



## **Lincolnshire Highways Performance Report**

**Year 4 Quarter 2 – July to September 2023**

***Prepared November 2023***



### Introduction

This report is prepared for the Lincolnshire County Council (LCC) Highways Strategic Board by the Performance Working Group. It offers a summary of the results from each of the agreed KPIs and PIs.

Key Performance Indicators (KPIs) are directed at measuring the achievement of the objectives of the Partners working with and delivering services for LCC Highways. These mutual objectives represent the aspirations of the Partners to deliver the best service for the residents of Lincolnshire.

Performance Indicators (PIs) are directed at measuring the achievement of the objectives of the participating organisations within their own contract. These indicators will impinge on the quality of performance at Key Performance Indicator level but would be the responsibility of the specific Partners to provide the appropriate improvements in performance.

The partners working with LCC are incentivised to work in collaboration with each other and add value to the wider Highway service delivery in Lincolnshire.

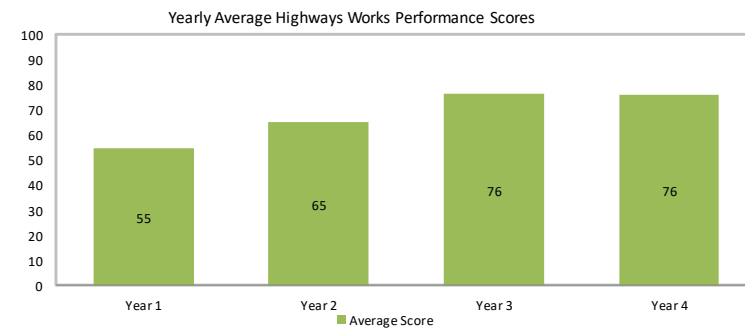
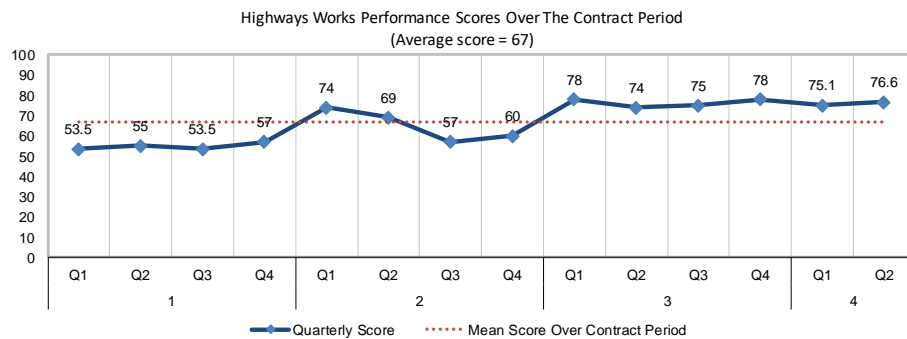
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### Highway Works Term Contract – Y4 Q2 Performance Summary

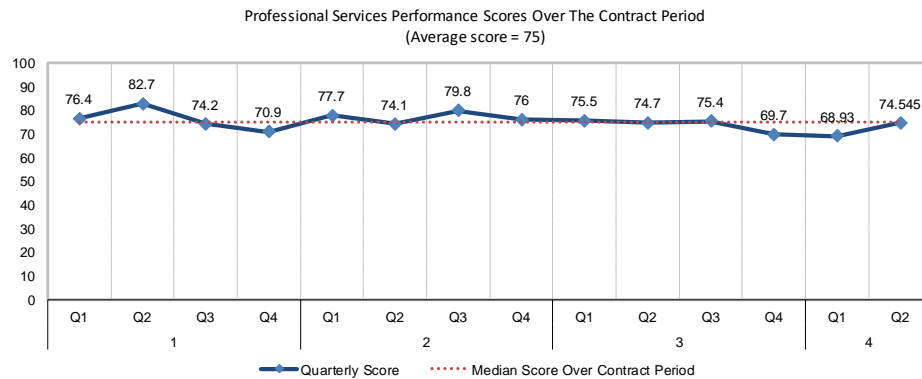
		Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter
HWTC PI1	Compliance with tendered Quality Statements	10 Achieved	<b>9 Achieved</b>	<b>9</b>	↔	9.0	8.6	10 Quality statements have been selected to score this measure. After assessment it has been deemed that a score of 9 has been achieved.
HWTC PI2	Response times for emergency works	99.5%	<b>99.13%</b>	<b>10</b>	↔	10	10.0	Out of 693 emergency jobs over the quarter, 687 achieved the required response rate.
HWTC PI3	Tasked completed within timescales - Reactive Works	99.0%	<b>95.07%</b>	<b>6</b>	↑	2	5.0	11124 out of 11701 jobs were completed on time.
HWTC PI4	Tasked completed within timescales - Planned Works	99%	<b>95.2%</b>	<b>8</b>	↓	10	8.8	278 out of 292 jobs were planned and allocated within specified timeframe. 100% of schemes were completed within agreed timeframe.
HWTC PI5	% task orders in compliance with TMA	99%	<b>99.78%</b>	<b>10</b>	↔	10	10.0	This quarter there were 3 FPNs for non-compliance of TMA on 1399 completed JV jobs.
HWTC PI6	Quality assessment of workmanship	95%	<b>81.90%</b>	<b>4</b>	↓	8	6.5	The data used for the quarter shows 81.90% compliance in lab test results.
HWTC PI7	Contract Notifications processed within required timescales.	99%	<b>99.17% Notifications; 100% Target Costing</b>	<b>10</b>	↔	10	9.4	Out of 120 Contract Notification 119 were acknowledged in appropriate timescales. 100% of jobs requiring a Target Cost did so within the required timeframe.
HWTC PI8	Street Lighting Service Standard	70	<b>Above minimum performance level</b>	<b>4.6</b>	↑	4.1	2.2	Q2 has seen a slight improvement to the overall score. This has been driven in part by sustained improved performance on the maintenance programme to replace old lanterns with more energy efficient lanterns.
HWTC PI9	Drainage Cleansing Maintenance	95%	<b>98.66%</b>	<b>10</b>	↑	4	8.0	At the end of Q2 46001 out of 46626 assets have been attended. This is a cumulative total for the financial year.
HWTC PI10	Winter/Summer Maintenance	100%	<b>Any programme more than 1 week but less than 2 weeks behind specified timeframe</b>	<b>5</b>	↓	8	7.8	The second and third rural cuts were completed a couple of days later than planned and the second weed spray was delayed due to the bad weather over the summer.
			<b>Total</b>	<b>76.6</b>	↑	75.1	76.2	<b>Overall Summary</b> The overall score for this quarter has increased, with improved performance in the reactive service, drainage and street lighting. There was a drop in performance for PI6 and PI10, taking them below the minimum performance level, so performance improvement plans have been requested for both.





Professional Service Contract – Y4 Q2 Performance Summary

		Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter
PSP PI1	Compliance with tendered Quality Statements	10 Achieved	<b>9 Achieved</b>	<b>8.0</b>	↔	8.0	8.0	10 Quality statements have been selected to score this measure. After assessment it has been deemed that 9 are currently being achieved. This equates to a score of 8.
PSP PI2	Continuous Improvement and Innovation	£113k savings	<b>On track</b>	<b>10.0</b>	↔	10.0	10.0	This measure is currently on track.
PSP PI3	Accuracy of Task Order Price Proposal	90%-100%	<b>91%</b>	<b>6.4</b>	↓	6.6	7.0	The accuracy of Professional Services Price Proposals against the actual out-turn costs was at 91% this quarter.
PSP PI4	Ability to Meet Agreed Timescales to Complete a Task Order	90%-100%	<b>163.3%</b>	<b>8.2</b>	↑	8.0	8.2	There were 58 Task Orders completed this quarter - on average they took 163.26% of the agreed timescale. The average score for Design was 7.89 whilst Supervision was 8.48
PSP PI5	Overall Performance of Design and Supervision	85%-115%	<b>106%</b>	<b>9.6</b>	↑	6.0	8.4	The average Awarded Tender Value was 106% of the final out-turn cost. More than 100%; Out-turn cost less than the awarded tender value.
PSP PI6	Accuracy of Pre-Tender Works Cost Estimating	85%-115%	<b>89.6%</b>	<b>7.6</b>	↓	7.7	8.2	The completed schemes the average percentage of Original Quote compared to Actual Cost was 89.62%. Less than 100%; Pre-Tender Works Cost Estimate more than Assessed Tender Value.
PSP PI7	Contract Notifications processed within required timescales.	99%	<b>90.6%</b>	<b>7.0</b>	↑	3.0	3.8	Out of 170 Contract Notifications 154 were acknowledged or actioned in appropriate timescales.
PSP PI8	Client Satisfaction of Design Service	>9.5	<b>6.2</b>	<b>4.0</b>	↓	6.0	5.5	The average score by Task Order values were as follows - Below 10k = 6.79 , 10k-50k = 5.90, 50k-100k = n/a , Greater than 100k = 5.92. The average overall was 6.20
PSP PI9	Continuity of Key Staff	10	<b>9.7</b>	<b>9.7</b>	↔	9.7	9.1	One scheme reported potential for a minor impact due to changes in staff. One scheme reported a moderate impact due to change.
PSP PI10	Time to fill a Vacancy	>90%	<b>7 vacancies outstanding</b>	<b>4.0</b>	↔	4.0	4.0	7 vacancies were requested to be filled that are currently still outstanding. As such this measure has scored 4 points.
			<b>Total</b>	<b>74.5</b>	↑	68.9	72.1	<b>Overall Summary</b> This quarter has seen a good improvement in the overall score, with a significant increase in the score from PI7 from a 3 to a 7.

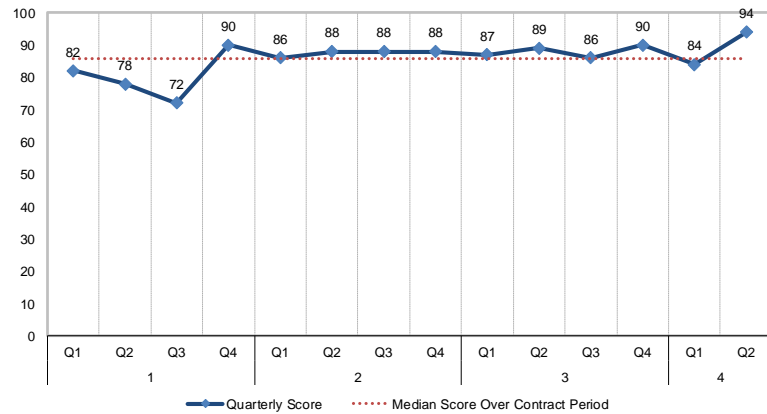




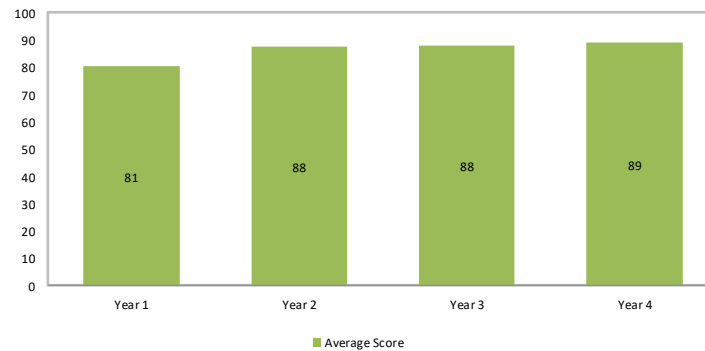
**Traffic Signals Term Contract – Y4 Q2 Performance Summary**

		Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter
TSTC PI1	Compliance with tendered Quality Statements	10 Achieved	<b>7.5 achieved</b>	<b>4</b>	↔	4	4.0	10 Quality statements have been selected to score this measure. After assessment it has been deemed that 7.5 are currently being achieved which equates to a score of 4.
TSTC PI2	Spare Stock Assurance	100%	<b>0 points lost</b>	<b>10</b>	↔	10	10.0	The requisite stock is available or ordered within timeframe.
TSTC PI3	Response times for emergency works	None missed	<b>None missed</b>	<b>10</b>	↔	10	8.5	64 emergency faults out of 64 faults received were attended within contract timescales.
TSTC PI4	Number of Faults Cleared within Contract Timescales	99%	<b>100.00%</b>	<b>10</b>	↔	10	10.0	462 faults out of 462 faults received during Q2 have been cleared within the contract timescales.
TSTC PI5	% Task Orders completed on time	99%	<b>100.00%</b>	<b>10</b>	↑	6	8.5	80 of 80 task orders that have been received during Q2 have been completed within the contract timescales.
TSTC PI6	% Task Orders completed free of remedial works	99%	<b>100%</b>	<b>10</b>	↔	10	10.0	0 remedials have been reported for the task orders this quarter
TSTC PI7	% faults resolved at the first visit.	99%	<b>100.00%</b>	<b>10</b>	↔	10	10.0	526 out of 526 Standard faults & Emergency faults were resolved first time.
TSTC PI8	% Task Orders carried out in compliance with TMA.	99%	<b>100.00%</b>	<b>10</b>	↑	6	8.0	6 task orders out of 6 have been completed complying with TMA.
TSTC PI9	% annual inspections completed per annum.	On Track	<b>On track</b>	<b>10</b>	↔	10	10.0	168 annual inspections were completed by the end of Q2 - which is ahead of target. 53% of total.
TSTC PI10	% of Quotations provided within 3 weeks	100%	<b>100.00%</b>	<b>10</b>	↑	8	9.5	93 out of 93 jobs requiring quotations were actioned within 3 weeks.
			<b>Total</b>	<b>94.0</b>	↑	84.0	88.5	<b>Overall Summary</b> There has been an improved performance this quarter, with an increased score in percentage of task orders completed on time, and in compliance with TMA, as well as quotations received on time.

Traffic Signals Performance Scores Over The Contract Period  
(Average score = 86)



Yearly Average Traffic Signals Performance Scores



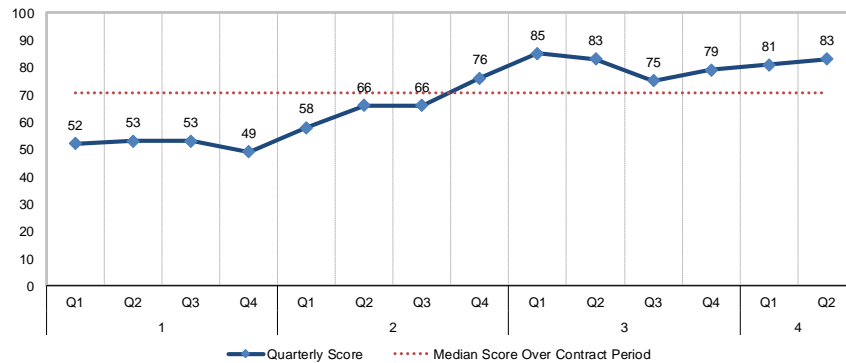
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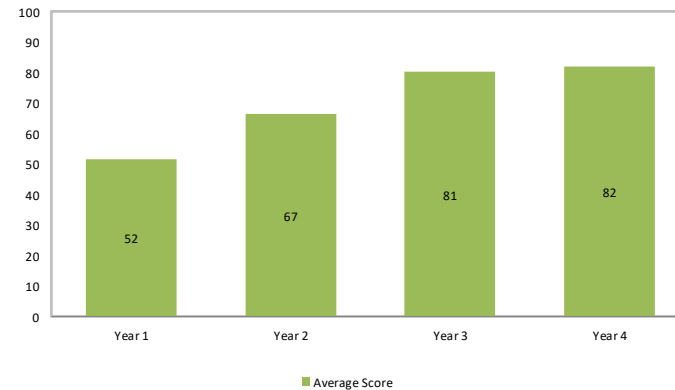
Client – Y4 Q2 Performance Summary

	Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter	
Client P11	Sept 22	<b>On Time</b>	<b>10</b>	↔	10	10.0	The Scheme Proposals for 2024/25 were due to be issued by the Client to the Contractor at the end of September. This was delivered on time.	
Client P12	98-102%	<b>100%</b>	<b>10</b>	↔	10	10.0	There has been no budget movement, as such this measure score full points.	
Client P13	100%	<b>94.74%</b>	<b>8</b>	↔	8	7.0	Out of 11758 incoming enquiries, 11140 were actioned within appropriate timescales.	
Client P14	>98%	<b>97.88%</b>	<b>8</b>	↑	4	0.0	277 out of 283 schemes this quarter have had Early Contractor Involvement 12 weeks prior to start date.	
Client P15	<7% variation	<b>6.10%</b>	<b>10</b>	↔	10	8.0	So far £57,315,787.47 has been raised on Confirm with £3,494,436.83 compensation events against that target. Variation of 6.10%.	
Client P16	<1%	<b>0.72%</b>	<b>9</b>	↑	8	8.8	Out of 17820 committed jobs 130 were rejected	
Client P17	98%	<b>91.21%</b>	<b>7</b>	↓	8	6.3	Out of 347 Contract Notifications, 326 were acknowledged or actioned in appropriate timescales.	
Client P18	<1%	<b>2.30%</b>	<b>6</b>	↔	6	8.0	Out of 87 jobs that have gone through the ECI process 2 were subsequently cancelled.	
Client P19	100%	<b>96.89%</b>	<b>7</b>	↓	9	7.5	Out of 578 Highway Inspections 18 had an overdue inspection.	
Client P110	Constant Improvement	<b>On track</b>	<b>8</b>	↔	8	8.0	The Value For Money assessments are underway and on track to be completed in Q3. As such the measure has maintained at a score of 8 accordingly.	
			<b>Total</b>	<b>83.0</b>	↑	81.0	73.5	<b>Overall Summary</b> There has been an increase in overall performance from the last quarter, with a significant increase in ECIs completed on time (P14).

