![Lincolnshire County Council Highways Alliance logo]

**Lincolnshire Highways Alliance
Performance Report
Year 9 Qtr 4 January to March 2019**

May 2019

<u>Introduction</u>

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.
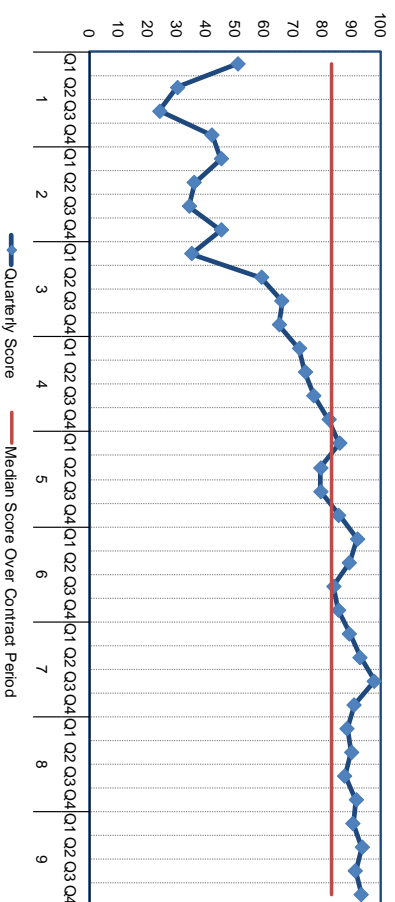
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Highways Works Term Contract
Performance Summary

		Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter
HWTC PI1	Street lighting Standard	98.9%	96.16%	9.7 →	9.2	9.4		The score has increased slightly from 9.4 to a score of 9.7.
HWTC PI2	Response times for emergency works	99.5%	98.96%	8 ↔	8	7.5		Out of the 1067 emergency jobs over the quarter, 1056 achieved the required response rate.
HWTC PI3	Tasks completed within timescale	97%	98.57%	10 ↔	10	10.0		69 out of 70 jobs were completed on time
HWTC PI5	Acceptable site safety assessments	95%	100.00%	10 ↔	10	10.0		58 assessments over the pass year have passed out of 58 assessments. All assessments this quarter passed.
HWTC PI7	Defect corrections requiring TM	98%	99.97%	10 ↔	10	10.0		There were 3536 jobs this quarter, of which 1 was a defect requiring traffic management.
HWTC PI8	% waste reused/recycled	90%	94.1%	10 ↔	10	10.0		94.1% of waste was reused/recycled.
HWTC PI9	Compliance with tendered Quality Statements	100%	79.16%	8 ↔	8	8.0		12 Quality statements have been selected to score this measure. After assessment it has been deemed that 9.5 are currently being achieved
HWTC PI10	Quality assessment of workmanship	100%	100.00%	10 →	7	8.5		This quarter there was 15 tests of which 15 passed.
HWTC PI11	Reduction in Carbon Emissions	100%	100%	10 ↔	10	10.0		This indicator continues to improve, showing that the Alliance fleet is continuing to reduce unnecessary mileage and journeys
HWTC PI12	% task orders in compliance with TMA	95%	94.64%	8 ↓	10	9.5		Out of the 56 orders 53 had been assigned the correct notice.
HWTC PI4	Reportable accidents under RIDDOR	0	0	0 ↔	0	0.0		There were no RIDDOR incidents reported this quarter so the points score is zero.
HWTC PI6	Service strikes	0	1	-0.5 →	-1.0	-0.9		There was 1 service strikes this quarter. Each service strike equates to -½ point being removed from the total.

	Total		
	93.2	91.2	92.1

Overall Summary

The score this quarter has increased from 91.2 last quarter. This is due to a slight increase in quality assessment of workmanship passes.

Highways Works Performance Scores Over The Contract Period
(Median score = 83)

Legend: Quarterly Score — Median Score Over Contract Period

Yearly Average Highways Works Performance Scores

Year 1: 37, Year 2: 40, Year 3: 56, Year 4: 76, Year 5: 82, Year 6: 88, Year 7: 93, Year 8: 89, Year 9: 92

Legend: Average Score — Median Score Over Contract Period
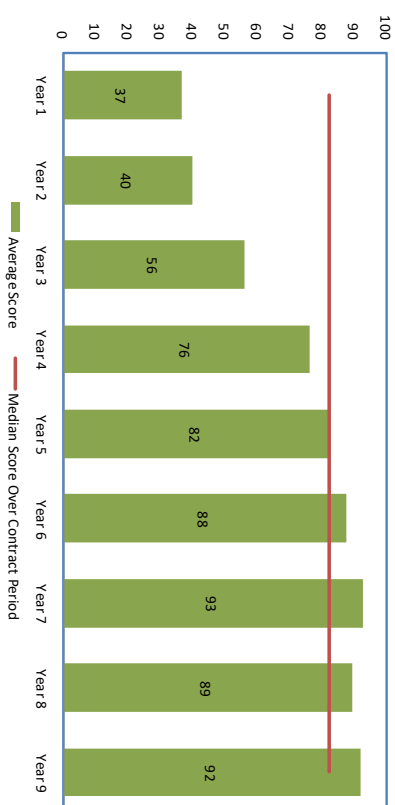
Professional Services Contract
Performance Summary

		Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter
PSP PI1	Client Satisfaction of Product	8.5	9.53	15.0 ↔	15.0	14.5		PSP 1 and 2: Satisfaction: remains at a high level, with actual results averaging at 9.57 out of 10 for both service and product. The return rate for PI1 was at 41% PI2 was at 88%
PSP PI2	Client Satisfaction of Service	8.3	9.62	14.7 ↓	15.0	14.5		
PSP PI3	Compliance with tendered Quality Statements	95%	98.0%	9.8 ↔	9.8	9.8		PSP 3: Quality statements: In addition to various service wide commitments, this year's promises incorporate a number in support of implementing key aspects of the TSP Improvement Plan. The result this quarter is at 98% reflecting ongoing commitment with resourcing major schemes, and making positive progress on the improvement plan.
PSP PI4	Predictability of Design Costs	Design Costs to be within 10% accuracy	17.09%	11.3 ↓	11.7	11.3		PSP 4 & 6: Design delivery to cost and time: Scores for delivery to cost are slightly down and delivery to time are positively up on Q3 (double the number of schemes in Q3) – with the performance of certain individuals being reviewed. Overall 17.09% (20/117) of schemes actual costs were >10% budget, with 4.27% (5/117) of schemes predicting to finish >10% late. There continues to be a clear focus of the TSP improvement plan in this area.
PSP PI5	Predictability of Works Costs	Works Costs to be within 10% accuracy	4.27%	n/a	0.0			
PSP PI6	Predictability of Time for Design	Time for Design to be within 10% accuracy	3.22%	12.8 →	11.7	12.2		PSP 7: Works delivery to time: As with design, delivery to time is good, and up on Q3 with only 3.22% (1/31) of schemes completing >10% after predicted end date.
PSP PI7	Predictability of Time for Construction	Time for Works to be within 10% accuracy	3.22%	12.7 →	11.3	12.4		PSP8: Compensation Events: A reasonable performance with 32 CEs for this in this quarter (double the number for Q2), where 20 were actioned within 2 weeks. The teams are to be reminded of these new measures with a view to further improving this.
PSP PI8	% Compensation Events accepted/rejected within 2 weeks	90%	62.50%	6.0 →	5.0	21.0		PSP9: Provision of Kier Programme: This is a time bound measure, triggered between 30/11/2018 and 31/03/2019 – TSP Structures and Street Lighting Initial Programmes were provided by 30/11/18.
PSP PI9	Date Forward Programme issued	Nov-18	Nov-18	5.0 ↔	5.0	20.0		

	Total	87.3 →	84.5	84.9

Overall Summary
Performance remains at a good level albeit with the Q4 slightly up on recent quarters performance. The underlying trend therefore is increasing following two quarters of balanced performance, and comparable with Q4 of 2017/18 (87.7 [2018] vs 87.3 [2019]).

Professional Services Performance Scores Over The Contract Period
(Median score = 81)

Quarterly Score — Median Score Over Contract Period
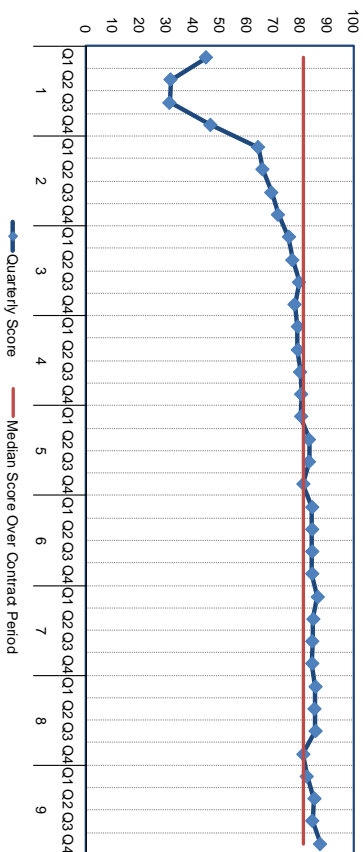
Yearly Average Professional Services Performance Scores

Year 1: 38 | Year 2: 68 | Year 3: 78 | Year 4: 80 | Year 5: 82 | Year 6: 84 | Year 7: 85 | Year 8: 84 | Year 9: 85

