

**Lincolnshire Highways Alliance
Performance Report
Year 5 Qtr 4: January to March 2015**

June 2015

Introduction

This report is prepared for the Highways Network Alliance Group (HNAG) by the Performance Working Group. It offers a summary of the results from each of the agreed KPIs and PIs.

Highway Works Term Contract

HIGHWAY WORKS TERM CONTRACT				PERFORMANCE DASHBOARD			Quarter 4	TREND
PI	INDICATOR	TARGET	RESULTS	SCORE	0	5	10	
1	Street lighting Indicator	98.9% or above	84.54% working	8.60				▲
2	Response times for emergency works	99.5% or above	99.72% compliance	10				▲
3	Tasks completed within timescale	97% or above	100% compliance	10				▲
5	Acceptable site safety assessments	98.5% or above	97.22% compliance	8				▲
7	Defect corrections requiring TM	98% or above	99.97% compliance	10				=
8	% waste reused/recycled	90% or above	90.25% compliance	10				=
9	Compliance with tendered Quality Statements	100% compliance	79.17% compliance	8				=
10	Quality assessment of workmanship	100% compliance	83% compliance	4				▲
11	Measure/reduce carbon over the whole fleet	100% compliance	100% compliance	10				=
12	% task orders in compliance with TMA	95% or above	98.8% compliance	10				=
					-15			
4	RIDDOR incidents	0 RIDDOR incidents	1 RIDDOR incident	-2				▼
6	Service strikes	0 Services Strikes	2 Service Strikes	-1.0				=
					0			
			TOTAL	85.6				▲

Highway Works Term Contract Performance commentary 2014/15 Q4

PI1 - Street Lighting service standard: A new indicator this year has been introduced to measure several aspects of performance. The Performance Group has revised the indicator as it was not taking into consideration the reduced resource that was available to Kier and therefore the indicator has been reassessed to take this on board. Previous Quarters have been reassessed as follows;

- Quarter 1 = 9.2
- Quarter 2 = 7.7

- Quarter 3 = 9.2

These new scores will be added respectively to the Quarters and will adjust the contractor's average over the year. The new indicator scored 8.6 points this Quarter.

PI2 - Response times for Emergency works: Performance remains at an exceptionally high level at 99.72% this quarter. Out of the 1437 emergency jobs over the quarter, 1433 achieved the required response rate.

PI3 - Tasks completed in time scale – 83 jobs out of 83 jobs were completed on time giving this PI a 100% score and full marks.

PI5 - Acceptable site safety assessment – The Indicator has improved from last quarter increasing from 93.75% to 97.22% this Quarter. There is still concern that not enough inspections have taken place. Over this quarter 36 inspections took place of which 35 passed. To help compensate for the lower number of inspections we will be taking a yearly average next year.

PI7 - Defect correction requiring traffic management: Performance is being maintained and this quarter's level remains good at 99.74% compliant – full marks awarded.

PI 8 - % waste reused/recycled: Performance remains at a good level achieving top marks.

PI10 - Quality assessment of workmanship: The data validation processes around this indicator have been improved. Performance is at 83%, which is a slight increase in score from last quarter and remains well above the average achieved in previous years.

PI11 - Measure/reduce carbon over the whole fleet: This indicator continues to improve, showing that the Alliance fleet is continuing to reduce unnecessary mileage and journeys.

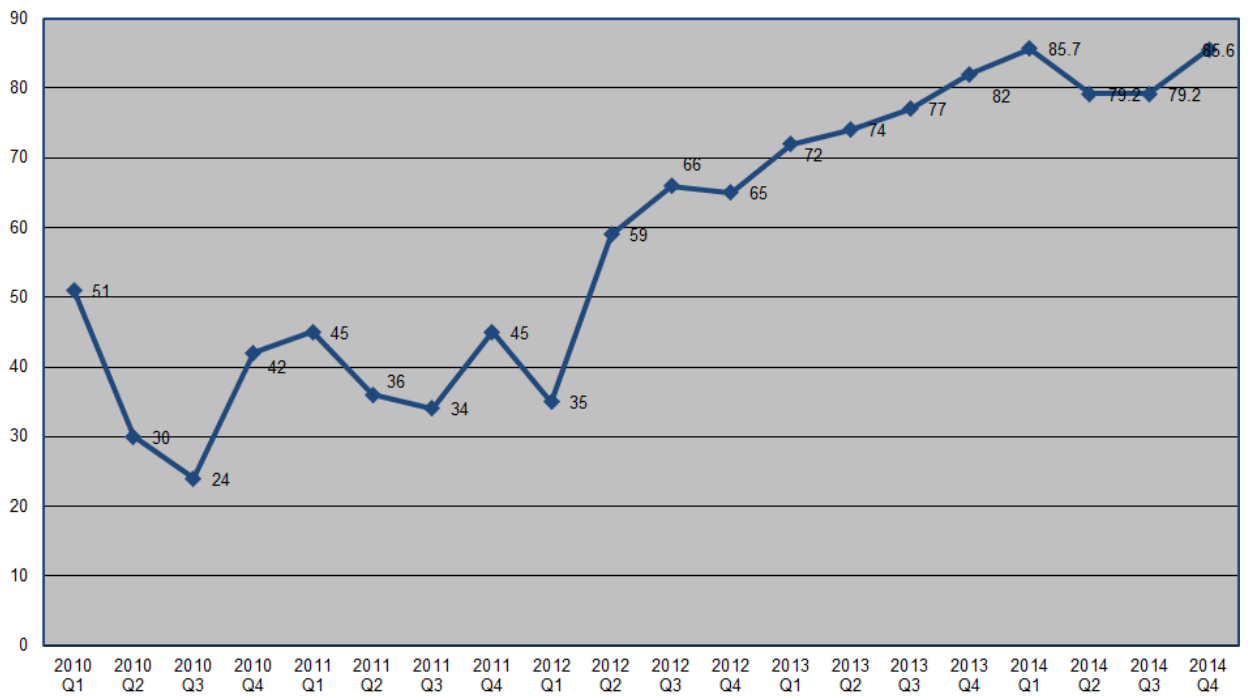
PI12 - % task orders in compliance with Traffic Management Act: The indicator has increased from 97.6% last quarter to 98.8% this quarter. This does not change the score and the indicator still scores full marks. Out of the 82 orders, 81 had been assigned the correct notice.

