

'Measuring Kent Highway Services Success – a decisions and direction report by the Alliance Executive

A report to the Alliance Board by Caroline Bruce on 18th December 2007

Summary of Decisions and Direction required from the Alliance Board

1. The Alliance Board is asked to note the progress on the delivery of KPI's results against the target for 2007/8 and approve the actions by the Measuring Success Group (Appendix 1)

Key Issues this month

2. Detailed comments and actions from the Measuring Success Group are included on the attached appendices.
3. There are **TWO** indicators that are currently **RED**, which means that the annual target will not be achieved without intervention, these are:
 - KPI 13 – this is the national BVPI that measures the average repair for a streetlight that requires Electricity Company input (primarily EDF). The figure has increased to 94 days based on 45 completed faults in November. Norman Bateman is the Executive lead on this KPI and he is taking an action update to the next Executive meeting in January.
 - KPI 20 – This is the corporate Insurance team's assessment of KHS performance. There are currently 5 red assessments in Dartford & Sevenoaks (as last month) and now in T/Wells, Maidstone and Swale. Staff turnover has led to delays in response time and the quality of information is still poor in some cases. These are the key reason for the poor results. Management teams in both Divisions are developing action plans. Kim Hills is the Executive lead on this KPI.

Action by the Alliance Executive

4. The Executive leads will take action as detailed above and provide a more detailed action plan if the KPI results do not improve over the next three months.

Background and Discussion

5. This month's results are presented in Appendix 1 and include a traffic light assessment of achievement of target by March 2008, where GREEN is on target, AMBER is below target and needs intervention to achieve target and RED is not on track to achieve target without intervention.
6. The service requests for last month, recorded by the KHS Contact Centre, are presented in Appendix 2. This shows the trends for the year for categories of calls. A review of press cuttings is set out in Appendix 3 and complaints are presented in Appendix 4.

Linkage to the Seven Strategic Objectives and Performance Model

7. The Alliance Key Performance Indicators align to KHS's seven strategic objectives, which are:
 - Safer roads and pavements
 - Improving journey times for all
 - Improving public satisfaction
 - Developing motivated staff within a single organisation and culture

- Delivering an efficient and sustainable service
 - Better condition of roads and pavements
 - Shaping development and improving travel choice in Kent
8. The result of Transformation will be to put control and accountability for a function in the one place for each service or function. This, and other initiatives planned during Transformation, will help reinforce the performance culture within the Alliance. This work will start early in the new year as the new teams begin to be formed.

Efficiency savings and innovation

9. This report provides an update on performance progress. Efficiency savings and innovation will be reported through 'United' process that seeks to record innovation and efficiency across the Alliance. The financial efficiency saving is summarised in KPI 7 in the attached Appendix 1 with more detail reported quarterly to the Board.

Summary

10. The performance measurement and management process continues to improve within KHS and the regular review of data by the Executive and teams is driving a focus on improvement as well as exposing 'issues' to be resolved and processes to be reviewed. The Board and Executive need to continue to drive this 'healthy' approach to performance management to encourage teams to review data and expose potential flaws in the data collection and process systems that can then be reviewed and fixed.
11. KHS are represented in the newly formed Environment and Regeneration Performance Management Change Group and links will be made with the Measuring Success group by David Thomas.
12. The award of any contractual 'gain' to Ringway, Jacobs and TSUK made by the savings between the target price and actual costs are aligned to the performance model. A review of current performance indicates that the Alliance will achieve around 60% of its targets which is below the minimum 75% for any share of the gain accrued to be paid to the three private sector organisations.