Average Score — Median Score Over Contract Period

Traffic Signals Term Contract Performance Summary

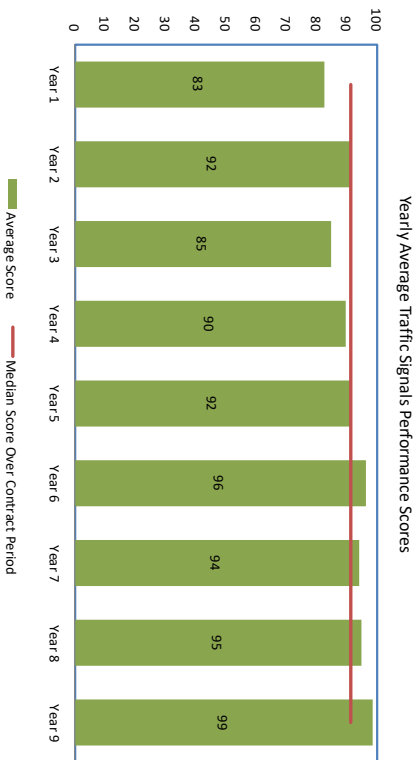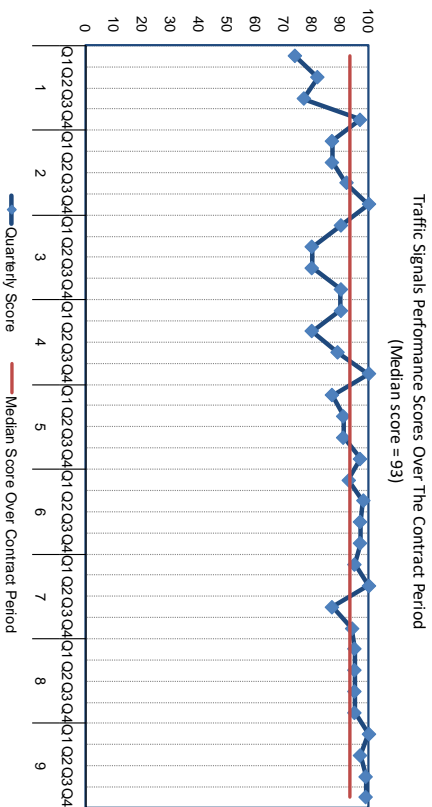|		Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter
TSTC PI1	10 Critical Contractors Quality Promises	100%	10%	5 ↔	5	5.0		All 10 quality promises are being met scoring 5 points for 100%.
TSTC PI3	Acceptable Site Safety Assessments per annum	95%	100%	10 ↔	10	10.0		No joint inspections took place this quarter, so the measure has been deemed to be 100% compliant
TSTC PI4	Weekly works planning & asset data supplied within timescales	99%	100%	10 ↔	10	10.0		Weekly works planning and asset data supplied within agreed timescales. 3/3 Inventory's received and 13/13 Whereabouts submitted. 13/13 Dashboard compliance checks carried out in Q4.
TSTC PI5	Number of Faults Cleared within Contract Timescales	99%	100%	10 ↔	10	10.0		510 faults out of 510 faults received during Q4 have been cleared within the contract timescales.
TSTC PI6	% Task Orders completed on time	99%	100%	10 ↔	10	10.0		148 / 148 task orders that have been received during Q4 have been completed within the contract timescales.
TSTC PI7	% Task Orders completed free of remedial works	99%	100%	10 ↔	10	10.0		0 remedial have been reported for the task orders this quarter
TSTC PI8	% faults resolved at the first visit.	99%	98.23%	9 ↔	9	8.8		501 out of 510 Standard faults & Emergency faults were resolved first time.
TSTC PI9	% Task Orders carried out in compliance with TMA.	99%	100%	10 ↔	10	10.0		All task orders have been completed complying with TMA.
TSTC PI10	% annual inspections completed per annum.	100%	100%	10 ↔	10	10.0		51 inspections were carried out during Quarter 4. All site were inspected this year.
TSTC PI11	Reduction in Carbon Emissions	<117 Tonnes Co2	27.39 Tonnes	10 ↔	10	10.0		Target is to reduce Carbon Emission by 5% from 123.77 Tonnes of CO2. This has been achieved significantly.
TSTC PI12	% waste reused/recycled	100%	100%	5 ↔	5	5.0		94.62% Recycled materials & 5.38% recovered materials
TSTC PI2	Reportable accidents under RIDDOR	0	0	0 ↔	0	0.0		Zero reportable incidents

	Total	99.0 ↔	99.0	98.8

Overall Summary

The overall score has maintained form quarter at 99 points . Performance in this area is always very high.

Traffic Signals Performance Scores Over The Contract Period
(Median score = 93)

- Quarterly Score
- Median Score Over Contract Period

Yearly Average Traffic Signals Performance Scores

Year	Average Score
Year 1	83
Year 2	92
Year 3	85
Year 4	90
Year 5	92
Year 6	96
Year 7	94
Year 8	95
Year 9	99

- Average Score
- Median Score Over Contract Period

Client Performance Summary

		Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter
Client PI1	Pain/Gain Results by Area	In Gain	Removed	n/a	n/a	0.0		This measure has been replaced by Client PI7
Client PI2	Date Forward Programme issued	By Sept 18	Nov-18	3 ↔	3	1.5		The Scheme Proposals for 2019-20 were submitted late. They were due the end of September - but were not fully sent until mid November 2018. As such this measure scores 3 points.
Client PI3	% variation from current programme spend profile	On time	On Time	20 ↔	20	20.0		All budget and forecast data has been submitted on time.
Client PI4	% of IVs giving all info 8 weeks prior to start	100%	99.82%	19 ↔	19	19.0		Performance has improved with a increase in 'right first time' client task orders this quarter, with the number of rejected orders decreasing from 0.25% last Quarter to 0.18% this Quarter. In real terms this means that 9 jobs were rejected out of 5088 total jobs. This has though had no impact on the score.
Client PI5	Valuation of compensation events versus targets	<2% variation	7.46%	14 ↓	20	18.5		So far £15,736,337 has been raised on Confirm with £1,173,524 compensation events against that target.
Client PI6	% of CEs committed within timescale	98%	91.86%	5 →	0	1.5		Out of 627 Compensation Events recorded 576 were responded to in the two week time frame. This has increased but will still need to be monitored and data will be issued on Dashboards to inform all parties of this performance.
Client PI7	Client Response Times	100%	93.16%	6 →	0	1.5		Out of 10862 incoming enquiries only 10120 were actioned within appropriate time scales. This has improved from last quarter but will still be monitored to see if an improvement plan needs to be initiated.

	Total		
	67 →	62	62.0

Overall Summary

The Client score has increased this quarter. This is due to the forward programme measure scoring points.

Client Performance Scores Over The Contract Period
(Median score = 70)

- Quarterly Score
- Median Score Over Contract Period

Yearly Average Client Performance Scores

Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9
34	54	76	87	75	74	75	69	62

- Average Score
- Median Score Over Contract Period

Alliance Performance Summary

		Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter
Alliance KPI1	Net/Positive Press Coverage	95%	98.98%	25 ↔	25	25.0		This Quarter there was 196 positive and neutral stories out of 198.
Alliance KPI2	Public Satisfaction Survey	>0% improvement	-4.00%	0 ↔	0	2.5		This is annual data, and the figure for 2018 was an decrease of 4% in satisfaction. This result changes once per year in October.
Alliance KPI3	Tasks delivered against the agreed Client programme	95%	73.59%	10 ↔	10	8.8		There has been an increase in the amount of jobs hitting their programmed targets. This has had no impact on the indicator score which has maintained at a score of 10.
Alliance KPI4	Relationship scoring	>6.5 points	8.05	20 ↕	20	20.0		This Quarter the relationship score was 8.05 which means the indicator has increased by 0.09 of a point. This did not impact on the overall score.
Alliance KPI6	Creation of an agreed programme	by 30th Nov	by 31st Jan	10 ↔	10	5.0		The programme was not finalised by 30th November. The process was still ongoing at the end of the Q3 and was completed in Jan 2019.