Client Performance Scores Over The Contract Period  
(Average score = 71)



Yearly Average Client Performance Scores

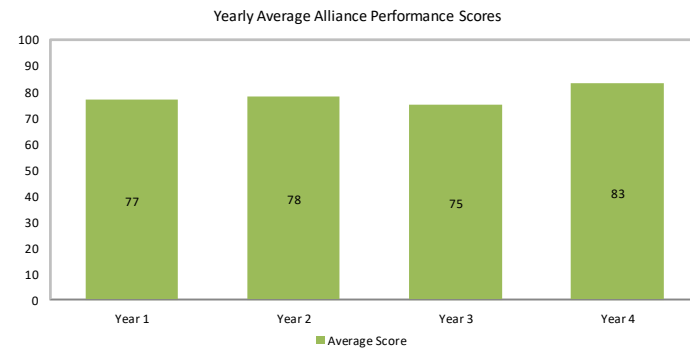
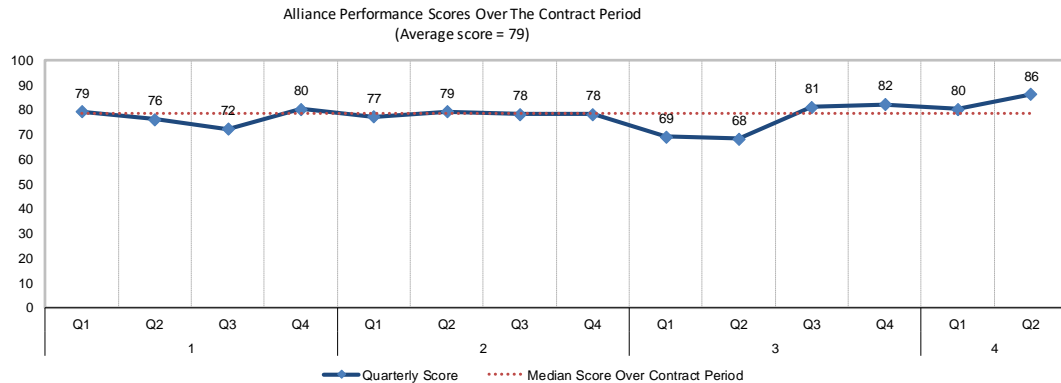


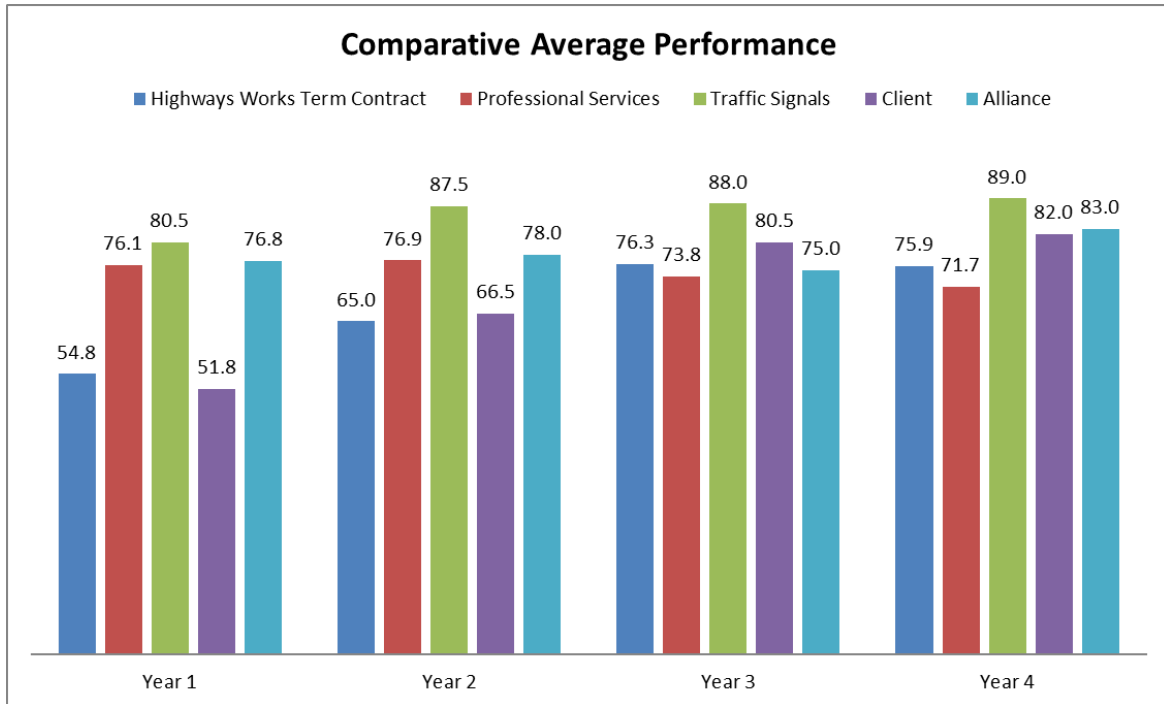
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Alliance – Y4 Q2 Performance Summary

		Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter				
Alliance KPI1	Asset Management Strategy	Within Range	Within Range	10	↔	10	10.0	This is annual data, and the figure for 2023 is within the anticipated range. Road Condition data show Principal Roads at 1.7% Red, A&B Roads at 5% Red and Unclassified Roads at 26.1% Red.				
Alliance KPI2	Creation of and Tasks delivered against the agreed Annual Plan programme	By Nov 30th and 95%	95.55%	10	↑	9	8.8	The Annual Plan was agreed on target. This part of the measure has scored 3 out of 3. A score for accuracy of Programme has been set as 7 out of 7 for this quarter.				
Alliance KPI3	Minimising disruption to the public	46 schemes annually	20 schemes YTD	6	↑	4	7.0	20 schemes were confirmed by the end of Q2 so Y4 is behind target at 20/55. (20 / 27.5)				
Alliance KPI4	Building Social Value	Mixed Measure	Level Maintained	8	↔	8	8.0	The data received from the contractors show that we have not scored points for 30 day payment of invoices. There has been an increase in apprentices working on the contract however this is below the commitments from partners. The level of spend to suppliers locally has been maintained.				
Alliance KPI5	Public Satisfaction Survey	>0% improvement	0.50%	10	↔	10	10.0	This is annual data, and the figure for 2022 was an increase of 0.5% in satisfaction. This result changes once per year in October.				
Alliance KPI6	Efficiency of Spend	>95%	87%	6	↔	6	6.0	This is annual data, and the figure for 2022 was an increase of 1% in efficiency of spend This result changes once per year in October.				
Alliance KPI7	Net/Positive Press Coverage	>95%	99.09%	10	↔	6	7.5	This Quarter there was 69 positive, 40 neutral and 1 negatives stories. There were 110 stories in total.				
Alliance KPI8	Relationship scoring	>7points	7.70	10	↔	10	10.0	The average score for the alliance partners was 7.70 out of 10. This has maintained the same level of the previous survey.				
Alliance KPI9	Reduction in Carbon Emissions and Waste	10	98.71% Recycled CO2 per £ > target	10	↔	10	7.0	5 points have been awarded as over 98% of waste has been recycled or reused. The final score for Carbon Emissions for Year 3 has been assessed as with a score of 5.				
Alliance KPI10	Acceptable Site Safety Assessment and Reportable Accident under RIDDOR	>95%	85.71%	6	↓	7	8.0	36 assessments over the past twelve months have passed out of 42 assessments. There has been one RIDDOR incident.				
				<b>Total</b>			<b>86.0</b>	↑	80.0	82.3		<b>Overall Summary</b> The overall score for this quarter has increased with a positive increase in KPI3, minimising disruption to the public.





**Conclusion**

This has been a positive quarter, with an increase in the overall scores for each area.

The Highway Works Term Contract score for this quarter increased from 75.1 to 76.6. There has been a significant increase in the performance of PI3, reactive service, from a 2 last quarter to a 6 this quarter. This continues to be an area of focus with initiatives to improve performance being trialled and implemented.

There has also been a good performance in drainage cleansing to catch up the delay incurred in Q1.

There has been a drop in PI6, quality of workmanship. A performance improvement plan has been requested and discussions are ongoing with Lincs Laboratory.

There was also a drop in the summer maintenance performance. The bad weather over the summer did impact on the weed spraying programme in particular. A performance improvement plan has been requested, to ensure effective measures are in place to mitigate such occurrences for Y5.

The Professional Service Contract score has improved this quarter from 68.9 to 74.5. There has been a positive improvement in the score for PI7, contract notifications processed on time. There has also been an improvement in the overall performance of design and supervision (PI5). There has been a drop in client satisfaction of design service (PI8), but this remains above the minimum performance level.

The Traffic Signals Term Contract score for this quarter has increased from 84 to 94 points. There has been an improved performance in the percentage of task orders completed on



time (PI5) and in compliance with TMA (PI8). There has also been an improvement on the quotations provided within 3 weeks (PI10).

The Client score has increased from 81 to 83. There has been a significant improvement in early contractor involvement meetings occurring by the required timescale (PI4) with the score increasing from a 4 to an 8. There has been a slight drop in notifications processed on time (PI7) and highway inspections completed by the scheduled due date (PI9). These will continue to be monitored throughout Q3.

The Alliance score has also increased from 80 to 86 points. There was a slight drop in the score for KPI10 as a result of a RIDDOR incident on the Highway Works contract. There have been good discussions with the contractor and LCC teams to ensure lessons are learnt and measures put in place to avoid another incident. There has been a positive improvement in KPI3, minimising disruption to the public.

Liam McMain  
November 2023

Improvement Actions

Indicator No	Description	Action	Owner	Target Date
HWTC PI3	Tasked completed within timescales - Reactive Works	This measure continues to be monitored due to being below minimum performance level. There has been a good uplift in performance in Q2.	BB management, LCC local highways management and client team.	Ongoing
HWTC PI6	Quality assessment of workmanship	A Performance Improvement Plan (PIP) has been requested. Ongoing discussions are taking place with Lincs Laboratory.	BB management, LCC local highways management and client team.	Ongoing
HWTC PI10	Winter/Summer Maintenance	A Performance Improvement Plan (PIP) has been requested in relation to the Summer maintenance service to ensure processes are robust for next year.	BB management, LCC local highways management and client team.	Ongoing

## **Alliance Key Performance Indicators**

**Indicator Reference:** Alliance KPI 1

**Indicator Name (short):** Asset Management Strategy

**Indicator Description or Definition:** This indicator is designed to gauge how successful the Asset Management Strategy has been with regards to Asset condition.

**Data Provider:** Alliance Partners

**Data Enterer:** LCC Target Cost and Performance Manager

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### **Purpose/Objective of Indicator:**

The purpose of this Asset Management Strategy (AMS) is to:

- Formalise strategies for investment in key highway asset groups
- Define affordable service standards
- Improve how the highway assets are managed
- Enable a more effective and efficient highways service to be delivered

### **Methodology (measurement):**

The AMS sets a plan of how Lincolnshire County Council will maintain its Asset based on financial constraints.

A performance report will be compiled annually summarising the condition of each asset group. The report will describe the result of the previous year's investment in terms of meeting the target service standards and key outcomes.

The report will also include long term predictions of levels of defects and condition and will be used to enable the council to best allocate the following years budgets and to decide whether any of the service standards contained in this plan or funding levels need to be revised.

A comparison of 'Expected Condition of Asset' is compared to 'Actual Condition of Assets' to make an assessment as to whether the Asset condition has improved or worsened in alignment with the AMS.

### **Calculation i.e. numerator/denominator and formula if appropriate:**

Points Scale

≥0% improvement = 10

-0.5% to -0.01% = 8

-1% to -0.51% = 6  
 -1.5% to -1.01% = 4  
 -3% to -1.51% = 2  
 <-3% = 0

**How is the target set?** Reviewed annually

**Unit:**

Number	Percentage	Rate	Other
	✓		

**Reporting Frequency** (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

**Data Availability** (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**

This is a new measure.

**Indicator Reference: Alliance KPI 2**

**Indicator Name (short):** Creation of and Tasks Delivered against an Annual Plan

**Indicator Description or Definition:** An alliance Annual Plan will be agreed by the Client and Contractor. The performance of the alliance will be measured by number of works completed against this agreed Annual Plan.

**Data Provider:** Client

**Data Enterer:** LCC Target Cost and Performance Manager

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**Purpose/Objective of Indicator:** An agreed Annual Plan allows for a co-ordinated programme of works across the alliance and efficient scheduling of works.

To measure the performance of all parties in effectively programming and delivering works. To this end the Annual Plan 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.

**Methodology (measurement):** An agreed Annual Plan should be complete by 30th November each year for the follow year.

The current Annual Plan is also measured for accuracy by taking the number of jobs that have been planned for completion during the monthly period and those that have been notified as substantially complete / technically complete.

This measure takes place within the Term Maintenance Contract Management System.

**Calculation i.e. numerator/denominator and formula if appropriate:**

Points scale -

Having an Annual Plan agreed by -

By 30th November = 3

By 31st December = 2

By 31st January = 1

Later than 31st January = 0

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

Points Scale >95% = 7

90% to 94.9% = 6

85% to 89.9% = 5

80% to 84.9% = 4

75% to 79.9% = 3  
 70% to 74.9% = 2  
 65% to 69.9% = 1  
 <65% = 0

**How is the target set?** By alliance agreement

**Unit:**

Number	Percentage	Rate	Other
	✓		✓

**Reporting Frequency** (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓		✓		

**Data Availability** (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

**Benchmarking and Comparisons**

**What is the performance to be judged against? (I.e. base years, other authorities / contracts):**

Benchmark set to reflect the alliance changes to working practices and the expected accuracy of the programme.

**Indicator Reference: Alliance KPI 3**

**Indicator Name (short):** Minimising disruption to the public

**Indicator Description or Definition:** This indicator is designed to gauge co-working and coordination between different Partners within the alliance and also co-working between Partners and National Works Promoters.

**Data Provider:** Alliance Partners

**Data Enterer:** LCC Target Cost and Performance Manager

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**Purpose/Objective of Indicator:**

Infrastructure Improvements involving Traffic Management can have an impact on the general public. This indicator is designed to work towards minimising possible disruptions.

**Methodology (measurement):**

The performance measure is calculated by looking at number of schemes, planned works and reactive works that have been completed in a quarter that involved traffic management/ road closures and calculated how many used the same Traffic Management.

e.g. Partners using the same TM to do Traffic Signals installations and surfacing at the same time. Or bridge deck / resurfacing at the same time.

This data will be generated through and Term Maintenance Contract Management System, but also from alliance Partner Managers whom can highlight where co-working and coordination has taken place.