Appendix 1 – KHS KEY PERFORMANCE INDICATOR RESULTS

	Strategic / Policy KPI s	RESULTS 2006/7	TARGET for 2007/8	This months results				MEASURE	KHS	KHS	KHS	KHS	KHS	KHS	KHS	KHS	KHS	KHS	KHS	
				Apr 07	May 07	Jun 07	July 07		Aug 07	Sep 07	Oct 07	Nov 07	Dec 07	Jan 08	Feb 08	Mar 08				
				West	Mid	East	HQ													
1	% NET positive press coverage about KHS (positive coverage minus negative coverage)	+19%	+ 15%					2007/8 Monthly result	+29%	-3%	+8%	+2%	+6%	+15%	+40%	+38%				
								2007/8 Average result	+29%	13%	11.3%	9%	8%	8.9%	14%	17%				
								2006/7 Monthly result	+29%	+24%	+29%	-6%	+11%	+10%	+23%	+30%	+24%	+19%	+7%	+31%
								12 Month rolling average	19.2%	18.3%	15.2%	18.1%	16%	19%	17%	18%				
2a	Number of complaints received (in the month)	197	N/A	11	6	10	1	2007/8 Monthly result	19	8	9	39	25	13	30	27				
								2007/8 Total result	19	27	36	75	100	113	143	170				
								2006/7 Monthly result	11	11	7	13	6	20	19	26	19	19	21	25
								12 Month rolling average	18.6	16.8	17	19.1	20.75	20.25	21.08	21.16				
2b	Number of compliments received (in the month)	680	N/A	40	22	13	2	2007/8 Monthly result	60	42	40	39	37	61	53	77				
								2007/8 Total result	60	102	142	181	218	279	332	409				
								2006/7 Monthly result	41	44	42	66	44	49	65	81	48	65	63	72
								12 Month rolling average	58.2	58.1	57.9	55.6	55.0	56.08	55.08	54.75				
2c	Ratio of compliments to combined number of complaints & compliments	77.5%	+60%	78.4%	75.8%	56.5%	33.3%	2007/8 Monthly result	76%	84%	85.1%	58.2%	60%	81.3%	63.8%	72.38				
								2007/8 Average result	76%	77.3%	81.7%	75.8%	73%	71%	73%	72.5%				
								2006/7 Monthly result	74.6%	80%	85.8%	83.6%	88%	71.1%	77.4%	75.8%	71.7%	77.4%	75%	74.3%
								12 Month rolling average	78%	76.8%	78.2%	76.9%	74%	79%	74%	73.2%				
3	% users happy with service provided by KHS (from contact centre survey of service requests)	62.3%	+60%					2007/8 Monthly result	81%	89%	90%	91%	88%	52%	58%	52%				
								2007/8 Average result	81%	85%	86%	87.7%	88%	81.7%	78%	75%				
								2006/7 Monthly result	49%	75%	56%	82%	64%	54%	50%	67%	73%	52%	60%	66%
								12 Month rolling average	50.1%	51.9%	55.7%	68.8%	72%	67.2%	72%	71%				
4	Number of leavers (excl disciplinary, including contact centre staff)	NEW	10-15%					2007/8 Quarterly Result			3%		4.3%			3 rd Qtr		4 th Qtr		
								2007/8 Total result			3%		7.6%			3 rd Qtr		4 th Qtr		
5	PSA2 – Total number of road casualties killed or seriously injured on the KHS highway	NEW	716					2007/8 Quarterly Result			157		169			3 rd Qtr		4 th Qtr		
								2007/8 Total result			157		326			3 rd Qtr		4 th Qtr		
6	Number of loss time accidents involving KHS staff	NEW	0					2007/8 Quarterly Result			0		0			3 rd Qtr		4 th Qtr		
								2007/8 Total result			0		0			3 rd Qtr		4 th Qtr		

Comments:

KPI 1 – 213 articles in total which is a rise of 40 from last month. There were 110 positive articles.

KPI2b – The 77 Compliments were made across a wide range of services and were mainly about the quality and promptness of service provided.

A copy of all compliments are shared with the Alliance Executive on a monthly basis.

KPI 3 – Another low level of customer satisfaction recorded by the telephone call back survey this month, with the majority of concerns being that faults had still not been repaired. 27% of callers saying 'NO' they were not happy with the overall service and 21% 'NOT SURE'. Main concerns appear to be about Potholes, Streetlighting and drainage.

KPI 4 – 6 leavers from Jacobs, 0 Leavers from TSUK, 3 leavers from Contact Centre Highways Team, 16 leavers from Ringway (0 x Salaried and 16 x operatives), 16 from KCC = 41 in total out of 935 staff or 4.3%

	Strategic / Policy KPI s	RESULTS 2006/7	TARGET for 2007/8	MEASURE	KHS	KHS	KHS	KHS	KHS	KHS	KHS	KHS	KHS	KHS	KHS	KHS	KHS
					Apr 07	May 07	Jun 07	July 07	Aug 07	Sep 07	Oct 07	Nov 07	Dec 07	Jan 08	Feb 08	Mar 08	
7	Value of 'efficiency gains' and number of service innovations actually delivered	£5.4m	£7.5m	2007/8 Quarterly Result			£330k			£1.83 m			3 rd Qtr result				4 th Qtr result
8	% of staff who think KHS is a good organisation to work for	33%	+ 50%	2007/8 Six Monthly result				76%							Half yearly result		
				<i>2006/7 Results</i>				51%						33%			
9a	NET annual satisfaction with the condition of KHS roads	+5%	+ 10%	2007/8 Annual result									Annual result				
				<i>2006/7 Annual result</i>									+5%				
9b	NET annual satisfaction with the condition of KHS pavements	+4%	+ 8%	2007/8 Annual result									Annual result				
				<i>2006/7 Annual result</i>									+4%				
9c	NET annual satisfaction with the condition of KHS streetlights	+31%	+ 40%	2007/8 Annual result									Annual result				
				<i>2006/7 Annual result</i>									31%				
10	% overhead cost of delivering KHS service compared to total budget for the service	NEW	<16.2%	2007/8 Annual result													Annual Result