PI4 - RIDDOR Incidents: There was one RIDDOR incident reported this Quarter.

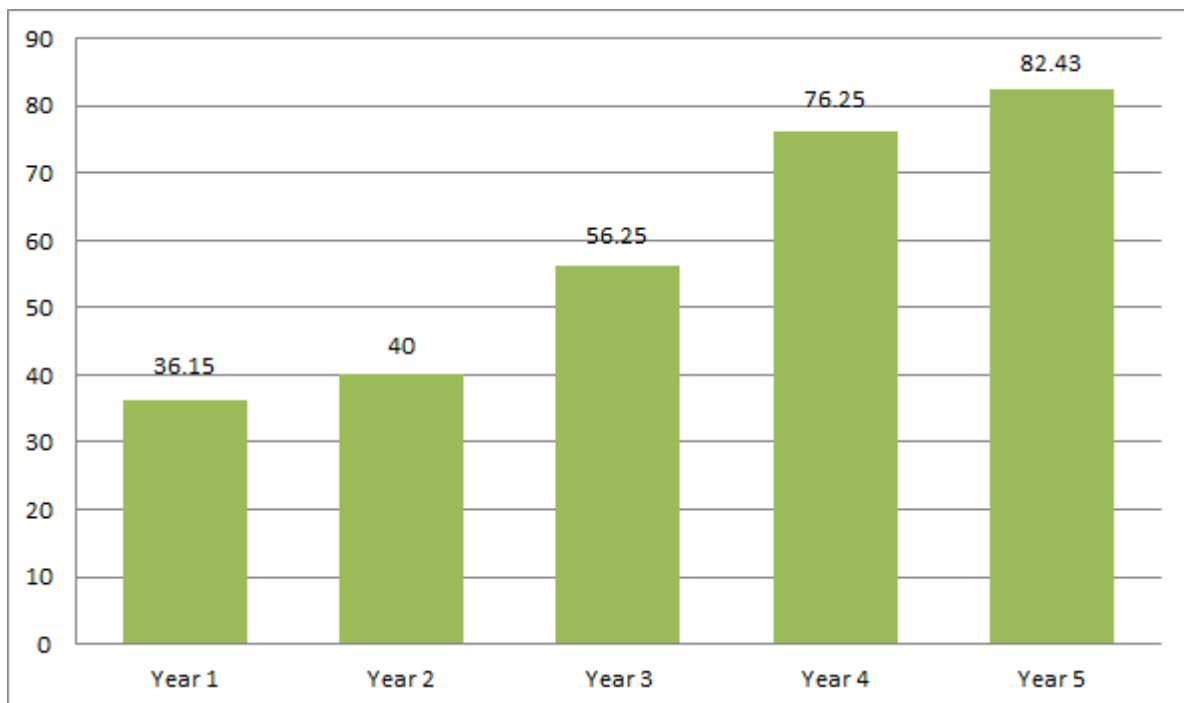
PI6 - Services Strikes: Two service strikes this quarter.

Overall Commentary

The Highway Works Term Contract has increased its score this Quarter, up from 79.2 points to 85.6. This is the second highest score for these indicators (the highest being 85.7 in Quarter 1 of this year). The performance means that the Highways Indicators have scored an average of 82.43 points over the year which is well above the target of 80 points which was required.



Highway Works Term Contract Scores over the Contract Period.



Highway Works Term Contract yearly average totals

Professional Services Contract

PROFESSIONAL SERVICES CONTRACT				PERFORMANCE SCOREBOARD				Quarter 4				TREND	
PI	CATEGORY	INDICATOR	RESULT	SCORE	0	5	10	15					
1	Client Satisfaction	Product	9.52 (out of 10)	14.8									▲
2	Client Satisfaction	Service	9.34 (out of 10)	14.2									=
3	Alliance Wellbeing	Compliance with tendered Quality Statements	89%	8.9									=
4	Predictability of Design Costs	Design Costs prior to Construction	7.7% (>10% over)	10.9									▲
5	Predictability of Works Costs	Cost of Construction	14.3% (>10% over)	12.1									▼
6	Predictability of Time for Design	Time for Design	15.4% (>10% late)	11.5									▲
7	Predictability of Time for Construction	Time taken to undertake Works	35.7% (>10% late)	8.6									▲
TOTAL				81.0									▼

