Green Apple Awards were also picked up for work on Glamis Gardens and resurfacing of Nene Parkway.

There have also been individual successes. Jason Webb, Skanska's Street Lighting Supervisor, won the 'Care for Life' award at the Skanska UK Awards. Ross Percy-Jones was shortlisted for 'Young Professional of the Year' at the regional CIHT awards. David Boddy (Transport Planning Technical Lead), who retired in December 2018, was awarded a Civic Award by the Council in recognition for his many years' service to the city.

PHS also plays an active role in the local community supporting a wide range of activities. This included the Peterborough STEM Festival, the ECO Awards which are organised by Peterborough Environment City Trust, 'Lend a Hand' days with Nene Park Trust, and other school events throughout the year organised by the Skills Service.

Introduction

Peterborough Highway Services (PHS) is a partnership between Peterborough City Council and Skanska. The contract was awarded on 15th August 2013 and the contract started on 1st October 2013. PHS is responsible for planning, improving and maintaining Peterborough's highway network including roads, drainage, street lighting and bridges. A major projects team was added in 2016, and a LED street lighting projects team was added to the contract in 2017.

The PHS contract is now into its sixth year, and the partnership between Peterborough City Council and Skanska is well embedded. The contract operates from two shared office facilities including Sand Martin House and Dodson House, of which the latter accommodates the PHS depot which became operational in May 2016.

The partnership operates a simple governance structure comprising the Peterborough Highways Strategic Board and the Peterborough Highways Operations Team. The purpose of the Strategic Board is to provide strategic direction and monitor the performance of the contract. The Operations Team is responsible for leading and managing all aspects of service delivery and performance, and implementing the strategic direction set by the Strategic Board.

This report covers the 12 month period from April 2018 to March 2019.

Maintenance Activities

Highway Maintenance

During the 2018/19 year, PHS responded to:

- 926 emergency call outs, whereby 99.8% were attended on time
- 387 Category 1 highway defects, all of which were repaired on time
- 5,942 Category 2 highway defects, whereby 91.1% were repaired on time. These repairs need to be undertaken within 7, 14, 28 days or 3 months depending on the nature of the defect and timescale given on the order raised
- Repaired 1,823 7-day street lighting faults and responded to 37,345 street lighting orders including routine maintenance, column removal and installation, survey works, cable faults and non routine works.

Winter Service

PHS has the responsibility to provide the Winter Service for the City Council area. The Winter Service is provided by six purpose-built gritters which operate on six different routes across the city area including car parks. However, Aragon Services provides the Winter Service to the pedestrian areas of the city centre on behalf of the Council.

Between April 2018 and March 2019, 42 precautionary treatment runs were undertaken, which is less than half of the 106 gritting runs undertaken during the previous year. All runs were completed within the three-hour target.

The PHS winter fleet consists of:

- 2 x 26t dedicated Mercedes Econ Gritters
- 3 x 18t Quick Change Body Gritters and Tippers
- 1 x 7.5t Multispread Gritter for the car parks within Peterborough.

The benefit of the changeable 18t bodies is that the vehicles are used all year round rather than for just the Winter Service. This enables more efficient use of the fleet.



PHS Vehicle Fleet

PHS continue to engage with the public during the winter months via the Council's Twitter account. Updates were regularly posted to inform residents about treatment decisions, as well as which routes would be treated across the network and when.



Winter Service Social Media Communication

Dragon Patcher

Building upon the success from previous years, the Swedish pothole repair machine, nicknamed 'The Dragon', continues to be an integral part of PHS's highway maintenance offering. The Council is part of a Memorandum of Understanding with Cambridgeshire County Council and Oxfordshire County Council that enables PHS to share the use of the Dragon Patcher.

The Dragon Patcher was in Peterborough for six weeks in 2018/19, and was used on all types of roads (with the exception the Parkways). The use of this machine has resulted in faster and more efficient repairs of potholes and supports the Council's approach to asset management and preventative maintenance. In 2018/19, it was also trialled on surface dressing pre-patching works. The trial was successful and cost-effective, and early indications show that the repairs are withstanding traffic and weather conditions.

The Dragon will return to Peterborough for another 6 weeks during 2019/20.

DfT Pothole Action Fund

The Department for Transport awarded the Council £1.535m as part of its Pothole Action Fund. This was awarded to Council in October 2018, and needed to be spent by the end of the financial year. Council Officers, Highway Inspectors and the Operations Team worked closely to ensure that this work was effectively planned and delivered to budget by the end of March 2019. The funding was allocated to 37 roads ranging from smaller areas of resurfacing through to large areas, including resurfacing approximately 50% of Eyebury Road and a re-tread scheme for the whole of Black and Green Drive.

Surfacing Programme

As part of the Major Surfacing Programme, the A1139 Orton Parkway, between Junction 1 in the south to Oundle Road in the north, was resurfaced. The works also included replacement of sections of the vehicle restraint system. The scheme was delivered to programme in September 2018.

Member of the public – 'Orton Parkway works. Just wanted to say congratulations. There has been no disruption and looks like good work so far. I just felt you probably get a load of grief with traffic issues most of the time so deserve a pat on the back when job well done.'

Extensive surfacing works were also delivered on the A1139 Frank Perkins Parkway. The works were undertaken during the night time hours in October and November 2018 and was completed to programme. Crack sealing, safety fence inspections, road marking, street lighting replacement and bridge maintenance works were all carried out using the same traffic management, creating efficiencies within the contract.



Surface Dressing of Parkway Network

Schemes Delivery

Since the commencement of the contract in October 2013, PHS has been actively involved in the planning, design and delivery of transport improvement schemes across the city. Beneath are a few examples of the major improvement works and schemes delivered across the year.

Nene Bridge

Nene Bridge is one of only three road crossings of the River Nene in Peterborough. It plays an important role in the city's transport network as part of the A1139 Frank Perkins Parkway, linking the A1 to the A47. Nene Bridge was constructed in the 1980s as part of Peterborough's New Town development phase.

Inspections of the bridge had identified signs of structural distress to the bearings and piers that were likely to exacerbate over time.

A £4.2m scheme to address these concerns commenced in April 2018. This involved constructing concrete 'jackets' around six of the eight V-shaped piers and replacing the bearings. A key consideration was preserving the distinct appearance of the bridge.

The project presented a number of key challenges that were overcome by the development of an innovative temporary works solution (see below) and a bespoke concrete mix design. The team worked closely with the concrete producer to develop a material that needed to be high-strength to carry the required loads; low-density to avoid imposing excessive forces on the foundations; and with good flow properties to ensure adequate coverage of the reinforcement. To date, six piers have been fully encased with concrete 'jackets'.



Construction of Concrete Jacket on Nene Bridge Piers

The final phase of the project is to lift the bridge deck using a series of jacks that will rest on the concrete 'jackets'. This will be carried out under 'live' traffic conditions with each jack carrying approximately 500t in load. Once the deck is lifted, the bearings will be replaced and the deck returned to its original position.

The scheme is due to be completed by autumn 2019. As discussed later in the report, the scheme has attracted a number of awards and has also been featured on the front cover of New Civil Engineer, one of the industry's largest publications.

Junction 18

Junction 18 is a key junction within the parkway network. It is a grade-separated, signalised interchange that provides access to the City Centre via A15 Bourges Boulevard, the north of Peterborough via A15 Lincoln Road, and the A47. The junction is approaching capacity in peak periods and queuing occurs on many of the approaches.

The £3.0m upgrade, which started in January 2019, will increase the capacity of the junction, provide signalised pedestrian crossings and ground-level footpaths across the roundabout, and structural repairs to the existing footbridge. Upgrades to the traffic signals and street lighting will also be delivered. The scheme is due to be completed during Winter 2019/20.

Westgate Public Realm

The Westgate Public Realm project is the latest phase of the Public Realm improvements to transform the look and feel of Peterborough City Centre. Work was undertaken in the area between Broadway and Park Road and is viewed as a vital link between the city centre and new developments to the west, including North Westgate and the Station Quarter.

The project has helped support a more pedestrian-friendly, vibrant shopping street through the creation of a new traffic layout, a wider pavement along one side and upgraded lighting. The existing tegula paved road was replaced with a fully reconstructed tarmac road.

This £963K scheme was completed in December 2018.