	Total	Quarter Score	Last Quarter	Rolling Year Average
Total	65 ↔	65	61.3

Alliance Performance Scores Over The Contract Period
(Median score = 65)
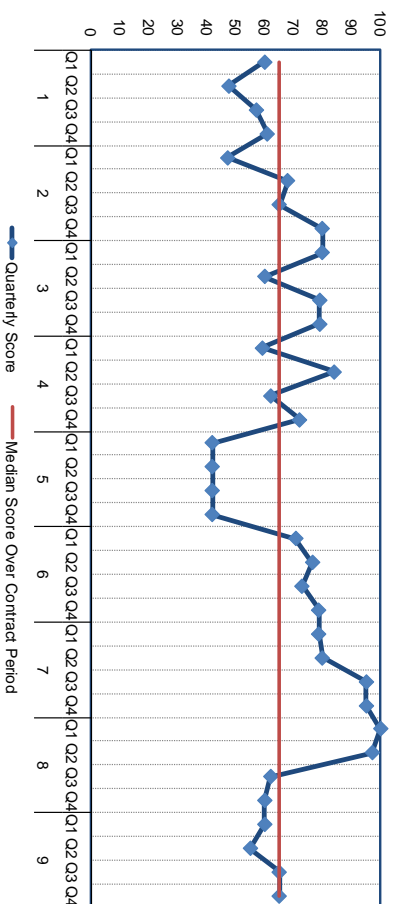
Yearly Average Alliance Performance Scores

Overall Summary

The score this quarter has increased from 55 points to 65. Whilst the Public Satisfaction Survey score has dropped, there has been improvements in task being delivered against the Programme and also in having an Agreed Programme in place.
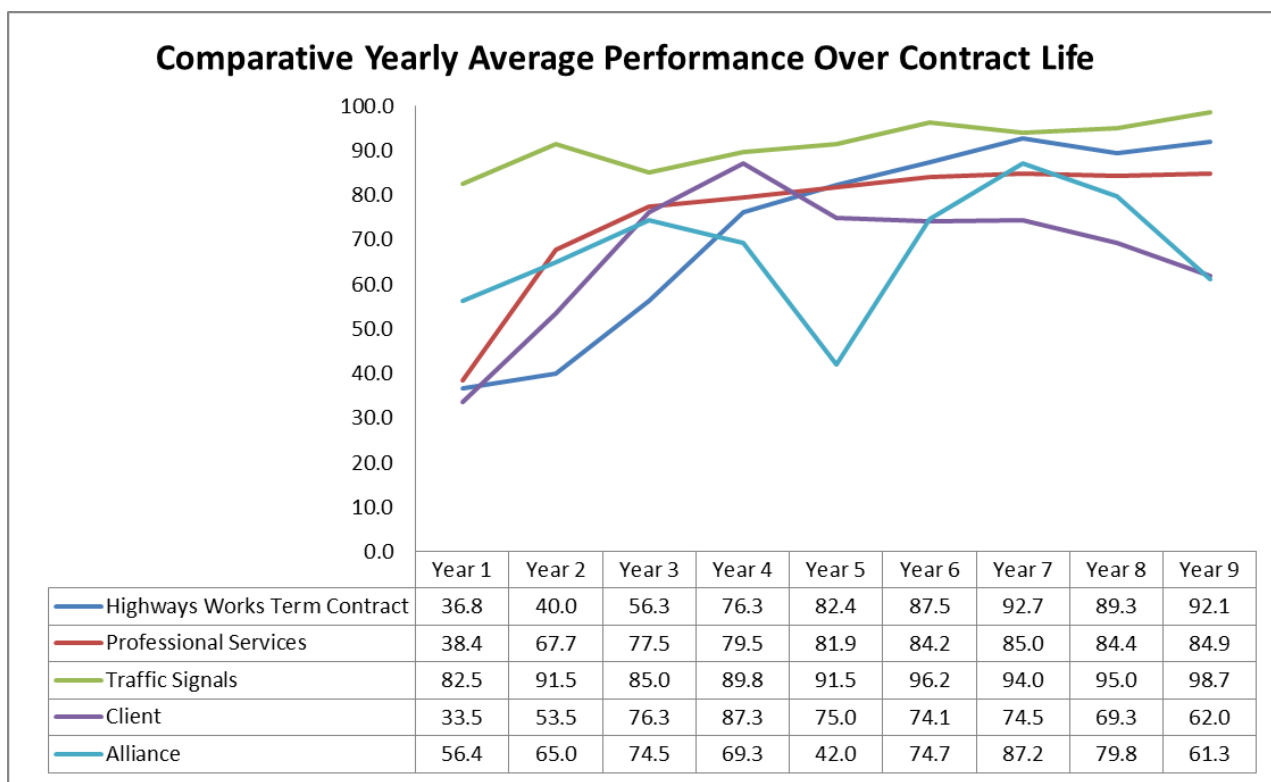
Comparative Yearly Average Performance Over Contract Life

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9
Highways Works Term Contract	36.8	40.0	56.3	76.3	82.4	87.5	92.7	89.3	92.1
Professional Services	38.4	67.7	77.5	79.5	81.9	84.2	85.0	84.4	84.9
Traffic Signals	82.5	91.5	85.0	89.8	91.5	96.2	94.0	95.0	98.7
Client	33.5	53.5	76.3	87.3	75.0	74.1	74.5	69.3	62.0
Alliance	56.4	65.0	74.5	69.3	42.0	74.7	87.2	79.8	61.3

Conclusion

The Highway Works Term Contract score 93.2 has increased from last quarters score of 91.2. This is the third highest score since the start of the contract.

The Professional Service Contract score has decreased slightly to 87.3 from 84.5. This is a good score and maintains at a high level.