Also any works with National Works Promoters and Partners will be included if the same Traffic Management was utilised.

**Calculation i.e. numerator/denominator and formula if appropriate:**

Initially there will be an annual target during Year 1 of 5 completed works involving co-ordination annually. Each quarter will be scored based on reaching this target by the end of Year 1.

Q1	Q2	Q3	Q4
1 = 10	2 = 10	3 = 10	5 = 10
0 = 5	1 = 8	2 = 7	4 = 8
	0 = 6	1 = 4	3 = 6
		0 = 2	2 = 4
			1 = 2
			0 = 0

From Year 2 there will be a requirement for 5% incremental improvement per year based on previously years total. Target for scoring will be adjusted each quarter and will be a cumulative target.

Example -

Year Target = 40

Score	Q1	Q2	Q3	Q4	Target
10	10	20	30	40	>100%
8	8	16	24	32	>80%
6	6	12	18	24	>60%
4	4	8	12	16	>40%
2	2	4	6	8	>20%

**How is the target set?** Reviewed annually, Target will be based on all previous Years results.

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**Unit:**

Number	Percentage	Rate	Other
✓			

**Reporting Frequency** (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**Data Availability** (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			



**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

---

**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**

This is a new measure

**Indicator Reference: Alliance KPI 4**

**Indicator Name (short):** Building Social Value

**Indicator Description or Definition:** To ensure that Social Value is delivered throughout the service on behalf of the Client.

**Data Provider:** Alliance Partners

**Data Enterer:** LCC Target Cost and Performance Manager

---

**Purpose/Objective of Indicator:**

The Public Service (Social Value) Act placed a formal requirement on public sector organisations to consider the economic, social and environmental benefits for communities (social value), as well as the overall cost when awarding contracts.

The purpose of this measure is to gauge whether these areas have been considered.

**Methodology (measurement):**

This measure will be calculated with equal weighting for each alliance partner per annum.

All alliance Partners will be required to supply data annually on the following areas.

- Adopt the **Construction Supply Chain Payment Charter** or demonstrate that all principle objectives have been adopted for all supply chain payments for all services delivered through the individual contracts.
- Number of **Apprentices employed** in delivering the service. Measurement of all alliance partners in FTEs. Measured quarterly and should be maintained or improved relative to the volume of expenditure through the total contract value.
- Estimated Spend as a percentage of total spend that goes to **local suppliers** within 20 miles of the county of Lincolnshire. (Looking for annual improvement through life of the contract)

**Calculation i.e. numerator/denominator and formula if appropriate:**

Year 1 will be used as benchmark for subsequent years unless a commitment has been offered as part of the tender process.

Each of the alliance Partners will be scored as follows .

Points Scales - Construction Supply Chain Payment Charter

100% of Invoices paid within 30 days= 2  
 90 -100% paid within 30 days = 1  
 Below 90% = 0

Points Scale – Number of Apprentices employed (as a % of workforce)  
 Level Maintained or Improved = 4  
 1% to 0.01% below = 3  
 2% to 1.01% below = 2  
 3% to 2.01% below = 1  
 <3% below= 0

Points Scales - Locally Based Suppliers  
 Level Maintained or Improved = 4  
 1% to 0.01% below = 3  
 2% to 1.01% below = 2  
 3% to 2.01% below = 1  
 <3% below= 0

The average score of all partners will be used as an overall score.

**How is the target set?** Reviewed annually.

**Unit:**

Number	Percentage	Rate	Other
✓			

**Reporting Frequency** (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

**Data Availability** (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

---

**Benchmarking and Comparisons**

**What is the performance to be judged against? (I.e. base years, other authorities / contracts):**

This is a new measure

**Indicator Reference: Alliance KPI 5**

**Indicator Name (short):** Satisfaction with the Condition of the Highway

**Indicator Description or Definition:** Public satisfaction in the condition of the highway.

**Data Provider:** National Highways & Transport Public Satisfaction Survey

**Data Enterer:** LCC Target Cost and Performance Manager

---

**Purpose/Objective of Indicator:** To directly measure a continual 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.

**Methodology (measurement):** Annual data from NH&T Survey is produced every October.

The main purpose of this report is to show satisfaction scores from the survey of the year and highlight areas where areas changed most significantly from the previous year.

The report comprises a page of summary results, followed by a series of individual pages which show high level results for each of the main themes of the survey.

**Calculation i.e. numerator/denominator and formula if appropriate:**

The areas included in this score and weighting are as follows –

Accessibility – 10%

Walking & Cycling – 10%

Tackling Congestion – 10%

Road Safety – 10%

Highway Maintenance – 60%

The overall percentage is then compared to the previously year to establish if there has been an improvement.

**Points Scale**

>0% improvement = 10

-0.5% to -0.01% = 8

-1% to -0.51% = 6

-1.5% to -1.01% = 4

-3% to -1.51% = 2

<-3% = 0

**How is the target set?** Target set to give incremental improvement over previous years. Baseline is set as previous year's survey score (for example baseline for 2019/20 is 2018/19 score)

**Unit:**

Number	Percentage	Rate	Other
	✓		

**Reporting Frequency** (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

**Data Availability** (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**

Benchmark set by previous year's actual result.

**Indicator Reference: Alliance KPI 6**

**Indicator Name (short):** Efficiency of Spend

**Indicator Description or Definition:** This indicator is designed to gauge the efficiency of the alliance Spend when compared to other authorities

**Data Provider:** CQC Report

**Data Enterer:** LCC Target Cost and Performance Manager

---

**Purpose/Objective of Indicator:**

CQC provides a basis for measuring efficiency savings. Authorities that are able to improve their CQC Rating over time and close the gap to their minimum cost realise efficiency savings.

**Methodology (measurement):**

CQC Efficiency Network Results - Data is provided annually on how efficient spend has been compared to other authorities.

The CQC statistical methodology measures efficiency by allowing for factors outside an authority's control so they can be compared with others on a like for like basis.

CQC takes into account of each authority's individual characteristics and circumstances including their size and scale, service quality and customer perception and evaluates how these affect the cost of their activities.

Once these adjustments have been made CQC measures how close authorities are to the minimum theoretical cost of providing their current level of service, and expresses the difference between their current cost and this minimum potential cost, in percentage terms, as a 'CQC Rating'.

The rating is received annually.

**Calculation i.e. numerator/denominator and formula if appropriate:**

The annual percentage is converted into a score.

Points Scale >95% = 10  
90% to 95% = 8  
85% to 90% = 6  
80% to 85% = 4  
75% to 80% = 2  
<75% = 0

**How is the target set?** Reviewed annually

---

**Unit:**

Number	Percentage	Rate	Other
	✓		

**Reporting Frequency** (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

**Data Availability** (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

---

**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**

This is a new measure.



**Indicator Reference: Alliance KPI 7**

**Indicator Name (short):** Net Positive Press Coverage

**Indicator Description or Definition:** This indicator is designed to gauge the client / Public satisfaction with the service provided by the alliance.

**Data Provider:** Client

**Data Enterer:** Target Cost and Performance Manager

**Purpose/Objective of Indicator:** This indicator is designed to gauge the 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 alliance is having for the people of Lincolnshire.

**Methodology (measurement):** Analysis of press coverage by the Client will provide this data. An agreed bespoke analysis tool has been developed by the Client and will provide a reliable measure of all Highways and Traffic related stories.

**Calculation i.e. numerator/denominator and formula if appropriate:**

Data provided directly from Press Team

$$100\% \times \frac{\text{Positive Stories} + \text{Neutral Stories}}{\text{Total Stories}}$$

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

Points Scale >95% = 10  
90% to 95% = 8  
85% to 90% = 6  
75% to 85% = 4  
65% to 75% = 2  
<65% = 0

**How is the target set?** Target set to show service perception to be positive/neutral.

**Unit:**

Number	Percentage	Rate	Other
	✓		

**Reporting Frequency (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**Data Availability (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

Lag occurs due to time taken for the Press team to produce the data but available within 1 month of the end of period.

**Benchmarking and Comparisons**

**What is the performance to be judged against? (I.e. base years, other authorities / contracts):**

Benchmark set by previous performance data at 95% positive/neutral stories

**Indicator Reference: Alliance KPI 8**

**Indicator Name (short):** Alliance Satisfaction Scoring

**Indicator Description or Definition:** This indicator is designed to gauge the opinion of the success of the Alliance from the partners and key supply chain.

**Data Provider:** Alliance Partners

**Data Enterer:** LCC Target Cost and Performance Manager

---

**Purpose/Objective of Indicator:**

To allow measurement of the view of alliance Partners and key supply chain as to the success of the Alliance.

This measure is designed to gauge the satisfaction of staff working within the Alliance.

**Methodology (measurement):**

Alliance Partners are asked to score a survey that will gauge opinion on areas of the alliance that may include:

- Delivery: Consistency and Effective
- Systems and processes
- Continuous improvement
- Consistent communications and direction
- Challenge
- Reputation
- Alliance Behaviours

**Calculation i.e. numerator/denominator and formula if appropriate:**

Returned scores are entered into excel spreadsheet to give average client score, 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	>7.0= 10
	6.75 to 6.99 = 8
	6.50 to 6.74= 6
	6.00 to 6.49 = 4
	5.75 to 5.99 = 2
	<5.75 = 0

**How is the target set?** Reviewed annually

**Unit:**

Number	Percentage	Rate	Other
✓			

**Reporting Frequency** (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**Data Availability** (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**

Benchmark set by previous year's actual result.

**Indicator Reference: Alliance KPI 9**

**Indicator Name (short):** Reduction in Carbon Emissions and Waste

**Indicator Description or Definition:** This indicator is designed to monitor the amount of Carbon Emissions and Waste produced each quarter to try to ensure that there is a reduction.

**Data Provider:** Alliance Partners

**Data Enterer:** LCC Target Cost and Performance Manager

---

**Purpose/Objective of Indicator:**

Lincolnshire County Council are in the process of renewing their Carbon Management Plan. Within this will be a target of carbon reduction of (expected 20%) from the 2016/17 baseline by Apr 2023.

All Partners of the alliance will be expected to help works towards this target

**Methodology (measurement):**

The alliance Partners will be expected to providing LCC with the following information:

- Electricity , Oil and Gas used by any site that they operate in Lincolnshire in the delivery of the LCC highways contract. (Consumption for Electricity and Gas needs to be in kWh's and Oil can be in Litres or kWh's so long as which is used is clearly identified).
- Fuel used by fleet vehicles. (This can be in Litres, miles or Km's so long as which is used is clearly identified).
- Fuel used by business vehicles including pool, hire and private vehicles. (This can be in Litres, miles or Km's so long as which is used is clearly identified).

Additionally all alliance Partners will be required to provide details of tonnages of waste recycled and reused from all sites.

The target for the indicator is that 98% of waste does not go to landfill, so that the environmental impact of the service is reduced.

**Calculation i.e. numerator/denominator and formula if appropriate:**

Part A

Data received will be compared to the Carbon Management Plan to check that carbon reduction is on track for Apr 2023

Spend, increase/decrease in workload, Priority Type will be taken into consideration when comparing data. The comparison will be based on Carbon per £ spend.

For example

Budget = £40 million

Tonnes of CO<sub>2</sub> = 1000£ per kg = £40

Data will be supplied within 30 days of the end of the quarter in question.

Each year the target will be of 2% reduction of Carbon until 2023. At this time a new Carbon Management Plan will be in place.

All Contractors and the Client must adopt the next target when set in 2023.

Year 1 initial target will be set at a target of £39 per kg CO<sub>2</sub> and will be scored as follows.

>£39 = 5

>£38 = 4

>£37 = 3

>£36 = 2

>£35 = 1

Year 1 will be then used as a benchmark going forward with a 2% improvement each year being required.

Points towards the monthly performance are lost for being below this target.

Points scale	>On track or better = 5
	1.5% - 2% improvement = 4
	1% – 1.5 % improvement = 3
	0.5% - 1% improvement = 2
	0%- 0.5% = 1
	Up to 1% increase in carbon = 0
	Over 1% increase in carbon = -1

## Part B

Numerator = Total tonnage of waste recycled or reused (X)

Denominator = Total tonnage of waste (Y)

X = % of waste recycled/Reused

Y

X(1) = % of waste reused within contract

Y

Points scale: 98% to 100% = 5pts  
 96% to 98% = 4pts  
 94% to 96% = 3pts  
 92% to 94% = 2pts  
 90% to 92% = 1pts

**How is the target set?** Reviewed annually

**Unit:**

Number	Percentage	Rate	Other
	✓		

**Reporting Frequency** (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**Data Availability** (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

**Benchmarking and Comparisons**

**What is the performance to be judged against? (I.e. base years, other authorities / contracts):**

Benchmark set by the Carbon Management Plan

**Indicator Reference: Alliance KPI 10**

**Indicator Name (short):** Acceptable Site Safety Assessment and Reportable Accident under RIDDOR

**Indicator Description or Definition:** This indicator is designed to measure the safety of site work and the number of reportable accidents occurring

**Data Provider:** Alliance Partners

**Data Enterer:** LCC Target Cost and Performance Manager

**Purpose/Objective of Indicator:** To increase the safety on sites and to reduce accidents.

**Methodology (measurement):** Identified through results of onsite health and safety inspections, and through the number of RIDDOR Reportable accidents

**Calculation i.e. numerator/denominator and formula if appropriate:**

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

95 to 100%=10

85 to 94 = 7

75 to 84%=2

> 75% =0

Additionally this indicator is designed to measure the number of RIDDOR reportable 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, 1 point per incident.

**"How is the target set?** Annually

**Unit:**

Number	Percentage	Rate	Other
✓	✓		

**Reporting Frequency (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**Data Availability (also specify date):**



Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**

## **Client Performance Indicators**

**Indicator Reference:** Client PI 1

**Indicator Name (short):** Client scheme proposals

**Indicator Description or Definition:** Client scheme proposals are required to be delivered to the Contractor in appropriate timescale. This is to give the Contractor adequate time to programme resources and submit an Annual Plan.

**Data Provider:** Client

**Data Enterer:** LCC Target Cost and Performance Manager

---

**Purpose/Objective of Indicator:** 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.

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

**Methodology (measurement):** 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 30<sup>th</sup> September each year.

**Calculation i.e. numerator/denominator and formula if appropriate:**

Having a proposed list of schemes issued -  
By 30th September = 10  
By 31st October = 7  
By 30<sup>th</sup> November = 3  
Later than 30th November = 0

**How is the target set?** By alliance agreement

---

**Unit:**

Number	Percentage	Rate	Other
	✓		✓

**Reporting Frequency (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

**Data Availability (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
✓		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time i.e. how will year to date performance be calculated?**

Average	Latest	Maximum	Minimum	Sum
✓				

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**

Benchmark set to reflect the alliance changes to working practices and the expected accuracy of the programme.

**Indicator Reference: Client PI 2**

**Indicator Name (short):** Variation from Annual Plan spend profile

**Indicator Description or Definition:** This indicator is designed to ensure that budget spends is maintained and kept on track.

**Data Provider:** Client

**Data Enterer:** LCC Target Cost and Performance Manager

---

**Purpose/Objective of Indicator:** The Indicator is designed to encourage the Client to minimise variation from the accepted Plan / Programme. Reducing this variation will provide greater budget certainty to deliver ongoing and improved efficiencies. Additional one off grants/funds awarded within year shall not form part of this measure.

**Methodology (measurement):**

The method of measuring this indicator will be to calculate the percentage variation from target price commitments against the disaggregated budget for eight key areas.

There are eight budgets that add to this measure.

Surfacing and Patching  
Surface Dressing  
Reactive Works  
Minor Works  
Cyclical Works  
Structures  
Street Lighting  
Traffic Signals

Each area is weighted equally within the overall score.

2% variation per budget is allowable – after that points are lost for additional variation.

**Calculation i.e. numerator/denominator and formula if appropriate:**

Each of the areas is measured for variation and scored a percentage for the budget being maintained.