Press Coverage of Nene Bridge



Junction 18 Improvements

Eastfield Road Regeneration Scheme

A new community car park was constructed on Norman Road to help alleviate the school parking problems. The car park has been built next to Lime Academy Abbottsmede School, where pupils had campaigned for road safety improvements in the area. This project was undertaken for PCC's Education Department.

The car park has 28 parking spaces including four disabled bays, and will act as a 'park and stride' site, providing a secure drop off point for pupils. Students designed speed awareness signs and 'park and stride' signs that were placed next to the car park entrance.

The scheme included the installation of sustainable drainage as an environmental alternative to conventional water management. Access routes to the existing multi-use area and new children's play area were also completed as part of the project. The pavements were constructed using a product called KBI Flexi Pave, which is produced using recycled car tyres.



New Park and Stride Site, Eastfield

Dodson House North Access

The Council's new Household Waste Recycling Centre has relocated to the rear of Dodson House. To facilitate access to the new site, PHS designed and delivered a new junction and access road to the north of Dodson House.

Despite the challenging programme constraints, the scheme was completed before the opening of the Household Waste Recycling Centre on 18th February 2019.



Dodson House North Access

LED Replacement Project

In October 2016, PHS commenced a project to convert the remainder of the city's street lanterns to energy efficient LED units. This included the LED conversion of circa 13,751 lighting and sign units along with the changing out of approximately 3,301 illuminated bollards and lighting columns. This also included the changing of 501 subway lights and 262 wall-mounted lights with new LED fittings.

This project will deliver a 73% reduction in carbon and significant energy savings over 20 years. The project includes a Central Management System that links all the lighting units and an updated asset inventory. These will enable the Council to monitor and manage the performance of the asset more effectively in the future.

At the time of writing this report the upgrade programme had been significantly completed and is due to be completed by the end of the summer, ahead of programme and budget.



LED Improvement Project

Planning and Design

PHS is actively involved in the planning and design of the future schemes within the city. Beneath are a few examples of the schemes being developed. Some of these projects will be dependent upon external funding sources if they are to progress further.

Junction 15

Junction 15 (A1260 Nene Parkway / A47 Soke Parkway) is heavily congested during peak hours, with extensive queue lengths on the A1260 Nene Parkway northbound approach as well as queuing on Thorpe Wood.

In 2018/19, a series of options were assessed as part of an Options Assessment Report and Strategic Outline Business Case. A preferred option was selected comprising the widening of the A1260 Nene Parkway northbound to three lanes from Junction 33 (Longthorpe Parkway) and associated widening of the Junction 15 circulatory between A1260 Nene Parkway and Bretton Way.

The piers of the existing Longthorpe Footbridge lie within the envelope of the proposed additional lane. As result, a new footbridge is proposed as part of the scheme.

This project is being progressed in partnership with the Cambridgeshire and Peterborough Combined Authority (CPCA) and will need to progress to a Full Business Case demonstrating a number of benefits before scheme funding for construction is considered.

Fengate Access Study

The Fengate area is approaching capacity with access from the Parkway network at Junction 5, Junction 7 and Junction 8 increasingly suffering from queuing and delays in the peak period. In addition, there is internal congestion at a number of junctions. Traffic conditions could also worsen if the significant commercial development proposed within Fengate (Red Brick Farm) progresses.

Following a Strategic Outline Business Case and Options Appraisal Report, a preferred package of schemes has been developed to help mitigate the proposed development. This includes a new roundabout at the Oxney Road / Edgerley Drain Road Junction, junction improvements to Edgerley Drain Road / Storey's Bar Road / Vicarage Farm Road Junction, and an additional lane on the A15 Paston Parkway between Junction 20 and Junction 8.

This project is being progressed in partnership with the CPCA and will need to progress to a Full Business Case demonstrating a number of benefits before scheme funding for construction is considered.

Junction 3

Junction 3 is heavily congested during peak hours, which creates extensive queues on the A1260 Nene Parkway (southbound) and on the A1260 The Serpentine approach. Preliminary work was undertaken in 2018/19 to better understand the issues and to generate potential solutions. During 2019/20 this will be followed by an Options Appraisal Report and Strategic Outline Business Case.

This project is being progressed in partnership with the CPCA and will need to progress to a Full Business Case before scheme funding for construction is considered.

A605/B1095 Milk and Water Drove Junction Improvements

The need for improvements to A605/B1095 Milk and Water Drove junction has arisen due to the high volumes of traffic travelling eastward out of Peterborough during the evening peak period. Traffic turning right from the A605 onto the B1095 blocks traffic heading straight ahead (towards Whittlesey and beyond). This blockage subsequently causes long queues on the A605 Stanground Bypass.

The PHS design team has been developing a number of designs to this junction that will enable traffic to turn right without blocking the straight ahead movement. This should alleviate the congestion currently occurring.

£2.8m funding for this scheme has been secured from the National Productivity Fund (NPIF), with a further £1.2m of local contribution.

A605 Alwalton

The A605/Alwalton junction suffers from congestion and queuing in the morning peak period. Congestion often extends back from the junction through Alwalton to the A1 off-slip. Queuing also occurs on the A605 eastbound towards the junction. However, once traffic is past the junction, traffic speeds improve and fewer delays are experienced on the approach to the Lynchwood junction.

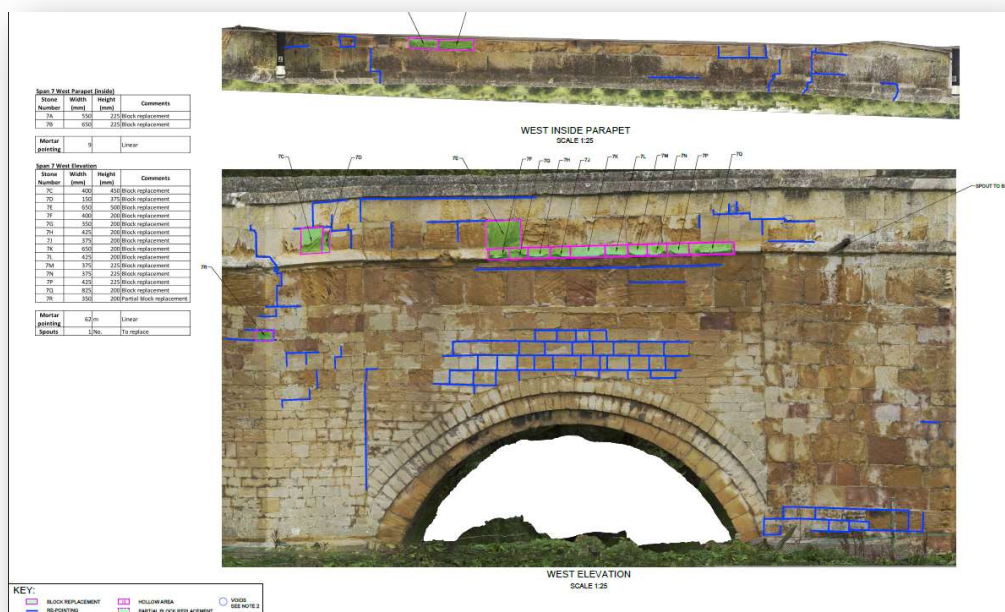
The eastbound section of A605 between the Alwalton junction and the Lynchwood junction is over capacity in the morning peak, caused by the volume of traffic joining from the A1 and travelling through Alwalton.

The proposed scheme is to undertake carriageway widening to the A605 between the village of Alwalton and Lynchwood Business Park. The design, which also includes a new footway and cycleway and improved pedestrian crossing facilities, was commenced in 2018/19 with construction due to commence in winter 2019/20.

Wansford Bridge

The structures design team undertook the design for the restoration of an historic structure, Wansford Old Bridge, in partnership with Historic England and the Environment Agency. The scheme included replacing sections of the sandstone blocks and meticulous repointing of the weather-damaged areas.

An innovative approach to bridge investigations and surveys were undertaken due to Wansford Old Bridge being an Ancient Monument. Traditional methods to undertake surveys, including erecting scaffolding adjacent to the bridge, were not permitted. Instead, the team made use of drone surveys and high resolution photogrammetry to agree the repairs of the bridge with Historic England. The repairs have since been completed.



