

# Warrington Borough Council

## Benchmarking Results 2017


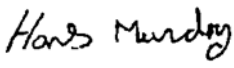


**WARRINGTON**  
Borough Council



## Revision Schedule

<b>Document Title:</b>	<b>Benchmarking Results 2017</b>
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Revision	Name	Signature	Position	Date	Stage
Final01: 2018	Simon Duggan		Highway Maintenance Principal Engineer	January 2018	Prepared by
	Jonathan Dawson-Parry		Asset & Flood Risk Engineer	January 2018	Prepared by
	Jim Turton		Asset & Engineering Manager	January 2018	Checked & Reviewed
	David Boyer		Assistant Director Transport & Operations		Approved
	Councillor Hans Mundry		Executive board member for Highways, Transportation and Public Realm	March 2018	Approved

Revision	Name	Signature	Position	Date	Stage

<b>Notes:</b>	
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## 1.0 Outline of NHT Survey Results

At Warrington Borough Council, the NHT Surveys are considered to be an important source of information and reflect feedback and opinion from participants. Although this can be positive or negative, it is important that we listen to our customers and to use the information positively.

This summary considers the three key sections from the report including;

- Comparison Group-North West Region
- Warrington's Results over a Period of Time
- Neighbouring Authorities Benchmarking.

### Comparison Group: North West Region

The upward trend indicates that Warrington is achieving positive ratings with regard to Regional Rankings (marked out of 10). A recent assessment summarised in the tables shows that we have four key areas ranked third, five areas ranked second with the key element "keeping the road clear of obstructions" ranked first.

### Warrington's Results over Time

The improved performance and upward trend indicates that Warrington is achieving positive ratings and the assessment indicated that all elements show continuous improvement since the original monitoring in 2014. The level of improvements range from 2 to 13. The most significant improvements are to Condition of Road Surfaces, Speed of Repair to Roads, Dealing with Potholes, Cold Weather Gritting.

### Neighbourhood Authorities Benchmarking

Customers feel it is important to benchmark performance against neighbouring authorities. Although this may very subjective as the road network, location, connection to Motorway networks etc. will vary significantly and will have a bearing on what customers see. We include this comparison as part of the assessment.

It is extremely encouraging that Warrington is ranked first in three elements including Dealing with Obstructions on pavements, Keeping Roads Clear of Obstructions and providing information on Gritting and second in Condition of Road Surfaces, Quality of Repair to Roads, Provision of Drains and Dealing with Pot Holes.

### Summary

Overall, we are very pleased that the NHT surveys demonstrate that Warrington is committed to, consulting with and listening to our valued customers. The ongoing monitoring helps us to identify areas for continued improvement and to direct our services where they matter most and to make ongoing improvements to the services we provide.

## 2.0 What is Benchmarking?

Benchmarking is the systematic process of collecting information and data to enable comparisons with the aim of improving performance, both absolutely and relatively to others.

It provides a structure to search for better practice in similar authorities that can then be integrated into our asset management approach.

## 3.0 Objectives

The objectives of benchmarking are:

- to determine what and where improvements are called for,
- to analyse how other organisations achieve their high performance levels,
- to use this information to improve performance.

## 4.0 Data Collection & Benchmarking Exercises



A range of benchmarking comparison exercises are undertaken by the National Highways & Transport Network for Warrington Borough Council, they are:

- Public Satisfaction Survey,
- Customer, Quality and Cost Efficiency Network.

### 4.1 NHT Public Satisfaction Survey

Warrington BC is one of 112 Local Authorities who take part in the NHT Public Satisfaction Survey.

The aim of the survey is to help Local Authorities answer five key questions, they are:

1. What service areas need improving most?
2. Which service areas have most potential to improve?
3. Who should improvements be targeted at?
4. Where should improvements be made?
5. How can improvements be delivered?

It does this by:

- Giving a more complete picture of customer perceptions.
- Identifying best practice and improving service delivery.
- Providing an independent sector standard that allows comparison with others.
- Offering a better understanding of the effects of service improvements and changes in expenditure.
- Establishing an industry-consistent datum for setting service levels.