The Traffic Signals Contract scored 99 this quarter which remains unchanged from last quarter. This area is consistently at a high level.

The Client score has increased to 67 points this quarter from 62. Compensation Events being committed within timescales, having an agreed forward programme and enquiry response times are areas that requires improvement if the Client score is to improve significantly.

The Alliance Indicator score has remained at 65 points this quarter. Not having an agreed programme in place for next year was a factor, but also public satisfaction on the NHT survey has dropped from last year. Improvement in these areas will be required to improve on the score.

James Malpass
May 2019

Improvement Actions

Indicator No	Description	Action	Owner	Target Date
Client PI 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. Monitor results for future Quarters as Confirm/Agresso shut down will effect CE commitment.	Network and Development Managers, TSP management and Divisional management.	June 2019 Q1 Year 10
Client PI 2	Date forward programme issued	The processes involved to issue a programe has change this year but has resulted in the programme taking longer to produce. This will need to be monitored and see if lessons can be learn to improve for subsequent years.	Network and Development Managers, TSP management and Divisional management.	June 2019 Q1 Year 10
Client PI 7	Client Response Times	This is a new measure that will need to be monitored to ensure improvement in future	Network and Development Managers, TSP management and Divisional management.	June 2019 Q1 Year 10
Alliance KPI 2	Public Satisfaction Survey	Liaise with the Comms Team to see if a PR Campaign can improve public perception of the Alliance.	Target Cost and Performance Manager, Alliance Works Contract Manager	June 2019 Q1 Year 10
Alliance KPI 6	Creation of an agreed programme	The processes involved to issue a programe has change this year but has resulted in the programme taking longer to produce. This will need to be monitored and see if lessons can be learn to improve for subsequent years.	Network and Development Managers, TSP management and Divisional management.	June 2019 Q1 Year 10

Highway Works Terms Contract (HWTC)– Performance Indicators

HWTC PI1 - Street Lighting service standard.

This indicator is designed to measure the percentage of streetlights working within Lincolnshire and is identified through night scouting regime and customer reported faults.

The method of assessment has been amended to suit the transformation project. Since 2016 due to ongoing funding cuts, there has been a project of conversion of the current infrastructure. This has include converting street lighting to LED lights, 'part-night' lighting and switching off of lights permanently as a way of reducing spending.

Further information can be found at : www.lincolnshire.gov.uk/transport-and-roads/major-projects/street-lighting-transformation-project

As such this indicator is measured by looking at the following elements

  a) Amount of conversions completed in line with project plan
  b) Delivery of daily whereabouts each working day
  c) % of Non-transformation and non-emergency jobs not requiring return visit
  d) % of Non-transformation and non-emergency jobs completed

HWTC PI2 - Compliance of response times in respect of emergency works

This indicator is designed to measure the percentage of emergencies responded to within given timescales.

This is identified by comparing the total number of emergencies attended within time, to the total number of emergencies reported and logged.

Points Scale   99.5 to 100% = 10
                     98.5 to 99.5% = 8
                     97.5 to 98.5% = 6
                     96 to 97.5% = 4
                     95 to 96% = 2
                     <95% = 0

HWTC PI3 - Tasks completed with given timescale

This indicator is designed to measure the percentage work orders completed within agreed timescales.

This is identified through comparing the total amount of work orders completed within agreed timescales, to the total amount of work orders.

HWTC PI5 - Acceptable site safety assessment

This indicator is designed to measure the safety of site work. This is identified through Mouchel Inspections and Client H&S Inspections. Ratings are 1-5 where 1 and 2 is classed as not acceptable.

This indicator was revised in Year 6. Instead of looking at the Quarter average the indicator now looks at a Yearly average. This is because not enough assessments were being undertaken over the Quarter to give meaningful data.

The target is for 95% of assessments to be considered acceptable.

HWTC PI7 - Defect correction requiring traffic management.

This indicator is designed to measure the amount of remedial work carried out over a quarter, where defects have been found and need to be rectified.

This is identified by comparing the number of defect job types raised in quarter as a percentage of total number of orders.

HWTC PI 8 - % waste reused/recycled

This indicator is designed to measure the amount of waste that is reused/recycled compare to going to landfill.

The target for the indicator is that 90% of waste does not go to landfill, so that the environmental impact of the service is reduced.

HWTC PI 9 – Compliance with tendered Quality Statements

This indicator is designed to review delivery against a series of quality statements made during the tender for the contracts which are chosen each year by the performance group.

The statement currently used to monitor performance are : -

• Audits undertaken by competent, trained and qualified assessors will focus on compliance with legislation, policy, meeting contractual requirements and effectiveness and efficiency of key processes. Value from audits will be shared across the Alliance.

• Engage schools, colleges as part of Local Communities Investment Plan. Provide presentations to local schools about "stay safe – stay off site", road safety and careers within construction industry

• Improve customer satisfaction and lower overall costs and improvements by measuring community response.

• To develop a Vehicle and Plant Asset Review

• Each area to have a Performance Improvement Plan

• "Drive Alive" training scheme to be initiated to drive down carbon emissions and teach methods of safe and economical driving which must be adhered to.

• Implement and improve the Alliance H&S Plan

• To develop a programme of inspections and audit.

• All Schemes to be financially closed out within 3 months.

• Involve subcontractors with improvement scheme.

• Produce an agreed programme of works .

• Alliance training to be delivered to all staff

HWTC PI10 - Quality assessment of workmanship

This indicator is designed to measure the compliance to agreed material standards as detailed within contract specification.

A number of sites are tested by Lincs Lab and reported compliance is used to equate the indicator score. Sites can be requested by Division for investigation, but the majority of sites tested, are randomly selected.

This is identified by comparing the total number of passed quality assessments, to the total number of assessments carried out to get a pass percentage.