PSP Performance commentary 2014/15 Q4

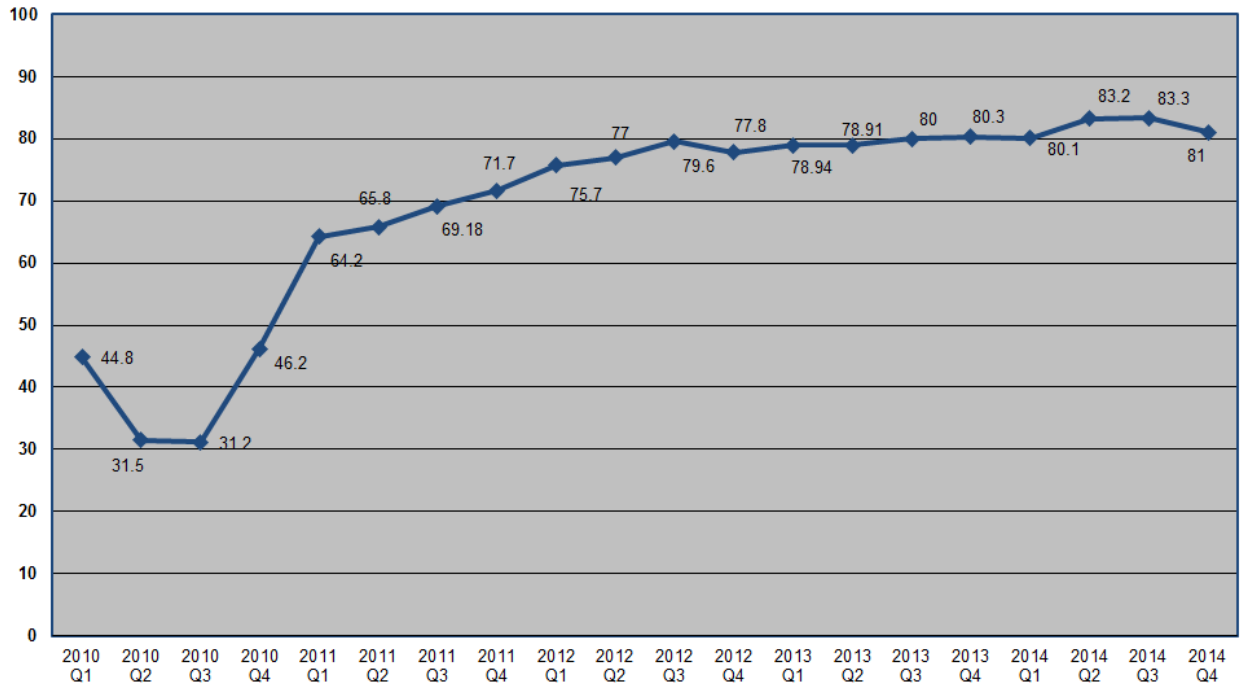
PI 1 & PI 2– Results remain good and response rate remains good.

PI3 – Quality promises score affected by difficulties developing new programming solution for the Alliance

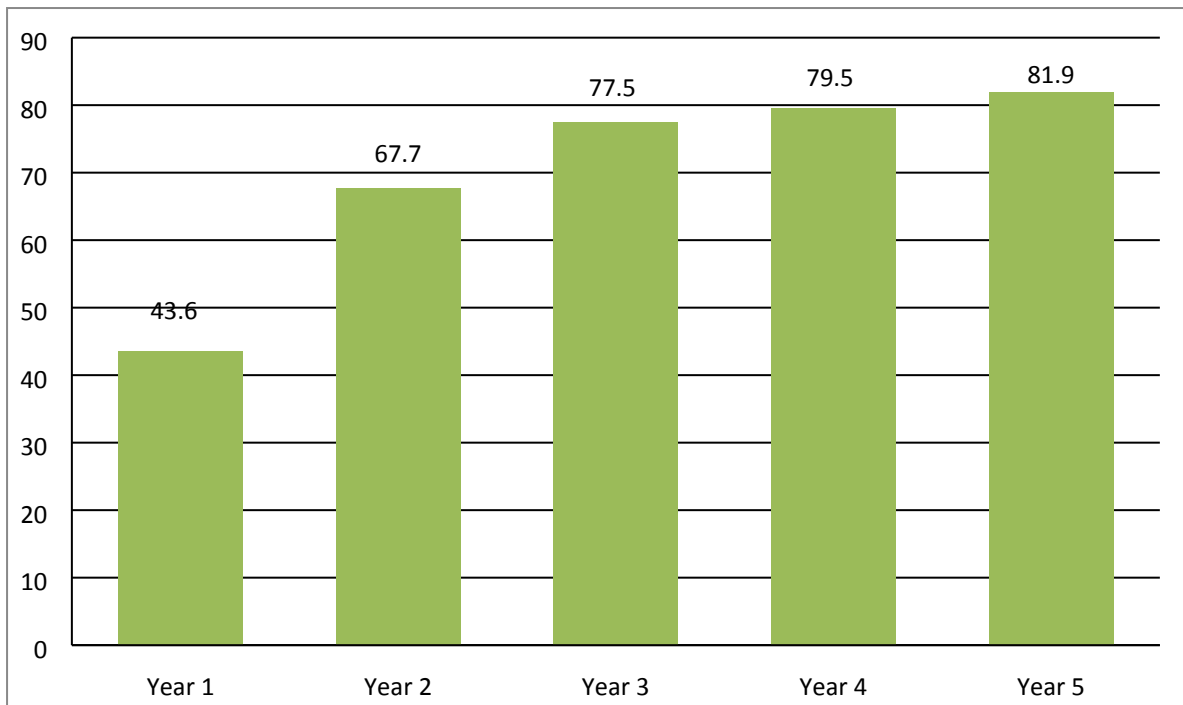
PI 4 & 6 – Design delivery to time and cost remains good. Works delivery to time for this month dipped and is being investigated to understand underlying reasons. This will be an area to target improvement next quarter.