Target Order Commitment = A

Disaggregated Budget agreed in Annual Plan / Programme = B

$$PI = \frac{A}{B} \times 100$$

The scores are then averaged to get an overall score

Points scale -

- >110% = 0
- 108 – 110% = 2
- 106 – 108% = 4
- 104 – 106% = 6
- 102 – 104% = 8
- 98 – 102% = 10
- 96 – 98% = 8
- 94 – 96% = 6
- 92 – 94 % = 4
- 90 – 92% = 2
- <90% = 0

**How is the target set?** By alliance agreement

---

**Unit:**

Number	Percentage	Rate	Other
	✓		✓

**Reporting Frequency** (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**Data Availability** (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

---

**Benchmarking and Comparisons**

**What is the performance to be judged against? (I.e. base years, other authorities / contracts):**

Benchmark set to reflect the alliance changes to working practices and the expected accuracy of the programme.

**Indicator Reference: Client PI 3**

**Indicator Name (short):** Client Enquiry Response Times

**Indicator Description or Definition:** 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.

**Data Provider:** Client

**Data Enterer:** LCC Target Cost and Performance Manager

---

**Purpose/Objective of Indicator:**

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.

**Methodology (measurement):**

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

Emergency requests require a response within 1 working day of being created. The Client will have until midnight to provide a meaningful response.

Non-emergency requests require a response within 10 days.

A percentage is calculated based on what has achieved the appropriate level of response. The following status codes when used on the enquiry will be considered meaningful and will generate a response to the end user.

Enq Status Code	Enq Status Name
0115	Third Party Responsibility
0120	Reassigned to Internal Dept
0135	Immediate action – make safe
0145	Inadequate Information
0150	Investigation required
0155	Investigations Ongoing
0160	Assessed - no action proposed
0175	Enforcement

0180	Cyclic Grass/Weeds Prog
0185	Drain Cleanse Prog
0200	Job Raised
0230	Further work identified
0250	Job Committed
0300	Job Complete - Resolved
0305	Job Complete – made safe
0310	Job complete – made safe TM

**Calculation i.e. numerator/denominator and formula if appropriate:**

- 100% = 10
- >97% = 9
- >94% = 8
- >91% = 7
- >88% = 6
- >85% = 5
- >82% = 4
- >79% = 3
- >76% = 2
- >73% = 1
- <73% = 0

**How is the target set?** Reviewed annually

---

**Unit:**

Number	Percentage	Rate	Other
	✓		

**Reporting Frequency** (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**Data Availability** (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		



**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

---

**Benchmarking and Comparisons**

**What is the performance to be judged against? (I.e. base years, other authorities / contracts):**

This is a new measure.

**Indicator Reference: Client PI 4**

**Indicator Name (short):** Early Contractor Involvement

**Indicator Description or Definition:** This indicator is designed to ensure Early Contractor Involvement takes place in a timely manner.

**Data Provider:** Client

**Data Enterer:** LCC Target Cost and Performance Manager

---

**Purpose/Objective of Indicator:**

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 resources

**Methodology (measurement):**

The Client should notify the Contractor at least 12 weeks prior to commencement of works that Early Contractor Involvement is required.

The Term Maintenance Contract Management System reports any ECI's and a comparison of work start date to ECI being notified to Contractor will be used to calculate a quarterly percentage.

**Calculation i.e. numerator/denominator and formula if appropriate:**

To measure the amount of ECI flagged to the contractor at least 12 weeks prior to the start of works.

>98% = 10

>96% = 8

>94% = 6

>92% = 4

>90% = 2

<90% = 0

**"How is the target set?** Annually

---

**Unit:**

Number	Percentage	Rate	Other
	✓		

**Reporting Frequency (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**Data Availability (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**

This is a new measure.

**Indicator Reference: Client PI 5**

**Indicator Name (short):** Value of Compensation Events versus Targets.

**Indicator Description or Definition:** A comparison of the value of Compensation Events raised against the agreed Target Price.

**Data Provider:** Client

**Data Enterer:** LCC Target Cost and Performance Manager

---

**Purpose/Objective of Indicator:** This indicator is designed to encourage the Client to minimise the amount of change whilst on site. Compensation Events also disrupt Annual Plan delivery and get in the way of efficient planning.

**Methodology (measurement):**

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

This is measured by the Term Maintenance Contract Management System.

7% variation is allowable – after that 1 point is lost per percentage point of variation.

Additional points can be scored for improving on previous year's variation after the financial year close out.

**Calculation i.e. numerator/denominator and formula if appropriate:**

Quarterly the score will reflect the year to date variation.

- >93% = 10
- >92% = 9
- >91% = 8
- >90% = 7
- >89% = 6
- >88% = 5
- >87% = 4
- >86% = 3
- >85% = 2
- >84% = 1
- <83% = 0

After financial close out – an additional measure may reduce the score for the preceding 12 months, based on whether variation has improved from the previous year.

**Points Scale**

>0% improvement = 2

**Example 1**

Year 1 variation was 10%, in year 2 variation was 11% - this would result in no change to points score. Although there was no improvement, the variation was similar to the previous year.

**Example 2**

Year 1 variation was 10%, in year 2 variation was 9% - this would result in additional point points due to variation level improvement = +2 points

**How is the target set?**

By Agreement

**Unit:**

Number	Percentage	Rate	Other
	✓		

**Reporting Frequency (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**Data Availability (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

N/A

---

**Benchmarking and Comparisons**

**What is the performance to be judged against? (I.e. base years, other authorities / contracts):**

Benchmark is based on previous year's performance.

**Indicator Reference: Client PI 6**

**Indicator Name (short):** Total Rejected Orders

**Indicator Description or Definition:** Percentage of rejected orders compared to all Task Orders issued by the Client.

**Data Provider:** Client

**Data Enterer:** LCC Target Cost and Performance Manager

**Purpose/Objective of Indicator:** 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.

**Methodology (measurement):**

The method of measuring this indicator will be to take the scheduled report from the Term Maintenance Contract Management System 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.

**Calculation i.e. numerator/denominator and formula if appropriate:**

Report from the Term Maintenance Contract Management System will show the number of rejected orders not giving all information are counted.

1 point is lost per percentage point (maximum 10 points). The aim is to be 100% correct.

**How is the target set?**

By alliance agreement.

**Unit:**

Number	Percentage	Rate	Other
✓			

**Reporting Frequency (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**Data Availability** (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

N/A

**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**

Ideally the measure will be 100% - this is based on an ideal level of service and is aspirational.



**Indicator Reference: Client PI 7**

**Indicator Name (short):** Contract Notifications processed within required timescales.

**Indicator Description or Definition:** To ensure Contract Notifications are processed in a timely manner.

**Data Provider:** Client

**Data Enterer:** LCC Target Cost and Performance Manager

**Purpose/Objective of Indicator:** This indicator is designed to ensure that the Term Maintenance contract management processes are carried out in an efficient and effective manner.

**Methodology (measurement):**

The method of measuring this indicator will be to take information from a scheduled report form the Term Maintenance Contract Management System.

The report will show the contract notifications processed within required timescales and will be shown as a percentage.

The aim is 98% to be processed within required timescales.

**Calculation i.e. numerator/denominator and formula if appropriate:**

Each Notification will be assessed for timeliness of response.

If an acceptable update has been received in timeframe the notification will be considered a pass.

If the update is received late but within an acceptable additional timeframe it will be consider a pass but weighed at 50% (half score)

Status Changes	Pass	Half Score	Fail
Early Warning to be acknowledged (Status 0225 to 0226)	Within 2 weeks	up to 4 weeks	Over 4 weeks
Decision on CE (Status 0227 to either 0228 or 0229)	Within 1 week	up to 2 weeks	Over 2 weeks
Accepting or requesting revised Quote (Status 0230 to 0245, 0265 or 0260)	Within 2 weeks	up to 4 weeks	Over 4 weeks

**Passes + (Addition Passes/2)**

Total Notification

- >98% = 10
- >95% = 9
- >92% = 8
- >89% = 7
- >86% = 6
- >83% = 5
- >80% = 4
- >77% = 3
- >74% = 2
- >71% = 1
- <71% = 0

**How is the target set?**

Annually reviewed

**Unit:**

Number	Percentage	Rate	Other
	✓		

**Reporting Frequency (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓	✓	

**Data Availability (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
			✓	

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time i.e. how will year to date performance be calculated?**

Average	Latest	Maximum	Minimum	Sum
✓				

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

N/A

---

**Benchmarking and Comparisons**

**What is the performance to be judged against? (I.e. base years, other authorities / contracts):**

**Indicator Reference: Client PI 8**

**Indicator Name (short):** Percentage of abortive works

**Indicator Description or Definition:** This indicator is designed to ensure that the Contractor is able to deliver an efficient programme

**Data Provider:** Client

**Data Enterer:** LCC Target Cost and Performance Manager

---

**Purpose/Objective of Indicator:** The Indicator is designed to encourage the Client to minimise abortive works and inefficient time management. Reducing change will provide greater efficiency and resource certainty within the Alliance.

**Methodology (measurement):**

The method of measuring this indicator will be to calculate the percentage of JV schemes proposed to the Contractor that are aborted after completion of Early Contractor Involvement

Each scheme is weighted equally within the overall score.

**Calculation i.e. numerator/denominator and formula if appropriate:**

Target Order Commitment = A

Disaggregated Budget agreed in Annual Plan / Programme = B

$$PI = \frac{A}{B} \times 100$$

Points scale –

>99% = 10

>98% = 8

>97% = 6

>96% = 4

>95% = 2

<95% = 0

**How is the target set?** By alliance agreement

---

**Unit:**

Number	Percentage	Rate	Other
	✓		✓

**Reporting Frequency (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**Data Availability (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**

Benchmark set to reflect the alliance changes to working practices and the expected accuracy of the programme.

**Indicator Reference: Client PI 9**

**Indicator Name (short):** Highways Inspections Completed

**Indicator Description or Definition:** This indicator is designed to measure the percentage of planned highway safety inspections and, principal and general bridge inspection, actually completed

**Data Provider:** Client

**Data Enterer:** LCC Target Cost and Performance Manager

---

**Purpose/Objective of Indicator:** To measure the effectiveness of the ability of Local Highways Areas to inspect the highways assets in accordance with agreed inspection regimes.

**Methodology (measurement):**

The Term Maintenance Contract Management System reports the total number of planned inspections carried out within timeframe.

**Calculation i.e. numerator/denominator and formula if appropriate:**

The percentage is based on inspections carried out in a quarter compared to inspection due in a quarter.

(Total number of planned general and principle inspections completed within timeframe)

+

(Total number of planned routine safety inspection completed with timeframe)

100% = 10

>98.5% = 9

>97% = 8

>95.5 = 7

>94% = 6

>92.5 = 5

>91% = 4

>89.5% = 3

>88% = 2

<88% = 0

**"How is the target set?** Annually

---

**Unit:**

Number	Percentage	Rate	Other
	✓		

**Reporting Frequency (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**Data Availability (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**

This is a new measure

**Indicator Reference: Client PI 10**

**Indicator Name (short):** Value for Money

**Indicator Description or Definition:** This indicator is designed to monitor specific Client Teams to ensure that they are providing Value for Money in the services they provide.

**Data Provider:** Client

**Data Enterer:** LCC Target Cost and Performance Manager

---

**Purpose/Objective of Indicator:**

All Client Team are assessed annually to establish if Lincolnshire County Council considers them to be cost-effective. The focus is on -

Economy – Spending Less

Efficiency – Spending Well

Effectiveness – Spending Wisely

**Methodology (measurement):**

All Client Teams have a set of performance indicator that are monitored throughout the year in the form of an Individual Specification of what is required

The teams in question are -

Asset Management

Highway Network Management

Infrastructure Commissioning

Lincs Laboratory

Network Resilience

Streetwork Permitting

Technical Services Partnership

Annually the data collated is used in a Value for Money assessment to establish whether the team has improved from previous years.

Each Area is given a score out of 100 for Economy, Efficiency and Effectiveness.

The scores are then uses to calculate an average score for the Client Team.

The target is for this average to improve each year.



**Calculation i.e. numerator/denominator and formula if appropriate:**

Points Scale

>0% improvement = 10

-1% to -0.01% = 8

-2% to -1.01% = 6

-3% to -2.01% = 4

-4% to -3.01% = 2

<-4% = 0

"How is the target set? Annually

**Unit:**

Number	Percentage	Rate	Other
	✓		

**Reporting Frequency (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

**Data Availability (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time i.e. how will year to date performance be calculated?**

Average	Latest	Maximum	Minimum	Sum
✓	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

**Benchmarking and Comparisons**

**What is the performance to be judged against? (I.e. base years, other authorities / contracts):**

The Value for Money Assessments began in 2017 – previous year's data will be used as a benchmark.

**Highway Works Term Contract Performance Indicators**

**Indicator Reference:** HWTC PI 1

**Indicator Name (short):** Compliance with Tendered Quality Statements

**Indicator Description or Definition:** This indicator is designed to measure the compliance with the tendered quality statements

**Data Provider:** Client

**Data Enterer:** LCC Target Cost and Performance Manager

**Minimum Performance Level = 8**

**Purpose/Objective of Indicator:** To provide continuous improvement to the service.

**Methodology (measurement):**

To measure the Contractor's actual performance against the tendered quality statements and undertakings made in the tender submission.

**Calculation i.e. numerator/denominator and formula if appropriate:**

Before the start of every contract year, ten undertakings will be identified from the quality statements.

On a quarterly basis during the contract year the undertakings will be compared against actual performance.

1 point will be awarded for each undertaking that has been deemed to have been completed, achieved or on track.

**8 undertaking achieved = 8 (Minimum Performance Level)**

"How is the target set? Annually

**Unit:**

Number	Percentage	Rate	Other
✓			

**Reporting Frequency (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**Data Availability** (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**

n/a

**Indicator Reference: HWTC PI 2**

**Indicator Name (short):** Compliance of response times in respect of emergency works (emergency/urgent)

**Indicator Description or Definition:** This indicator is designed to measure the percentage of emergencies responded to within given timescales

**Data Provider:** Client

**Data Enterer:** LCC Target Cost and Performance Manager

**Minimum Performance Level = 8**

---

**Purpose/Objective of Indicator:** To measure and improve the percentage of emergencies attended to within time.

**Methodology (measurement):**

Identified through emergencies responses reported and updated within Term Maintenance Contract Management System.

This includes the following priorities –  
2 hour jobs

The contractor will where applicable submit at monthly intervals an exceptions report for consideration.

Exceptions will be considered where the attendance time is not realistic or unachievable.

These exceptions will be instances outside of the contractor's control.

**Calculation i.e. numerator/denominator and formula if appropriate:**

Numerator = Total number of emergencies attended within time (X)

Denominator = Total number emergencies identified (Y )

$$\frac{X}{Y} = \%$$

1 failure is permissible and will be scored as 10

After that point scale is as follows

99 to 100% = 10

**98.5 to <99% = 8 (Minimum Performance Level)**

97.5 to <98.5% = 6

96 to <97.5% = 4

95 to <96% = 2

<95% = 0

"How is the target set? Annually

---

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
			✓	

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

---

**Benchmarking and Comparisons**

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

Benchmark is based on previous years data.

**Indicator Reference: HWTC PI 3**

**Indicator Name (short):** Tasks completed with given timescales (reactive works – 6300 Series)

**Indicator Description or Definition:** This indicator is designed to measure the percentage reactive works completed within agreed timescales

**Data Provider:** Client

**Data Enterer:** LCC Target Cost and Performance Manager

**Minimum Performance Level = 8**

---

**Purpose/Objective of Indicator:** This indicator is designed to measure the percentage reactive works completed within agreed timescales.

**Methodology (measurement):**

This is identified through the Term Maintenance Contract Management System looking at the amount of jobs due to be completed within timeframe.

All jobs undertaking through the 6300 series will be included in this measure.

This includes the following priorities –

Priority Code	Priority Name
E22	22 Hour (ZV) Safety
S25D	25 Day Response (ZV)
S6D	6 Day Response (ZV)
S80D	80 Day Response (ZV)
ZV63	ZV   Planned (6300)

The contractor will where applicable submit at monthly intervals an exceptions report for consideration. These proposed exceptions will have been allocated the code PDEX in Confirm.

Exceptions will be considered where the completion timeframe is not realistic or unachievable.

These exceptions will be instances outside of the contractor's control.