Wansford Bridge Photogrammetry

Nene Bridge Handrail Lighting

Following the upgrade to the A1139 Frank Perkins Parkway street lighting, it was recognised that an area of footway along Nene Bridge was insufficiently lit and raised potential safety concerns. Due to difficulties in affixing new lighting columns to the bridge, PHS street lighting design team developed an innovative LED lighting proposal that was integrated into a new handrail. The installation was completed during 2018/19.

Electric Vehicle Infrastructure

The Council was awarded £90,000 from the Department for Transport as part of the government's 'Road to Zero' initiative to equip towns and cities for more electric vehicles. With match funding from the Council,

four rapid chargers will be installed in the city centre for electric taxis. In the last year, Peterborough's first electric hackney carriage was unveiled and the city saw the biggest increase in electric vehicles anywhere in the country between September 2016 and September 2017 (rising by 52 per cent from 5,425 to 8,249).

There are currently seven electric charging points in the City that are managed by the Council, with plans in the pipeline to increase this to 15 over the next year.

Smart Cities Transport Strategy

PHS has been developing a Smart Cities Transport Strategy for Peterborough. The purpose of the strategy is to provide an efficient, optimised and dynamic highway network that is able to adjust to conditions and collaborate with users. It is intended to achieve the specific objectives of maximising existing capacity, prioritising the movement of public transport vehicles on key corridors, improve network resilience, and improve the efficiency of the network. A three-tier strategy has been developed to meet the specific transport needs of Peterborough:

- 1) City Wide Monitoring – An aspiration to collect real time traffic flow and journey time information on a city-wide basis using discrete roadside sensors
- 2) Route-Based Management – The use of data collected from the city-wide monitoring to implement route based management strategies. These strategies will be used to influence vehicle routing through responsive ITS plans, information dissemination (initially through VMS) and public transport prioritisation
- 3) Location Specific Interventions – Specific interventions will be determined for localised parts of the network

Trial

A Phase 1 trial is underway on Oundle Road and Nene Parkway. These roads attract a significant number of peak hour vehicle trips with Lynchwood Park a key destination. The use of real time data collection, co-ordinated with traffic signals along the Oundle Road corridor, will:

- Prioritise the Oundle Road westbound throughput during the morning peak hour as queuing along the A1260 Nene Parkway southbound off slip (Junction 32) approaches safety critical levels. The signals will then provide additional green time to remove queuing vehicles from the Parkway.
- Otherwise slow the progression of westbound traffic along Oundle Road to deter trips from using this route that could otherwise be using the Parkway route.

Results of the trial will be monitored during 2019/20 and, subject to its success and funding considerations, further sites will be assessed for implementation in future years.

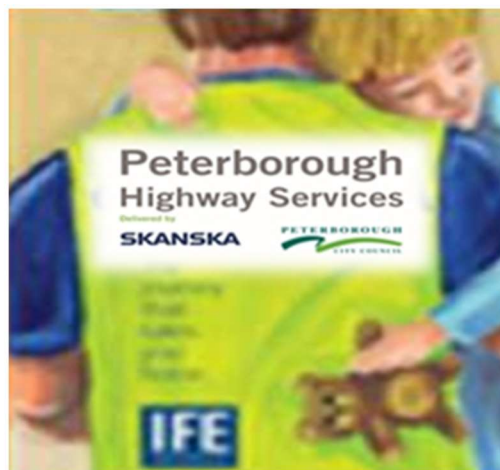
Health and Safety

Injury-Free Environment

PHS has adopted Skanska's Injury Free Environment (IFE) culture, which provides the behaviours and values through which health, safety and wellbeing are managed within the contract. IFE is defined as being:

"More than safety, a culture of care and concern for people, which encourages everybody to accept responsibility for their own and their colleague's well-being...The aim is to engage with the entire workforce and extend all of our behaviours such that we look out for one another to ensure that everyone returns home from work safely to their family and friends."

The IFE culture empowers staff to take personal responsibility for their own safety, and that of their colleagues, both in work and at home. The Values are shown below.



PHS participates in an active regional IFE team that includes representation from both the Council and Skanska. The IFE team had three key themes to focus on in 2018/19:

- IFE Orientations up to date – In April 2018 there were 107 people who needed to undergo the IFE orientation training. This has now been completed.
- Supervising IFE training to be delivered – In April 2018 there were no supervising IFE leaders, PHS now has 2 leaders who can deliver IFE across the contract
- Health and Wellbeing – engage with staff through Health and Well-being events and information

IFE Innovation Competition

Peterborough Highways and Cambridgeshire Highways have taken an innovative approach to stepping up safety efforts by holding an IFE competition. The teams submitted their ideas for safer working. After careful deliberation by the IFE team and senior leadership team, the top three submissions were announced at an

awards ceremony in Huntingdon. These ideas are now being taken forward. Jason Webb, Street Lighting Supervisor for Peterborough, received 2nd place for his entry.

Jason created and trialled a near-miss reporting app. The app captures the exact time and location of the report and allows the user to add photos. The app was aimed at those individuals who do not feel confident reporting near misses via phone. The initial trial has proven successful and the IFE team is working with the Skanska IT team to develop this further.

Mental Health Ambassadors

Skanska has an ongoing commitment to addressing mental health, with nearly 350 mental health ambassadors and over 25% of UK employees have been trained in mental health or suicide awareness.

PHS has its own dedicated mental health ambassadors who have been active on the contract. There has been an annual IFE stand up on mental health, as well as dedicated mental health and well-being pages on OneSkanska (Skanska's intranet site for employees). A 'Time to Talk' day was held on 7th February 2019 with a number of activities taking place in support of good mental health. Staff were encouraged to take a short break away from their desks and participate in short but fun team building exercises with colleagues they do not regularly interact with.

PHS recognised Suicide Awareness Day, by identifying two bridges in Peterborough that have seen a number of suicide attempts in recent year. Messages of hope were affixed to the bridge parapets in partnership with the Council. This was featured in the local press.

Health and Safety Workshops

In February 2019, operational staff and supply chain from across Peterborough and Cambridgeshire were brought together in a number of workshops to discuss and promote health and safety leadership. The workshop, titled 'It starts with me', discussed health and safety performance at the local, national and international level, the importance of effective safety inspection on our performance, expectations for the year ahead and the need for visible health and safety leadership.

Health and Safety Performance

PHS continued to demonstrate a strong health and safety performance throughout 2018/19. During this period there were no Lost Time Injuries (defined as an incident resulting in a person being unable to work) or RIDDOR (reporting of injuries, diseases and dangerous occurrences regulations) incidents that required reporting to the Health and Safety Executive. In March 2019, PHS also achieved a major health and safety milestone by celebrating 1 million man-hours without a lost time incident. This is a tremendous achievement, demonstrating a positive health and safety culture and industry-leading levels of performance. The milestone was celebrated with an awards presentation from Skanska's Managing Director, Adrian Cooke.



One Million Man Hours Celebration

Service strikes occur when a member of the workforce strikes underground utilities such as gas, water, electricity and telecommunications supplies. Although safe working practices are in operation, this remains a constant challenge as telecommunication cables, gas supplies to residential property and LV street lighting cables are often uncharted and/or installed at a substandard depth. During 2018/19 there were a total of nine service strikes, none of which caused harm.

Near miss reporting is encouraged as it enables trends to be identified and allows corrective actions to be undertaken to reduce the risk of future incidents occurring. 31 near misses were reported. These cover a range of activities but two key areas remain an ongoing concern – members of the public placing themselves and the workforce at risk by entering traffic management (often in vehicles), and verbal abuse directed at the workforce from members of the public.

Asset Management

Highway Maintenance Plan

The Highway Maintenance Plan has been updated in line with the new national code of practice, 'Well-Managed Highway Infrastructure'. The new code was implemented on the contract on the 1st October 2018 with a number of procedural changes having already been introduced. This included ongoing hierarchy reviews which have already identified a number of required changes. The highway inspectors now also have an additional inspection process for managing risk whilst waiting for large works to take place.

