



Benchmarking for Roads and Street Lighting services - An asset management approach

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About Performance Networks



- The **largest** voluntary public sector **benchmarking service** in the UK
- **180 active** local authorities enabling **like-for-like** comparisons
- Set up in 1998, **14** years of trend data
- **15 service** areas
- Developed by **practitioners** and reviewed annually by the working group
- Independently **validated**
- **Partnerships**

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PN Service Areas



1. Building cleaning	9. Parks, open spaces and horticultural services
2. Building maintenance	10. Refuse collection
3. Cemeteries and Crematoria	11. Sports and leisure facilities management
4. Civic, cultural and community venues	12. Street cleansing
5. Culture, leisure and sport	13. Street lighting
6. Educational catering	14. Transport operations and vehicle maintenance
7. Highways and winter maintenance	15. Welfare catering
8. Other (civic and commercial) catering	

Family groups



- Core “family groups” are determined by a series of **key and secondary drivers**
- Plus the **local characteristics or context** in which the service is provided
- Factors are **weighted**- decided by the working group practitioners- to give a final driver score
- Can still have **Scotland only comparator groups**

SCOTS family groups



- **Rural** – Aberdeenshire, Angus, Argyle & Bute, Scottish Borders, Dumfries and Galloway, Highland, Moray, Perth & Kinross.
- **Island** – Orkney, Shetland, Western Isles.
- **Semi Urban** – Fife, Midlothian, North Ayrshire, South Ayrshire, South Lanarkshire, Stirling, West Lothian.
- **Urban** – Clackmannanshire, East Dunbartonshire, East Renfrewshire, Falkirk, Inverclyde, North Lanarkshire, Renfrewshire, West Dunbartonshire.
- **City** – Aberdeen, Dundee, Edinburgh, Glasgow.

Timetable



January - March	Feedback and revisions to manuals and templates
May – June	Dispatch of Year 15 data collection packs
June – September	Data collection period
02 August 2013	Return deadline for service profile tables (SPT)
02 August 2013	Return deadline for management and accounts data
August	Circulation of draft reports
September	Error checking / Working Group meetings
September / October	Final deadline for the return of data via email or website upload
October / November	Circulation of performance and PI standings reports
November	Best and most improved performers scored, assessed and validated
5 / 6 December 2013	Performance networks annual seminar and awards
January 2014	Deadline for late data returns (Second batch)

Timetable for SCOTS report



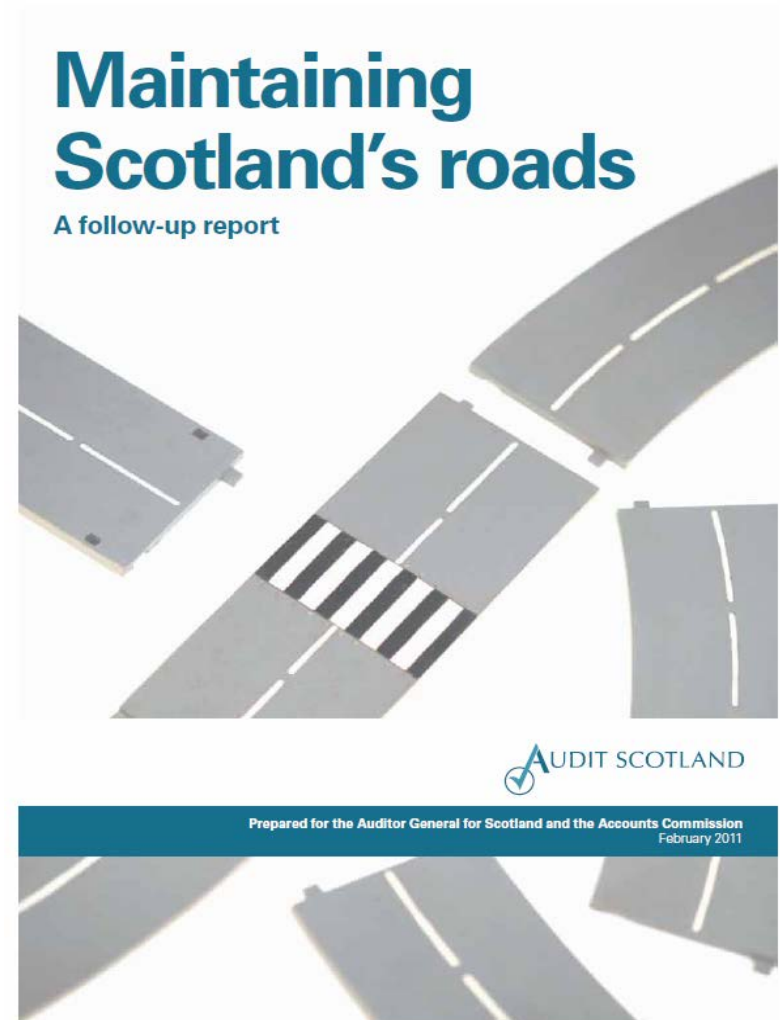
		SCOTS RAMP - Annual Programme											
Task	Authorities should update their RAMPs using the tasks shown below:												
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Data Assessment		▨	▨									
2	Road Asset Valuation				▨	▨							
3	Performance Indicator Return						■	■					
4	Maintenance Manual Update								▨	▨			
5	Annual Status and Options Report										▨	▨	
6	RAMP Update											▨	▨
7	Works Programme	▨											▨

