

Peterborough Highway Services

Delivered by



APPENDIX 1 - PETERBOROUGH HIGHWAY SERVICES 2022/23 ANNUAL REPORT



Junction 15 Footbridge

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Executive Summary

Peterborough Highway Services (PHS) is a partnership between Peterborough City Council (PCC) and Milestone Infrastructure Ltd, with the contract running until September 2028. PHS is responsible for improving and maintaining Peterborough's highway network including roads, drainage, street lighting and bridges. This report covers the period of April 2022 to March 2023.

PHS has continued to deliver high levels of performance having achieved an overall annual performance score of 99.86%. 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:

- 98.9% of emergencies call outs were attended within the agreed timescale.
- 99.5% of Category 1 highway defects were repaired within the agreed timescales.
- 100% of street lighting Category 1 defects were repaired within the agreed timescales.
- 96.7 % of highway Category 2 defects were repaired within the agreed timescales.
- 100% of street lighting Category 2 defects were repaired within the agreed timescales.
- 44 precautionary winter treatment runs were undertaken (each comprising five routes) with all runs completed within the agreed timescales.

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

- Carbon – an average of 0.74 tonnes CO₂e per £100,000 spend was emitted, well below the target of 2.21. This is a reduction of 20% compared to last year and a 60% the 2015 baseline.
- Water – 8,599 litres of potable water were saved by using the rainwater harvesting system installed in the depot during 2022/23, which is below the target of 23,980 litres. This was a 45% reduction on water collected compared to last year, reflecting the minimal rainfall in the winter months.
- Waste – 100% of construction waste produced by the contract was diverted from landfill, which remains above the 95% target.

PHS has continued to deliver a strong health and safety performance throughout the reporting period of April 2022 to March 2023, maintaining one of the best safety records across all Milestone Infrastructure Highways contracts. During this twelve-month period there has been no lost time or HSE RIDDOR reportable incidents. Therefore, as a result of no lost time incidents, the contract has a Lost Time Incident Frequency Rate (LTIFR) of 0.00 and an Accident Frequency Rate (AFR) of 0.00 at the end of the financial year. Both are 12-month rolling figures and calculated per 100,000 man-hours.

Delivering efficiencies is an integral part of the contract. A total of £1.714m efficiencies (comprising £0.579m Cashable Savings and £1.135m Cost Avoidance) were delivered in the Financial Year 2022/23.

The Council has again participated in the National Highways and Transport (NHT) annual survey which captures public satisfaction on services delivered by local authorities. In 2022, the Council was ranked 12th for Overall Satisfaction of the 111 authorities participating across the UK and were ranked 1st out of the 11 highway authorities located within the eastern region. Of the 27 key benchmark indicators included within the survey, Peterborough was above the national average in 66% instances (18 out of 27).

During 2022/23, PHS continued to develop and deliver a number of capital improvement projects across the City. The key projects that have been completed or are under construction include Junction 15, Smart Cities Junction Trial, Active Travel measures, resurfacing of the A1139 Fletton parkway between Junction 3-3a and safety barrier upgrade works along the A15 Werrington and Paston Parkways as well as Frank Perkins / Fletton Parkways between Junction 3 and Junction 8.

There were also a large number of schemes that are and continue to progress through planning and design phases, most notably improvements to Junction 3 (A1260 / A1139), A16 Norwood, Fengate Access and the River Nene Pedestrian Bridge.

The partnership is proactive in seeking ways to improve the service. In 2021/22 this has included a review of Streetworks management and compliance, continued development of a project governance framework, and the development of a depot dashboard to improve operational performance.

Social value initiatives have continued across the contract. Milestone via Growth Works has provided employability and careers support to a number of schools including Hampton Gardens Secondary School, Arthur Mellows Village College, The Stanground Academy and Ken Stimson Community School. Over the past year a total of 153 volunteer hours have been produced on a range of events such as mock interviews, career fairs, apprenticeship and networking talks as well as STEM events.

In the winter months of 2022, Milestone was invited to be a part of the PECT Eco Awards alongside Aggregate Industries, in running a competition for schools across Peterborough. Pupils of schools who took part had the opportunity to create a design around the theme 'Let's Go Zero', with the winning design to be mounted on several different highway's vehicles.

Milestone also continued their support of the PECT Eco Awards by jointly running a 'Let's Go Green' competition and being the main sponsor for the awards event in May 2023.

Introduction

Peterborough Highway Services (PHS) is responsible for planning, improving, and maintaining Peterborough's highway network including roads, drainage, street lighting and bridges.

PHS is a partnership between Peterborough City Council (PCC) and Milestone Infrastructure Ltd. The contract was originally awarded to Skanska UK in 2013, with a ten-year contract commencing on the 1st October 2013. In April 2021 a five-year extension was awarded to the Peterborough Highways contract, on account of consistent, strong performance and collaborative work.

A Major Projects team was added to the PHS contract in 2016, and an LED Street Lighting Project was added in 2017 but has since been disbanded due to the successful completion of the LED upgrade programme. In April 2021 the Skanska's Infrastructure Services business was sold to M Group Services and a new organisation, Milestone Infrastructure Ltd, was formed.

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 (PHSB) and the Peterborough Highways Operations Team (PHOT). The purpose of PHSB is to provide strategic direction and monitor the performance of the contract. PHOT is responsible for leading and managing all aspects of service delivery and performance, and implementing the strategic direction set by PHSB.

This report covers the 12-month period from April 2022 to March 2023.

Maintenance Activities

Highway Maintenance

During the 2022/23 year, PHS responded to:

- 723 emergency call outs, 8 attended outside the required target
- 224 Category 1 highway defects (223 completed on time) and 34 Category 1 street lighting defects, all of which were repaired on time
- 6,309 Category 2 highway defects, where 6,103 were repaired on time. These repairs need to be undertaken with 7, 14, 28 days or 3 months depending on the nature of the defect and timescale given on the order raised
- 895 Category 2 street lighting defects, where all 895 were repaired on time. These repairs need to be undertaken within 7 calendar days.

Winter Service

PHS is responsible for the Winter Service within the Council area and responsible for the treatment of 950km of highway.

The Winter Service is provided by six gritters which operate on five different routes across the City area, with additional treatments undertaken by hand crews at the bus station, car parks, footbridges and subways. PCC's partner Aragon Services provide the winter service to the pedestrian areas of the City Centre.