Comments:

KPI 9a, b & c – Tracker survey being completed at present. Data will be available in January

	Relevant Alliance National BVPIs	RESULTS 2006/7	TARGET for 2007/8	This months results				MEASURE	KHS	KHS	KHS	KHS	KHS	KHS	KHS	KHS	KHS	KHS	KHS	KHS	KHS
				West	Mid	East	HQ		Apr 07	May 07	Jun 07	Jul 07	Aug 07	Sept 07	Oct 07	Nov 07	Dec 07	Jan 08	Feb 08	Mar 08	
11	BV12	Staff sickness days lost per FTE	6.7	7 days																	
								2007/8 Monthly result	0.67	0.69	0.74	0.46	0.49	0.65	0.78	0.74					
								2007/8 Cumulative result	0.67	1.39	2.1	2.56	3.05	3.70	4.48	5.22					
12	BV215a	Average number of days taken to repair streetlighting fault (KHS control)	15.90	7 days	5.00	4.51	4.33	n/a	2007/8 Monthly result	17.76	16.31	10.07	5.39	5.46	5.6	4.58	4.28				
								2007/8 Average result	17.76	17.69	14.71	12.38	10.99	10.52	9.31	8.68					
								2006/7 Monthly result	17.63	10.89	20.78	16.8	11.55	13.7	12.98	13.16	15.39	19.2	20.2	19.57	
								12 Month rolling average	16.11	16.51	15.55	14.60	14.09	13.45	12.72	11.98					
13	BV215b	Average number of days taken to repair streetlighting fault (EDF control)	38.99	30 days	71.75	14	101.67	n/a	2007/8 Monthly result	64.74	37.7	26.76	34.67	77.03	54.48	43.24	94.40				
								2007/8 Average result	64.74	55.3	43.06	40.96	48.18	50.75	48.37	54.12					
								2006/7 Monthly result	30.63	74.31	23.67	44.11	46.82	28.89	40.96	34.73	19.3	28.96	112.33	40.03	
								12 Month rolling average	46.11	42.27	44.02	42.99	45.50	45.25	47.83	52.80					
14 a	BV 99	% reduction in casualties – killed or seriously injured (KSI)	-9.77%	- 5 %					2007/8 Annual result		-9.77%										
14 b	BV 99	% reduction in casualties – children KSI	-41.35%	- 7 %					2007/8 Annual result		-41.35%										
14 c	BV 99	% reduction in casualties – slight injuries	-1.34%	- 1 %					2007/8 Annual result		-1.34%										
15	BV 100	No days traffic control put out on traffic sensitive streets at traffic sensitive times (peak hrs) - utilities & KHS work per 100km traffic sensitive highway	0.59 days	0.5 per 100km					2007/8 Quarterly Result					0.34				3 rd Qtr			4 th Qtr
									2007/8 Average result					0.23				3 rd Qtr			4 th Qtr
16	BV 187	% high use footways that are in need of repair	23%	26 %					2007/8 Annual result		23%										
17	BV 223	Condition of principal roads - % of KHS network to consider for maintenance	6%	8 %					2007/8 Annual result		6%										
18	BV 224a	Condition of B & C roads - % of KHS network to consider for maintenance	10%	13 %					2007/8 Annual result		10%										
19	BV 224b	Condition of unclassified roads - % of KHS network to consider for maintenance	10%	25 %					2007/8 Annual result		10%										

Comments:
BV 12 - This months figure is compiled from KCC = 0.50 days lost per FTE. Ringway = 0.99 days lost per FTE. Jacobs = 0.68 days lost per FTE. TSUK= 0.2 days lost per FTE and KHS Contact Centre = 1.73 days lost per FTE. The BV result will be the March 08 cumulative figure.

BV 215a and b - Total number of faults repaired for 215a = 6166 and 215b = 45.

BV 100 – The total number of days where roadworks are assessed as being carried out on traffic sensitive streets at traffic sensitive times between July and September (inclusive) is 144 days. The total length of traffic sensitive streets is recorded as 425.022 Kilometres. This gives a total of 0.34 days per km.