#### 4.1.1 NHT Public Satisfaction Survey Methodology

- A postal survey, run annually.

- Uses standard questions to allow comparison between participating authorities.
- Controlled by a Steering Group of authorities, co-ordinated by the NHT Administrator, measure2improve (m2i), and conducted by leading market research company Ipsos MORI.
- Covers all Highway & Transport services.
- Survey forms individually printed for each authority, with council logo and signed by a council representative (logo and electronic signature provided by participating council).
- Sent to a random sample of residents, selected by Ipsos MORI, in each Authority area.
- Option available for recipients of the questionnaire to complete the survey on-line if they prefer.
- Public responses processed by Ipsos MORI and loaded into the NHT Survey website for analysis by m2i.
- Results published via [www.nhtnetwork.org](http://www.nhtnetwork.org)– including authority specific dashboards, maps, graphs and tabular report.

#### 4.2 Customer, Quality and Cost (CQC) Efficiency Network

The CQC Efficiency Network, formed in April 2015, is run in partnership by measure2improve and the Institute for Transport Studies (ITS) at the University of Leeds.

The Network measures efficiency, evaluating the likely impact of changes to expenditure, practice and process and assists participating authorities to realise efficiency savings.

Warrington BC is one of 90 Local Authorities who take part in the CQC Survey.

The key aim of the CQC Survey is to identify the potential for efficiency savings.

The difference between CQC and more conventional benchmarking techniques is the way in which the analysis takes account of each Authority's individual circumstances so that participating Authorities can be compared on a like for like basis.

The statistical model quantifies the effect of differences that size and scale, service quality and customer perception have on an authority's costs. It does this by taking a number of factors into account and quantifies their individual effect on cost for each member as a series of cost adjustments.

#### 5.0 Highway Maintenance Benchmark Indicator (BI) Results

The tables contained in sections 4.1, 4.2 and 4.3 for Warrington BC show:

- Individual satisfaction scores for each highway maintenance benchmark indicator.
- How Warrington compares with the national average.
- How Warrington compares with North West authorities.
- How Warrington's results have changed year on year, positive or negative.

## 5.1 Comparison Group: North West Region 2017

Question	Our Score	Regional Average	Variance	Regional Rank (Out of 10)	Trend	National Rank (Out of 112)
HMBI 01: Condition of road surfaces	44	38	5	2	0	33
HMBI 02: Cleanliness of roads	58	57	2	3	1	50
HMBI03: Condition of road markings	55	56	-1	6	-2	79
HMBI 04: Condition and cleanliness of road signs	59	59	0	6	0	56
HMBI 05: Provision of street Lighting	66	65	1	5	0	66
HMBI 06: Speed of repair to street lights	61	58	3	4	1	53
HMBI 07: Speed of repair to damaged roads/pavements	34	31	4	2	1	35
HMBI 08: Quality of repair to damaged roads/Pavement	42	38	4	3	1	30
HMBI 09: Maintenance of highway verges/trees/shrub	51	51	0	5	2	58
HMBI 10: Weed killing on pavements and roads	50	48	2	3	5	59
HMBI 11: Provision of Drains	57	54	2	4	7	45
HMBI 12: Keeping drains clear and working	53	52	1	5	6	56
HMBI 13: Deals with Potholes and damaged roads	39	36	4	2	1	36
HMBI 14: Deals with obstructions on pavements	45	43	2	3	2	40
HMBI 15: Keeps roads clear of obstructions	60	57	3	1	3	14
HMBI 17: Undertakes cold weather gritting	64	62	2	2	4	33
HMBI 18: Provides information on Gritting	46	44	1	3	2	46
HMBI 19: Cuts back overgrown hedges	41	45	-4	10	-3	109
HMBI 20: Deals with mud on the road	53	50	3	2	0	35
HMBI 22: Deals with flooding on roads and pavements	49	47	2	4	4	45