Overall Commentary

Results remain good and are effectively a year ahead of the stretch target for year on year continuous improvement built into the contract. The results are based on TSP / Mouchel performance combined.



Professional Services Contract Scores over the Contract Period



Professional Services Contract yearly averages total

Traffic Signals Term Contract

TRAFFIC SIGNALS TERM CONTRACT				PERFORMANCE SCOREBOARD				Quarter 4		TREND
PI	CATEGORY	INDICATOR	SCORE	0	5	10	15			
1	Alliance Wellbeing	10 Critical Contractors Quality Promises	10	100%					=	
4	Service Standards	Number of Faults attended on time	N/A	100%					▲	
5	Service Standards	Number of Faults Cleared within Contract Timescales	10	100%					▲	
6	Service Standards	% Task Orders completed on Time that LCC have specified the completion date	7	88.372%					▼	
7	Service Standards	% Task Orders completed free of remedial works	10	100%					=	
8	Service Standards	% Faults resolved at the first visit.	10	100%					▼	
9	Service Standards	% Task Orders carried out in compliance with TMA	10	100%					=	
10	Service Standards	% Annual Inspections completed PA	10	100%					▲	
11	Environmental Impact	Carbon Emissions Target set to 123.77 Tonnes CO2	10	100%					▲	
12	Environmental Impact	Waste / Recycling Target to be agreed with Contractor	10	100%					▼	
				-15				0		
2	Health & Safety	Reportable Accidents at Work	0						=	
3	Health & Safety	Acceptable Site Safety Assessments PA	10	100%					=	
TOTAL				97	97%				=	

Traffic Signals Term Contract Performance commentary 2014/15 Q4

PI 1 – All 10 quality promises are being met scoring 10 points for 100%

PI 4 – Although this Performance Indicator doesn't score, following the introduction of PI 8 two years ago, we are still monitoring the activity. The fourth quarter, our attendance has been at 99.29%, an improvement from Q3 by 1.03%. There have been two late attendances.

PI 5 - Timescales for clearance are at 99.53%. Two faults were cleared outside of the agreed timescale, both in February. This has been another performance improvement from Q3.

PI 6 – 76/86 Schemes have been completed during the specified dates. Ten task orders have not been carried out in the agreed timescale in total for Q4. 88.372%. This has been impacted by our resource being used for the Canwick Road scheme, including additional support resource supplied from other Imtech offices and specialist subcontractors from UKDD.

PI 7 – 86/86 schemes that have been completed have no remedial works. 100%

PI 8 – 426/428 Standard faults & Emergency faults, all faults resolved first time. 99.53%. Two sites had repeat faults during Q4.

PI9 – Fifteen schemes have required this PI during Q4. 100%

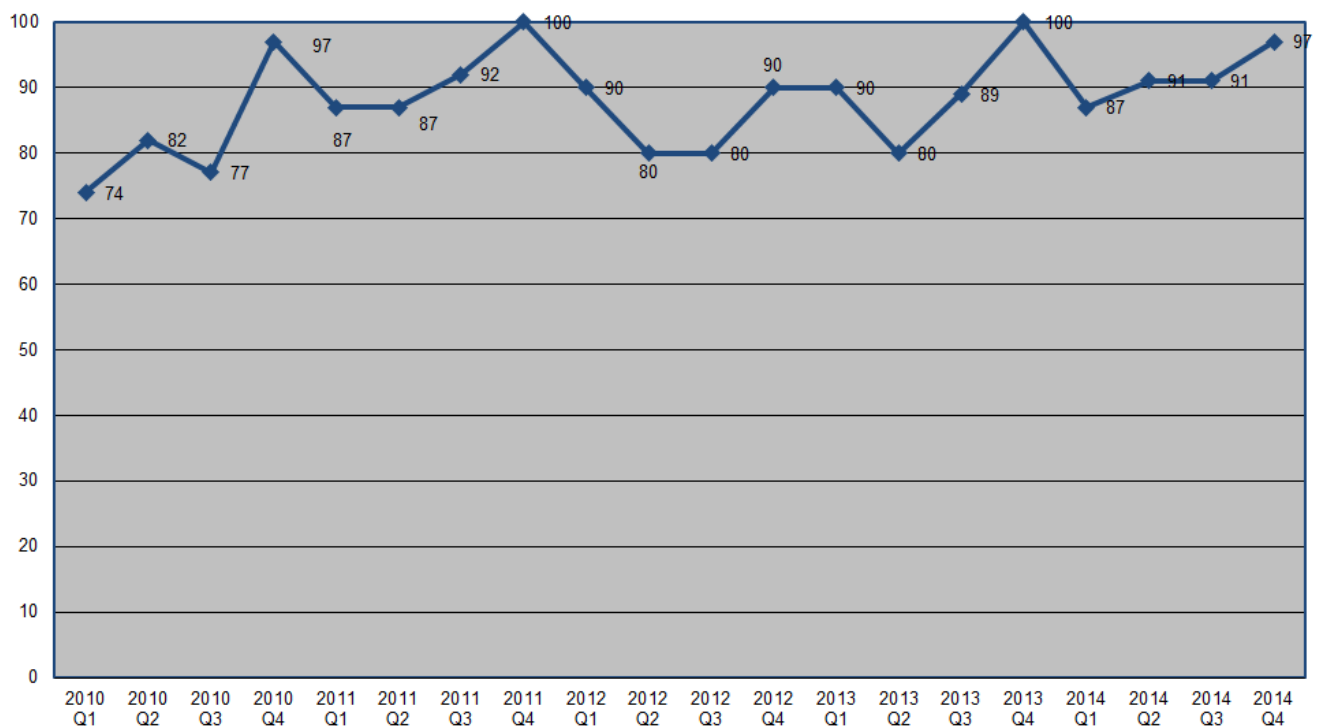
PI 10 – There are 308 Sites PA to be carried out. Quarterly Average is 25% of the total, equating to 77 sites per Quarter. 308 inspections have been carried out by the end of Quarter 4. 107.6% from Q3, but 100% for the year.