Highway Infrastructure Asset Management Plan

A Highway Infrastructure Asset Management Plan (HIAMP) has also been created during the reporting period. This was produced as an overarching document to further meet the requirements of the new code of practice. The HIAMP provides the link between the various highway policies and processes, setting out the Council's approach to the management of its highway infrastructure assets. Good asset management principles and a risk-based approach to decision-making have been adopted, helping to ensure that investment is prioritised and utilised in the most effective manner. Securing the long-term performance of the highway infrastructure assets is increasingly challenging with the budgetary pressures being experienced by all Local Authorities. However, with a value in excess of £5.6 billion (2015), it is important to recognise that the highway network is one of the Council's most important assets.

Incentive Fund

In 2014, the Secretary of State for Transport announced that £6 billion would be made available between 2015/16 and 2020/21 for local highways maintenance capital improvements. Of this, £578 million has been set aside for an Incentive Fund Scheme that rewards councils who can demonstrate they are delivering value for money by adopting good asset management principles. Each Authority is rated on a score of 1 through to 3. Those achieving the highest banding secure their full allocation of funding, whereas those banded 1 and 2 see a reduced annual budget allocation that increase over time. In 2018/19, PHS achieved Band 3 ensuring that it received the maximum Incentive Fund budget allocation.

Zurich Insurance Audit

In March 2019 the Council's insurance provider, Zurich Insurance, visited and assessed Peterborough Highway Services. The purpose was to make an "assessment of PHS's current highway asset management process and its adoption of the guidance contained within 'Well Managed Highway Infrastructure' (the new code of practice) in the context of reducing the risk of personal injury and property damage to road users and for defending public liability claims". The findings of Zurich were that our overall performance was 'Excellent'. An extract from the report is found below:

Key Findings – PHS are managing an effective and robust highway asset management system. The data held in the AM databases appeared to be reliable, accessible and was used to support decision-making at strategic and operational levels. The partnership between PCC and Skanska seemed to work well and staff across both organisations were well qualified and experienced. KPIs were used to monitor both the condition of the highway and the performance of the contract.

It seemed that the HAM Framework had already adopted some aspects of a risk-based approach prior to 2018 and had been delivering both an effective forward programme of highway improvements and an inspection and responsive maintenance system. This could be quantified by the overall road condition data, KPIs and intended level of service for all road classes. As such PHS had not made many changes in response to the new Code and it was difficult to argue otherwise.

Overview of Risk Improvement Actions – Overall, the performance of the HAM Framework was Excellent. Risk Improvement Actions were discussed with the customer and are contained in this report. These focus on aligning the HAM Framework more closely with the Code, but in most cases are simply a recommendation to document or record what is already being done. The only 'Important' RIA is to revise the 2016 HAM Policy and Strategy so that is consistent with practice and the other documents: the HIAMP and HMP 2018.

Improving the Way we Work

From the first year of the contract, PHS has actively sought to introduce a culture of business improvement, where employees are empowered and promote improvements to daily activities. Since 2014, we have implemented a Systems Thinking approach to a number of projects/processes within PHS. The Systems Thinking approach helps to create efficiencies within the contract by improving processes and removing waste whilst also creating a culture of innovation and continuous improvements.

Systems Thinking is a discipline that concerns an understanding of a process by examining the linkages and interactions between the components of that defined process. Systems Thinking has been defined as an approach to problem solving by viewing problems as part of an overall system rather than reacting to a specific part or outcomes. A number of the projects being progressed during 2018/19 are outlined below.

Section 38/278 Adoption Process Improvement Project

Section 38/278 agreements relate to the adoption of highway assets constructed by third parties, usually as part of a housing or industrial development. The purpose of the Section 38/278 Adoption process is to ensure that any assets adopted by the Council have been designed and constructed to an acceptable standard, taking into account the authority's design standards, material specifications and future maintenance requirements.

Using Process Behaviour Charts and other data tools, the improvement team were able to gain insight about how predictable and capable the current process is. It was concluded that performance was variable and that the current process was not capable of consistently delivering Technical Approval within a period of time that the improvement team considered desirable.

With the most probable Root Causes identified, and referring back to the Improvement Statements that the team set out at the start of the project, the improvement team considered a number of ideas for improvement. In addition to some minor process improvement, the team identified and agreed upon the following improvements:

- Restructuring and improvement of the Section 38/278 Adoption Application Form
- Providing a package of example plans online
- Introduction of a pre-application service
- Introduction of incentives and penalties to the application process
- Updating and improving the wording on response letters
- Implementing a checklist document
- Implementing a standard template for responses
- Providing CAD versions of standard details online

The implementation of the Section 278/38 Adoption Process Improvement Project took place in August 2018. At the end of March 2019, the Highways Development Control Team had received zero complaints. Prior to implementation of the improvements, it was usual to receive between 2-3 complaints each week.

In June 2019, PHS were invited by colleagues in Somerset Highways (Somerset County Council and Skanska) to share contract experiences of collaborative working, the generation of commercial opportunities and the delivery of efficiencies. The Highways Development Control Manager and the PHS Business Improvement Manager gave a presentation on the Section 38/278 Adoption Process Improvement Project. The presentation was well received and generated significant discussion.

Scheme Development Process Improvement Project

In 2018, an end-to-end process was developed and implemented for project delivery. This encompassed transport planning, design and construction. It is felt that the whole process, from scheme identification to scheme delivery, would gain benefit from a holistic Systems Thinking Review.

In February 2019, the PHS Business Improvement Manager facilitated a half day workshop with a team of individuals from across the scheme development process to understand where in the process they believed the most significant issues reside. As a result of this exercise two focus areas were identified – scheme identification and brief development, and an improvement project is now underway.

Efficiency Savings

Efficiency Road Map

One of a number of Performance Groups that report to the Peterborough Highways Operations Team is the Efficiency Group. This group comprises representatives from across the partnership and meets monthly. Every quarter this is expanded to a wider group to encourage greater participation and help embed a culture of efficiencies generation. The group focuses on four areas:

- Capturing and validating efficiencies that have been generated
- Identifying and exploring new opportunities for the future generation of efficiencies
- Setting efficiencies targets for the year ahead
- Maintaining and developing the Efficiency Route Map (which records efficiencies that have been achieved and monitors these against targets)

The route map is owned by the Peterborough Highways Operations Team and reported to the Peterborough Highways Strategic Board.

A total of £1,754,774 savings (Cashable £737,596 & Cost Avoidance £1,017,178) were delivered in the Financial Year 2018/19, which is above the forecast set of £1,517,897 (Cashable £771,836 & Cost Avoidance £746,061). Cost Avoidance exceeded the original forecast and Cashable Savings fell £34,240 short of the original forecast due to slippage in the LED Upgrade Programme and the Supply of IT equipment. These efficiencies have not been lost but will be secured during 2019/20. A breakdown of the efficiencies for 2018/19 is shown in the table below:

Road Map Item	Cashable	Cost Avoidance	Notes
Co-ordination of Programme	-	£569,196.24	Utilising the traffic management of other PCC partners (e.g. Amey & Balfour Beatty) & stakeholders (e.g. Anglian Water) in order to avoid the need to utilise chargeable Skanska traffic management
Integrated contract management	£33,948.00	-	Savings made through sharing Skanska support staff with Cambridgeshire Highways to ensure they are fully utilised.
3rd party works	£52,361.62	-	Completing work for other customers – be it public or private

			sector customers - percentage fee returned to PCC.
Increase in turnover	£163,243.35	-	1% rebate for every additional million through the contract above the £10M threshold annually.
Systems thinking projects	-	£20,897.00	Systems thinking - project and business process improvement approach. Delivered efficiencies in the way the emergency response process is delivered.
Infrastructure renewals - new products	-	£5,388.00	The use of new products to extend the life of gully grating.
Abnormal load management	£1,224.00	-	Savings made through sharing Skanska support staff with Cambridgeshire Highways to ensure they are fully utilised.
Delivery of Major Schemes 1%	£109,865.44	-	1% management fee
Winter Maintenance	-	£92,000.00	Agreement to make Winter Maintenance lump sum rather than a target cost.
Incident Response	-	£58,000.00	Agreement to make incident response a lump sum rather than a target cost.
New Depot Relocation	£61,992.00	-	Annual saving on rent and rates
Major Schemes Management Fee	£90,000.00	-	
50K saving annually on structures	-	£50,000.00	PCC has reduced their budget by this figure
Green Claims	-	£221,683.43	This is the amount of cash Skanska has received and hence PCC have not had to fund these repairs

Procurement of lighting columns from another part of Skanska	£2,211.55	-	
LED Major Schemes 1%	£147,750.27	-	LED 1% rebate
North Somerset	£75,000	-	
Total	£737,596.23	£1,017,164.67	

The total forecast efficiencies for 2019/20 is set at £1,696,588 (Cashable £775,915 & Cost Avoidance £920,673).