Ideally the pass percentage should be 100%, so total points reduce for being below this; 1 point for every 3% below.

HWTC PI11 - Measure/reduce carbon over the whole fleet

This indicator is designed to monitor the amount of mileage each quarter to try to ensure that there is a reduction in our carbon emissions.

HWTC PI12 - % task orders in compliance with Traffic Management Act

This indicator is designed to measure the compliance with the Traffic Management Act regulations with regards to correct notice of works being produced.

All jobs with value that need a TMA notice are recorded over the Quarter and checked accordingly.

HWTC PI4 - Reportable accidents under RIDDOR

RIDDOR is the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995.

This indicator is designed to measure the number of RIDDOR reportable accidents. The objective of this indicator is to reduce the number of accidents.

This indicator does not provide points as ideally there will be no accidents/incidents. Instead points are lost from the total if any occur.

HWTC PI6 - Services Strikes

This indicator is designed to measure the number of statutory undertaker equipment strikes occurring during works on the Lincolnshire highway network. The objective of this indicator is to minimise the number of service strikes.

This indicator does not provide points as ideally there will be no strikes. Instead points are lost from the total if any occur.

Professional Services (PSP) – Performance Indicators

PSP PI1 – Client Satisfaction of Product
This indicator is designed to measure Client Satisfaction with finished Works.
The method of measuring this indicator is by recording client satisfaction on completion of design and completion of works based on responses to questionnaires that offers clients the opportunity to grade works based on their opinion on the end product..

Score		
Excellent	Totally satisfied. Excellent Service	10
Good	Demonstrates above average proficiency. Exceeds expectations.	8
Satisfied	Competent service. Meets expectations. Neither satisfied nor dissatisfied.	5
Less than Satisfied	Does not fail but service is basic.	3
Poor	Total failure. Totally dissatisfied	1

The total score is then averaged for all completed works for a quarter.

PI = total score of questions answered.
      Number of questions answered.

PSP PI2 – Client Satisfaction of Service

This indicator is designed to measure Client Satisfaction with the provided service.

The method of measuring this indicator is by recording client satisfaction on completion of design and completion of works based on responses to questionnaires that offers clients the opportunity to grade works based on their opinion on the service provided.

Score		
Excellent	Totally satisfied. Excellent Service	10
Good	Demonstrates above average proficiency. Exceeds expectations.	8
Satisfied	Competent service. Meets expectations. Neither satisfied nor dissatisfied.	5
Less than Satisfied	Does not fail but service is basic.	3
Poor	Total failure. Totally dissatisfied	1

The total score is then averaged for all completed works for a quarter.

PI = $\frac{\text{total score of questions answered.}}{\text{Number of questions answered.}}$

PI3 – Compliance with tendered Quality Statements

This indicator is designed to review delivery against a series of quality statements made during the tender for the contracts which are chosen each year by the performance group.

PSP PI 4 - Predictability of Design Costs

This indicator is designed to measure Professional Services Design Costs compared to agreed fees. An agreed fee for design prior to commencement of work is compared to the Actual out-turn fee (this will include any additional fees).

Ideally the Actual out-turn fee will equal the agree fee or come under.

This indicator measures the percentage of construction works where the design costs ended up being above the agreed fee.

PSP PI 5 - Predictability of Works Costs – This measure will be removed

This indicator is designed to measure the estimated works costs against the Actual works cost. A figure is produced each quarter to show how accurate estimates were for a given quarter.

Ideally the costs of works will be less than or equal to the estimated amounts.

PSP PI 6 - Predictability of Time for Design

This indicator is designed to measure the time taken for Design work compared to agreed timescales for this process.

Each set of works has an agreed length of time for design. This is the length of time expended in providing the required deliverable(s) prior to commencement of construction.

The Agreed time to undertake the work and target delivery date is compared to the actual date the design work was completed.

This accuracy is used to give an interpretation of how much Design work has been completed on time, or going over schedule.

PSP PI 7 - Predictability of Time for Construction
This indicator is designed to compare the actual time taken to undertake Works compared to the estimated time for construction.

This measure gives an indication as to how accurate the design works were with regards to estimate timeframes.

PSP PI 8 - % of Compensation events committed within timescale

This indicator is designed to ensure compensation events are committed in a timely manner as they can delay works close down.

The method of measuring this indicator will be to take information from a scheduled Confirm report. The report will show the compensation events raised and committed within two weeks and over two weeks for each highways area and this will be shown as a percentage.

10% variation is allowable (90% accuracy) – there after points are lost.
>90%=10;
80-89%=8
70-79%=7;
60-69%=6
50-59%=5;
40=49%=4
30-39%=3;
20-29%=2
10-19%=1;
<10%=0

PSP PI 9 - Programme issued to Contractor

The Indicator is designed to allow sufficient time ahead of scheme commencement to ensure Early Contractor Involvement can be fully implemented and also encourage effective planning throughout the Alliance. It is also gives the contractor the opportunity to plan and control his resources

PSP are required to issue the Forward Programme to the Contractor by the end of November (annually).

Points are lost for being beyond this date.

Traffic Signals Term Contract (TSTC) – Performance Indicators

TSTC PI 1 - 10 Critical Contractors Quality Promises

This indicator is designed to measure to what extent the quality promises from the contract tender are being met

Analysis of actions by the term contractor in relation to the quality promises with 1 mark being given for each action achieved. Actions are:
1. Full attendance and participation at Alliance Meetings
2. Fully operational Lincolnshire depot and testing facility
3. Fully engaged in ECI in design process
4. Fully engaged in managing the programme
5. Full collaboration in Alliance projects
6. Full implementation of Alliance branding
7. Competency of staff
8. Full operation of target cost financial system
9. Full operation of an open book financial system
10. Fully compliant Fault Management System

A maximum score of 5 points is obtained by meeting all 10 promises.