PI11 - Benchmarking results have now been established and agreed at 123.77 Tonnes CO₂. Target is to reduce by 5%, equalling 117.58 by the end of Q4. Our emissions are at 98.54 Tonnes CO₂.

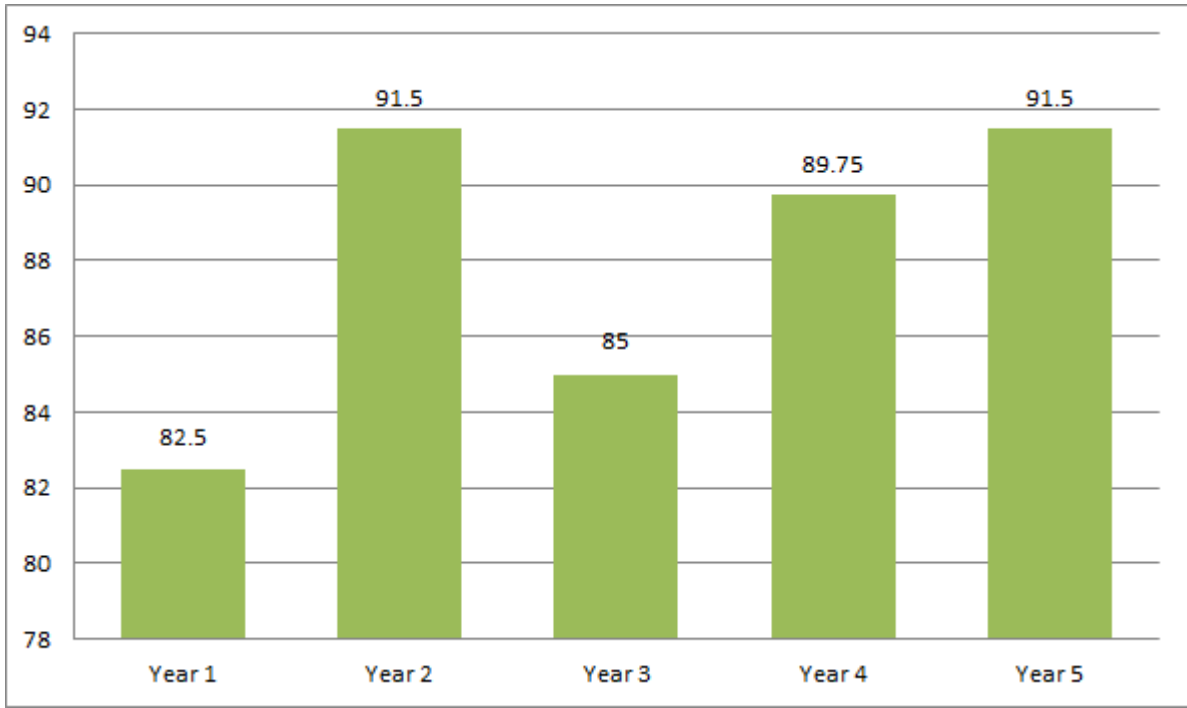
PI12 – 83.05% Recycled materials & 16.95% Recovered materials from Imtech depot by the end of the 4th Quarter. No waste during year 5 has gone to landfill.

PI2 – Zero reportable incidents during Q4.

PI3. Two Inspections have been carried out during Q4.



Traffic Signals Term Contract Scores over the Contract Period.