The Winter Service team consists of two decision maker Duty Officers (who monitor the weather forecasts and decide if treatment is necessary) who are on a week on week off rota, 10 HGV gritter drivers who are on a week on week off rota and 8 hand grit crew members who work a week on every two to three weeks.

The PHS winter fleet consisted of:

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

Between October 2022 and April 2023, 42 precautionary treatments were undertaken (each comprising five routes), using 1,055 tonnes of salt. The number of precautionary treatment runs is the lowest over the past four years, with 50 runs taking place in 2019/20, 67 runs undertaken in 2020/21 and 45 runs undertaken 2021/22. All grit runs were all completed within the three-hour target.

This winter season remained relatively mild (as indicated by the lowest number of precautionary treatment runs undertaken in the past four years) with only two extreme prolonged cold spells occurring either side of Christmas. The first occurred between the 6th and 17th December where 12 treatments were undertaken and the second between 15th and 27th January where 13 runs were completed.

Within the second half of this winter season two new gritting vehicle trials were undertaken, one introducing a diesel/electric hybrid and the second being fully electric. Both gritting vehicles received positive feedback from the Winter Service crew, however the resilience of the vehicles during snow or severe weather was questioned, due to factors such as the length of the treatment routes across Peterborough and the range and charging times required for the vehicles. As battery technology improves this is likely to be less of a problem in the future.

After 10 years of service the current gritting vehicle fleet is to be replaced. 6 brand new vehicles have been ordered from Econ and are expected to be delivered to the PHS depot in September 2023, ready for the delivery of the 2023/24 winter season.

Surfacing Programme

Major resurfacing works were undertaken on the A1139 Fletton Parkway between Junction 3 and Junction 3a. The £0.35m scheme was completed in March 2022.

A £1m programme of resurfacing to smaller sites was also successfully completed the past year. This included:

- Boongate Roundabout
- Brettongate
- Gresley Way Roundabout
- New Cutt
- Oundle Road
- Pearces Road

Specialist Treatments

PHS carry out a wide range of specialist surface treatments. These are typically cost-effective ways of maintaining carriageway and footway surfaces and extend the life of the asset. Treatments include:

- Surface dressing – This is applied to road surfaces and comprises a combination of hot-sprayed bitumen and road chippings. A £200k programme commenced in April 2022, applying treatment to 40,000m² of carriageway across 8 sites.
- Micro-Asphalting – This is a cold-applied polymer liquid which is applied to road surfaces. The programme commenced in April 2022, applying treatment to 45,000m² of carriageway across 18 residential roads. The overall value of the works was £885k.
- Slurry Sealing – This is a cold-applied polymer liquid which is applied to footway surfaces. A £140k programme commenced in August, applying 15,500m² of treatment across the Dogsthorpe, Walton, Bretton, Millfield and Longthorpe areas of the City.

Safety Barrier Upgrade

As part of Safety Barrier Upgrade Programme, the focus within this reporting year was to upgrade the verge safety barriers of the A15 Werrington and Paston Parkways as well as the A1139 Fletton/Frank Perkins Parkways between Junction 3 and Junction 8. The safety repairs to these routes ensured the Parkway Network remained safe and resilient for road users.

The £481k scheme to replace sections of the safety barrier along the verges of the A15 Werrington and Paston Parkways, commenced on the 11th April 2022 and was completed within a 9-week programme. This scheme followed on from the central reserve replacement along the same stretch of parkways which was completed in March 2022, costing £653k.

Similarly, the £670k scheme to replace the verge safety barriers of the A1139 between Junction 3 and Junction 8, commenced in February 2023 and is set to be completed by May 2023.

Both safety barrier schemes ensured current standards were met across the network and included night works (Lane 1 closures) to minimise the impact on the travelling public.

Scheme Delivery

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

Junction 15, A1260 Nene Parkway

Junction 15 is a large grade separated junction serving two of Peterborough's busiest strategic roads (the A47 Soke Parkway and the A1260 Nene Parkway). The junction is a crucial cornerstone of the Parkway Network and provides access to one of the city's three road river crossings (Nene Thorpe Bridge). A large number of peak hour commuter trips are accommodated at this junction.

The scheme to increase highway capacity included:

- Creation of a third lane (northbound) between Junction 33 and Junction 15 of the A1260 Nene Parkway, with a speed reduction to 60MPH implemented
- Creation of a three-lane circulatory on Junction 15 between the A1260 Nene Parkway approach and the Bretton Way exit
- Replacement of the pedestrian footbridge over the A1260 Nene Parkway (to facilitate the creation of a third northbound lane and bring the footbridge to standard)
- Environmental and biodiversity enhancements across the study area
- The exposing of the geological profile of the A1260 Nene Parkway embankments near Thorpe Road Bridge.

The new prefabricated footbridge spans a total of 100m in length, and measures approximately 4m wide, offering a shared use space for both pedestrians and cyclists. This upgrade from the previous narrow concrete footbridge brings the structure up to current design standards including the recently adopted LTN 1/20 guidance by PCC.



The majority of works were completed within normal working hours with the existing highway capacity remaining the same, however the demolition of the old footbridge and installation of new structure required several weekend full road closures, which occurred in January and February 2023. In these instances, Thorpe Road was used as a diversion route, connecting drivers between Junction 15 and Junction 33.

Challenges faced within this project included working in close proximity to a National Highways (NH) Major project (to the east between Junction 15 and Junction 16), utility diversions of five providers and the geological ground conditions. The first challenge was of greatest significance as Junction 15 was often used as a NH diversion route from the A1M. It was the detailed and collaborative planning between stakeholders that allowed for the successful scheme completion with minimal impact on local or national traffic routes.

Works commenced for the Junction 15 project in May 2022 and were completed in April 2023. The value of the works was £7.2m.