Delivering to other Authorities/Third Party Work

PHS has continued to generate efficiencies by using the contract as a mechanism for undertaking additional work for other parties. This includes other service areas within the Council, other local authorities who have contracts with Skanska, and third parties. Successes include:

- Delivering a number of highway schemes for the Council's Education team, such as carriageway construction and widening works on Celta Road as part of improvements for Woodston Primary School
- Street lighting design work for Gloucestershire County Council, Oxfordshire County Council and Surrey County Council
- Transport planning studies for Oxfordshire County Council
- Delivering a highway maintenance service for North Somerset Council

Co-ordination of Programme

When implementing a scheme or undertaking inspections, traffic management is often needed to enable the work to be undertaken and protect the workforce. Traffic management can be expensive, and often forms a significant part of the costs for a scheme.

A number of efficiency savings realised are due to the co-ordination of our delivery programme to ensure any schemes requiring traffic management in the same area are undertaken at the same time. Co-ordination of our delivery programme has also been undertaken with other contractors so we are able to deliver schemes using traffic management provided by them, which in turn results in an efficiency saving.

Contract Performance

Key Performance Indicators

The performance of the PHS Contract is monitored through an extensive suite of Key Performance Indicators (KPI's), as set out in the table below. 27 KPI's are in operation across four domains – Operations, Customer Service, Commercial and Finance, and Added Value. Performance is reported monthly to the Peterborough Highways Operations Team in order monitor progress, capture lessons learnt and support continuous improvement. The Peterborough Highways Strategic Board also plays a critical role in overseeing the performance of the contract.

Domain	Score card	KPI ref.	KPI description
Operations	Programme Delivery	OP1	Number of cyclic maintenance activities completed against programme
		OP12	Number of schemes completed against programme
		OP13	Defined cost within +/- 10% of target cost per scheme
	Operational Delivery	OP2	Percentage of emergency work instructions attended to within agreed timescales
		OP3 [a]	Percentage of Highways CAT 1 work instructions completed within agreed timescale
		OP3 [b]	Percentage of Street Lighting CAT 1 work instructions completed within agreed timescale
		OP4 [a]	Percentage of Highways CAT 2 work instructions completed within agreed timescales
		OP4 [b]	Percentage of Street Lighting CAT 2 work instructions completed within agreed timescale
		OP5	Winter Maintenance - precautionary treatment runs completed within the agreed timescale
		OP10	Percentage of work passing inspection
	Health and Safety	OP6	Lost Time Injury Frequency Rate (LTIFR)
		OP7	Accident Frequency Rate (AFR)
		OP8	Number of Near Misses reported
OP9		Number of Service Strikes	
Customer Service	Customer Service	CS3	Number of satisfaction surveys completed for [a] Client, [b] Members and [c] Public (returned)
		CS4 [b] & [c]	Satisfaction scores for [b] Members & [c] Public
		CS5	Number of commendations received minus number of complaints received
Commercial & Financial	Commercial & Financial	CF1	Percentage of accounts approved and paid within agreed period

		CF3	Percentage of cashable efficiencies compared to turnover (in current Financial Year)
		CF5	Value from other revenue streams
Added Value	Carbon	AV1	Reduction in Carbon Emissions arising through energy and fuel use in buildings and vehicles against target
	Water	AV2	Reduction in mains Water consumption through use of a rainwater harvesting system
	Waste	AV3	Diversion of waste from landfill: as a percentage of total waste produced over a rolling twelve month period
	Procurement	AV4	Percentage of material procurement spend within the LEP area
	Suppliers	AV5	Percentage of SME contractors procurement spend within the LEP area
	Sustainable transport	AV6	Reduction in single occupancy car travel through application of transport hierarchy
	Economy & CSR	AV7	Support development of local skills provision directly and indirectly (supply chain)

Each KPI, score card and domain is weighted and contributes to an overall annual performance score for the contract. For 2018/19, PHS achieved an impressive annual score of 99.51%. A summary of this score is provided below with a more detailed breakdown provided in **Appendix 1**.

Domain	Weighting	Score
Operations	70%	69.69%
Customer Service	10%	10.00%
Commercial & Finance	0% (report only)	0%
Added Value	20%	19.82%
Total	100%	99.51%

Monthly performance against each of the KPI's between April 2018 and March 2019 is detailed in **Appendix 1**. The KPI dashboard operates a Green / Amber / Red system, which represents:

- Green: the KPI is at or exceeding the target
- Amber: the KPI has dropped beneath the target for the first month
- Red: the KPI is beneath the target for the second month or longer

Whilst the overall performance was very high, the performance of the category 2 defects (OP4a) dropped below the desired performance levels between April and June. This was largely due to the exceptionally severe winter of 2018/19 which resulted in an increased number of defects occurring on the network and an unusually high number of emergency and category 1 work instructions being raised.

In a similar manner to the Efficiency Group, a KPI Performance Group is established and is responsible for reviewing, maintaining and developing the suite of KPI's. This includes the annual review of KPI targets and making recommendations to the Peterborough Highways Operations Team. The group is made up of members from across the partnership and meets monthly.

Environmental Performance

PHS is unusual in that environmental considerations features so prominently in the overall performance of the contract. The Added Value KPI's cover many environmental aspects from carbon, waste and water through to supporting local businesses. Overall performance is good with some key headlines provided below:

- AV1 – Carbon (tonnes emitted per £100,000 spend) is currently at an average of 1.03 for the year, which is well below the 2.63 target for the last financial year.
- AV2 – 20,851 litres of potable water were saved by using the rainwater harvesting system installed in the depot. Potable water taken to sites has been replaced by filling containers from rainwater harvesting leading to this saving.
- AV3 – 98.3% of waste produced by the contract was diverted from landfill (based on a 12 month rolling period) which remains above the 95% target.

Environmental compliance and added value is not only a priority for PHS but also Skanska as a whole. This is embedded through the partnership leadership team, the support of Skanska's Environment team and through training. All Skanska staff are required to complete Site Environmental Awareness Training. Compliance currently sits at 92% with the remaining three employees due to receive the training.

This positive approach to environment is also evident in scheme delivery. On Glamis Gardens, 80 tonnes of asphalt containing coal tar was recycled on site and used back in the network. This was achieved by planing out the contaminated asphalt and encapsulating it within a structural Hydraulically Bound Material (cementitious powder). This method was also used on French Drove, achieving time and carbon savings by reducing plant movement whilst also lessening the impact on the local community.

The Street Lighting design team has also be involved in a bat friendly lighting scheme for a new access and car park at **Fletton Quays**, a redevelopment site to the south of the city centre. An initial bat survey had indicated that bats were present in the area and would be greatly impacted by the proposed lighting. Following an investigation into bat feeding habits and flight routines, a revised design was developed that proposed the use of new 1m high lighting bollards with 0% upward light out ratio. This would enable the car park to be lit to a suitable level for safe use whilst mitigating the impact on the bats.

The **Nene Bridge Bearing Project** has also been a great success in demonstrating environmental best practice and innovation. Design innovations include the use of the Portadam system to allow work on the bridge piers in the River Nene. This non-intrusive method negated the need for intrusive piling into the river bed. Another innovation was the use of an Air Skid System which reduced plant movements on-site when moving the heavy panels. This system saved 90% of time and 70% of cost when compared to the original plan, in addition to eliminating plant movements on this particular work operation. The team also used recycled content within the concrete mix for the bridge piers. This mix contained recycled fly-ash which is a by-product from coal power stations.

Customer Feedback

Customer Feedback Surveys

The performance of PHS is also measured through a series of feedback surveys which contribute towards two KPI's – CS3 and CS4. These are undertaken on selected schemes with the following groups:

- The Client – Feedback surveys are conducted with Council staff to gauge satisfaction and identify opportunities for improvement
- Council Members – Feedback cards are left with local Members following the completion of schemes. These cards provide Members with the opportunity to comment on all aspects of the scheme, including the standard of the work, the safety of the site and the way in which the staff conducted themselves.
- Members of the Public – As for Council Members, feedback cards are left with local residents following the completion of schemes.