**Calculation i.e. numerator/denominator and formula if appropriate:**

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

Numerator = Total number of work orders completed within agreed timescales

Denominator = Total number of work orders due

$$\frac{X}{Y} = \%$$

Points Scale

99-100% = 10

98-99% = 9

**97-98% = 8 (Minimum Performance Level)**

96-97% = 7

95-96% = 6

94-95% = 5

93-94% = 4

92-93% = 3

91-92% = 2

90-91% = 1

<90% = 0

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
			✓	

How is performance reported?:

Actual	Cumulative
✓	



**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

---

**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**

Benchmark is based on previous years data.

**Indicator Reference: HWTC PI 4**

**Indicator Name (short):** Tasks completed with given timescales (JV works) and programme accuracy

**Indicator Description or Definition:** This indicator is designed to measure the percentage of jobs with values that are planned, scheduled and completed as well as the accuracy of the annual programme.

**Data Provider:** Client

**Data Enterer:** LCC Target Cost and Performance Manager

**Minimum Performance Level = 8**

---

**Purpose/Objective of Indicator:** This indicator is designed to measure the percentage of JV works scheduled and allocated. It also tries to ensure that the annual programme of work is accurate.

**Methodology (measurement):**

This is identified through the Term Maintenance Contract Management System (Confirm).

**Calculation i.e. numerator/denominator and formula if appropriate:**

**PART 4a – Planned, Allocated and Completed (JVs)**

The Contractor will be required to plan and allocate all JVs within 4 weeks of the job being committed.

This will be measured through Confirm using the following status codes –

status_code	status_name
0200	Job Committed
0210	Job   Planned and Allocated

The contractor will provide a Contractor Plan monthly showing allocation.

All JVs included in this measure will separately be assessed at contract year end to calculate the percentage of JV's completed within the contract year.

Jobs with value (JVs) will be included in this measure that are assigned the following priorities –

JV: Target Contr Estimate

JV: Target - SOR Priced

Emergency 22hr (JVs) are excluded as they are included in PI3.

Minor Works job types will also be excluded –

Excluded jobs types

MWRK | Drainage (Minor Works)  
MWRK | Carriageway (Minor Works)  
MWRK | Arboriculture Works  
MWRK | Footways (Minor Works)  
MWRK | Street Furniture (Minor Works)

Methodology

The PI will be calculated quarterly and all new JVs committed that are due to be planned and allocated within the quarter shall be included.

The due date will be 28 calendar day from commit date.

All JVs included in this measure will be assessed to establish if the timeframe to plan and allocate has been met.

Within 28 days = Pass

Over 28 days = Fail

Scoring Q1 – Q3

The percentage allocated within 28 calendar days will convert to the following score -

>99-100% = 10

98-99% = 9

**97-98% = 8 (Minimum Performance Level)**

96-97% = 7

95-96% = 6

94-95% = 5

93-94% = 4

92-93% = 3

91-92% = 2

90-91% = 1

<90% = 0

Q4

All JV's included in this measure will be assessed at the contract year end to ascertain a percentage of completed works.

The PDEX process will be taken into account.

Any JV rescheduled for the followingly year will be considered a fail unless by mutual agreement.

#### Scoring

99-100% = 10
98-99% = 9
<b>97-98% = 8 (Minimum Performance Level)</b>
96-97% = 7
95-96% = 6
94-95% = 5
93-94% = 4
92-93% = 3
91-92% = 2
90-91% = 1
<90% = 0

#### **PART 4B – Programme Assurance**

**The agree annual plan will be assessed throughout the year for accuracy of plan duration times of works**

All schemes will be allocated an expected timeframe for completion by the Contractor. The accuracy of this will be assessed after scheme completion.

A degree of variation of time taken to complete a task order is acceptable.

For a scheme of up to 10 days in length 1 day variance is acceptable.

An additional day will be added for each subsequent 5-day band.

e.g.

Length of Works	Acceptable Variance (+/-)
1-10 days	1 day
11-15 days	2 days
16-20 days	3 days
21-25 days	4 days
26-30 days	5 days

Any agreed changes to the task are taken into account when calculating this score.

Acceptable Changes

\*\*\*Documented and agreed extension of time\*\*\*

Change in Scope  
 Winter Maintenance

Not Included

Weather (not winter)  
 Plant Breakdown  
 Subcontractor issues  
 Sickness  
 Service Strikes

Workstreams Included/Discounted

WORK TYPE INCLUDED	WORK TYPE DISCOUNTED
C/WAY MICRO	C/WAY MICRO IRONWORK
CYCLEWAYS	CLLR VOLUNTEER SCHEMES
DRAINAGE WORKS	FOOTWAY MICRO
FOOTWAY & MINOR WORKS	F/WAY MICRO PREP
PATCHING	MACHINE LINING
PRN / MAJOR SCHEMES	SD TM ORDER
PROW FOOTWAYS	SD PRE PATCHING
RE-GEN RECYCLING	SURFACE DRESSING - COMBI
RETREAD	SURFACE DRESSING - MAIN TRAIN
RESURFACING	CANCELLED
STREET LIGHTING	
STRUCTURES	
SURFACING (RES)	
TRAFFIC SIGNALS	
TSP ROADS	
TSP DRAINAGE	
RURAL ROADS DITCHES	

Numerator = Total number of work orders completed within agreed timescales

Denominator = Total number of work orders

$$\frac{X}{Y} = \%$$

Due to the varying number of schemes included each quarter the point scale will adjust accordingly and have a varying scale for each point range

Points Conversion Matrix

Table to show the permissible level of schemes outside of agreed duration.

Total Schemes	Points (Total Schemes Outside of Agreed Duration)									
	10	9	8 - (MPL)	7	6	5	4	3	2	1
<b>151-200</b>	0-2	3-4	5-6	7-8	9-10	11-12	13-14	15-16	17-18	19-20
<b>126-150</b>	0-2	3	4-5	6-7	8	9-10	11-12	13	14-15	16-17
<b>101-125</b>	0-1	2-3	4	5-6	7	8	9-10	11	12-13	14
<b>76-100</b>	0-1	2	3	4	5	6	7	8	9	10
<b>51-75</b>	0	1	2	3	4	5		6	7	8
<b>41-50</b>	0	1	2	3	4		5		6	
<b>40&gt;</b>	0		1	2		3		4		5

Examples

Quarter	Total Schemes	Fails	Converted Score
1	100	2	9
2	75	2	8
3	50	2	8
4	40	2	7

Final Score

**Average of Part 4a and 4b**

Minimum performance 8

"How is the target set? Annually

**Unit:**

Number	Percentage	Rate	Other
	✓		

**Reporting Frequency (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**Data Availability** (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
			✓	

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**

Benchmark is based on previous years data.

**Indicator Reference: HWTC PI 5**

**Indicator Name (short):** Percentage Task Orders carried out in compliance with TMA.

**Indicator Description or Definition:** This indicator is designed to measure the percentage of task orders carried out in compliance with TMA.

**Data Provider:** Client

**Data Enterer:** LCC Target Cost and Performance Manager

**Minimum Performance Level = 8**

---

**Purpose/Objective of Indicator:** Ensure compliance with TMA regulations.

**Methodology (measurement):**

Measured by the Term Maintenance Contract Management System and the Lincolnshire permits scheme

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 against the amount of shadow Fixed Penalty Notices.

The target is for 99% of Task Order to be carried out in compliance with TMA. Points are lost for being under this benchmark.

This measure is for JVs only.

**Calculation i.e. numerator/denominator and formula if appropriate:**

99 - 100% = 10

**96 - 99% = 8 (Minimum Performance Level)**

93 - 96% = 6

90 - 93% = 4

87 - 90% = 2

Less than 87% = 0

**How is the target set?**

By Agreement

---



**Unit:**

Number	Percentage	Rate	Other
	✓		

**Reporting Frequency (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**Data Availability (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

N/A

**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**

Benchmark is based on previous year's performance.

**Indicator Reference: HWTC PI 6**

**Indicator Name (short):** Quality Assessment of Workmanship

**Indicator Description or Definition:** This indicator is designed to measure the compliance to agreed material standards as detailed within contract specification.

**Data Provider:** Client

**Data Enterer:** LCC Target Cost and Performance Manager

**Minimum Performance Level = 8**

---

**Purpose/Objective of Indicator:** To ensure that the quality of workmanship is at a high standard and compliant.

**Methodology (measurement):**

A number of sites are tested by the Client and reported compliance is used to equate the indicator score. These are

- Thickness
- Air Void
- Bond between layers
- Texture Depth (Hot Rolled Asphalt only)
- Rate of Spread of Surface Dressing Binder

Sites can be requested by the Client 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.

The definitions used for classifying the performance of the materials, suppliers or surfacing contractors are as follows:-

- A "Complies": with the specification without reservation.
- B "Marginal": failing to comply in some respect but without significant effect on the end product or compliance is only just achieved for an important element of the specification.
- C "Poor": failure to comply in a number of respects or one respect if that is an important element of the specification.
- D "Fails": failing to comply to such an extent that the end product will provide unacceptable life /performance.

Workmanship or materials qualifying as D – Fail, is likely to render the contractor, material or source "Not Approved".

The performance indicators presented below relate to the percentage of results that achieve A or B Rankings from the total of results in that category.

For core bond analysis the following coding applies:-

- G "Good Bond": Core layer is solidly bonded to the layer below.
- P "Poor Bond": Core layer is bonded to the layer below but this bond fails during testing..
- N "No Bond": Core layer is not bonded to the layer below when core retrieved.
- B "Bottom": used to indicate the base of the tested (new) core layers. It may be used in conjunction with the above categories to indicate bond or lack thereof with any original bituminous layers found below the new works.

The performance indicator presented for core bonds is a percentage of "Good" bonds from all the results excluding any results related to the base of the tested layers and their bond to material below.

Test results are ranked A – D depending on extent of compliance/non-compliance with Ranks A and B considered acceptable and contributing towards the score.

**Calculation i.e. numerator/denominator and formula if appropriate:**

>

>95% =10

>90% =8

>85% =6

**>80% = 4 (Minimum Performance Level)**

>75% =2

<75% =0

"How is the target set? Annually

---

**Unit:**

Number	Percentage	Rate	Other
	✓		

**Reporting Frequency (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**Data Availability (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**

Benchmark is based on previous years data.

**Indicator Reference: HWTC PI 7**

**Indicator Name (short):** Contract Notifications and Target Price Processed within Required Timescales.

**Indicator Description or Definition:** To ensure Contract Notifications are processed in a timely manner.

**Data Provider:** Client

**Data Enterer:** LCC Target Cost and Performance Manager

**Minimum Performance Level = 8**

---

**Purpose/Objective of Indicator:**

This indicator is designed to ensure that the Term Maintenance contract management processes are carried out in an efficient and effective manner.

**Methodology (measurement):**

The method of measuring this indicator will be to take information from a scheduled report form the Term Maintenance Contract Management System.

The report will show the contract notifications raised and committed within required timescales and will be shown as a percentage.

Additionally this indicator is designed to measure the timescales between works being proposes, to being target costed by the contractor.

Ideally all works will be target costed no less than 4 weeks prior to Task Order start date - points will be lost for being beyond this timescale.

For the Contractor to have sufficient time to Target Cost the Client should submit the Task Order no later than 10 weeks before the scheme is due to start. If the Client fails to provide sufficient time the target costing element of that scheme will be considered a pass.

If target costing takes place within 4 weeks of scheme start, and the Client has supplied sufficient time to target cost the target costing element of the scheme will be considered to have failed.

**Status code changes and time timeframes**

**The contract states Early Warnings should be acknowledged within two weeks of notification. Status 0220 moving to 0226.**

status_code	status_name
0220	Early Warning (Client)
0226	Early Warning Acknowledged

**When a Compensation Event from the Works Promotor requests quotations these need to be produced within three weeks. Status 0228 moving to 0230.**

status_code	status_name
0228	CE   Req Quote   (61.2/4 65.1)
0230	CE   Quotation   Contr. (62.3)

### Methodology – Contract Notifications Processed within required timeframe

Each Notification will be assessed for timeliness of response.

If an acceptable update has been received in timeframe the notification will be considered a pass.

If the update is received late but within an acceptable additional timeframe it will be consider a pass but weighed at 50% (half score)

Status Changes	Pass	Half Score	Fail
Early Warning to be acknowledged (Status 0220 to 0226)	Within 2 weeks	up to 4 weeks	Over 4 weeks
Quote Provided (Status 0228 to 0230)	Within 3 weeks	up to 6 weeks	Over 6 weeks

### Passes + (Addition Passes/2)

Total Notification

The final percentage calculation will be assigned a score accordingly -

- >98% = 10
- >95% = 9
- >92% = 8 **(Minimum Performance Level)**
- >89% = 7
- >86% = 6
- >83% = 5
- >80% = 4
- >77% = 3
- >74% = 2
- >71% = 1
- <71% = 0

Methodology – Target Costing

The Client will initiate the target Costing process by assigning a Task Order to one of the following Status Codes

status_code	status_name
0160	Propose Works (To Contractor)
0130	Quotation Requested

The Contractor will action the target costing request and assign the Task Order to one of the following status codes.

status_code	status_name
0165	Proposed Works Accepted by Ctr
0135	Quotation Provided
0170	Proposed Works Rejected by Ctr

The amount of Target Costing requests will be compared to the amount actioned within 4 weeks of schemes start to establish a quarterly percentage.

All schemes where the Client failed to provide sufficient time will be considered a pass, unless the Contractor has brought the Scheme start forward of initial estimated start.

Works Accepted within 4 weeks

- 100% = 10
- >99% = 9
- >98% = 8 (**Minimum Performance Level**)
- >97% = 7
- >96% = 6
- >95% = 5
- >94% = 4
- >93% = 3
- >92% = 2
- >91% = 1
- <91% = 0

Overall Score

Average of the two scores (CEs and Works Accepted)

**8 (Minimum Performance Level)**

"How is the target set? Annually

**Unit:**

Number	Percentage	Rate	Other
	✓		

**Reporting Frequency (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**Data Availability (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

**Benchmarking and Comparisons**

**What is the performance to be judged against? (I.e. base years, other authorities / contracts):**

This is a new measure



**Indicator Reference: HWTC PI 8**

**Indicator Name (short):** Street Lighting Service Standard

**Indicator Description or Definition:** This indicator is designed to measure the percentage of streetlights working within Lincolnshire

**Data Provider:** Client

**Data Enterer:** LCC Target Cost and Performance Manager

**Minimum Performance Level = 4**

---

**Purpose/Objective of Indicator:** To measure and improve the percentage of streetlights working within Lincolnshire

**Methodology (measurement):** Identified through measuring.

- Percentage of lights lit (a)
- Percentage of 5 and 10 day Task orders completed within time frame (b)
- Percentage of 5 and 10 day Task orders not requiring return visit (c)
- Percentage of 22hr jobs completed within timeframe (d)
- Percentage of 1,2, and 3 month Task orders completed within time frame (e)
- Percentage of Routine maintenance completed (f)
- Percentage of Salix energy saving work completed (or appropriate seasonal work) (g)

**Calculation i.e. numerator/denominator and formula if appropriate:**

The overall score for the indicator is based on a combination of the scores.

All 7 elements of this measure will be assigned a score out of 10 which will then be converted based on the weighting that each element has on the overall score.

The weightings of each area are as follows.

Indicator	Weighting
a	10%
b	20%
c	5%
d	5%
e	20%
f	25%
g	15%

Example Final score.

Indicator	Weighting	Quarterly Score	Converted
a	10%	10	1
b	20%	8	1.6
c	5%	8	0.4
d	5%	6	0.3
e	20%	4	0.8
f	25%	8	2
g	15%	8	1.2
		Total	<b>7.3</b>

Calculations

**a – Percentage of lights lit**

**Calculation - Theoretical Days of Functional Asset (Street Lighting Units)**

The total amount of asset with the following attributes feed into this measure.

SLLU', 'SLSB', or 'SLBU

- asset\_type\_code - SL: Street Lighting Unit
- asset\_type\_code - SL: Subway Lighting Unit
- asset\_type\_code - SL: Bulkhead Lighting

and

customer\_name - Lincolnshire County Council

A quarter is assumed to be 92 days in length.