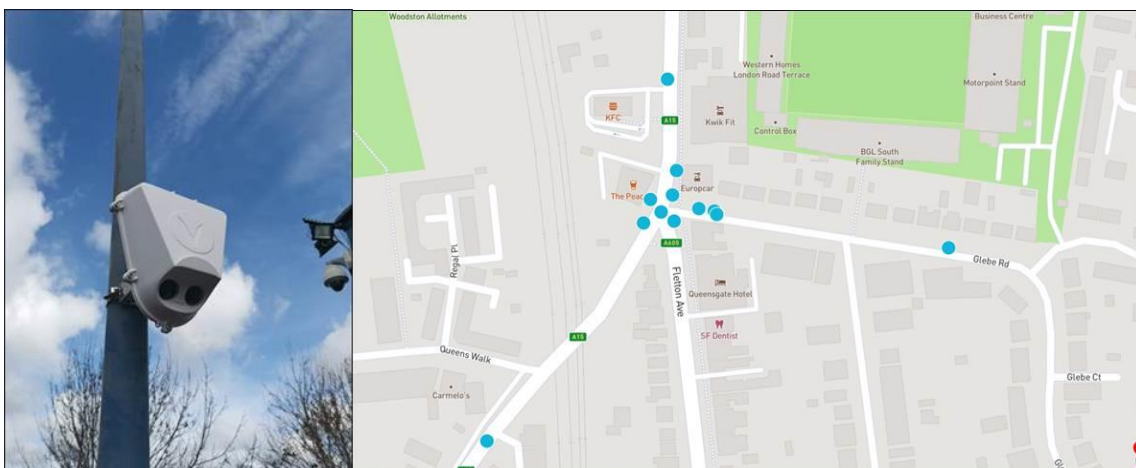
Smart Cities – Junction Trial

In 2018/19, PHS developed 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 communicate 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.

The success of sensor trials conducted in 2019 (with a 97% accuracy rate), resulted in the first Smart Junctions Trial being implemented on the City's network in April 2021 at the intersection of A605 Fletton Avenue / A15 London Road and Glebe Road. The trial is currently ongoing and includes the deployment of twelve sensors including:

- Nine sensors at the junction (on signal poles) with counts, occupancy and ANPR capabilities.
- Three upstream sensors (on lighting columns) with counts and ANPR capabilities.
- The installation of a smart junction system including a control hardware (VIU) cabinet with Artificial Intelligence (AI) algorithm development and deployment capabilities.

To date, the trial has shown success with the AI control adapting to various demand levels and scenarios at the junction, including a stopped car transporter. The next stage of the project, which is due in the autumn of 2023, is to trial the prioritisation of public transport modes, pedestrians and cycle movements.



The sensors themselves are used in other locations across the City, and provide rich, continuous data about motorised and non-motorised modes. Most obviously, they act as an alternative to ATC loops, which are traditionally cut into the road itself. Many lessons have been learned from the trials to date, including suitability of sensor locations, costs, and resilience (implementing fallbacks for when issues arise).

Active Travel Funding

Over the previous financial year, there has been an increase in the implementation of The Council's 'School Streets' initiative. Under this initiative the roads directly outside selected schools are closed to vehicular traffic during drop-off and pick-up times under a Traffic Regulation Order (TRO). Whilst such measures reduced traffic and improved safety, it was recognised that access needed to be maintained for specific groups including Blue Badge holders, emergency services, residents, service vehicles (e.g. refuse vehicles, postal workers etc.), home-to school transport vehicles, highways vehicles and school staff (where needed). For the majority of schools participating, the initiative is managed by school staff and volunteers.

The 13 schools 'active' within this initiative during the reporting period include:

- Brewster Avenue Infant and Nursery
- Queens Drive Infants
- Little Stars Day Nursery
- Southfields Primary School
- St. John Fisher Catholic High School
- St. Thomas More Catholic Primary School and Nursery
- Orton St. Johns Church School
- Orton St. Johns Pre-school
- St. Michaels Church School
- St. Michaels Ark Pre-school
- Lime Academy, Parnwell
- Gunthorpe Primary School
- Stanground St. Johns Primary School

The Council is looking to make the latest schools (Stanground St. Johns and Gunthorpe Primary schools) permanent by the autumn of 2023, and are assessing the suitability of 4 more schools who have expressed interest in the initiative.

Planning and Design

PHS is actively involved in the planning and design of potential 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 3

Junction 3 is a large, grade separated junction serving two of Peterborough's busiest strategic roads. The junction is a crucial cornerstone junction of the Parkway Network, connecting the A1139 Fletton Parkway and A1260 Nene Parkway, thus providing the majority of access to south-west Peterborough.

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. On average 56,000 vehicles pass through Junction 3 on a typical weekday, of which 5% are classified as commercial vehicles.

The scheme has been developed over recent years to include active travel provisions, which will help facilitate north-south movements which are hindered by the A1139 Fletton Parkway, address missing links within the existing network and make routes more consistent and safer for users.

The final scheme outputs include:

- Creation of a 3rd southbound lane on Nene Parkway from Junction 31 to Junction 3
- Additional flare of 150m to the A1139 Fletton Parkway westbound off-slip to create a 3rd lane
- Signalisation of the A1260 Nene Parkway approach to Junction 3, with a 4-lane approach
- Signalisation of The Serpentine approach to Junction 3, with a 4-lane approach
- Creation a 3rd lane on the A1260 The Serpentine northbound approach, extending by approximately 200m back from Junction 3
- The addition of a new footpath stretching 220m from Saltmarsh to The Phoenix School
- The upgrade to the Phorpes Way footpath (southern side) to meet current LTN 1/20 design standards, accompanied by several crossing points at Phorpes Close, Club Way and Cygnet Road
- The upgrade to the cycleway between Shrewsbury Avenue and the gated access of the Nature Reserve, stretching approximately 450m

An Outline Business Case (OBC) was approved by the CPCA in July 2020, followed by the Full Business Case (FBC) and Detailed Design in January 2023. A scheme Benefit Cost Ratio (BCR) of 6.2 was forecast, demonstrating Very High Value for Money. Approval for construction funding was granted by the CPCA in January 2023, enabling site clearance works to be undertaken in the spring of 2023. Construction is expected to commence in July 2023, with works following a 42-week programme with completion estimated for March 2024.

Fengate Access Study

Fengate is a large industrial area to the east of Peterborough. It is bordered to the west by the A1139 Frank Perkins Parkway, and to the east by the Fens. The Fengate area is an important employment area for Peterborough, with a large number of small and medium sized businesses located there, alongside large employers like Perkins Engines.