Compliments & Complaints

Compliments and complaints from the public are raised either through the Customer Contact Centre or directly with staff. These are logged, actioned and subsequently reported at the Peterborough Highways Operations Team. This data contributes directly to the KPI CS5.

The National Highways & Transport (NHT) surveys

The NHT annual survey captures public satisfaction on services delivered by local authorities. The Council has participated in the survey in the years of 2012, 2015, 2016, 2017, 2018 and will be again in 2019. It is the Council's intention to continue to do these surveys annually.

In 2018 a total of 112 Highway Authorities took part in the survey, with the survey across Peterborough having a response rate of 22.4% (963 responses out of 4300 sent questionnaires). As per previous year's, six highways themes were assessed, including accessibility, public transport, walking and cycling, tackling congestion, road safety and highway maintenance.

At a national level, Peterborough was found to have a satisfaction score of 55%, which exceeds the national average. In comparison to other highway authorities which participated within the survey, Peterborough

was ranked 22 out of 112 overall for the six themes explored, and ranked first within the Eastern Region for the second year running.

Performance Management Framework

The Performance Management Framework (PMF) originated from the Incentive Fund requirements. Whereas the KPIs focuses more on supplier performance, the PMF takes a more holistic view of the service and the highway network. Full details are provided within Appendix 2 but the key measures include:

- Sustainability (carbon emissions, street lighting energy consumption, congestion and travel choice)
- Serviceability (condition of the network)
- Safety (accident statistics and network defects)
- Stakeholder satisfaction (NHT survey and direct customer feedback)

In the case of road condition data, the table below demonstrates how the Council compares both regionally and nationally with other Local Authorities. (Note: the latest figures released in January 2019 relates to data from 2017/18).

'Red' Carriageway Classification (Percentage of roads where maintenance should be considered)			
	A Roads (%)	B & C Roads (%)	Unclassified Roads (%)
Peterborough	1	5	15
Cambridgeshire	3	6	27
Regional Average	3	6	16
National Average	3	6	17

Good News Stories

Awards & Recognition

The Skanska UK Awards celebrate outstanding achievements by individuals and project or contract teams. The award categories are aligned with the Skanska Purpose, Vision and 2020 Business Plan. **Jason Webb** won the 'Care for Life' award, which recognises Jason's proactive approach to health and safety as well as the care and wellbeing of his colleagues. **Nene Bridge** was shortlisted under the 'Team of the Year' category.



Jason Webb at Skanska UK Awards



CIHT Awards

The contract had success at the regional

Chartered Institute of Highways and Transportation (CIHT) Awards with **Nene Bridge** securing 'Project of the Year' and Ross Percy-Jones being shortlisted for 'Young Professional of the Year'. Nene Bridge has also been shortlisted for the prestigious British Construction Industry Awards under the 'Operations and

Maintenance Project of the Year' category.

The **Werrington Brook Improvement Project** won the Physical Achievement award from the Institution of Civil Engineers Merit Awards 2018. The Werrington Brook Improvement Project is a 5-year project to address the physical and chemical characteristics of Werrington Brook, a sub-catchment of the River Welland, thereby improving water quality. Partnership has been at the heart of this project's success. Working together, those involved have been able to think bigger and deliver more for the environment and people. The project team re-engineered the channel building features, typically found in more naturalised water, ensuring sustainability and resilience. This project's legacy is community involvement, increased amenity value and reduced maintenance, while providing safer access for operational staff and the public.



Susdrain Award

Fleetwood Crescent was commended at the Susdrain awards. Fleetwood Crescent is a brownfield phased residential development in the Eastfield area of Peterborough. The first phase consists of 28 plots for Cross Keys Homes properties and utilises permeable paving in order to manage surface water runoff from the site.

The contract **Environmental Management System** and the management of environmental KPIs was audited by Investors in Environment – the national environmental accreditation scheme. This audit was successfully passed and the contract has been accredited with their 'Green Level' accreditation (the top level) – with a 93% success rate against the criteria. The award was collected at a ceremony in April 2019 and also picked up the award for 'Best Overall Achiever' for the Large Business Category.



Investors in Environment Award

The **Schemes Team** and **Major Projects Team** have picked up two Green Apple Awards in November 2018 for in-situ recycling on Glamis Gardens and the use of Low Temperature Asphalt (LTA) on Nene Parkway. The award for in-situ recycling was a collaborative innovation between the Council, Skanska and key supply chain partner, Stabilised Pavements Ltd.

In addition to carbon, waste and financial savings, the use of in-situ recycling instead of full carriageway reconstruction halved the programme, minimising the disturbance to local residents.

The award for LTA was a collaboration between Skanska and Aggregate Industries. Through early project involvement, LTA was explored for use on the northbound A1260 Nene Parkway, a resurfacing project delivered as part of the wider city infrastructure improvements. The application of LTA involved reducing the accepted temperature of virgin asphalt by 40 degrees Celsius. The total asphalt production using SuperLow Technology in July to August 2017 was 3,238 tonnes which produced an overall CO2e saving of 12.6% or 20.8 tonnes.

David Boddy (Transport Planning Technical Lead), who retired in December 2018, was awarded a Civic Award by the Council in recognition of his many years of service to the city.

Steve Biggs has been appointed Vice President of the Institution of Lighting Professionals. In this new national role, Steve will be promoting links and engagement between the lighting design and lighting contracting communities. This aligns well with Steve's current responsibilities as Principal Design Engineer and Technical Street Lighting Lead for Skanska.



Civic Award

Keith McWilliams (Contract Manager) has been elected Chair of CIHT East of England Branch. This region covers Essex, Hertfordshire, Northamptonshire, Cambridgeshire, Suffolk, Norfolk, and a number of other unitary authorities including Peterborough.

Working with the Local Community

Skanska continue to support the Skills Service by providing staff to assist students at local secondary schools, aiming to raise aspirations of students and helping to build employability skills. This academic year Skanska has supported eight school events, with fourteen members of staff attending events such as Mock Interviews and multiple Careers Fairs.

Peterborough STEM Festival

The Peterborough STEM Festival took place on Saturday 13th October 2018 and was aimed at children from ages 4 to 16. A considerable number of local staff participated in the event, demonstrating the good work that is undertaken by the PHS team and the wider Skanska team. A bridge building activity proved very popular with the children.

The local team commented that 'it was wonderful to see so many families participating and enjoying our stand, with a healthy interest from girls as well as boys.'

'The young people at the festival are the next generation of professionals and if we can motivate and inspire one of them to study the STEM subjects and progress into a related career then the whole day was worth it.

More people should get involved in these STEM activities, as the whole day was great fun and very rewarding. It is also a great way to demonstrate to our younger generation the vast opportunities within construction.'



Peterborough STEM Festival

Eco Awards

PHS took part in the annual Eco Awards to show their support for schools going the extra mile to be green, presenting the 'Skanska Special Award' to children from the winning primary school.

The awards, organised by Peterborough Environment City Trust (PECT), focus on supporting primary schools and celebrating the efforts they are making with green innovations, environmental awareness, and health and happiness. The children presented their work on environmental initiatives and the awards were presented, with the Skanska team choosing a winning school based on the pupils' enthusiasm and knowledge.

This year's winner was St Augustine's C of E Junior School, for their focus on creating a zero-waste and zero-carbon environment. Pupils and staff have been working together to reduce the school's waste and energy use, sorting waste to increase recycling, keeping litter to a minimum, learning about energy use and the effects of burning fossil fuels, and understanding the benefits of renewable energy.

Lend a Hand Day

As part of Skanska's 'Living our Values' week, a team of 42 office staff and operatives dedicated their Lend a Hand days to sprucing up a local green space over the course of five days.

Throughout the week the team took part in activities for Nene Park Trust who celebrated their 40th anniversary in 2018. At the beginning of the week the team removed fencing, replaced steps and carried out landscaping. The team then moved on to clearing vegetation to make footpaths more accessible, replacing steps to create better access to a raised seating area with a view of the river and the lakes at Ferry Meadows, before resurfacing pedestrian bridges and paths. Gravel footpaths were also laid to improve access to a newly created wooded area for people to enjoy.