The total amount of assets are multiplied by 92 to calculate the theoretical days of functional asset in the quarter

e.g 50,000 assets = 50,000 x 92 = 4,600,000 theoretical days of functional asset

**Calculation – Estimated Days of None Functional Asset (Street Lighting Units)**

All completed 5 and 10 jobs in the quarter with the following attributes feed into this measure –

SLLU', 'SLSB', or 'SLBU

asset\_type\_code - SL: Street Lighting Unit

asset\_type\_code - SL: Subway Lighting Unit  
 asset\_type\_code - SL: Bulkhead Lighting  
 and

customer\_name - Lincolnshire County Council

All completed jobs are assessed to establish amount of days for job to be complete. This is from Order Commit to Complete.

An additional time per fault is added as an assumption for time for Night Scout or Member of Public to report fault. This is set as 18 days.

All assessed jobs are totalled to establish a final total for the quarter for the estimated days of none functional assets.

e.g.

	Order Commit to Complete	Night Scout/ MOP	Total days
Job 1	5	18	23
Job 2	4	18	22
Job 3	9	18	27
		Total Days	72

**Final Calculation - % of lights lit**

Theoretical Days of Functional Asset is compared to Estimated Days of None Functional Asset to calculate a theoretical percentage for the quarter.

$$\frac{(\text{Theoretical Days of Functional Asset}) - (\text{Estimated Days of None Functional Asset})}{\text{Theoretical Days of Functional Asset}}$$

The final percentage is then scored according –

- ≥99.50% = 10
- ≥99.40% = 8
- ≥99.30% = 6
- ≥99.20% = 4 (Minimum Performance Level)**
- ≥99.10% = 2

**b - Percentage of 5 and 10 day Task orders completed within agreed timescales**

All 5 and 10 jobs due in the quarter feed into this measure.

The priority codes included are –

priority_code	priority_name
S5D	S/L 5 Days (ZV)
SMOP	S/L 10 Days (ZV)

A 5 day job will have 5 working days to be completed (7 calendar days), a 10 day job will have 10 working days to complete (14 calendar days).

Jobs will be classed as completed and passed if moved to one of the following status codes within timeframe.

- 0315 Job Pending Spec Contractor
- 0340 Third Party - Electricity Supp
- 0400 Job | Complete
- 0405 Job | Complete-Made Safe
- 0410 Job | Complete-Further Wrk Req

Outside of timeframe will be classed as a fail.

PDEX exceptions can be put forward by the Contractor for the Client to consider.

Methodology

The total job due in the quarter will be compared to the total jobs completed within timeframe.

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

Numerator = Total number of work orders completed within agreed timescales

Denominator = Total number of work orders due

$$\frac{X}{Y} = \%$$

The final percentage will score as follows –

≥90% = 10  
≥80% = 8  
≥70% = 6  
**≥65% = 4 (Minimum Performance Level)**  
≥60% = 2

**c - Percentage of 5 and 10 day Task orders completed without a return visit within the quarter**

Ideally all 5 day and 10 day jobs will be resolved as a first fix. This measure is monitor the level of jobs requiring a return visit.

All 5-, and 10-days jobs completed in the quarter feed into this measure.

The priority codes included are –

priority_code	priority_name
S5D	S/L 5 Days (ZV)
SMOP	S/L 10 Days (ZV)

Any Task Order that has been assigned the following Confirm status code will feed into this measure -

status_code	status_name
0415	Inspected - Follow up required

A percentage of returns is calculated as follows.

Total 5 and 10-day jobs completed and assigned status 0415  
5 and 10 jobs completed

The percentage will score as follows –

≥95% = 10  
≥90% = 8  
≥85% = 6  
**≥80% = 4 (Minimum Performance Level)**  
≥75% = 2

### **d - Percentage of 22hr jobs completed within timeframe**

All 22 hr street lighting jobs due in the quarter feed into this measure.

The contract area code included is -

contract_area_	code	contract_
SL		Street Lighting

The priority code included is –

priority_code	priority_name
E22	22 Hour (ZV) Safety

All 22hr jobs will be assessed to establish if they have been completed in acceptable timeframe.

A degree of variance is acceptable, and all jobs completed by the end of the next working day after being committed will be classed as completed within timeframe.

PDEX exceptions can be put forward by the Contractor for the Client to consider.

#### Methodology

The total 22hr job due in the quarter will be compared to the total 22hr jobs completed within timeframe. The final percentage will score as follows –

Total 22hr jobs completed in timeframe  
Total 22hr jobs due in quarter

≥98% = 10

≥95% = 8

≥90% = 6

**≥85% = 4 (Minimum Performance Level)**

≥80% = 2

## e - Percentage of 1,2, and 3 month Task orders completed within the quarter

All 1, 2 and 3 Month jobs due in the quarter feed into this measure.

The priority codes included are –

priority_code	priority_name
1M	S/L 1 Month (1M)
2M	S/L 2 Months (2M)
3M	S/L 3 Months (3M)

All jobs will have a target due date assigned after being committed based on the priority type.

Jobs will be classed as completed and passed if moved to following status codes within timeframe.

- 0315 Job Pending Spec Contractor
- 0340 Third Party - Electricity Supp
- 0400 Job | Complete
- 0405 Job | Complete-Made Safe
- 0410 Job | Complete-Further Wrk Req

Task Order will be classed as a pass if completed by the target date. Outside of this timeframe the Task order will be classed as a fail.

PDEX exceptions can be put forward by the Contractor for the Client to consider.

### Methodology

A quarterly score will be identified through comparing the total amount of work orders completed within agreed timescales, to the total amount of work orders due to be completed.

Numerator = Total number of work orders completed within agreed timescales

Denominator = Total number of work orders due

$$\frac{X}{Y} = \%$$

The final percentage will score as follows –

- ≥90% = 10
- ≥80% = 8
- ≥70% = 6
- ≥65% = 4 (Minimum Performance Level)
- ≥60% = 2

## **Parts f & g (linked)**

Each year the routes for routine maintenance will be determined, this will provide a total number of assets to be completed that year, plus any carried forward works from the previous year.

The routes will be assessed by the Client, who will determine the number of sox replacements required on each route, funded by Salix. This will form the total annual number required for Part g. The assets not identified for sox replacement will require routine maintenance (Part f).

The routes will be made available by the Client at agreed intervals throughout the year to allow for materials to be purchased and resource to be allocated.

The total quantum of assets identified for routine maintenance for that year (based on the agreed routes, and any carried forward), will be divided by 4 to give an estimated number of assets to be serviced each quarter.

From this quarterly amount, the estimated amount of Salix sox replacements will be split out to form the estimated quarterly target for Part g. The remaining quarterly volume will form the estimated target for Part f.

Each quarter, this estimated target will be reconciled based on the assets available to service from the information from the routes available.

## **Methodology**

### **f – Percentage of routine maintenance completed**

This measure is cumulative and is treated as year to date.

Whilst targets are set for an annual period they can be for a longer term by mutual agreement

The quarterly target for assets will be split into Routine Maintenance and Salix works – the target been based around Salix availability.

Target adjusted as per orders being available to reflect asset replacements due on routes available.

A percentage is calculated as follows:

Reconciled number of routine maintenance completed (including carry forward)

Actual number of routine maintenance completed

The final percentage will score as follows –



100% = 10  
>95% = 8  
>90% = 6  
**>85% = 4 (Minimum Performance Level)**  
>80% = 2

**g – Percentage of Salix energy saving work completed (or appropriate seasonal work)**

This measure is cumulative and is treated as year to date.

Whilst targets are set for an annual period they can be for a longer term by mutual agreement

The quarterly target for assets will be split into Routine Maintenance and Salix works – the target been based around Salix availability.

Target adjusted as per orders being available to reflect asset replacements due on routes available.

A percentage is calculated as follows:

Reconciled number of Salix sox replacements completed (including carry forward)

Actual number of Salix sox replacements completed

The final percentage will score as follows –

100% = 10  
>95% = 8  
>90% = 6  
**>85% = 4 (Minimum Performance Level)**  
>80% = 2

**Total Score**

Each Element will be score out of 10 and then adjusted based on the agreed weightings.

Example

Indicator	Weighting	Quarterly Score	Converted
a	10%	10	1
b	20%	8	1.6
c	5%	8	0.4
d	5%	6	0.3
e	20%	4	0.8
f	25%	8	2
g	15%	8	1.2
		Total	<b>7.3</b>

**Minimum Performance Level = 4**

---

"How is the target set? Annually

---

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

---

**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**

Benchmark has yet to be set but will be based on knowledge of Lincolnshire's street lighting asset.

**Indicator Reference: HWTC PI 9**

**Indicator Name (short):** Drainage Cleansing Maintenance

**Indicator Description or Definition:** This indicator is designed to measure the percentage of drainage cleansing that has been fully completed.

**Data Provider:** Client

**Data Enterer:** LCC Target Cost and Performance Manager

**Minimum Performance Level = 8**

---

**Purpose/Objective of Indicator:** To measure the effectiveness of the contractor's ability to plan and programme cyclic maintenance operations.

**Methodology (measurement):**

Biennial programme is to be made up of maintenance area's/routes that will be given a target cleanse date.

Each quarter a target cleanse of cyclical maintenance will be agreed which should be based on the annual programme produced at the beginning of the financial year.

As per the contract specification, maintenance area's/routes should be completed in full where practicable in accordance with the measures of this performance indicator.

Where on-street parking of vehicles restricts access on site the Contractor will plan a return visit to clean Gullies/offlets/catchpits missed in the original schedule within two weeks.

The Client will provide a list of streets that are known to be difficult to cleanse due to high volume of vehicles parked regularly (the parked up list). By agreement the Contractor is only required to attempt cleansing once on these streets if sufficient effort has been made to warn local residents of pending arrival (signage and letter drop as appropriate).

Assets will be considered a pass for purposes of the PI (not for payment purposes) when cleanse or under certain other scenarios as follows -

- Cleaned
- Jammed lid
- Vehicle over when 2 visits are recorded
- Height restriction
- Width restriction
- Locked asset
- Road works (medium to long term road works only, assets with short duration road works should be revisited)

- Remote asset
- Private Property
- Obstruction
- Parked vehicle (on streets on parked up list where evidence of signing provided)

An asset will be deemed to have failed if:

- Not found
- Other
- Vehicle over (only one visit)
- Parked vehicle (on streets not on parked up list should be recorded as VO and two visits)

Any shortfall or excess from a previous quarter will adjust the target for the current quarter and will be consider as additional outstanding or already completed.

Any asset deemed not found will be further investigated by Lincolnshire County Council to be removed from the asset list, rescheduled, or left as a failure as deemed appropriate. If the asset is removed from the asset list, then the target for that month will be reduced accordingly.

The Client shall, where possible, attempt to resolve issues that have been highlighted where an asset cannot be cleansed. If possible, the asset will be made available to cleanse during the next programme of maintenance.

**Calculation i.e. numerator/denominator and formula if appropriate:**

Assets deemed passed during the quarter / Target number of assets due in the quarter expressed as a percentage.

Point Scale

- >95% = 10
- 90-95% = 8 (Minimum Performance Level)**
- 80-90% = 6
- 75-80% = 4
- 70-75% = 2
- <70% = 0

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

**Reporting Frequency (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**Data Availability (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**

Target to be agreed annually

**Indicator Reference: HWTC PI 10**

**Indicator Name (short):** Winter/Summer Maintenance

**Indicator Description or Definition:** To ensure that aspect of Winter and Summer operations are adhered to.

**Data Provider:** Client

**Data Enterer:** LCC Target Cost and Performance Manager

**Minimum Performance Level = (a) Winter: 8**

---

**(b) Summer: 10**

---

**Purpose/Objective of Indicator:**

This indicator is designed to measure that the network remain safe and operational during the winter, and that routine programme of maintenance is maintained during the summer.

**Methodology (measurement):**

**Winter Maintenance**

**Precautionary Salting**

During the winter season (Oct-Mar) Precautionary Salting of the Network will be instructed by the Client when the Road Weather Forecast indicates a risk of snow or ice hazards on the network.

The response time is defined as the period between issuing instructions to carry out salting and the vehicles are loaded, manned and ready to leave the operating centre.

On all precautionary salting operations and post salting, the response time shall not exceed one hour unless approved by the Service Manager regardless of the time of day or night that the instruction is given.

The Contractor shall ensure that all manpower engaged upon these operations can achieve this specified response time and provide details to the Service Manager.

**Summer Maintenance**

During the summer season the contractor is required to carry out seasonal maintenance.

## Rural Mowing, Urban Mowing

The Contractor shall programme their works to be carried out on dates set by the Contract Administration between 1 March and 31 October.

The anticipated two cut dates will be:

Cut one – Start on first week of May and be completed within five weeks.

Cut two – Start on first week of September and be completed within five weeks.

The anticipated three cut dates will be:

Cut one – Start on last week last week of April and be completed within five weeks.

Cut two – Start on third week of June and be completed within five weeks.

Cut three - Start on first week of September and be completed within five weeks.

The start date may be varied by plus/minus 2 weeks due to seasonal growth and the Contractor should have the flexibility to accommodate any such decision.

## Weed Control

The programming of work is based on two treatment cycles of the whole Network per year. The dates for each cycle will be dependent on the growth conditions, times of treatment will be notified and the plan will be agreed (typically this will be during the last two weeks of April and the months of May and June for the first cycle, and the months of August, September and the first two weeks of October for the second cycle).

### Calculation i.e. numerator/denominator and formula if appropriate:

#### Winter (Oct-Mar)

100% of Drivers to be available within 1 hours of request - (85% on a Snow Day)

100% = 10

**>98% = 8 (Minimum Performance Level)**

>95% = 6

>92% = 4 >90% = 2

<90% = 0

#### Summer (April - September)

Points are awarded for progress against the agreed programme of summer maintenance each quarter (Rural Mowing, Urban Mowing, Weed Control).

### **All three programmes on/ahead of specified timeframe = 10 (Minimum Performance Level)**

Two programmes on/ahead of specified timeframe. One programme behind by less than one week = 8

One programme on/ahead of specified timeframe. Two programmes behind by less than one week = 6

Any programme more than 1 week but less than 2 weeks behind specified timeframe = 5



**One programme more than 2 weeks behind specified timeframe = 4 (Minimum Performance Level)**

Two/three programmes more than 2 weeks behind specified timeframe = 0

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
✓			

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

**Benchmarking and Comparisons**

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

This is a new measure

## **Traffic Signals Term Contract Performance Indicators**

**Indicator Reference:** TSTC PI 1

**Indicator Name (short):** Compliance with Tendered Quality Statements

**Indicator Description or Definition:** This indicator is designed to measure the compliance with the tendered quality statements

**Data Provider:** Client

**Data Enterer:** LCC Target Cost and Performance Manager

**Minimum Performance Level = 4**

---

**Purpose/Objective of Indicator:** To provide continuous improvement to the service.

**Methodology (measurement):**

To measure the Contractor's actual performance against the tendered quality statements and undertakings made in the tender submission.

**Calculation i.e. numerator/denominator and formula if appropriate:**

Before the start of every contract year, ten undertakings will be identified from the quality statements.

On a quarterly basis during the contract year the undertakings will be compared against actual performance.

1 point will be awarded for each undertaking that has been deemed to have been completed, achieved or on track.

Points will be awarded based on this assessment.

Points Scale: -

10 achieved = 10

9 achieved = 8

8 achieved = 6

**7 achieved = 4 (Minimum Performance Level)**

6 achieved = 2

Less than 6 = 0

**"How is the target set?** Annually

---

**Unit:**

Number	Percentage	Rate	Other
✓			

**Reporting Frequency (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**Data Availability (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**

n/a

**Indicator Reference: TSTC PI 2**

**Indicator Name (short):** Spare Stock Assurance

**Indicator Description or Definition:** Colas will ensure that a stock of spare equipment is held within their Grantham depot and is maintained at an acceptable level.

**Data Provider:** Contractor

**Data Enterer:** LCC Target Cost and Performance Manager

**Minimum Performance Level = 6**

---

**Purpose/Objective of Indicator:** This indicator is designed to ensure that a level of spare stock will always be maintained within their Grantham depot.