BV 14,16,17, 18 & 19 are Annual stats for 2006/7 – Data for 2007/8 is likely to be published in May 08

	Operational/Business KPIs	RESULTS 2006/7	TARGET for 2007/8	This months results				MEASURE	KHS	KHS	KHS	KHS	KHS	KHS	KHS	KHS	KHS	KHS	KHS	KHS
				Apr 07	May 07	Jun 07	Jul 07		Aug 07	Sept 07	Oct 07	Nov 07	Dec 07	Jan 08	Feb 08	Mar 08				
				West	Mid	East	HQ													
20	KHS insurance (red/amber/green assessment)Traffic light assessment includes % response in 25 days or less, work order info and inspection reports where red is bad and green is good.	NEW	No red	2 Red	3 Red	0 Red	n/a	2007/8 Monthly result	4 red	5 red	3 red	3 Red	2 Red	2 Red	2 Red	5 Red				
								2007/8 Average result	4 red	4.5red	4 Red	3.7red	3.4red	3.2red	3 Red	3.2red				
								2006/7 Monthly result	3 red	2 red	5 red	3 red	1 red	6 red	6 red	5 red	5 red	5 red	5 red	3 red
								12 Month rolling average	4.1red	4.4red	4.2red	4.2red	4.3red	4 red	3.6red	3.6red				
21a	No schemes delivered against agreed published program for year (HAB+Alliance Exec approved)	NEW	526					2007/8 Monthly result	62	81	103	41	35	22	15	11				
								2007/8 total result	62	143	246	287	322	344	359	370				
21b	% schemes delivered between 98-102% of their target price & overall cost-profile of value of schemes within target range compared with total value of program	NEW						2007/8 Half Year result						nya						End of Yr
								2007/8 Average result						n/a						
22a	% emergency repairs (2hr response, Ringway) attended on time & completed to required quality	98.4%	99.5 %	93%	99%	99%	n/a	2007/8 Monthly result	100%	99.8%	94.6%	97%	98%	100%	97.5%	97%				
								2007/8 Average result	100%	99.9%	98.1%	97.8%	98%	98.2%	98%	98%				
								2006/7 Monthly result	99.6%	99.4%	100%	99%	95.2%	96.1%	99%	99%	96.5%	96.3%	99%	99.3%
								12 Month rolling average	98.2%	98.2%	98.0%	97.6%	98%	98.2%	98%	98%				
22b	% hazard repairs (3 day response, Ringway) attended on time & completed to required quality	98.4%	95 %				n/a	2007/8 Monthly result	100%	100%	100%	100%	100%	100%	100%	100%				
								2007/8 Average result	100%	100%	100%	100%	100%	100%	100%	100%				
								2006/7 Monthly result	94.6%	93.9%	97.8%	98.1%	96.3%	100%	100%	100%	100%	100%	100%	100%
								12 Month rolling average	98.8%	99.3%	99.5%	99.6%	100%	100%	100%	100%				
23a	% urgent sites (traffic signals) attended on time (2 hours)	98.2%	99.5 %					2007/8 Monthly result	94%	93.7%	94.2%	86.4%	81%	96%	90.3%	91.6%				
								2007/8 Average result	94%	93.8%	94.5%	92.1%	90%	90.9%	91%	91%				
								2006/7 Monthly result	n/a	n/a	96.5%	97%	100%	100%	97.1%	100%	98.4%	96.6%	100%	96.5%
								12 Month rolling average	97.8%	96%	97.0%	96.4%	95%	94.5%	94%	93.2%				
23b	% non-urgent sites (traffic signals) attended on time (24 hours)	97.8%	95 %					2007/8 Monthly result	91.5%	97.9%	98.6%	95.7%	94.4%	97.6%	90.5%	92.5				
								2007/8 Average result	91.5%	94.7%	95.4%	95.9%	96%	96%	95%	94.8%				
								2006/7 Monthly result	n/a	n/a	96.5%	95.1%	98.7%	97.2%	97.3%	99.6%	100%	99.5%	97.1%	96.8%
								12 Month rolling average	97.2%	97.1%	97.2%	97.6%	97%	97.2%	97%	96%				
24	% Letters dealt with in agreed/published timescales	57.9%	90 %	59.2%	56.3%	74.2%	88%	2007/8 Monthly result	80.8%	78.6%	73.9%	72.8%	71.7%	78.3%	82.9%	75.9%				
								2007/8 Average result	80.8%	79.8%	78.1%	76.5%	75.5%	76.4%	77%	76.8%				
								2006/7 Monthly result	n/a	n/a	n/a	n/a	n/a	50%	58%	60.3%	50.5%	65%	61.5%	60.3%
								12 Month rolling average	59.9%	62.8%	63.8%	64.7%	65.2	67.6%	70%	71%				
25a	Contact Centre: % call answered	96%	95 %					2007/8 Monthly result	94.7%	96%	91%	93%	97%	97%	98%	97%				
								2007/8 Average result	94.7%	95.3%	93.9%	93.6%	94.34	94.78	95%	95%				
								2006/7 Monthly result	97%	93%	93%	94%	98%	98%	97%	97%	96%	96%	96%	94%
								12 Month rolling average	95.6%	95.8%	95.7%	95.6%	95.5%	95.5%	95%	95%				
25b	Contact Centre: % call answered within 20 seconds	78%	80 %					2007/8 Monthly result	72%	76%	56%	67%	83%	80%	85%	81%				
								2007/8 Average result	72%	74%	64.3%	67.7%	70.8%	72.3%	74%	75%				
								2006/7 Monthly result	83%	66%	65%	71%	90%	86%	86%	86%	84%	76%	80%	67%
								12 Month rolling average	77.4%	78.2%	77.5%	77.1%	76.5%	76.1%	76%	76%				
25c	Contact Centre: Average wait before answering	22.1 secs	20 secs					2007/8 Monthly result	28 sec	23 sec	48sec	33 sec	15 sec	18 sec	15 sec	20 sec				
								2007/8 Average result	28 sec	25 sec	33 sec	33 sec	29 sec	27sec	27sec	25 sec				
								2006/7 Monthly result	16 sec	34 sec	39 sec	32 sec	10 sec	12 sec	13 sec	13 sec	19 sec	24 sec	21 sec	33 sec
								12 Month rolling average	23 sec	22 sec	23 sec	23 sec	23 sec	24sec	25sec	25sec				