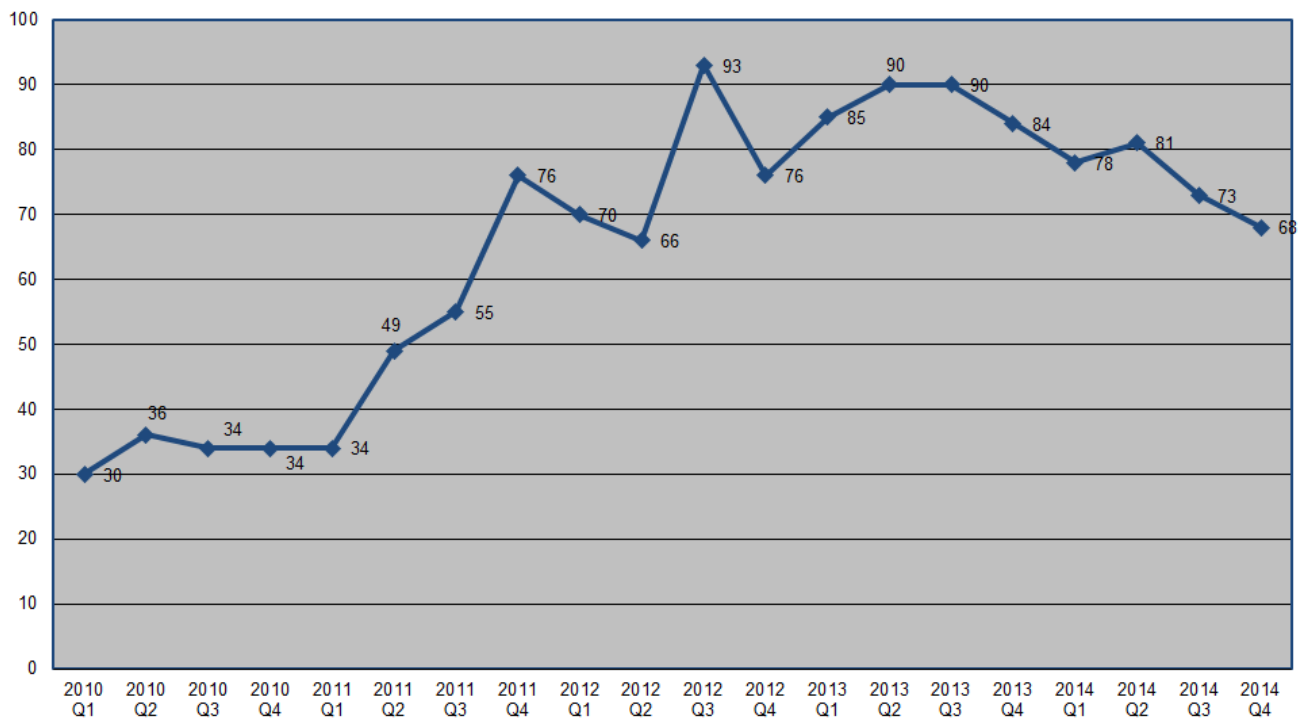
Traffic Signals Term Contract yearly averages total

equates to 277 jobs out of 400 jobs being committed on time. This indicator has been slightly affected by the financial switch off of systems as we switch from SAP to Agresso. The issues have been identified and have been reported through to the teams that are affected.

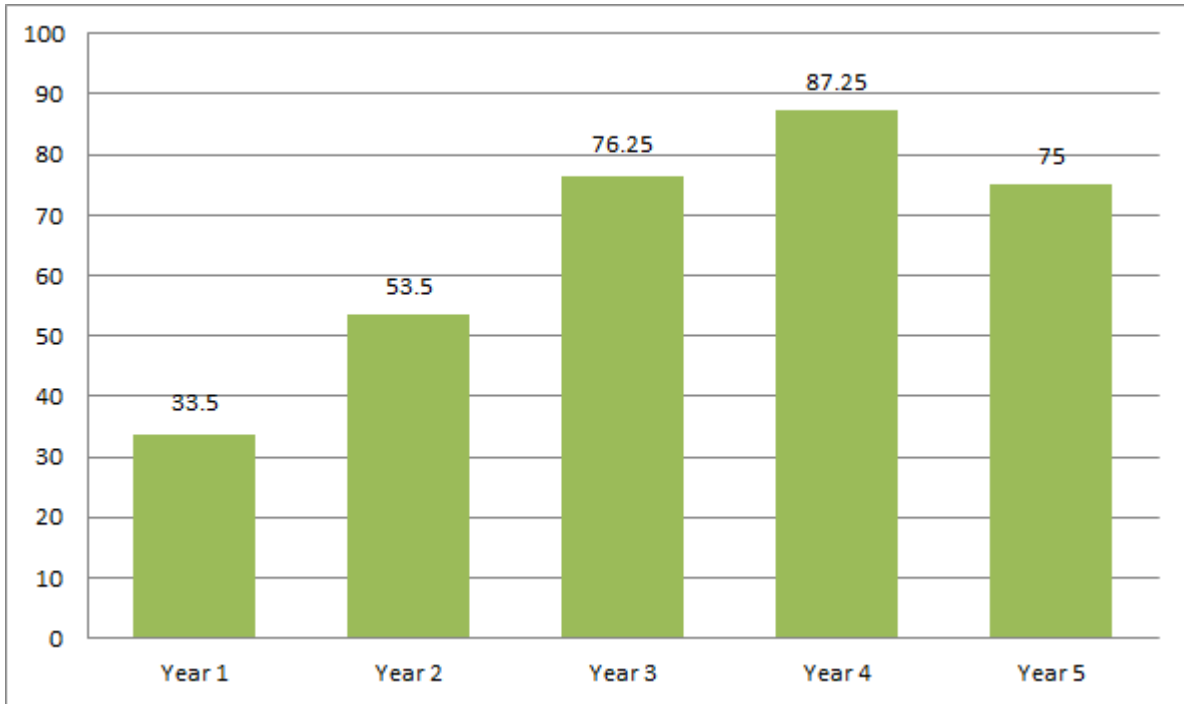
Overall Commentary

The Client Indicator has dropped again this quarter by 5 points, from 73 points to 68 points. This is mainly down to a poor Quarter for PI6 which had not recovered from its Quarter 3 result and PI5 which saw a large commitment of Compensation Events.