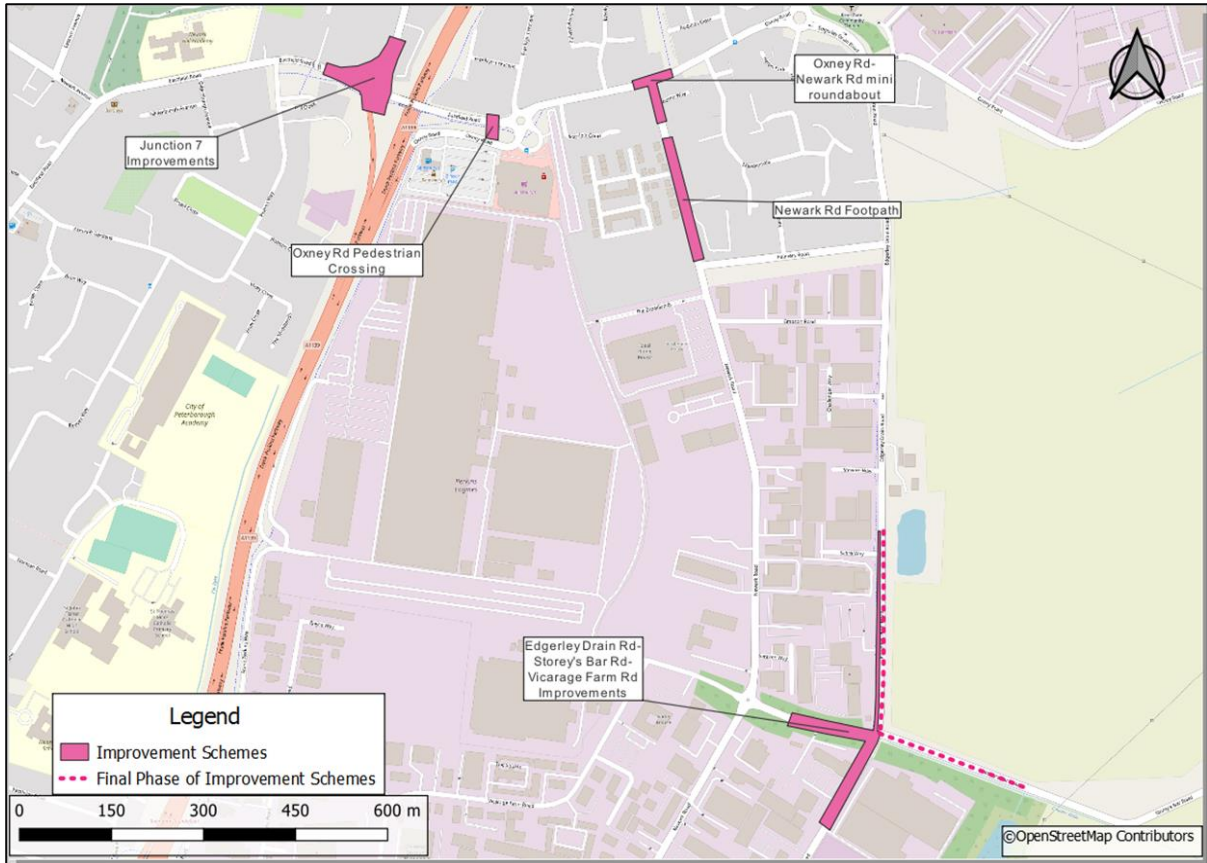
The Local Plan seeks to build upon the industry in this area and has a number of allocations within the area for employment development. The largest employment allocation within Fengate is the Red Brick Farm site which covers 126,600 square metres. This is likely to be a mixture of B8 (Storage and Distribution) units and B2 (General Industry) units with ancillary B1 office space. However, evidence of existing and future conditions demonstrates that there are congestion and delay issues that need to be overcome to enable the growth to be realised, particularly at Red Brick Farm.

A Strategic Outline Case (SOC) was approved by the CPCA in October 2020. At time of the approval, proposals put forward by developers associated with the growth of Fengate were in a state of progression, leading to the decision by the CPCA to move to the final FBC stage, rather than following the conventional business case process.

During 2021/22 the FBC and Detailed Design were produced and approved by the CPCA January 2023. The Fengate Access Study Improvement Scheme is forecast to offer a Benefit Cost Ratio (BCR) of 4.9 offers Very High Value for Money.

The Fengate Access Study Improvement Schemes include:

- Traffic signal improvements at the junction of Edgerley Drain Road / Storey's Bar Road / Vicarage Farm Road, on the Vicarage Farm Road and Storey's Bar Road northbound approaches.
- Traffic signal improvements at Junction 7 of the A1139 Frank Perkins Parkway (A1139 Frank Perkins Parkway / Oxney Road / Eastfield Road)
- Creation of a mini roundabout at Oxney Road / Newark Road
- Improvements to Newark Road footpath.
- Creation of a new pedestrian crossing over Oxney Road, between Junction 7 and the Oxney Road / Sainsburys Roundabout.



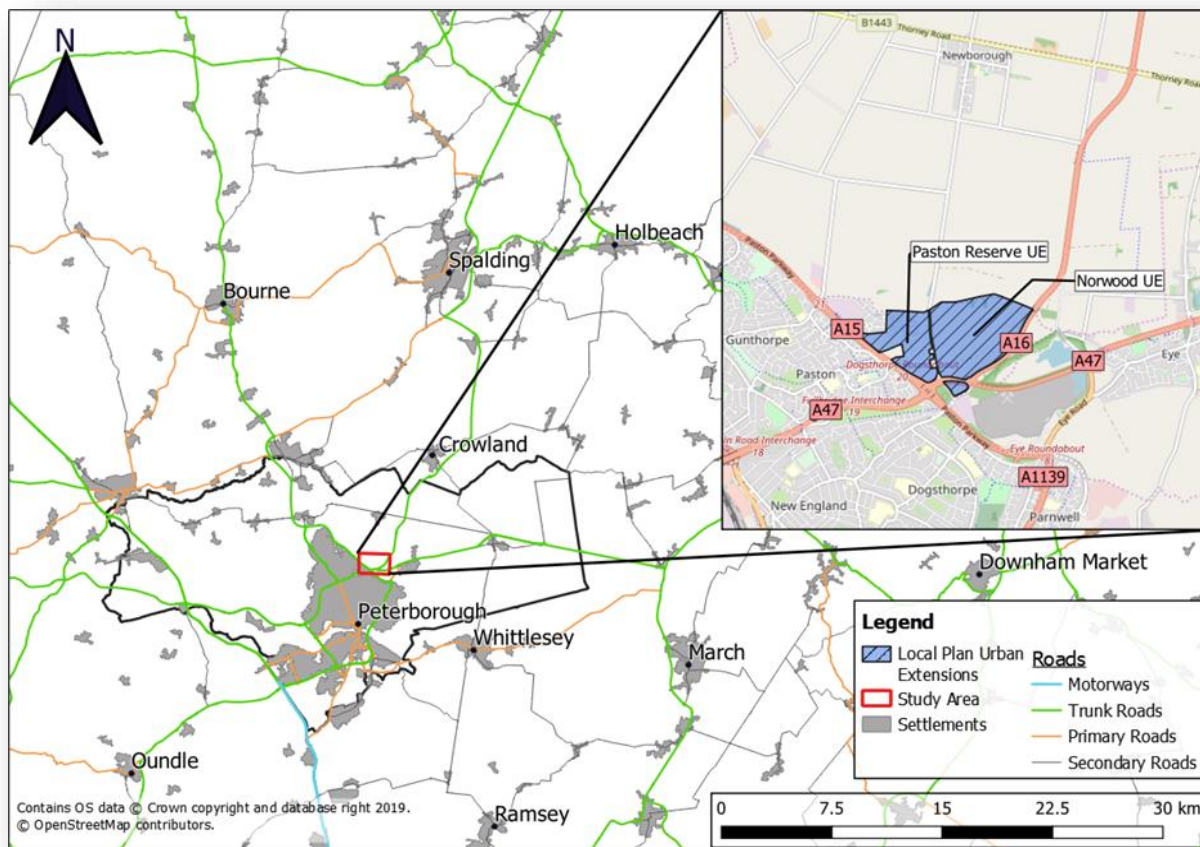
Construction funding was approved for the Fengate Access Study Improvement Schemes in January 2023. Construction of the individual scheme elements are forecast to be staggered as follows:

- Newark Road Footpath and Oxney Road Sainsbury pedestrian crossing forecast for spring 2023
- Junction 7 forecast to commence in summer 2023,
- Storey Bar Junction Improvements estimated to commence in the autumn 2023 with the corresponding mobilisation work occurring in August 2023
- Newark / Oxney Road Improvements estimated to commence in early 2024.

A16 Norwood Improvement Scheme

The Peterborough Local Plan (adopted July 2019) allocates Norwood and Paston Reserve as urban extensions, generating a combined total of 2,945 dwellings to the north of Peterborough.

The A16 Improvement Scheme is a package of highway improvements which will add capacity to the highway network, address existing problems of peak hour congestion, and help to facilitate planned residential growth at Norwood and Paston Reserve.



A SOC was submitted to the CPCA in November 2020, followed by the OBC and Preliminary Design work in May 2022. The FBC is expected to be finalised in early spring 2024.

The Preferred Option including the following highway improvements:

- Closure of Newborough Road access onto A47.
- Dualling of A16 between A16 / A47 / Welland Road Roundabout and the Norwood Development Access.
- Partial signalisation of A16 / A47 / Welland Road Roundabout (A16 southbound approach).
- A 50-metre flare added to the A47 westbound approach to provide additional capacity for left turning traffic to Welland Road.
- Dedicated left turn lane from the A47 eastbound to the A16 northbound.

River Nene Pedestrian Bridge

In October 2020, Peterborough City Council was awarded £22.9m from the Government's Towns Fund to support the planned future growth of Peterborough. As identified in the Local Plan the City Centre is a key area for future growth, with the extensive redevelopment of Fletton Quays and the Embankment Area identified as opportunity areas.

The current sustainable travel connectivity between the two development sites is poor, and the River Nene is a considerable constraint to providing pedestrian and cycle links for north-south City movements. The provision of a new footbridge across the River Nene will provide direct connectivity between two major redevelopment sites (maximising the full development potential of each site), and removing the severance caused by the River Nene. The footbridge will also support existing residential communities by reducing commuting distance and providing new sustainable walking and cycling routes into the City Centre.

An SOBC was submitted to the CPCA in September 2021, followed by the OBC in April 2022, where a forecast adjusted BCR of 2.2 was presented which demonstrates High Value for Money. The FBC is expected to be finalised in Winter 2023. Construction of the bridge is forecast for 2024 /2025.



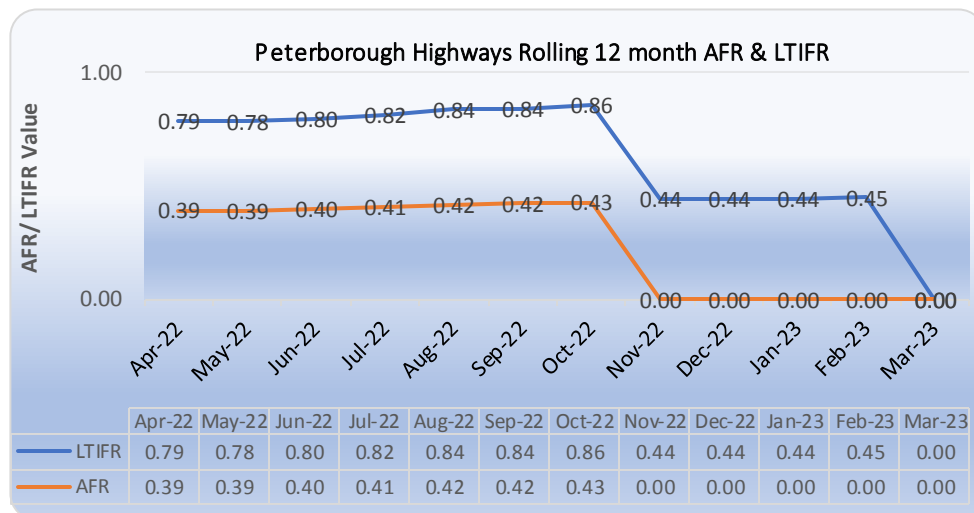
Health and Safety

Health and Safety Performance

PHS has continued to deliver a strong health and safety performance throughout the reporting period of April 2022 to March 2023, maintaining one of the best safety records across all Milestone Infrastructure Highways contracts.