	Operational/Business KPIs	RESULTS 2006/7	TARGET for 2007/8	This months results				MEASURE	KHS	KHS	KHS	KHS	KHS	KHS	KHS	KHS	KHS	KHS	KHS		
				Apr 07	May 07	Jun 07	Jul 07		Aug 07	Sept 07	Oct 07	Nov 07	Dec 07	Jan 08	Feb 08	Mar 08					
				West	Mid	East	HQ														
25	Contact Centre: % calls resolved as once and done by contact centre	55.7%	65 %					2007/8 Monthly result	59%	59%	61%	62%	55%	58%	58%						
								2007/8 Average result	59%	59%	59.6%	60%	59%	59%	59%						
								2006/7 Monthly result	60%	57.5%	60.2%	60.7%	57%	56%	55%	57%	50%	44%	55%	56%	
								12 Month rolling average	55.6%	55.7%	55.8%	55.9%	56%	55.4%	56%	56%					
26	Kent Messaging System (KMS): Number of service requests outstanding after 28 days	1642	1000	180	360	91	n/a	2007/8 Monthly result	2187	1906	1278	1794	2144	1575	1484	631					
								2007/8 Average result	2187	2046	1790	1791	1861	1814	1766	1624					
								2006/7 Monthly result	1468	1644	2136	2745	2579	3332	1578	1177	1187	1333	1115	1725	
								12 Month rolling average	1894	1916	1845	1765	1729	1583	1575	1529					
27	% sites passing the site safety audit for safety, signs & traffic management	73.5%	78 %	50%	100%	100%	n/a	2007/8 Monthly result	83.1%	86.8%	100%	91.6%	85%	95%	78%	85.7%					
								2007/8 Average result	83.1%	85.2%	89.96	83.3%	89.3%	90.2%	89%	88.1%					
								2006/7 Monthly result	78%	88.1%	63.6%	62%	84.2%	80.9%	77%	70%	71%	61%	73%	75%	
								12 Month rolling average	74%	74%	77%	77.1%	79.5%	80.7%	81%	82.1%					
28	% of material diverted from landfill	NEW	75%					2007/8 Monthly result	87%	82.2%	77.3%	85%	87%	89%	89%	51%					
								2007/8 Average result	87%	84.6%	78.8%	82.8%	84%	84.6%	85%	80.9%					
29	% operations budget committed for planned and programmed work per month	NEW	+ / - 5 % of profile	n/a	n/a	n/a	n/a	2007/8 Monthly result	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a					
								2007/8 Average result	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a					
30	% defective sites (quality of reinstatement) found by Highway Inspectors	7.5%	7 %					2007/8 Quarterly Result			8.1%			8.3%				3 rd Qtr		4 th Qtr	
								2007/8 Average result			8.1%			8.2%							
								2006/7 Quarterly result			9.5%			5.0%				8.0%			7.5%
								12 Month rolling average			7.1%			7.9%							

Comments:

KPI 20 – Ongoing work with all divisions led by the Measuring Success Group. A big downturn in Mid Kent this month, Behdad Haratbar is arranging team meetings and an action plan to resolve any issues. Key issue at present is temporary staff turnover. Kay Groves has agreed an interim action plan with the West Kent Management Team. Turnover of temporary staff is a key contributory factor to current poor performance.