Lend a Hand Day

Later in the week, the team carried out a tree species survey to identify different species of native trees and help the Nene Park Trust maintain them, tracking tree disease and helping them decide what trees to plant in the future. They ended the week with conservation and maintenance tasks, such as weeding and hedge trimming.

Moments with Trees is a two-year project funded by the Heritage Lottery Fund (HLF) focused on the trees and woodland of Nene Park. The 'Moments with Trees' newsletter published by Nene Park Trust, thanked the team.

Nene Park Trust – 'It was marvellous to have teams from Skanska attend for a full week of tasks! A massive thank you for all your hard work!'

Appendix A – Annual Performance Scorecard

v1.1	Financial Year: 2018/19					Scorecard		
Domain	Scorecard	KPI ref.	KPI description	Target		Scorecard weighting	KPI weighting	Scorecard totals
Operations	Programme Delivery	OP1	Number of cyclic maintenance activities completed against programme	95%	year	70%	10%	69.69% (71.75%)
		OP12	Number of schemes completed against programme	95%	year		5%	
		OP13	Defined cost within +/- 10% of target cost per scheme	95%	Financial year		5%	
	Operational Delivery	OP2	Percentage of emergency work instructions attended to within agreed timescales	100%	month		15%	
		OP3 [a]	Percentage of Highways CAT 1 work instructions completed within agreed timescale	100%	month		15%	
		OP3 [b]	Percentage of Street Lighting CAT 1 work instructions completed within agreed timescale	100%	month		15%	
		OP4 [a]	Percentage of Highways CAT 2 work instructions completed within agreed timescales	95%	month		10%	
		OP4 [b]	Percentage of Street Lighting CAT 2 work instructions completed within agreed timescale	95%	month		10%	
		OP5	Winter Maintenance - precautionary treatment runs completed within the agreed timescale	98%	month		10%	
		OP10	Percentage of work passing inspection	95%	month		5%	
	Health and Safety	OP6	Lost Time Injury Frequency Rate (LTIFR)	Report only			0%	
		OP7	Accident Frequency Rate (AFR)	Report only			0%	
		OP8	Number of Near Misses reported	Report only			0%	
		OP9	Number of Service Strikes	Report only			0%	
Customer Service	Customer Service	CS3	Number of satisfaction surveys completed for [a] Client, [b] Members and [c] Public (returned)	Report only		10%	0%	10.00% (10.59%)
		CS4 [b] & [c]	Satisfaction scores for [b] Members & [c] Public	85%	month		75%	
		CS5	Number of commendations received minus number of complaints received	Positive score	rolling 12 months		25%	
Commercial and Financial	Commercial & Financial	CF1	Percentage of accounts approved and paid within agreed period	Report only		0% (report only)	0%	0.00%
		CF3	Percentage of cashable efficiencies compared to turnover (in current Financial Year)	Report only			0%	
		CF5	Value from other revenue streams	Report only			0%	
Added Value	Carbon	AV1	Reduction in Carbon Emissions arising through energy and fuel use in buildings and vehicles against target	35%	reduction by 2022/23	20%	40.83%	19.82% (20.14%)
	Water	AV2	Reduction in Potable Water consumption through use of a rainwater harvesting system	2%	reduction in 2018/19		15.83%	
	Waste	AV3	Diversion of waste from landfill: as a percentage of total waste produced over a rolling twelve month period	95%	rolling 12 months		15.83%	
	Procurement	AV4	Percentage of material procurement spend within the LEP area	80%	Financial year		10.83%	
	Suppliers	AV5	Percentage of SME contractors procurement spend within the LEP area	50%	Financial year		10.83%	
	Sustainable transport	AV6	Reduction in single occupancy car travel through application of transport hierarchy	10%	reduction in 2018/19		0%	
	Economy & CSR	AV7	Support development of local skills provision directly and indirectly (supply chain)	250 hours	Financial year		5.83%	

2018/19 total score **99.51%**
(102.48%)

Issue/ change log

Date	Version No.	Measure	Details of issue/ change
30/05/2019	1.0	All	First issue
31/07/2019	1.1	AV4 and AV5	Values finalised further to completion of annual review. Added Value Scorecard total and 2018/19 total score updated to reflect finalised values for these measures.

Financial Year: 2018/19					2018/19 performance													Notes	Scorecard calculations							
Domain	Score card	KPI ref.	KPI description	Target	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Average or final score		Target multiplier	Multiplied score	Scorecard weighting	KPI weighting	Overall weighting	KPI score	Scorecard totals	
Operations	Programme Delivery	OP1	Number of cyclic maintenance activities completed against programme	95% year	1/0	2/1	2/1	4/2	5/2	8/5	10/8	10/8	10/8	10/8	10/8	13/13	100.00%	105.26%	105.26%	70%	10%	7.00%	7.00%			
		OP12	Number of schemes completed against programme	95% year	0/0	1/1	3/3	5/5	5/5	10/10	11/11	12/12	15/15	15/15	19/16	22/18	122.22%	105.26%	128.65%	70%	5%	3.50%	3.50%			
		OP13	Defined cost within +/- 10% of target cost per scheme	95% Financial year	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	96.97%	96.97%	97.37%	97.37%	105.26%	102.49%	70%	5%	3.50%	3.50%	
	Operational Delivery	OP2	Percentage of emergency work instructions attended to within agreed timescales	100% month	100.00%	100.00%	100.00%	100.00%	99.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	98.68%	99.81%	100.00%	99.81%	70%	15%	10.50%	10.48%		
		OP3 [a]	Percentage of Highways CAT 1 work instructions completed within agreed timescale	100% month	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	70%	15%	10.50%	10.50%		
		OP3 [b]	Percentage of Street Lighting CAT 1 work instructions completed within agreed timescale	100% month	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	70%	15%	10.50%	10.50%		
		OP4 [a]	Percentage of Highways CAT 2 work instructions completed within agreed timescales	95% month	67.01%	82.73%	92.42%	94.73%	95.42%	95.00%	94.64%	93.33%	95.24%	96.25%	95.64%	90.60%	91.08%	105.26%	95.88%	70%	10%	7.00%	6.71%			
		OP4 [b]	Percentage of Street Lighting CAT 2 work instructions completed within agreed timescale	95% month	98.56%	100.00%	98.18%	99.13%	100.00%	100.00%	100.00%	99.50%	98.66%	100.00%	100.00%	97.37%	99.28%	105.26%	104.51%	70%	10%	7.00%	7.00%			
		OP5	Winter Maintenance - precautionary treatment runs completed within the agreed timescale	98% month	No runs	N/A	N/A	N/A	N/A	N/A	N/A	100.00%	100.00%	97.50%	100.00%	100.00%	100.00%	99.58%	102.04%	101.62%	70%	10%	7.00%	7.00%		
		OP10	Percentage of work passing inspection	95% month	100.00%	98.72%	98.01%	100.00%	98.99%	100.00%	100.00%	100.00%	100.00%	100.00%	99.48%	100.00%	99.57%	99.56%	105.26%	104.80%	70%	5%	3.50%	3.50%		
	Health and Safety	OP6	Lost Time Injury Frequency Rate (LTIFR)	Report only	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00				70%	0%	0.00%			
		OP7	Accident Frequency Rate (AFR)	Report only	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00				70%	0%	0.00%			
		OP8	Number of Near Misses reported	Report only	2	1	1	4	0	5	3	6	1	4	2	0				70%	0%	0.00%				
		OP9	Number of Service Strikes	Report only	1	2	3	0	1	0	1	1	0	1	0	0				70%	0%	0.00%			69.69% (71.75%)	
Customer Service	Customer Service	CS3	Number of satisfaction surveys completed for [a] Client, [b] Members and [c] Public (returned)	Report only	167	38	69	10	51	13	5	0	0	0	0	0				10%	0%	0.00%				
		CS4 [a]	Satisfaction scores for [a] Client	Report only	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A				10%	0%	0.00%			
		CS4 [b] & [c]	Satisfaction scores for [b] Members & [c] Public	85% month	92.44%	96.86%	93.29%	82.09%	88.00%	94.51%	94.29%	Nil returns	Nil returns	Nil returns	Nil returns	Nil returns	100.00%	100.00%	100.00%	10%	75%	7.50%	7.50%			
		CS5	Number of commendations received minus number of complaints received	Positive score rolling 12 months	3	3	7	3	1	2	1	2	0	1	4	0	100.00%	100.00%	100.00%	10%	25%	2.50%	2.50%			
Commercial and Financial	Commercial & Financial	CF1	Percentage of accounts approved and paid within agreed period	Report only	95.12%	93.86%	100.00%	95.98%	94.53%	99.02%	92.51%	100.00%	100.00%	96.64%	98.18%	95.48%				0%	0%	0.00%				
		CF3	Percentage of cashable efficiencies compared to turnover (in current Financial Year)	Report only	15.20%	6.31%	4.33%	4.41%	4.67%	4.00%	3.73%	4.66%	4.49%	4.50%	5.04%	4.71%				0%	0%	0.00%				
		CF5	Value from other revenue streams	Report only	£77,304	£82,663	£114,491	£82,256	£103,609	£140,199	£98,803	£62,225	£217,903	£146,896	£339,444	£61,264				0%	0%	0.00%			0.00%	
Added Value	Carbon	AV1	Reduction in Carbon Emissions arising through energy and fuel use in buildings and vehicles against target	35% reduction by 2022/23	93.51%	56.60%	36.69%	33.21%	29.73%	25.62%	27.98%	29.33%	32.67%	35.02%	36.77%	34.91% of target	Counted as pass (100%)	100.00%	100.00%	100.00%	20%	40.83%	8.17%	8.17%		
	Water	AV2	Reduction in Potable Water consumption through use of a rainwater harvesting system	2% reduction in 2018/19	4.38%	4.38%	7.59%	20.11%	54.77%	60.37%	72.38%	84.73%	94.46%	103.53%	114.10%	130.43% of target	Counted as pass (100%)	100.00%	100.00%	100.00%	20%	15.83%	3.17%	3.17%		
	Waste	AV3	Diversion of waste from landfill: as a percentage of total waste produced over a rolling twelve month period	95% rolling 12 months	97.90%	98.32%	98.36%	98.26%	98.12%	98.16%	98.32%	98.42%	98.32%	98.26%	98.00%	98.32%				98.23%	105.26%	103.40%	20%	15.83%	3.17%	3.17%
	Procurement	AV4	Percentage of material procurement spend within the LEP area	80% Financial year	71.75%	74.78%	77.29%	74.88%	75.01%	73.89%	73.81%	74.48%	75.04%	74.00%	73.81%	72.97%	Finalised values for 2018/19	72.97%	125.00%	91.21%	20%	10.83%	2.17%	1.98%		
	Suppliers	AV5	Percentage of SME contractors procurement spend within the LEP area	50% Financial year	83.76%	71.03%	70.54%	69.19%	72.44%	69.14%	62.71%	59.76%	57.61%	54.52%	55.54%	54.80%	Finalised values for 2018/19	54.80%	200.00%	109.60%	20%	10.83%	2.17%	2.17%		
	Sustainable transport	AV6	Reduction in single occupancy car travel through application of transport hierarchy	10% reduction in 2018/19	19.70%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	KPI weighting (5%) distributed 6 ways (0.83% additional weighting to all other AV measures)				20%	0%	0.00%			
	Economy & CSR	AV7	Support development of local skills provision directly and indirectly (supply chain)	250 hours Financial year	0	0	10	346	346	346	379	384	386	388	388	388	Counted as pass (100%)	100.00%	100.00%	100.00%	20%	5.83%	1.17%	1.17%	19.82% (20.14%)	
																							2018/19 total score			99.51% (102.48%)