## 5.2 Warrington's Results over Time

Question	2014	2015	2016	2017
HMBI 01: Condition of road surfaces	31	44	44	44
HMBI 02: Cleanliness of roads	54	61	58	58
HMBI 03: Condition of road markings	52	59	57	55
HMBI 04: Condition and cleanliness of road signs	55	60	59	59
HMBI 05: Provision of street Lighting	64	57	66	66
HMBI 06: Speed of repair to street lights	56	62	60	61
HMBI 07: Speed of repair to damaged roads/pavements	25	32	34	34
HMBI 08: Quality of repair to damaged roads/Pavement	35	43	41	42
HMBI 09: Maintenance of highway verges/trees/shrub	42	51	49	51
HMBI 10: Weed killing on pavements and roads	40	49	45	50
HMBI 11: Provision of Drains	54	55	49	57
HMBI 12: Keeping drains clear and working	50	53	47	53
HMBI 13: Deals with Potholes and damaged roads	29	41	39	39
HMBI 14: Deals with obstructions on pavements	40	44	43	45
HMBI 15: Keeps roads clear of obstructions	57	61	57	60
HMBI 16: Deals with illegally parked cars	42	43	43	-
HMBI 17: Undertakes cold weather gritting	55	60	60	64
HMBI 18: Provides information on Gritting	42	44	44	46
HMBI 19: Cuts back overgrown hedges	37	42	43	41
HMBI 20: Deals with mud on the road	50	53	53	53
HMBI 21: Deals with abandoned cars	54	53	53	-
HMBI 22: Deals with flooding on roads and pavements	47	47	45	49



### 5.3 Neighbouring Authorities Benchmarking 2017

As well as benchmarking ourselves on a National Level it is important to Benchmark against neighbouring authorities

Warrington, Halton, Cheshire East, Cheshire West & Chester and Knowsley are among the 10 authorities in the Northwest Group. Wigan is part of the Greater Manchester Group.

<b>Authority</b>	Warrington	Halton	Cheshire East	Cheshire West	Knowsley	Wigan
Question	Score	Score	Score	Score	Score	Score
HMBI 01: Condition of road surfaces	44	51	30	40	42	41
HMBI 02: Cleanliness of roads	58	59	56	60	58	57
HMBI 03: Condition of road markings	55	61	55	60	62	59
HMBI 04: Condition and cleanliness of road signs	59	61	56	59	63	62
HMBI 05: Provision of street Lighting	66	67	62	67	69	69
HMBI 06: Speed of repair to street lights	61	63	56	60	63	63
HMBI 07: Speed of repair to damaged roads/pavements	34	41	25	32	33	34
HMBI 08: Quality of repair to damaged roads/Pavement	42	43	30	38	42	40
HMBI 09: Maintenance of highway verges/trees/shrub	51	53	51	50	57	54
HMBI 10: Weed killing on pavements and roads	50	53	47	50	54	51
HMBI 11: Provision of Drains	57	58	52	57	57	57
HMBI 12: Keeping drains clear and working	53	57	48	55	58	57
HMBI 13: Deals with Potholes and damaged roads	39	47	29	36	39	38
HMBI 14: Deals with obstructions on pavements	45	44	41	44	45	43
HMBI 15: Keeps roads clear of obstructions	60	58	56	59	58	57
HMBI 17: Undertakes cold weather gritting	64	60	63	66	61	65
HMBI 18: Provides information on Gritting	46	41	42	45	44	46
HMBI 19: Cuts back overgrown hedges	41	46	43	42	50	49
HMBI 20: Deals with mud on the road	53	51	49	50	53	54
HMBI 22: Deals with flooding on roads and pavements	49	50	45	50	49	50