KPI 21 b – Still problems in the formal 'closure' of schemes in WAMS, therefore final data of actual cost vs target is not yet available.

KPI 24 - Number of letters dealt with in agreed timescales = HQ (inc Jacobs Miller House) 380/431, EK 167/225, MK 53/94, WK 109/184 = Total 709/934. Measuring Success are recommending practice of phoning administrators when replies are being done to improve early capture of data. New weekly reporting of letters to managers / teams continues.

KPI 25 a,b,c and d – Good improvement in the Contact Centre - performance has continued.

KPI 26 – Excellent work from all Divisions and Jacobs to reduce large backlog of requests, Improved procedures for handling requests have been introduced. New weekly reporting of jobs over 28 days to managers / teams continues.

KPI 27 – West Kent carried out 8 inspections this month, Mid Kent carried out 19 inspections this month, East Kent carried out 10 inspections this month. Total Inspections = 37

KPI 28 – The figure is based on total waste diverted from landfill and includes 4% of gully waste being diverted from landfill. Recycling figures are down this month due to the excavation works at Botolphs bridge road, with all material coming out of river going to tip = 1813 tonnes.

KPI 29 – The Board's Finance report outlines the data for this KPI.

Appendix 2 – KHS CONTACT CENTRE SERVICE REQUEST ANALYSIS 2007 - 2008

Category	Month, Number and % of service requests made for various categories of KHS services (top three categories in bold text)											
	April 07	May 07	June 07	July 07	Aug 07	Sept 07	Oct 07	Nov 07	Dec 07	Jan 08	Feb 08	Mar 08
Blocked gully	103 (2%)	245 (4%)	468 (7%)	781 (10%)	532 (8%)	262 (4%)	291 (4.4%)	179 (2.9%)				
Drain cover damaged	194 (4%)	195 (3%)	201 (3%)	286 (4%)	200 (3%)	190 (3%)	207 (3.1%)	166 (2.7%)				
Dropped crossings	192 (4%)	172 (3%)	186 (3%)	179 (2%)	196 (3%)	126 (2.1%)	61 (0.9%)	38 (0.6%)				
Fly tipping	111 (2%)	101 (2%)	108 (2%)	116 (2%)	115 (2%)	117 (2%)	112 (1.7%)	119 (1.9%)				
Grass	50 (1%)	106 (2%)	183 (3%)	139 (2%)	84 (1%)	78 (1%)	24 (0.4%)	27 (0.4%)				
Hedges	170 (3%)	434 (8%)	787 (12%)	527 (7%)	415 (6%)	336 (5.5%)	252 (3.8%)	137 (2.2%)				
Insurance Claims	59 (1%)	434 (1%)	43 (0.7%)	46 (0.6%)	40 (0.6%)	32 (0.5%)	46 (0.7%)	40 (0.7%)				
Off road cycleways	7 (0.1%)	24 (0.4%)	28 (0.4%)	47 (0.6%)	38 (0.5%)	19 (0.3%)	62 (0.9%)	67 (1.1%)				
Permanent traffic lights	80 (2%)	101 (2%)	107 (2%)	155 (2%)	128 (2%)	112 (2%)	117 (1.8%)	132 (2.2%)				
Pavements/footways	398 (8%)	384 (7%)	434 (7%)	465 (6%)	459 (7%)	443 (7%)	543 (8.2%)	468 (7.6%)				
Request for a call back by Div	577 (10%)	556 (10%)	548 (8%)	667 (9%)	734 (10%)	Discontin.	Discontin.	Discontin.				
Roads (inc pot holes)	695 (14%)	602 (10%)	576 (9%)	729 (9%)	576 (8%)	456 (7.5%)	645 (9.7%)	574 (9.4%)				
Roadworks	172 (3%)	174 (3%)	160 (3%)	185 (2%)	148 (2%)	149 (2%)	344 (5.2%)	390 (6.4%)				
Signs	188 (4%)	217 (4%)	214 (3%)	196 (2%)	188 (3%)	201 (3%)	266 (4%)	231 (3.8%)				
Spillage or shed load	130 (3%)	132 (2%)	138 (2%)	132 (2%)	160 (2%)	177 (3%)	159 (2.4%)	128 (2.1%)				
Streetlights	1014 (20%)	1110 (19%)	951 (15%)	1129 (14%)	1215 (17%)	1350 (22%)	1962 (29.6%)	2166 (35.4%)				
Surface dressing	0%	0%	0%	0%	0%	2 (0%)	3 (0%)	0 (0%)				
Temporary traffic lights	85 (1.6%)	69 (1%)	81 (1%)	101 (1%)	95 (1%)	95 (2%)	88 (1.2%)	129 (2.1%)				
Trees	102 (2%)	202 (4%)	154 (2%)	560 (7%)	576 (8%)	457 (7.5%)	424 (6.4%)	306 (5%)				
Weeds	21 (0.4%)	65 (1%)	149 (2%)	143 (2%)	118 (2%)	93 (1.5%)	49 (0.7%)	28 (0.5%)				
Winter Service	6 (0.1%)	3 (0.1%)	0%	5 (0.1%)	0%	8 (0.1%)	10 (0.2%)	30 (0.5%)				