SCOTS/APSE PROJECT



- “Councils should ensure they can demonstrate that the best use is being made of resources currently available, through benchmarking and improved performance management and reporting.”
- Suite of performance indicators as part of the SCOTS Road Asset Management Project.
- Greater consistency of approach and collaboration – CSS Wales & ADEPT.
- Reducing duplication – partnership approach.
- Identifying sector wide KPI’s and more effective monitoring.
- Develop and apply a consistent unit cost benchmarking methodology across all roads authorities”

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From Highways, winter maintenance and street lighting to stewardship of the 'asset'



DLO Trading
account
analysis

Client and
contractor
functions

Whole asset
management
approach



CSS Wales and SCOTS

- CSS Wales - incorporated original Welsh Audit Office measures in to PN Highways and Street Lighting Template
- Took over role of Welsh Audit Office re – benchmarking, analysis/reporting, advising group, process benchmarking
- SCOTS - combined contents of template into PN Highways and Street Lighting Template
- Increased membership to all councils in Wales and Scotland

Asset Management Approach



- Altered approach to include sections on
 - Carriageways
 - Footways
 - Lighting
 - Bridges/Structures
 - Street furniture and other assets
 - Traffic management Systems
 - Customer services
- Re-organisation of existing templates to match service needs



Expanded service areas

- New areas of data collection, analysis and reporting
 - Bridges/structures
 - Insurance claims
 - Carraigeway surfacing (costs, scale, type)
 - Footway surfacing (costs, scale, type)
 - Gullies



Outcomes

- Additional PIs prioritised for Welsh authorities and for Scottish authorities
- Single combined data collection template for England, Scotland and Wales.
- Wales only analysis and reports and Scotland only analysis and reports
- Inclusion in wider analysis and comparison for UK
- Facilitated discussion of results and analysis at national benchmarking groups
- Facilitated discussion of results /analysis at CSS Wales meetings and at SCOTS meetings
- Training on data completion to be rolled out this year.

Headline figures for Scotland for 2011/12



86.2% of CAT 1 defects were repaired within the target repair time

36.8% of all roads should be considered for some repair treatment

3.99% of all roads were resurfaced

The highest resurfacing rate was 8.99% and the lowest was 1.1%

87.2% of safety inspections were completed as scheduled

The most commonly used resurfacing treatment used was surface dressing

Scotland's Cities received 66% of all 3rd party claims

Unclassified roads are in the worst condition

A total of £169.70 million was spent on maintaining 36,448 kilometres of carriageway giving an overall average of £4,656 per kilometre (29 Councils).

A total of £41.95 million was spent on winter maintenance (carriageway & footways 28 Councils).

Conclusions



- All 32 councils in Scotland are involved in the benchmarking.
- SCOTS Road Asset Management Report (RAMP).
- 18 councils in Wales involved.
- As a result of the changes to the benchmarking model active participation for roads and street lighting has increased by around 60%.
- New members in England have joined – Transport for London (TfL).
- APSE are actively promoting the model as part of the Highway maintenance Improvement Programme (HMEP) in England which is sponsored by the Department for Transport (DfT)



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