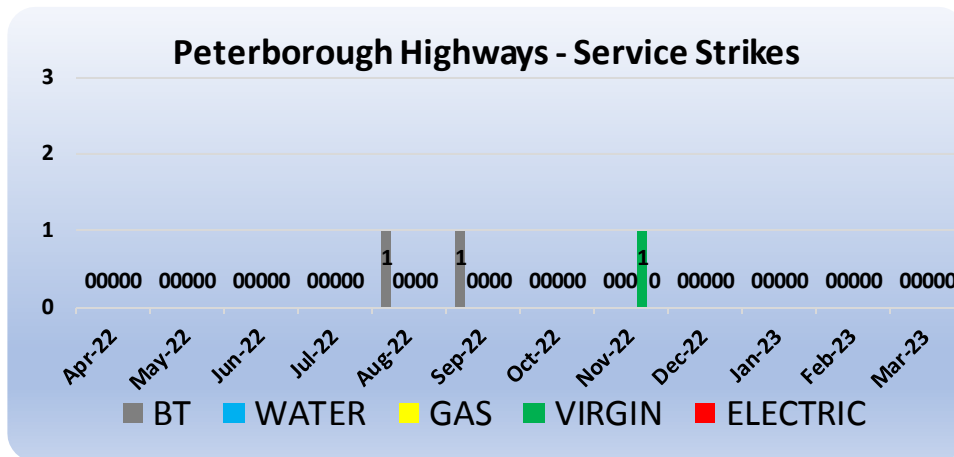
During this twelve-month period there has been no lost time or HSE RIDDOR reportable incidents. Therefore, as a result of no lost time incidents, the contract has a Lost Time Incident Frequency Rate (LTIFR) of 0.00 and an Accident Frequency Rate (AFR) of 0.00 at the end of the financial year. Both are 12-month rolling figures and calculated per 100,000 man-hours.

Lost Time Incident Frequency Rate (LTIFR) & Accident Frequency Rate (AFR) April 2022 to March 2023



Service strikes occur when a member of the workforce strikes utilities such as gas, water, electricity, and telecommunication supplies and are another key metric when assessing health and safety. Although safe working practices are in operation, this remains a constant challenge as telecommunication cables, gas supplies to residential property and low voltage street lighting cables are often uncharted and/or installed at a substandard depth. During 2022/23 there were a total of three service strikes, two were BT and one Virgin media cables at insufficient depth. None of the service strikes caused harm to individuals. Three service strike is a significant reduction in the number compared to previous year's figures.

Service Damage - April 2022 to March 2023



Near misses and incidents that do not cause harm are also reported and investigated to ensure that a positive health and safety culture is maintained. 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. This has been an issue over several years and continues to be an issue.

Peterborough Highways H&S Statistics April 2022 to March 2023

Incident Type (Optimus)	No. of Incidents	
Damage	3	BT & Media
Health & Safety Near Miss	6	
Misdemeanour	3	
Vehicle Incident	5	
Member of Public	1	
Theft / Breach of Security	1	
Good Practice	4	

It Starts with Me

A positive health and safety culture is not achieved through process compliance but is, instead, achieved through people. With this in mind, Milestone has developed its own behavioural health, safety, and wellbeing programme, 'It Starts with Me' (ISWM). This people-centric programme will challenge everyone to think about how they go about their work and make more positive health and safety choices. It will encourage individuals to identify behaviours which might lead to unsafe practices and promote personal responsibility.

Training was initially rolled out to Milestone senior managers and local contract leads. Our Highways & Street Lighting Manager, Zeke Rowe, has agreed to lead our local ISWM team and help embed this new approach across Peterborough and Cambridgeshire. The next stage of the programme's roll out is

a series of engagement events planned for April 2022 with supply chain and Council colleagues following in due course.

Improving the Way we Work

Service Improvement Priorities

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. Late in 2022/23 the focus has been shifted one of review and reflection to ensure the service is correctly positioned to deliver best value over the next 5 years. This will be completed early in 2023/24 to embed any identified changes, areas of review currently underway include:

- Governance structure inc. purpose, service outcomes, reporting and membership covering all levels from board to performance groups.
- Programme scrutiny and collaboration.
- Permitting awareness and compliance.
- Opportunities to leverage benefit for PCC.
- Improved communication and stakeholder engagement
- Carbon reduction plan

Setting the foundation for the next 5 years of the contract has been a key exercise to ensure priorities are still appropriate, projects and activities still effective and the service is position to deliver 'best for network' decisions.

Road Space Booking and Occupation of the Network

Both PCC and Milestone identified that Streetworks management and compliance was an area of the service that required attention. A series of workshops brought together teams from across the partnership to review working practices and improve interaction between the teams.

The workshops highlighted opportunities to improve processes and communication channels which, in turn improves efficiency and assists better management of the network. Throughout these workshops, the teams have better understood each other's roles and responsibilities as well the constraints that can be faced. Workshop outcomes have/will include:

- Additional training on general legislation, process, and timescales.
- Formal and informal communication structure to discuss road space requirements, with the Streetworks team now regularly attending all Annex meetings.
- Earlier notification and dialogue of planned works.

- Better flow of information and data between teams, both through existing channels and the expansion of existing technologies. A series of automated forms have been developed to better capture all required information and deliver this to the right people.
- Review of resourcing requirements to provide more resilience and eliminate bottlenecks
- Improved clarity of procedures, including under planned and emergency conditions.
- Creation of central mailbox to provide a single point of contact and remove reliance on individual emails.
- Review of Traffic Sensitive streets to provide greater clarity on requirements.

Depot Dashboard

The introduction of a new works management system, Causeway, in the preceding financial year has provided a foundation for further operational improvements on the contract. As a result of this, the team has developed a new operational dashboard using PowerBI with links back to the Causeway system. This has helped improve the scheduling of work, increase productivity, and enabled better and more consistent operational performance. The dashboard gives forward insights into operational workloads and how the works can be prioritised over the financial year. This allows effective management of key performance indicators which also feeds into our right first-time approach. This has been shared as an example of best practice across Milestone's portfolio of highway contracts and is being considered for wider adoption.

Efficiency Savings

Efficiency Road Map

One of a number of Performance Groups that report to the PHOT is the Efficiency and Contract Management 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 efficiency 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 PHOT and reported to the PHSB quarterly. A total of £1.714m efficiencies (comprising £0.579m Cashable Savings and £1.135m Cost Avoidance) were delivered in the Financial Year 2022/23.

A breakdown of the efficiencies for 2022/23 is shown in the table below:

Road Map Item	Cashable	Cost Avoidance	Notes
Co-ordination of Programme	-	£516,079	Sharing of traffic management across the service and with other PCC partners and stakeholders to reduce separate traffic management charges.
Integrated contract management	£ 33,948	-	Savings made through sharing Milestone Infrastructure support staff with Cambridgeshire Highways to ensure they are fully utilised.
3rd party works	£19,920	-	Completing work for other customers – be it public or private sector customers. Percentage fee returned to PCC.
Increase in turnover	£117,080		1% rebate for every additional million pound through the contract above the £10m threshold.
Systems thinking projects	-	£20,896	Systems thinking - project and business process improvement approach. Delivered efficiencies in the way the emergency response process is delivered.