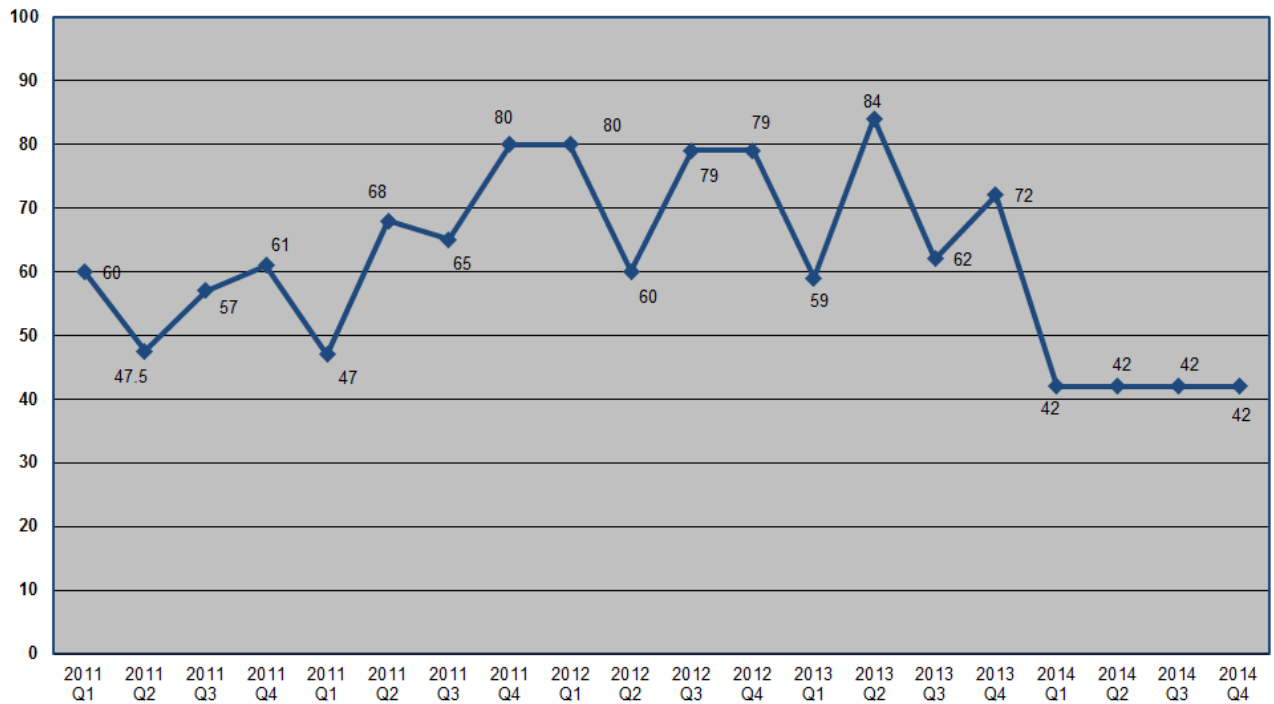
Actions to further improve performance are given in Appendix 4.



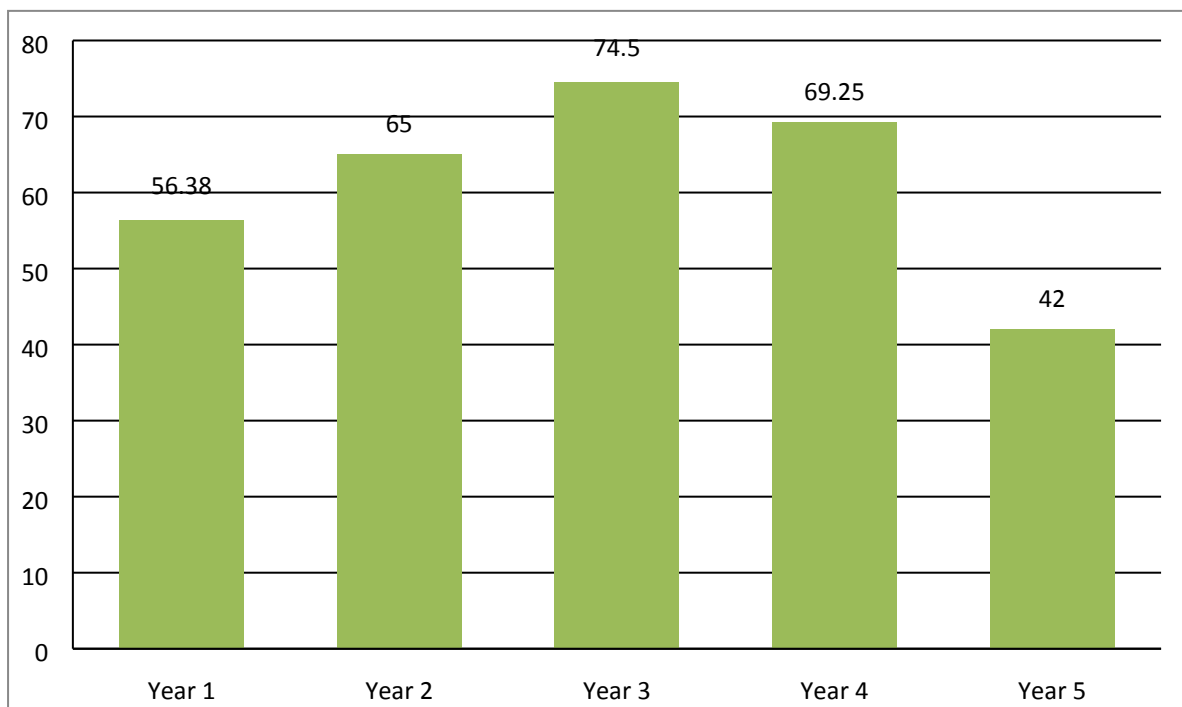
Client Performance Scores over the Contract Period.