TSTC PI 2 - Reportable accidents under RIDDOR

RIDDOR is the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995.

This indicator is designed to measure the number of RIDDOR reportable accidents. The objective of this indicator is to reduce the number of accidents.

This indicator does not provide points as ideally there will be no accidents/incidents. Instead points are lost from the total if any occur.

TSTC PI 3 - Acceptable Site Safety Assessments per annum
This indicator is designed to measure the safety of site work.

This indicator is designed to measure the safety of site work. This is identified through Mouchel Inspections and Client H&S Inspections.

Ratings are 1-5 where 1 and 2 is classed as not acceptable.

The target is for 95% of assessments to be considered acceptable.

TSTC PI 4 – Weekly works planning and asset data supplied within timescales

This indicator is designed to ensure that work is planned in advance.

TSTC PI 5 - Number of Faults Cleared within Contract Timescales

This indicator is designed to measure the ability to clear faults within the specified timescales and to minimise number of faults on the network.

When a fault is reported a timescale is allocated as to when the fault will be resolved.

The target is for 99% of faults to be cleared in agreed timescales and points are lost for being under this benchmark.

99 - 100% = 10
95 - 98% = 9
85 - 94% = 7
75 - 84% = 2
Less than 75% = 0

TSTC PI 6 % Task Orders completed on time

This indicator is designed to measure the amount of task orders completed on time that Lincolnshire County Council have specified a completion date for.

The target is for 99% of orders to be completed in agreed timescales and points are lost for being under this benchmark.

99 - 100% = 10
95 - 98% = 9
85 - 94% = 7
75 - 84% = 2
Less than 75% = 0

TSTC PI 7 - % Task Orders completed free of remedial works

This indicator is designed to measure the amount of tasks completed without the need to return for remedial works.

Ideally by monitoring this aspect, there will be an improvement in the percentage of task orders completed without the need to return for remedial works, ensuring efficiency of resources and network.

The target is for 99% of orders to not require remedial works. Points are lost for being under this benchmark.

99 - 100% = 10
95 - 98% = 9
85 - 94% = 7
75 - 84% = 2
Less than 75% = 0

TSTC PI 8 - % faults resolved at the first visit.

This indicator is designed to measure the amount of tasks that are resolved with the need for only one visit.

Ideally by measuring this aspect there will be an improvement in the percentage of faults resolved after just one visit, and in turn ensuring efficiency of resources and network.

The target is for 99% of tasks to be resolved in one visit. Points are lost for being under this benchmark.

99 - 100% = 10
95 - 98% = 9
85 - 94% = 7
75 - 84% = 2
Less than 75% = 0

TSTC PI 9 - % Task Orders carried out in compliance with TMA.

This indicator is designed to measure the compliance with the Traffic Management Act regulations with regards to correct notice of works being produced.

All jobs with value that need a TMA notice are recorded over the Quarter and checked accordingly.

The target is for 99% of tasks to be be compliant with the Traffic . Points are lost for being under this benchmark.

99 - 100% = 10
95 - 98% = 9
85 - 94% = 7
75 - 84% = 2
Less than 75% = 0

TSTC PI 10 - % annual inspections completed per annum.

This indicator is designed to measure the percentage of site inspections carried out each year.

There are 317 Sites in Lincolnshire per annum that require the annual inspections to be carried out.

Quarterly target inspection have been set at Q1-71, Q2-82, Q3-82 & Q4-82.

At the end of each quarter the target is compared to the actual amount of inspections that have taken place.

The target is for 95% of inspections to have taken place each quarter. Points are lost for being under this benchmark.

Points Scale   >95% = 10
                      85% to 94% = 7
                      75% to 84% = 2
                      <75% = 0

TSTC PI 11- Reduction in Carbon Emissions

This indicator is designed to monitor the amount of Carbon Emissions produced each quarter to try to ensure that there is a reduction .

Benchmarking results have been established and emission have been targeted to be reduced by 5%

TSTC PI 12- % waste reused/recycled

This indicator is designed to measure the amount of waste that is reused/recycled compare to going to landfill.

The target for the indicator is that 90% of waste does not go to landfill, so that the environmental impact of the service is reduced.

Client - Performance Indicators

Client PI1- Pain/Gain Results by Area – This is to be removed

The Indicator is designed to show the changes in pain/gain in each year.

The method of measuring this indicator will be to take information from financial closed out schemes and will be reported as a percentage of pain/gain

After a recent review of financial information it has been assessed that Year 6 is around 2.5% in pain. This figure has been used to represent Year 7 as there are too few financially closed out jobs to make a reliable assessment.

Sliding scale = For every percentage point of pain 1 point is lost. For example if pain is predicted to be 4.65% then 4 points will be lost. The aim is for this indicator is to reach parity or to be in gain.

Client PI 2 - Date Forward Programme issued

The Indicator is designed to allow sufficient time ahead of scheme commencement to ensure Early Contractor Involvement can be fully implemented and also encourage effective planning throughout the Alliance. It is also gives the contractor the opportunity to plan and control his resources

An agreed Annual Plan allows for a co-ordinated programme of works across the alliance and efficient scheduling of works.

An Annual Plan should be submitted to the Service Manager for acceptance by 30th November each year for the follow year.

In order for this date to be achieved the Client is required to deliver a list of scheme proposals by 30th September each year.

By 30th Sept = 10
By 31st Oct = 7
By 30th Nov = 3
Later than Nov = 0

Client PI 3 - % variation from current programme spend profile

The Indicator is designed to encourage keeping the programme up to date and encourage endeavouring to stick with programme, giving all parties greater budget certainty.

5 points are awarded per Division (max score 20 points) for providing Budget forecast and outcome data to Contractor at Commercial Meeting. All Forecasts need to be submitted for Quarter 3.

This measure is set by Alliance agreement.