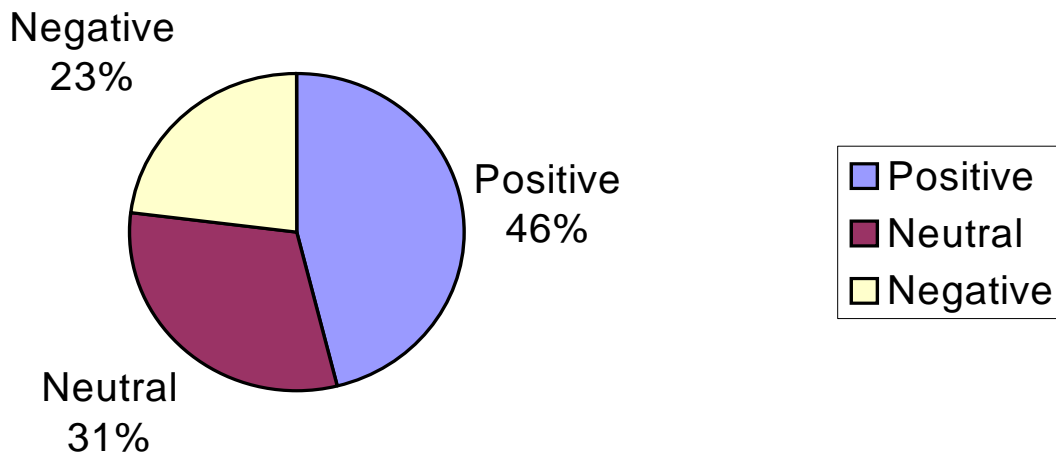
	Number of phone calls / emails and Contact Centre once and done % (e.g. no service request issued)											
Service Request Total	5114	5761	6518	7814	7072	6102	6638	6125				
Total Number Contacts	12646	14054	16920	20743	15949	14453	15747	14515				
% once and done	59%	59%	61%	62%	55%	58%	58%	58%				
Service Request Total 2006/7	5051	6346	6147	5878	6453	6557	7371	6660	5513	9714	7216	7471
Total Number Contacts 2006/7	12014	14943	15442	14964	15016	14859	16496	15538	11083	17653	16379	17097
% Once and done 2006/7	60%	57.5%	60.2%	60.7%	57%	56%	55%	57%	50%	44%	55%	56%

	The number and % of repeat calls											
Number of repeat calls	1156	1152	1316	1600	1539	1009	n/a	n/a				
Repeat call %	12.2%	12.2%	10.8%	10.6%	13.6%	10.2%	n/a	n/a				
Top three categories of repeat calls (listed in order)	Drainage Lighting Vegetation	Drainage Lighting Vegetation	Lighting Vegetation Roads	Lighting Drainage Roads	Roads Vegetation Lighting	Lighting Call Back Hedges	n/a	n/a				

Comments: Monthly performance review meetings are now taking place between business development and the Contact Centre management teams. Targets are now consistently being met.
There are currently technical issues on the CRM system used by the Contact Centre to provide repeat call information and again no data is available this month.

KENT HIGHWAY SERVICES

Tone of cutting	Last month's cuttings	This month's cuttings
<i>Positive</i>	80	110
<i>Neutral</i>	53	73
<i>Negative</i>	40	30
TOTAL	173	213



- From a total of 30 negative cuttings 7 were letters.