Client Performance yearly average totals



Highway Alliance scores over the Contract period.



Highway Alliance yearly average totals

Conclusion

Overall performance has remained consistent over all five dashboards.

Performance across the Highway Works Term Contract has been good over the whole year. This Quarter it scored 85.6 points, which was the second highest score to date. The score has also been adjusted over the other Quarters due to fewer resources on the street lighting indicator. This gave a yearly average of 82.43 points which is an excellent result.

The Professional services contract has seen a slight decrease this Quarter from 83.3 to 81 points. The focus remains on delivery to time and cost. Overall it has averaged 81.9 points over the year, performing well above the minimum level required.

The Traffic Signals Contract has improved by 6 points this quarter and retains the high level of performance. It is now at 97 points and has averaged 91.5 points over the year.

The Client Indicator has dropped 5 points this quarter. The drop is due to a poor quarter results for KPI 5 Value of Compensation Events versus Target and KPI6 percentage of Compensation Events committed within 2 weeks. The focus will continue to be on programming and management of target costs, and compensation events. It now scores 68 points and has averaged 75 points over the year.

The Alliance Indicator has maintained its low score which is a concern, and reflects the broad nature of the indicators such as press articles and annual public satisfaction score. It has averaged 42 points over the year.

Darrell Redford
June 2015

Appendix 1 – Highways Works PI Improvement Actions

Indicator No	Description	Action	Owner	Target Date	On Track
KPI 5	Acceptable site safety assessment	Monitor the number of assessments taking place each month. Kier Officer to review all failed assessments to see if they are accurate.	Target Cost and Performance Manager and Kier Officer.	April 2015 Q4 – Year 5	
KPI 10	Quality assessment of workmanship	Regular Quarterly meeting between Divisional staff and Contractor to discuss and rectify issues	Target Cost and Performance Manager, Kier Officer and Divisional Officers.	April 2015 Q4 – Year 5	

Appendix 2 – Professional Services Performance Indicator Actions

Indicator No	Description	Action	Owner	Target Date	On track
PSP 3	Quality Promises	Produce Commission Sustainability Plan	CF	August 2015	
PSP 4, 5, 6 & 7	Delivery to time and cost	Support introduction of improved IT functionality for programming. Development work continues, but creation of appropriate reporting mechanisms is proving challenging due to scale of the programme.	CF / Kier	August 2015	

Note: Targeted actions cover all indicators where there has been a decline in performance supplemented by any specific timed actions for improvement. Service improvement actions that are now 'business as usual' are not included.

Appendix 3 – Client Performance Indicator Actions

Indicator No	Description	Action	Owner	Target Date	On Track
CPI 4	% JV orders giving "all Info" 8 weeks prior to start	Continued use of Dashboards to highlight areas of where there may be issues. Restructure of Divisions may cause a temporary blip in figures.	Network and Development Managers, Divisional management and Client Services Team.	August 2015 Q1 Year 6	
CPI 6	CE's committed within Timescale	Assess all CE's committed by Officer to see if there is a pattern. Report information on Divisional Dashboard and to the monthly NDM's meeting. Include TSP in the process. Monitor results for future Quarters as Confirm/Agresso shut down will effect CE commitment.	Network and Development Managers and TSP management.	August 2015 Q1 Year 6	

Appendix 4 – Alliance Indicator Actions

Indicator No	Description	Action	Owner	Target Date	On Track
KPI 1	Net Positive Press Coverage Monthly	Check taking place to see if consistent scoring is undertaken for all media stories. Reassess how we mark this KPI for next year.	Target Cost and Performance manager	August 2015 Q1 Year 6	
KPI 4	Relationship Management	Further work taking place to investigate issue which are effecting scoring. Reassess how we mark this KPI for next year	Contracts Manager/Target Cost and Performance Manager	August 2015 Q1 Year 6	

Appendix 5 – Traffic Signals Term Contract Indicator Actions

Indicator	Description	Action	Owner	Target Date	On Track
PI 10	% Annual Inspections Completed Per Annum	Annual Inspections are lagging slightly behind programme Corrective action by Imtech required to bring Inspections back on target. Completed	Adrian Foster Imtech	31st March 2015	
PI 6	% Task Orders completed on Time that LCC have specified the completion date	Task orders for completion on time had slipped during Q2, corrective action has been actioned with the administration team, to correctly log any changes to timescale. During Q4 this has further declined to 88.372%. This has been impacted by our resource being used for the Canwick Road scheme, including additional support resource supplied from other Imtech offices and specialist subcontractors from UKDD. The Canwick Road scheme is due for completion W/C 1st June. Once completed the existing and additional support resource will be working on closing down the outstanding 10 work orders.	Adrian Foster Imtech	1st July 2015	

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