**Methodology (measurement):**

The Contractor is required to ensure that a stock of spare equipment and parts is always available when required and is replenished in a timely manner.

Before each contract year a minimum level of stock will be agreed with the Client on a Stock List for the following year.

The Stock List will be updated weekly and the need for stock replenishment will be highlighted by the Contractor.

Any item less than £3000 can be ordered by the Contractor and the replacement order will be recorded in Confirm on the monthly rechargeable high level order.

Any items costing more than £3000 can be placed when agreed by the Client.

The Client reserves the right to carry out periodic reviews of stock being held in Grantham Depot.

**Calculation i.e. numerator/denominator and formula if appropriate:**

The Stock List is maintained by the Contractor and scoring will be based on monthly rechargeable orders being placed to replenish any items dropping below the minimum levels.

The Contractor is required to place an order within two weeks of advising that stock has dropped below agreed minimum level.

Scoring will be based on orders being placed to replenish stock. Points will be lost for the order being placed after two weeks has expired.

Total item orders required – Orders placed after 2 weeks  
Total item orders required

Points Scale

- 100% = 10
- 95 % = 8
- 90% = 6 (Minimum Performance Level)**
- 85% = 4
- 80 % = 2

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**

This measure is a new addition

**Indicator Reference: TSTC PI 3**

**Indicator Name (short):** Compliance of attendance times in respect of emergency works (emergency/urgent)

**Indicator Description or Definition:**

This indicator is designed to measure the number of emergencies attended to within given timescales

**Data Provider:** Client

**Data Enterer:** LCC Target Cost and Performance Manager

**Minimum Performance Level = 4**

---

**Purpose/Objective of Indicator:** To measure and improve the contractor's performance with regard to emergencies attended to within contract timescales.

**Methodology (measurement):**

Identified through emergencies responses reported and updated within the Traffic Signals Fault Contract Management System.

An Emergency Fault shall be an "all signals out" fault or any other fault considered by the Client to be a danger to the public.

The attendance time to attend this type of fault is 2 actual hours.

**Points are deducted for every emergency fault attendance time that is not met per quarter.**

0 = 10

1 = 6

2 = 4 (Minimum Performance Level)

>2 = 0

**How is the target set?**

By agreement – and revised annually

---

**Unit:**

Number	Percentage	Rate	Other
	✓		

**Reporting Frequency (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**Data Availability (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time i.e. how will year to date performance be calculated?**

Average	Latest	Maximum	Minimum	Sum
	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

N/A

**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**



**Indicator Reference: TSTC PI 4**

**Indicator Name (short):** Number of Faults Cleared within Contract Timescales

**Indicator Description or Definition:** This indicator is designed to measure the ability to clear faults within the specified timescales.

**Data Provider:** Client

**Data Enterer:** LCC Target Cost and Performance Manager

**Minimum Performance Level = 5**

---

**Purpose/Objective of Indicator:** To ensure faults are rectified within contract timescales.

**Methodology (measurement):**

Measured by the Traffic Signal Fault Management System

When a fault is raised the fault will be resolved within contract timescales.  
The target is for 99% of faults to be cleared in agreed timescales and points are lost for being under this benchmark.

**Calculation i.e. numerator/denominator and formula if appropriate:**

- 99 - 100% = 10
- 98.5 - 99% = 8
- 98.0 - 98.5% = 6
- 97.5 - 98.0% = 5 (Minimum Performance Level)**
- 97.0 - 97.5% = 4
- 96.5 - 97.0% = 3
- 96.0 - 96.5% = 2
- 95.5 - 96.0% = 1
- Less than 95.5% = 0

**How is the target set?**

By Agreement

---

**Unit:**

Number	Percentage	Rate	Other
	✓		

**Reporting Frequency** (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**Data Availability** (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

N/A

---

**Benchmarking and Comparisons**

**What is the performance to be judged against? (I.e. base years, other authorities / contracts):**

Benchmark is based on previous year's performance.

**Indicator Reference: TSTC PI 5**

**Indicator Name (short):** Percentage of Task Orders Completed on Time

**Indicator Description or Definition:** This indicator is designed to measure the amount of task orders completed on time where the Client has specified the completion date.

**Data Provider:** Contractor

**Data Enterer:** LCC Target Cost and Performance Manager

**Minimum Performance Level = 6**

---

**Purpose/Objective of Indicator:** To measure and improve the percentage of work orders completed within the agreed timescales.

This indicator is also designed to measure the sites that are fully complete and ready for an onsite acceptance testing.

This measure does not include reactive works.

**Methodology (measurement):**

Measured by the Term Maintenance Management System.

The target is for 99% of orders to be completed in agreed timescales.

Points are lost for being under this benchmark.

A Task Order will be deemed a fail if the target date has passed and the task order has not been completed.

**Calculation i.e. numerator/denominator and formula if appropriate:**

**At target date all Task Orders will be classed as a fail or pass based on the target date being achieved and the site being fully complete and ready.**

99 - 100% = 10

98 - 99% = 8

**95 - 98% = 6 (Minimum Performance Level)**

92 - 95% = 488 - 90% = 2

Less than 88% = 0

**Minimum Performance Level = 6**

**How is the target set?**

By Agreement

**Unit:**

Number	Percentage	Rate	Other
	✓		

**Reporting Frequency (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**Data Availability (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

N/A

**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**

Benchmark is based on previous year's performance.

**Indicator Reference: TSTC PI 6**

**Indicator Name (short):** Percentage of Refurbishment Works (Capital Works) completed free of remedial works

**Indicator Description or Definition:** This indicator is designed to measure the amount of Refurbishment Works (Capital Works) completed without the need to return for remedial works.

**Data Provider:** Contractor

**Data Enterer:** LCC Target Cost and Performance Manager

**Minimum Performance Level = 6**

---

**Purpose/Objective of Indicator:** To measure and improve the percentage of Refurbishment Works (Capital Works) completed without the need to return for remedial works, ensuring efficiency of resources and network.

**Methodology (measurement):**

At initial completion of the scheme a takeover checklist review of the works will be undertaken to ensure that all requirements of the works have been carried out.

Ideally there will be no issues to be rectified, however the Contractor is required to rectify any failings within 10 working days of the checklist review.

**Calculation i.e. numerator/denominator and formula if appropriate:**

Each completed Refurbishment Works will undergo a Traffic Signals Site Acceptance/ Takeover Check list review.

Points are deducted for every Refurbishment Works (Capital Works) requiring a return for remedial works in a quarter.

When any outstanding issues have been rectified each Refurbish Works scheme will be scored as follows – (Change to working days)

No Issues at Checklist review on all completed scheme = 10

All issues rectified with 5 working days = 8 points

**All issues rectified within 10 working days = 6 (Minimum Performance Level)**

All issues rectified within 15 working days = 4

All issues rectified within 20 working days = 2

Some issues not rectified within 20 working days= 0

The final score will be the average of schemes completed in the quarter.

Example -

	Points
Scheme 1	10
Scheme 2	10
Scheme 3	6
Scheme 4	0
<b>Average Points</b>	<b>6.5</b>

**How is the target set?**

By Agreement

---

**Unit:**

Number	Percentage	Rate	Other
	✓		

**Reporting Frequency (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**Data Availability (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

N/A

---

**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**

This is a new measure.

**Indicator Reference: TSTC PI 7**

**Indicator Name (short):** Percentage faults resolved at the first visit.

**Indicator Description or Definition:** This indicator is designed to measure the amount of tasks resolved with the need for only one visit.

**Data Provider:** Contractor

**Data Enterer:** LCC Target Cost and Performance Manager

**Minimum Performance Level = 4**

---

**Purpose/Objective of Indicator:** To measure and improve the percentage of faults resolved after just one visit.

**Methodology (measurement):**

Measured by the Traffic Signal Fault Management system and the Contractor.

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

**Calculation i.e. numerator/denominator and formula if appropriate:**

99 - 100% = 10

98 - 99% = 8

97 - 98% = 6

**96 - 97% = 4 (Minimum Performance Level)**

95 - 96% = 2

Less than 95% = 0

**How is the target set?**

By Agreement

---



**Unit:**

Number	Percentage	Rate	Other
	✓		

**Reporting Frequency** (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**Data Availability** (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

N/A

**Benchmarking and Comparisons**

**What is the performance to be judged against? (I.e. base years, other authorities / contracts):**

Benchmark is based on previous year's performance.

**Indicator Reference: TSTC PI 8**

**Indicator Name (short):** Percentage Task Orders carried out in compliance with TMA.

**Indicator Description or Definition:** This indicator is designed to measure the percentage of task orders carried out in compliance with TMA.

**Data Provider:** Client

**Data Enterer:** LCC Target Cost and Performance Manager

**Minimum Performance Level = 6**

---

**Purpose/Objective of Indicator:** Ensure compliance with TMA regulations.

**Methodology (measurement):**

Measured by the Traffic Signals Fault Management System and the Lincolnshire permits scheme.

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 all Task Order to be carried out in compliance with TMA. Points are lost for being under this benchmark.

**Calculation i.e. numerator/denominator and formula if appropriate:**

Points are deducted for every task order not carried out in compliance with TMA.

0 fails = 10

**1 fail= 6 (Minimum Performance Level)**

2 fails = 4

>2 = 0

**How is the target set?**

By Agreement

---

**Unit:**

Number	Percentage	Rate	Other
	✓		

**Reporting Frequency (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**Data Availability (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

N/A

**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**

Benchmark is based on previous year's performance.

**Indicator Reference: TSTC PI 9**

**Indicator Name (short):** Percentage annual inspections completed per contract year.

**Indicator Description or Definition:** This indicator is designed to measure the percentage of site inspections carried out each year.

**Data Provider:** Contractor

**Data Enterer:** LCC Target Cost and Performance Manager

**Minimum Performance Level = 4**

---

**Purpose/Objective of Indicator:** To ensure that all site inspections are carried out annually on all sites

**Methodology (measurement):** All of the Traffic Signals site based assets in Lincolnshire require an annual inspection to be carried out and reported back to the Client.

Quarterly target inspection levels will be based on a cumulative total for the financial year.

This is to ensure 100% are completed by year end.

The targets will be set as follows -

Q1 – 25% completed

Q2 – 50% completed

Q3 – 75% completed

Q4 – 100% completed

At the end of each quarter the target is compared to the actual amount of inspections that have taken place to see if we are on course for all inspections to be achieved.

**Calculation i.e. numerator/denominator and formula if appropriate:**

Scoring will be as follows –

Q1-Q3

On track /ahead of target = 10

**Behind target = 4 (Minimum Performance Level)**

Q4

100% Inspections completed = 10

Less than 100% = 0

**How is the target set?**

By agreement – and revised annually

**Unit:**

Number	Percentage	Rate	Other
	✓		

**Reporting Frequency** (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**Data Availability** (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

N/A

**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**

This is based on performance from previous years.

**Indicator Reference: TSTC PI 10**

**Indicator Name (short):** Percentage of Quotations provided within 3 weeks.

**Indicator Description or Definition:** This indicator is designed to measure the amount of quotations provided in a timely manner.

**Data Provider:** Contractor

**Data Enterer:** LCC Target Cost and Performance Manager

**Minimum Performance Level = 4**

---

**Purpose/Objective of Indicator:** To monitor the timeliness of quotations being provided to the Client. Quotations are required to be provided with 3 calendar weeks.

This measure does not include reactive works.

**Methodology (measurement):**

Measured by the Term Maintenance Management System (Confirm)

The status codes that are used within this measure are -

0130 Quotation Requested

0135 Quotation Provided

A Quotation request will be deemed a failure if 3 calendar weeks has passed, and no quotation has been provided. The target is 99%.

Points are lost for being under this level.

**Calculation i.e. numerator/denominator and formula if appropriate:**

Quotations provided within 3 weeks.

100% = 10

>99% = 8

>98% = 6

95 - 98% = 4 (**Minimum Performance Level = 4**)

90 - 95% = 2

90% = 0

**How is the target set?**

By Agreement

**Unit:**

Number	Percentage	Rate	Other
	✓		

**Reporting Frequency (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**Data Availability (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

N/A

**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**

Benchmark is based on previous year's performance.

## **Professional Services Partnership Performance Indicators**

**Indicator Reference:** PSP PI 1

**Indicator Name (short):** Compliance with Tendered Quality Statements

**Indicator Description or Definition:** This indicator is designed to measure the compliance with the tendered quality statements

**Data Provider:** Consultant

**Data Enterer:** LCC Target Cost and Performance Manager

**Minimum Performance Level = 6**

---

**Purpose/Objective of Indicator:** To provide continuous improvement to the service.

**Methodology (measurement):**

To measure the Consultant's actual performance against the tendered quality statements and undertakings made in the tender submission.

**Calculation i.e. numerator/denominator and formula if appropriate:**

Before the start of every contract year, ten undertakings will be identified from the quality statements.

On a quarterly basis during the contract year the undertakings will be compared against actual performance.

Each quarter the undertakings will be assessed to determine which have been deemed to have been completed, achieved or on track.

Points will be awarded based on this assessment.

Points Scale: -

10 achieved = 10

9 achieved = 8

**8 achieved = 6 (Minimum Performance Level)**

7 achieved = 4

6 achieved = 2

Less than 6 = 0

**"How is the target set?** Annually

---



**Unit:**

Number	Percentage	Rate	Other
✓			

**Reporting Frequency (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**Data Availability (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**

n/a

**Indicator Reference: PSP PI 2**

**Indicator Name (short):** Continuous Improvement and Innovation

**Indicator Description or Definition:** This indicator is designed to encourage innovations and improvements in the service.

**Data Provider:** Consultant

**Data Enterer:** LCC Target Cost and Performance Manager

**Minimum Performance Level = 4**

---

**Purpose/Objective of Indicator:** The Consultant actively seeks out, identifies and implements improvements, innovations and efficiencies on an on-going basis in order to constantly improve the service provided and ensure that the contract remains best value for the Client.

**Methodology (measurement):**

The Consultant provides examples and/or case studies on an annual basis that shows how they have achieved innovations and improvements in the service and also demonstrates the cost and time benefits.

Each example and/or case study outlines:

- The detail of the improvement, innovation or efficiency
- The cashable saving, or improvement in the service
- The methodology employed to capture the actual cashable savings, or improvements to the service

**Calculation i.e. numerator/denominator and formula if appropriate:**

Initially in Year 1 the Consultant will be expected to provide case studies that show a saving. A Score will be awarded based on total cases studies per annum.

>20 = 10

17- 19 = 8

14 – 16 = 6

**11 – 13 = 4 (Minimum Performance Level)**

8 – 10 = 2

< 8 = 0

The case studies will be split into Design or Construction based with each being given a cashable saving value.

The total cashable saving from Year 1 will be used as a benchmark for subsequent years with a requirement for continuous improvement going forward of 2% cashable saving annually.

The case studies will be signed off and agreed by the Service Manager. Percentages for Design case studies and Construction case studies will be averaged to provide a combined score for Year 2 onwards.

>2% improvement = 10

1 to 2% improvement = 8

0 to 1% improvement = 6

**-1 to 0% improvement = 4 (Minimum Performance Level)**

-2 to -1% improvement = 2

-3 to -2 % improvement = 0

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
			✓

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

---

**Benchmarking and Comparisons**

**What is the performance to be judged against? (I.e. base years, other authorities / contracts):**

This is a new measure

**Indicator Reference: PSP PI 3**

**Indicator Name (short):** Accuracy of Task Order Price Proposal

**Indicator Description or Definition:** To measure the accuracy of Task Order Price Proposals.

**Data Provider:** Client and Consultant (TSP)

**Data Enterer:** LCC Target Cost and Performance Manager

**Minimum Performance Level = 4**

---

**Purpose/Objective of Indicator:**

This indicator is designed to measure the accuracy of Professional Services Price Proposals against the actual out-turn costs (taking into account any agreed changes).

**Methodology (measurement):**

This measure relates to the entire service with each element of service, both mixed economy and external delivery, carrying an equal weighting for the calculation of the indicator score.

Each Price Proposal is compared to the out-turn cost of the task to establish the accuracy of the proposal. (Excludes supervision costs)

Any agreed changes to the Price Proposal are taken into account during this process.