Abnormal load management	£1,224	-	Savings made through sharing Milestone Infrastructure support staff with Cambridgeshire Highways to ensure they are fully utilised.
Delivery of Major Schemes	£96,099	-	1% management fee.
Winter Service	-	£92,001	Agreement to make winter service lump sum rather than a target cost.
Incident Response	-	£58,008	Agreement to make incident response a lump sum rather than a target cost.
New Depot Relocation	£61,992	-	Annual saving on rent and rates.
Major Schemes Management Fee	£90,000	-	PCC salary subsidy as part of the major projects agreement.
£50k saving annually on structures	-	£50,000	PCC has reduced its budget by this figure.
Green Claims	-	£393,422	This is the amount of cash Milestone Infrastructure has received and hence PCC have not had to fund these repairs.
Supply of IT equipment	£30,078		Efficiency returned for use of Milestone IT.
North Somerset	£75,000		Payment resulting from North Somerset's use of the PCC contract to procure Milestone Infrastructure.
Movement of containers from LED Depot to Highways Dept	£3,043		Re-use of purchased containers from the LED project enabled hired containers to be off hired.
Oxfordshire Schemes	£50,772		Payment resulting from Oxfordshire County Council's use of the PCC contract to procure Milestone Infrastructure for major projects.

Section 38-278 adoption process improvement		£5,196	Savings resulting from Highways Control Team not dealing with complaints
Total	£579,157	£1,135,602	

Efficiencies Table

The total forecast efficiencies for 2023/24 are set at £1,556,545 comprising £630,669 Cashable Savings and £925,876 Cost Avoidance.

Service Performance

Key Performance Indicators

The performance of the Peterborough Highways 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 PHOT in order to monitor progress, capture lessons learnt and support continuous improvement. The PHSB 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 positive Fix My Street satisfaction scores minus number of negative scores 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 contractor's 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)

Suite of KPIs

Each KPI, score card and domain is weighted and contributes to an overall annual performance score for the contract. For 2022/23, PHS achieved an annual score of 99.86%.

Domain	Weighting	Score
Operations	70%	70%
Customer Service	10%	10%
Commercial & Finance	0% (report only)	0%
Added Value	20%	19.86%
Total	100%	99.86%

Annual Performance Score Breakdown

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 PHOT. The group is made up of members from across the partnership and meets monthly.

Environmental Performance

PHS is unusual in that environmental considerations feature 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 (CO₂e tonnes emitted per £100,000 spend) is currently at an average of 0.74 for the year, which is well below the 2.21 target for the last financial year. This is a 20% reduction compared to last year (average 0.93).
- AV2 – 8,599 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. This is below the target of 23,980 litres and is a 45% reduction in the amount of rainwater collected compared to last year. This was impacted by a lack of rainfall across the winter months.
- AV3 – 100% of construction waste produced by the contract was diverted from landfill (based on a 12-month rolling period) which remains above the 95% target.

A contract carbon reduction strategy was developed that aligns with the Council's own Carbon Management Action Plan. The carbon reduction strategy focuses on the following three key areas with an action plan to accompany this:

- Fuel and fleet – Exploring alternative, low carbon fuel replacement for fleet and the future electrification of fleet and equipment.
- Low carbon design – Increasing the consideration of carbon at design stage where there is the greatest opportunity to make gains.
- Material reuse and recycling – Exploring use of recycled aggregate, including material generated within the network, and moving towards a circular economy.

Warm Mix Asphalt (WMA) is a lower carbon alternative to traditional asphalt and has become the default material choice for machine laid surfacing. Since the start of 2022, over 6,390.07 tonnes of WMA have been delivered and used on the contract.

In the last year, significant progress has been made with identifying carbon savings at design stage. This has been achieved through the roll out of a Net Zero Design workshop and a dedicated webinar explaining this in further detail. More recently, the design team has adopted a design carbon tracker which details and logs the carbon savings during the design stage of a project, capturing any savings made through material selection and descoping. This is a good example of cross-organisational learning across Milestone. The use of Carbon Assessments on projects is expected to increase through 2023/24 with the potential to highlight other opportunities to reduce carbon, in line with the PAS2080 standard.

This will look to implement the principles of Avoid, Switch, Improve. The Peterborough Highways Service will be providing evidence to support Milestone's PAS2080 accreditation in October 2023.

Good progress has also been made with Biodiversity Net Gain, thanks to the support of Milestone's Environment Team. The team has undertaken Biodiversity Net Gain Assessments on A1260 / A47 Junction 15 project, which has resulted in a 6% Biodiversity Net Gain. Other projects whereby Biodiversity Net Gain has been explored includes A1139 / A1260 Junction 3, A16 Norwood, River Nene Footbridge and Storey's Bar Road (Fengate). This will continue in 2023/24, with the ecology and design teams working closely with PCC and Aragon to identify areas for habitat enhancement and tree planting along with providing wider environmental support for projects and schemes.

Customer Feedback

The National Highways & Transport surveys

The National Highways and Transport (NHT) annual survey captures public satisfaction on services delivered by local authorities. The Council has participated in the survey every year from 2015, and it is the intention of the Council to continue to do these surveys annually.

Data released in 2022 showed that Peterborough was ranked 12th out of 111 highway authorities who participated, however were ranked 1st out of the 11 highway authorities located within the eastern region. It should be noted that Peterborough highway authority has held this ranking within the Eastern region for the past 6 years.

Key findings from the survey are provided below:

- Peterborough at national level achieved a 50% satisfaction score, 3% above the national average
- Of the 27 Key Benchmark Indicators Peterborough were above the national average in 66% instances (18 out of 27)
- Indicator scores ranged from a high of 82% for 'Provision of Bus Stops (PTQ108)', to a low of 26% for 'The Council's Actions on Climate Change (CMQ120)'.
- The best ranking indicators for Peterborough includes the provision of bus stops (PTQ108), local shops / supermarkets (ABI03), Pavements, footpaths and other pedestrian areas (WCQI30), accessibility to schools / colleges (ABI06) and accessibility to workplaces (ABI01)
- The worst ranking indicators for Peterborough includes being informed about council actions on climate change (CMQI20), number of potholes (HMQI11), being informed about the local air quality (CMQI07), EV charging points (ACQI25), tackling illegal on-street parking (TCBI11) and park and ride schemes (TCBI13).