Client PI 4 - % of Jobs with Value giving all info 8 weeks prior to start

This indicator is designed to ensure that orders give the correct and required information. Correct information ensures the processes work as planned, avoids cost plus and builds confidence in LCC professionalism.

The method of measuring this indicator will be to take the scheduled report from Confirm which details all jobs rejected and displays the reasons for rejection. Each reason is checked and a count made of the number of jobs rejected for incomplete information.

The aim is to be 100% correct. 1 point is lost per percentage point.

Client PI 5 - Valuation of compensation events versus targets

This indicator is designed to ensure improving predictability of costs. Compensation events also disrupt programme delivery and get in the way of efficient planning.

The method of measuring this indicator will be to calculate the percentage value of compensations events against the total spend.

2% variation is allowable – after that 1 point is lost per percentage point of variation. For example if the variation was 4.25% then 2 points would be lost.

The target is set by Alliance agreement.

Client PI 6 - % of Compensation events committed within timescale

This indicator is designed to monitor the time taken by the Client to initially respond to incoming enquiries/fault received from members of the public.

Enquiries should not exceed prescribed amount of working days to move from initial status to the creation of a job, or a response to the public.

All members of the Client team will be expected to help works towards this target, and actively deal with enquires as they are received.

All enquires/faults are classed as either emergency or non-emergency when they are received. Emergency requests require a response within 24 hrs.Non-emergency requests require a response within 10 days.

A percentage is calculated based on what has achieved the appropriate level of response.

100% = 10
>98% = 9
>96% = 8
>94% = 7

>92% = 6
>90% = 5
>88% = 4
>86% = 3
>84% = 2
>82% = 1
<80% = 0

Client PI 7 – Client Response Times

This indicator is designed to monitor the time taken by the Client to initially respond to incoming enquiries/fault received from members of the public.

Enquiries should not exceed prescribed amount of working days to move from initial status to the creation of a job, or a response to the public.

All members of the Client team will be expected to help works towards this target, and actively deal with enquires as they are received.

All enquires/faults are classed as either emergency or non-emergency when they are received.

Emergency requests require a response within 24 hrs.

Non-emergency requests require a response within 10 days.

 A percentage is calculated based on what has achieved the appropriate level of response.

100% = 10
>98% = 9
>96% = 8
>94% = 7
>92% = 6
>90% = 5
>88% = 4
>86% = 3
>84% = 2
>82% = 1
<80% = 0

Alliance - Performance Indicators

Alliance PI 1 – Net/Positive Press Coverage

This indicator is designed to gauge the client / Public satisfaction with the service provided by the Alliance.

By capturing the positive press coverage of those areas impacted by the Highway Alliance, it is possible to target the areas which have significant impact on the perception of the Highway Service for all parties in the Alliance and gauge the positive impact the Highway Alliance is having for the people of Lincolnshire.

This measure is obtained by analysis of press coverage data provided by LCC Comms team. An agreed bespoke analysis tool has been developed to distinguish what LCC considered to be Positive, Neutral or Negative press coverage of the service provided.

The Target is for at least 95% positive or Neutral press coverage each quarter.

Points Scale   >95% = 25
                         90% to 95% = 15
                         85% to 90% = 10
                         75% to 85% = 7
                         65% to 75% = 4
                         <65% = 0

Alliance PI 2 - Public Satisfaction Survey

This indicator is designed to measure public satisfaction in the condition of the highway.

Data is provided annually by National Highways & Transport Public Satisfaction Survey and is used to directly measure if there has been improvement in the perception of the people of Lincolnshire in their highway network.

This measure is designed to capture all elements of the work of the Alliance by using the Overall Satisfaction indicator.

Points are lost if there is a loss in public satisfaction from the previous year.

Points Scale   >0% improvement = 25
                         -1% to -0.01% = 20
                         -1.5% to -1.01% = 10
                         -3% to -1.51% = 5
                         <-3% = 0

Alliance PI 3 - Tasks delivered against agreed Client Programme

An Alliance works programme has been agreed by the Programme working group and the performance of the Alliance is measured by number of works completed against this agreed programme. Until this full programme is in place a combination of the individual programmes will be used each month.

To this end the programme must be agreed and a degree of ownership for each member of the Alliance and be kept up to date as the programme must be able to flex to the demands of the parties whilst still delivering planned works by the Alliance.

The performance measure is calculated by taking the number of jobs that have been planned for completion, and comparing this figure to the amount that have been notified as substantially complete / technically complete.

The monthly target has been set as 95% and points are lost for being below this percentage.

Points Scale   >95% = 15
                            80% to 95% = 12
                            65% to 80% = 10
                            50% to 65% = 5
                            <50% = 0

Alliance PI 4 - Relationships Scoring

This indicator is designed to gauge the relationships between the partners of the Alliance

Staffs are emailed on a quarterly basis and are asked to score the following out of 10 (10 = best, 1 = worst):
- Delivery: Consistency and Effective
- Systems and processes
- Continuous improvement
- Consistent communications and direction
- Challenge
- Reputation
- Alliance Behaviours

Returned scores are entered into excel spreadsheet to give average client score (Kier, TSP, Dynniq) an average partner score and an average Alliance score

Baseline scores are currently set as 6.5.

Points towards the monthly performance are lost for being below this baseline.
Points scale   >6.5=20
                            6.25 to 6.49= 15
                            6 to 6.24 = 10
                            5.75 to 5.99 = 5
                            <5.75 = 0

<u>Alliance PI 5 - Defunct</u>

This KPI is no longer measured.

<u>Alliance PI 6 - Creation of an agreed programme</u>

An agreed programme should be complete by 31st October each year for a co-ordinated programme of works across the Alliance and efficient scheduling of works.

Points are awarded for when this agreed programme has been finalised.

Points scale   30th November = 15
                    31st December = 12
                    31st January = 10
                    28th February = 5
                    Later than February = 0