## 6.0 Results Comments

Question	Comment
HMBI 01: Condition of road surfaces	<p>The Highway Investment Programme is having a significant impact on the condition of roads and footways throughout the Borough.</p> <p>As well as large scale investment in the classified road network, over 450 unclassified roads and footways will have maintenance works carried out as identified in the 5 year programme.</p>
HMBI 02: Cleanliness of roads	The results are steady and show that performing at the same or better than neighbouring authorities.
HMBI 03: Condition of road markings	The condition of road marking has continued to improve between 2014 and 2015. This will continue to be addressed going forward.
HMBI 04: Condition and cleanliness of road sign	Although results show a slight dip from 2015, the result is still good when compared to neighbouring authorities. A review of road signs is ongoing, particularly with view to reducing unnecessary signage.
HMBI 05: Provision of street Lighting	Warrington BC is currently undertaking a significant Investment Programme involving replacement of old lighting columns and Lighting units are being upgraded to LED. This will see a substantial improvement in the quality of lighting as well as a reduction in electricity costs. This indicator is generally in line with neighbouring authorities.
HMBI 06: Speed of repair to street lights	This indicator shows an improvement over neighbouring authorities. The street lighting Investment will result in a reduction in the number of street lights requiring repairs.
HMBI 07: Speed of repair to damaged roads/pavements	Customer satisfaction has increased over the past 4 years. In the 2017 survey, results were generally in line with neighbouring authorities. The Term Maintenance Contract has proven to be successful in improving the speed of repairs. Specific Key Performance Indicators are used to monitor this.
HMBI 08: Quality of repair to damaged roads/Pavement	<p>Overall customer satisfaction has shown a general improvement over the past 4 years.</p> <p>The Council's Term Maintenance Contractor is committed to the continual improvement in the quality of repairs. Regular training is undertaken in new techniques to improve the quality of reinstatements. Work continues with Statutory undertakers to ensure their reinstatements are to WBC standards.</p>
HMBI 09:	The survey indicates that the performance is generally in line with other

Question	Comment
Maintenance of highway verges/trees/shrub	local authorities.
HMBI 10: Weed killing on pavements and roads	The council has invested in this area. Overall customer rating shows this to be in line with neighbouring authorities.
HMBI 11: Provision of Drains	Improvements to the drainage network are generally identified by the maintenance team who work closely with the Flood Risk Management Team. Overall customer satisfaction indicates this area to be in line with neighbouring authorities but this is expected to rise next year.
HMBI 12: Keeping drains clear and working	Routine maintenance of gullies is undertaken on a priority basis with due consideration to known hotspots and tree lined routes. Additional cleansing is carried out as necessary. Overall customer satisfaction in respect of this indicator is in line with neighbouring authorities.
HMBI 13: Deals with Potholes and damaged roads	This area has continues to improve each year due to improved performance of Term Maintenance Contractor. Specific KPI's are used to monitor performance.
HMBI 14: Deals with obstructions on pavements	Accurate planning of works on the Highway and use of the Highway management and road space booking system has significantly improved performance.
HMBI 15: Keeps roads clear of obstructions	Good enforcement against illegal parking and a permit system to manage road space occupation will continue to improve this area.
HMBI 16: Deals with illegally parked cars	A dedicated contractor is employed to carry out enforcement of illegal parking. The Council continues to work closely with Cheshire Police to enforce in other areas. Online reporting is available to members of the public to report issues. Parking availability and restrictions are reviewed regularly to continue to make improvements.
HMBI 17: Undertakes cold weather gritting	Gritting is undertaken by the Term Maintenance Contractor. The gritting policy is reviewed regularly to check routes and extents of gritting operations.
HMBI 18: Provides information on Gritting	Information on gritting is available via the WBC website including, maps of routes. Social media is utilised to notify the public of gritting operations. The information available is regularly reviewed and updated as necessary.
HMBI 19: Cuts back overgrown hedges	Appropriate enforcement action is initiated to ensure overgrown vegetation is trimmed back.

Question	Comment
HMBI 20: Deals with mud on the road	This area continues to improve as appropriate enforcement action is applied where necessary.
HMBI 21: Deals with abandoned cars	The result in this section shows a steady state before 2017. A form has been provided on the Council website which allows members of the public to report issues. This will be monitored to determine improvements.
HMBI 22: Deals with flooding on roads and pavements	The Flood Risk team works with United Utilities, Environment Agency, adjacent authorities, and land owners to identify problems and implement solutions to reduce flooding. This has seen significant improvements.