Road Condition Survey

Each year the Department for Transport (DfT) asks highway authorities to provide data on the condition of their road network. This national benchmarking exercise was last carried out using 2021 data and a summary is included in the table below. Where there are 'x's in the table this is because some authorities have either used an alternative style of survey that can't be compared or have declined to report their figures to the DfT. This demonstrates that during the timeframe of this report our A, B and C roads continue to be in a good condition in comparison with other authorities. Our Unclassified network is showing deterioration which may need future capital investment to reverse.

Classification	Peterborough (%)	Cambs (%)	Lincs (%)	West Northants (%)	Regional Average (%)	National Average (%)
A-class	1	x	2	x	4	4
B & C class	4	x	6	3	5	6
Unclassified	26	x	27	x	16	15

Classification	Peterborough (%)	Cambs (%)	Lincs (%)	Northants (%)	Regional Average (%)	National Average (%)
A-class	1	3	2	3	3	4
B & C class	5	7	6	11	5	7
Unclassified	23	33	28	16	21	17

Road Condition Survey Data Summary

In the absence of new national benchmarking data, the table below compares Peterborough's 2022 road condition indicators with the 2021 figures. This indicates that the condition of unclassified roads has deteriorated further with interventions continuing to be prioritised on roads most in need of intervention. It should be noted that some Local Authorities have started to use other technology-based survey tools (such as Gaist or Vaisala) to report condition data meaning that it is currently difficult to compare data. The Department for Transport is carrying out a review of this with the intention to standardise the data collection within the next couple of years.

Data Set	Roads classified 'red' (roads where maintenance should be considered)		
	A Roads (%)	B & C Roads (%)	Unclassified Roads (%)
2021	1	4	26
2022	1	3	29

Transport Incentive Fund

DfT has an incentive fund in operation which rewards councils who demonstrate they are delivering value for money in the management of their highway network. Councils are banded 1 to 3 based on their response to a detailed questionnaire which covers the following five criteria:

- Asset management
- Resilience
- Customer
- Benchmarking and efficiency
- Operational delivery

Those councils which achieve Band 3 receive their full allocation of Incentive Funding. For bands 1 and 2 this is reduced by 90% and 50%, respectively. For 2022/23 DfT didn't carry out an assessment or request an update. The Performance Management Framework Dashboard forms a key part of the Council's Incentive Fund submission and is included in **Appendix C**. The Department of Transport has indicated that it is looking to revise the incentive fund criteria, but details have yet to be released.

Repudiation of Claims

Under the Highways Act, local authorities can be subject to compensation claims from third parties where there has been a breach of duty. In most cases this relates to highway defects not being inspected or repaired within stated timescales. In 2022/23 the Council achieved a claims repudiation rate of 100%, which is an exceptional performance for a highway authority. This was in no small part due to the strong operational performance of the service in responding to defects and the performance of the highway inspectors who typically achieve close to a 100% inspection rate on time. This provides the Council with a robust defence under Section 58 of the Highways Act.

Good News Stories

M Group Awards

On the 6th of December 2022 the M Group awards took place and Peterborough Highways Services were awarded with 2 separate awards. The Peterborough contract won runner up for sustainability and the depot team were the winners of exceptional delivery.

Growth Works Support

With the help of 'Growth Works', Milestone has continued to strengthen their relationship with several schools across the City over the past 12 months, including Hampton Gardens Secondary School, Arthur Mellows Village College, The Stanground Academy and Ken Stimson Community School.

Over the past year a total of 153 volunteer hours have been produced within Milestone, on a range of events such as mock interviews, career fairs, apprenticeship and networking talks as well as STEM events.

Due to the array of positive feedback received from staff, students and our 'Growth Works' partners, Milestone has been directly invited to events across the year. One particular event was a careers fair at Arthur Mellows Village College undertaken on the evening of 20th October 2022. This event saw Milestone volunteers interface with approximately 250 students (and their parents) across years 9 to 13 in one session. This was an incredibly busy and successful event, which saw lots of engagement and interest from students on civil engineering and the highways sector.



Through continued engagement and direct invitations, Milestone seeks to emphasise the importance of school support with its employees and aims to strengthen the relationships Debbie Longhurst from Growth Works has built between schools and employers in the Peterborough area.

PECT Eco Awards Presentation

In the winter months of 2022, Milestone was invited to be a part of the PECT Eco Awards alongside Aggregate Industries, in running a competition for schools across Peterborough. Pupils of schools who took part had the opportunity to create a design around the theme 'Let's Go Zero', with the winning design to be mounted on several different highway's vehicles.

Aprameya Ghosh, a 10-year-old student from St Augustine's Church of England Junior School, won first prize with his entry 'Start the Change'. Gary Williams attended the vehicle presentation event with Heidi from PECT at the school on Friday 20th January 2023.

Gary said *"It's great to see how we have supported PECT's Eco Awards. Being invited to St Augustine's to see the winning design was a privilege. It's fantastic to see that students are so aware of the environment and sustainability. The competition was a brilliant way to showcase their creativity"*.



Milestone are continuing their support of the PECT Eco Awards by again being the main sponsor for the awards event which is upcoming in May 2023.

Junction 15 Footbridge

The improvements to Junction 15 footbridge featured positively within the local press and received significant praise from the public. This project overcame a number of complex engineering challenges throughout its delivery particularly associated with the demolition of the old structure and installation of the new bridge, which was successful delivered on the 27th January 2023.



The new 4m wide, 100m bridge span (total) over the A1260 Nene Parkway provides Peterborough's first LNT 1/20 structure for the City. To recognise the hard work, expertise and the collaborative work between the client, designers and contractors of the Junction 15 project, the team were awarded employee of the month in March 2023.

Trial of QED Waste Analysing Machine

A trial of a QED waste analysing machine has taken place during January 2023 across PHS, CHS and the projects sector. The machine enables waste asphalt and soils to be tested using laboratory standard technology in the field to ascertain the presence of hazardous properties, including (but not limited to) coal tar and benzo(a)pyrene in a matter of minutes. The ambition is to utilise the machine to carry out extensive waste testing where hazardous samples have been identified, to reduce the volumes of materials being incorrectly sent to landfill but to also identify hazardous waste better in a timely manner. A business case has been developed by Cambridgeshire Highways for use of these machines across CPCA funded projects.