**Calculation i.e. numerator/denominator and formula if appropriate:**

Each Task Order completed in the quarter adds to this measure

- Agreed price prior to commencement of work (A)
- Agreed changes (B)
- Actual out-turn cost (C)

Method of Calculation

$$PI = \frac{1 - C - (A + B)}{(A + B)} \times 100$$

Interpretation

Value of PI=

100%; Out-turn costs equal agreed price.

Greater than 100%; Out-Turn costs less than agreed price.  
 Less than 100%; Out-turn cost greater than agreed price.

Each design is then scored -

- >150%=0
- 125-150%=2
- 111-125%= 4 (Minimum Performance Level)**
- 101-110%=6
- 90-100%=10
- 80-89%=8
- 75-79%=6
- 55-75%= 4 (Minimum Performance Level)**
- <55%=2

An average of all scores is then used to gauge the overall performance

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

---

**Benchmarking and Comparisons**

**What is the performance to be judged against? (I.e. base years, other authorities / contracts):**

Based on previous years

**Indicator Reference: PSP PI 4**

**Indicator Name (short):** Ability to Meet Agreed Timescales to Complete a Task Order

**Indicator Description or Definition:** This indicator is designed to measure the time taken to complete a Task Order compared to agreed timescales for this process (taking into account any agreed changes)

**Data Provider:** Client and Consultant (TSP)

**Data Enterer:** LCC Target Cost and Performance Manager

**Minimum Performance Level = 4**

---

**Purpose/Objective of Indicator:**

This measure relates to the entire service with each element of service, both mixed economy and external delivery, carrying an equal weighting for the calculation of the indicator score.

**Methodology (measurement):**

The actual time taken to complete a Task Order is compared to the agreed timescale.

Any agreed changes to the task are taken into account.

**Calculation i.e. numerator/denominator and formula if appropriate:**

Each Task Order completed in the quarter adds to this measure

- The target delivery date (A)
- Agreed duration adjustment in days (B)
- Actual date Task Order completed (C)

Method of Calculation

$$PI = 1 - \frac{C - (A + B)}{(A + C)} \times 100$$



Interpretation

Value of PI=

- 100%; Work completed on agreed date.
- Greater than 100%;- Work completed after agreed date
- Less than 100%;- Work completed before agreed date

Each design work is then scored -

- >150%=0
- 125-150%=2
- 110-125%= 4 (Minimum Performance Level)**
- 100-110%=6
- 90-100%=10
- <90%=8

An average of all scores is then used to gauge the overall performance

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

---

**Benchmarking and Comparisons**

**What is the performance to be judged against? (I.e. base years, other authorities / contracts):**

Based on previous years

**Indicator Reference: PSP PI 5**

**Indicator Name (short):** Overall Performance of Design and Supervision

**Indicator Description or Definition:** Quality of Design and Supervision relative to final out-turn works cost

**Data Provider:** Client and Consultant (TSP)

**Data Enterer:** LCC Target Cost and Performance Manager

**Minimum Performance Level = 4**

---

**Purpose/Objective of Indicator:**

To measure the quality of the design and supervision service.

**Methodology (measurement):**

This measure relates to the entire service with each element of service, both mixed economy and external delivery, carrying an equal weighting for the calculation of the indicator score.

The out-turn works cost of a project is compared to the awarded tender value.

An account is taken of any changes to the works which are outside of TSP's control. For example changes to the scope of the work instructed by the Client.

**Calculation i.e. numerator/denominator and formula if appropriate:**

Each project completed in the quarter adds to this measure

- Awarded Tender Value (A)
- Changes to cost outside of the Consultant's control (B)
- Actual out-turn cost. (Agreed final account) (C)

Method of Calculation

$$PI = 1 - \frac{C - (A + B)}{(A + B)} \times 100$$

Interpretation

Value of PI=

100%; Out-turn cost is equal to the awarded tender value.  
 Greater than 100%; Out-turn cost less than the awarded tender value.  
 Less than 100%; Out-turn cost greater than the awarded tender value.

Each project is then scored -

- >135%=0
- 130-135% =2
- 125-130%= 4 Minimum Performance Level**
- 120-125%=6
- 115-120%=8
- 85-115%=10
- 80-85%=8
- 75-80%=6
- 70-75%=4 (Minimum Performance Level)**
- 65-70%=2
- <65%=0

An average of all scores is then used to gauge the overall performance

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

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**Benchmarking and Comparisons**

**What is the performance to be judged against? (I.e. base years, other authorities / contracts):**

Based on previous years

**Indicator Reference: PSP PI 6**

**Indicator Name (short):** Accuracy of Pre-Tender Works Cost Estimating

**Indicator Description or Definition:** The indicator is a comparison of the Pre-Tender Works Cost Estimate against the lowest assessed Tender Value.

**Data Provider:** Client and Consultant (TSP)

**Data Enterer:** LCC Target Cost and Performance Manager

**Minimum Performance Level = 4**

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**Purpose/Objective of Indicator:**

To measure the accuracy of Pre-Tender Works Cost estimating.

**Methodology (measurement):**

This measure relates to the entire service with each element of service, both mixed economy and external delivery, carrying an equal weighting for the calculation of the indicator score.

Each Pre-Tender works cost estimate is compared to the lowest submitted assessed tender for the project or the agreed Task Order target (if delivered within the alliance)

**Calculation i.e. numerator/denominator and formula if appropriate:**

Each awarded tender in the quarter adds to this measure.

- Pre-tender works cost estimate (A)
- Assessed Tender Value (B)

Method of Calculation

$$PI = \frac{B - A}{B} \times 100$$

Interpretation

Value of PI=

100%; Pre-Tender Works Cost Estimate equal to Assessed Tender Value.

Greater than 100%; Pre-Tender Works Cost Estimate less than Assessed Tender Value.  
 Less than 100%; Pre-Tender Works Cost Estimate greater than Assessed Tender Value.

Each construction work is then scored -

- >135%=0
- 130-135% =2
- 125-130%= 4 (Minimum Performance Level)**
- 120-125%=6
- 115-120%=8
- 85-115%=10
- 80-85%=8
- 75-80%=6
- 70-75%= 4 (Minimum Performance Level)**
- 65-70%=2
- <65%=0

An average of all scores is then used to gauge the overall performance

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

---

**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**

This is a new measure



**Indicator Reference: PSP PI 7**

**Indicator Name (short):** Contract Notifications Processed within Required Timescales.

**Indicator Description or Definition:** To ensure Contract Notifications are processed in a timely manner.

**Data Provider:** Client and Consultant (TSP)

**Data Enterer:** LCC Target Cost and Performance Manager

**Minimum Performance Level = 5**

---

**Purpose/Objective of Indicator:**

This indicator is designed to ensure that TSP element of the Consultant complies with the Term Maintenance contract management processes when supervising and managing works within the alliance and that they are carried out in an efficient and effective manner.

**Methodology (measurement):**

This measure only relates to the Mixed Economy Model (LCC and PSP Staff).

The method of measuring this indicator will be to take information from a scheduled report from the Term Maintenance Contract Management System (Confirm).

The report will show the contract notifications raised and committed within required timescales and will be shown as a percentage.

**Calculation i.e. numerator/denominator and formula if appropriate:**

Each Notification will be assessed for timeliness of response.

If an acceptable update has been received in timeframe the notification will be considered a pass.

If the update is received late but within an acceptable additional timeframe it will be considered a pass but weighed at 50% (half score)

Status Changes	Pass	Half Score	Fail
Early Warning to be acknowledged (Status 0225 to 0226)	Within 2 weeks	up to 4 weeks	Over 4 weeks
Decision on CE (Status 0227 to either 0228 or 0229)	Within 1 week	up to 2 weeks	Over 2 weeks
Accepting or requesting revised Quote (Status 0230 to 0245, 0265 or 0260)	Within 2 weeks	up to 4 weeks	Over 4 weeks

Passes + (Addition Passes/2)

Total Notification

Contract Notifications processed within required timescales

>98% = 10

>95% = 9

>92% = 8

>89% = 7

>86% = 6

**>83% = 5 (Minimum Performance Level)**

>80% = 4

>77% = 3

>74% = 2

>71% = 1

<71% = 0

"How is the target set? Annually

---

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

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**Benchmarking and Comparisons**

**What is the performance to be judged against? (I.e. base years, other authorities / contracts):**

This is a new measure

**Indicator Reference: PSP PI 8**

**Indicator Name (short):** Client Satisfaction of Design Service

**Indicator Description or Definition:** Client satisfaction on completion of design service based on responses to questionnaires.

**Data Provider:** Client and Consultant (TSP)

**Data Enterer:** LCC Target Cost and Performance Manager

**Minimum Performance Level = 4**

---

**Purpose/Objective of Indicator:**

To measure Client Satisfaction with the design service

**Methodology (measurement):**

This measure relates to the entire service with each element of service, both mixed economy and external delivery, carrying an equal weighting for the calculation of the indicator score.

After the design or supervision phase of a project has been completed, a Client satisfaction questionnaire is sent by the Technical Services Partnership to the Client team so that a score can be awarded for the design.

Examples of the design and supervision questions are as follows:

<b>Technical Services Partnership Customer Satisfaction Questionnaire - Design</b>	
Q1	Your name:
Q2	Project Title:
Q3	Project Number:
Q4	Lead Designer Engineer:
<b>TSP's Performance</b>	
Q5	Meeting overall requirements of the agreed brief (please select from 1 - 10)
Q6	Comments
Q7	Timely delivery of agreed outputs (please select from 1 - 10)
Q8	Comments
Q9	Delivering outputs with agreed fee (please select from 1 - 10)
Q10	Comments
Q11	Quality (fit for purpose) of outputs delivered (please select from 1 - 10)
Q12	Comments

Q13	Effective and timely change control (please select from 1 - 10)
Q14	Comments
Q15	Approach to communication and co- ordination (please select from 1 - 10)
Q16	Comments
Q17	Management of Health and Safety risks and issues (please select from 1 - 10)
Q18	Comments
Q19	Management of other risks (please select from 1 - 10)
Q20	Comments
Q21	Was there anything that went particularly well on this project?
Q22	If Yes, please detail here:

	<b>Technical Services Partnership Customer Satisfaction Questionnaire - Supervision</b>
Q1	Your name:
Q2	Project Title:
Q3	Project Number:
Q4	Lead Designer Engineer:
	<b>TSP's Own Role and Responsibility</b>
Q5	Meeting overall requirements of the agreed brief (please select from 1 – 10)
Q6	Comments
Q7	Timely undertaking of roles and responsibilities (please select from 1 – 10)
Q8	Comments
Q9	Delivering roles and responsibilities within agreed fee (please select from 1 – 10)
Q10	Comments
Q11	Effectiveness of meeting roles and responsibilities (please select from 1 – 10)
Q12	Comments
Q13	Effective and timely change control (please select from 1 – 10)
Q14	Comments
Q15	Approach to communication and co-ordination (please select from 1 – 10)
Q16	Comments
Q17	Management of Health and Safety risks and issues (please select from 1 – 10)
Q18	Comments
Q19	Management of other risks (please select from 1 – 10)
Q20	Comments
	<b>TSP's Control of Works Delivery</b>
Q21	Delivery of works, including snagging (please select from 1 – 10)
Q22	Comments
Q23	Final scheme works cost monitored and managed (please select from 1 – 10)
Q24	Comments
Q25	Works meeting requirements of agreed brief (please select from 1 – 10)

Q26	Comments
Q27	Was there anything that went particularly well on this project? (select from 1 – 10)
Q28	If Yes, please detail here:

The questions will be scored in accordance with the interpretation below:

Score		
Excellent	Totally satisfied. Excellent service	10
Very Good	Demonstrates above average proficiency. Exceeds expectations.	8
Satisfied	Competent service. Meets expectations.	6
Average	Minimum level of service. Only just meets expectations. Neither satisfied nor dissatisfied.	4
Less than Satisfied	Does not fail but service is basic.	3
Poor	Total failure. Totally dissatisfied	1

All Task Orders for which a design has been completed in that quarter are to be included with the score

All questionnaires received within the quarter will be scored for the Design Service to determine an average score for the quarter.

**Calculation i.e. numerator/denominator and formula if appropriate:**

All questionnaires received are separated to take into account of the cost for the individual Task Order. They will be separated as follows -

- Below 10k
- 10k-50k
- 50k-100k
- Greater than 100k

Each pot of questionnaires will equate to 25% of the total score for the quarter.

If there is no response in a band in a quarter it will be discounted. The other bands will be adjusted accordingly to keep equal weighting.

Each questionnaire is scored for the Design Service as follows -

- Total score of questions answered.
- Number of questions answered.

Then the scores of all Questionnaires are averaged to get an overall score for each cost range for Task Order.

Total of average scores from questionnaires  
 Total number of questionnaires

The average score for each of the four ranges then converts to a score for the Indicator as follows

Average	Converted Score
>9.5	10
>8.5	8
>6.5	6
≥5	4 (min performance)
<5	2
<4	0

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

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**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**

Based on previous years



**Indicator Reference: PSP PI 9**

**Indicator Name (short):** Continuity of Key Staff

**Indicator Description or Definition:** Ability to retain key staff.

**Data Provider:** Consultant and Client

**Data Enterer:** LCC Target Cost and Performance Manager

**Minimum Performance Level = 7**

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**Purpose/Objective of Indicator:**

To maintain the added value to the service by retaining key members of staff.

**Methodology (measurement):**

To measure the impact of the loss of a key member of staff to the overall service.

**Calculation i.e. numerator/denominator and formula if appropriate:**

Throughout the design and works phase of a project a Client satisfaction questionnaire is sent by the Consultant to the Client team so that a score can be awarded for the design service.

One question will relate to any loss/changes of a key member of staff to a project.

The Client team will rate, in the relevant cases, whether there was an impact to the Design Service as follows -

Impact Level	Score	Description
Negligible	10	No significant impact to quality of service.
Minor	7	Potential for a minor impact in service, loss in efficiency
Moderate	4	Some impact on service provided, some effort, time or expense required to recover.
Significant	2	Considerable impact in the quality of service. Considerable effort, time or expense required to recover.
Major	0	Severe impact on Service. Critical loss to all users.

**Minimum Performance Level = 7**

The average score will be used for the quarterly Indicator Score.

**"How is the target set? Annually**

**Unit:**

Number	Percentage	Rate	Other
	✓		

**Reporting Frequency (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**Data Availability (also specify date):**

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

**How is performance reported?:**

Actual	Cumulative
✓	

**Accumulation over time** i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

**Explain any anticipated reporting lags between actual and estimated data (year end?)**

n/a

**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**

Based on previous years

**Indicator Reference: PSP PI 10**

**Indicator Name (short):** Time Taken to Fill a Vacancy

**Indicator Description or Definition:** Ability to appoint staff based in Client Offices, and Consultancy staff when asked by the Client

**Data Provider:** Consultant

**Data Enterer:** LCC Target Cost and Performance Manager

**Minimum Performance Level = 4**

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**Purpose/Objective of Indicator:**

To maintain staff resource levels.

**Methodology (measurement):**

The partner will ensure that staff positions based in Client offices are filled and required levels are maintained.

The staff positions that feed into this measure will be agreed upon each year, through the annual task order process.

Additionally, the timeframe taken by the Consultant to fill any new vacancy when requested, with relevant detail provided in writing, by the Client will be included in this measure.

Any vacancy will be required to be filled by a suitably skilled and competent candidate.

A baseline of 3 months will be used for this measure.

**Calculation i.e. numerator/denominator and formula if appropriate:**

Total staff positions in client offices will be compared to vacancies in client offices

Each quarter the total amount of vacancies will be compared to how many staff were not appointed within 3 months.

Method of Calculation

(Total Client Office based staff required) plus (additional new vacancies requested by Client)  
(A)

Total Vacancies older than 3 months (B)

$$\frac{A-B}{A} \times 100$$

Scoring

- >90% = 10
- 80 – 90% = 8
- 70 – 80% = 6
- 60 – 70%= 4 (Minimum Performance Level)**
- 50 – 60% = 2
- <50% = 0

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

**Benchmarking and Comparisons**

**What is the performance to be judged against? (i.e. base years, other authorities / contracts):**

This is a new measure.

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