Appendix B – Performance Management Framework

Peterborough Highway Services
Asset Management Performance Management Framework - Dashboard

v1.0		Quarter 4 2018/19 (published 30/05/2019)				Previous	2018/ 19					
Key area	Measure	Ref.	Description	Available/ reported	Target	Q or Yr	Q1	Q2	Q3	Q4	Notes	
Sustainability	Carbon emissions from maintenance activities	SU1	Tonnes of Carbon emitted for every £100,000 spent	Quarterly	<= annual KPI reduction	1.24 (2.63)	0.96	0.45	1.24	1.11	Value in Green represents target.	
	Street Lighting energy consumption	SU2	Amount of electricity consumed across the City for the lighting asset (incl. lit signs and bollards). (Avg Kwh per light per month)	Quarterly	<= average usage from qtr for prev year	24.67	17.65	18.97 (21.14)	24.67 (31.75)	25.31	This year's results each quarter to be targets for 2018/19 Value in Green represents target.	
	Congestion	SU3	Average delay on locally managed 'A' roads (DfT measure CGN0502b) spvpm (seconds per vehicle per mile)	Annually	24 spvpm	24.9				25.40	Data from DfT CGN0502b return (due Feb each year)	
	Travel choice	SU4a	Public Transport - Public satisfaction (%) of local bus services	Annually	>= national average	65% (62%)			63% 61%			Data from Annual NHT public satisfaction survey KBI 07 Value in Green represents national average.
		SU4b	Walking - Public satisfaction (%) of pavements and footpaths	Annually	>= national average	57% (56%)			57% 54%			Data from Annual NHT public satisfaction survey KBI 11 Value in Green represents national average.
		SU4c	Cycling - Public satisfaction (%) of cycle routes and facilities	Annually	>= national average	61% (52%)			57% 52%			Data from Annual NHT public satisfaction survey KBI 13 Value in Green represents national average.
Serviceability	BSCI Score	SE1	Annual Average Bridge Stock Condition Indicator.	Bi-annually	>= 70.00	76.14					Average BSCI score calculated in March 2018 for Bridge Inspections conducted during the preceding 2 year rolling programme.	
	% of A Road Network That is Red	SE2	% of A Road Network from the scanner data marked red, that should have been considered for maintenance	Annually	<= national average	1% (3%)				1% (3%)	Value in Green represents national average.	
	% of B & C Road Network That is Red	SE3	% of B & C Road Network from the scanner data marked red, that should have been considered for maintenance	Annually	<= national average	6% (6%)				5% (6%)	Value in Green represents national average.	
	% of Unclassified Road Network That is Red	SE4	% of Unclassified Road Network from the scanner data marked red, that should have been considered for maintenance	Annually	<= national average	16% (17%)				15% (17%)	Value in Green represents national average.	
Safety	Emergency response on the Network	SA1	Percentage of emergencies responded to within agreed timescales.	Quarterly	100%	100.0%	100%	99.6%	100.0%	99.6%		
	Urgent Defect repair on the Network	SA2	Percentage of Highways CAT 1 defects completed within agreed timescales	Quarterly	100%	100%	100%	100.0%	100.0%	100.0%		
	Defect repair on the Network	SA3	Percentage of Highways CAT 2 defects completed within agreed timescales.	Quarterly	95%	94.4%	78.9%	94.9%	94.4%	93.5%		
	Delivery of planned safety inspections	SA4	Percentage of safety inspections delivered to programme.	Quarterly	100%	100.0%	100%	99.6%	100%	99.80%		
	Accident statistics	SA5	Annual KSI (Killed or Seriously Injured) figure.	Annually	n/a	K-7 SI-98			K-4 SI-77			
Stakeholder Satisfaction	Customer Feedback Cards	SH1	Positive feedback from members of the public.	Quarterly	85%	94.3%	93.3%	88.4%	94.3%	Nil returns		
	NHT Survey	SH2	Overall results for Theme #03: Walking/ Cycling.	Annually	>= national average	59% (55%)			56% 55%		Value in Green represents national average.	
		SH3	Overall results for Theme #04: Tackling Congestion.	Annually	>= national average	51% (51%)			52% 50%		Value in Green represents national average.	
		SH4	Overall results for Theme #05: Road Safety.	Annually	>= national average	56% (55%)			55% 55%		Value in Green represents national average.	
		SH5	Overall results for Theme #06: Highway Maintenance/ Enforcement.	Annually	>= national average	54% (51%)			52% 49%		Value in Green represents national average.	

Issue/ change log

Date	Version No.	Measure	Details of issue/ change
30/05/2019	1.0	All	First issue (Q4 2018/19)

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