Positive

Walking bus wins top award
 KCC wins big with bus awards hat trick
 £50 million up for grabs in TV Viewer' vote – Connect2
 Drivers have to watch their speed, KHS will be using a Speed Indicator Device to urge drivers to slow down

Neutral

Zebra takes to streets in campaign for crossing
 Scrap cycle training fees
 £5.8 Million in parking fines but councils make a loss
 Crossing needed for 'danger' road is Sevenoaks

Negative

Roads in Whitstable are in a sorry state
Highway services regrets sign delay
 No signs of speed limit cut on dangerous road A251

Appendix 4 – KHS MONTHLY COMPLAINTS SUMMARY – November 07

Summary of Complaints Received during the Month: November 2007

Division /HQ	Subject	Description	Type *	Resolving Action	Comments
HQ	Speed Awareness policy	Client booked on course complained no contact telephone number given for venue. Also, early start meant leaving children unattended and there are no concessions for payment + admin rebooking charge of £25 excessive.	Quality of Service Provided	Letter sent addressing points raised. Complainee had arrived for course 30 minutes late, therefore refused entry. She then swore at the trainer and kicked both sets of doors. Letter explained KCC has a zero tolerance policy towards both verbal and physical abuse.	The course booking form invites "any additional information" but this was not supplied. Due to behaviour staff did not return call on course day.
EK	Flooding	Lack of action re flooding/blocked drains	Service Delivery Failure	Apology and advised proposed action to be taken.	
EK	Flooding	Lack of action re flooding.	Service Delivery Failure	Explanation of work to be undertaken and liaison with Southern Water.	
EK	Blocked drains	Lack of action re blocked drains.	Service Delivery Failure	Explanation given of work to be undertaken.	
EK	Planning	Objection to the role of KHS in granting planning permission.	Policy/Process Query	Explanation given of role of Development Officers.	
EK	Streetlighting	Length of time in repairing streetlight	Service Delivery Failure	Details given of reasons for delay.	
EK	Footways	Poor condition of footways.	Quality of Service Provided	Details given of criteria for repair.	
EK	Utilities	Statutory Undertakers' work and delays.	Quality of Service Provided	Details given of procedures for licensing works on the highway.	
EK	Lighting	Private security light causing problems.	Lack of information	Advised District Council dealing who advised neighbourhood dispute.	
EK	Gully	Delay in clearing blocked gully.	Delay in responding	Advised when gully to be cleaned.	
EK	Streetlighting	Delay in repairs to streetlights.	Service Delivery Failure	Telephoned to advise action taken.	
WK	Damage / staff conduct	Workmen damaged hardstanding and had poor attitude.	Staff Conduct	Apologies given and works complete.	
WK	White Lines	Lack of response to calls and emails for white line painting and road repairs.	Lack of information or progress update	Explanation that potholes will be filled temporarily and put forward to programme delivery.	
WK	Streetlighting	Lack of action to fix streetlight.	Service Delivery Failure	Lamp now identified and will be fixed this week.	
WK	Streetlighting	Lack of action to fix streetlights.	Service Delivery Failure	EDF chased and caller informed.	

WK	Streetlighting	Awaiting removal of column.	Service Delivery Failure	Column now removed.	
WK	Streetlighting	Lack of action on 3 different faults in Sevenoaks.	Service Delivery Failure	Explained electricity supply problem – being chased.	
WK	Sign	Request for new sign on bend.	Delay in responding	Caller advised sign will be erected and is on list of works to be done.	
WK	Blocked Drains	Blocked drains with grass growing out of them.	Service Delivery Failure	Advised by phone that gully crews scheduled to attend next day.	
WK	Speed Limit	Lack of action concerning proposed speed limit implementation.	Service Delivery Failure	Work going ahead.	
WK	Sunken trench	Lack of action to repair sunken trench.	Service Delivery Failure	Order now raised for repair.	
WK	Staff Conduct	Rude staff working on highway.	Staff Conduct	Comprehensive research into situation. All members of gang interviewed and reminded of standards of behaviour expected.	
MK	Insurance claim	The finish on A274 drops 6.5" causing two blown tyres.	Service Delivery Failure	Claim form sent.	
MK	Road closure	Chaos caused by access road to Lock Meadow being "unnecessarily" closed.	Quality of Service Provided	Email sent apologising for inconvenience and explaining lane closed to comply with H&S.	
MK	Drainage	Drainage problems at East Farleigh.	Service Delivery Failure	Informed gullies to be cleaned out in December.	
MK	Traffic light sequence	Traffic chaos at Barker Road/Tonbridge Road jct. caused by temporary lights.	Quality of Service Provided	Informed from 29 Nov new permanent signals in place linked into traffic management system.	
MK	Flooding	Still waiting after 6 months, now requests someone else be appointed to deal.	Lack of Information or Progress Update	Telephoned to say investigation works starting 28 Nov.	
MK	Potholes	Failure to respond to previous communications.	Lack of Information or Progress Update	Informed additional maintenance gang sent to fix faults.	
		Total: 27			

* Type:

- Service delivery failure
- Quality of service provided
- Delay in responding to communication or contact problems
- Lack of information or progress update
- Policy/Process query
- Staff Conduct
- Claim for compensation

Distributed to: Kay Groves
David Thomas
Alliance Executive
Alliance Board