



Open Report on behalf of Andy Gutherson, Executive Director - Place

Report to:	Highways and Transport Scrutiny Committee
Date:	06 March 2023
Subject:	Highways Performance Report, Quarter 3 (01 October to 31 December 2022)

Summary:

This report sets out the performance of the highways service, including the Major Highways Schemes Update, Lincolnshire Highways Performance Report and Highways and Transport Complaints Report.

Actions Required:

The Committee is asked to consider and comment on the detail of performance contained in the report and recommend any changes or actions to the Executive Member for Highways, Transport, and IT.

1. Background

This report provides an update on all aspects of the highways service delivery, including major schemes, quarterly performance data for the key contracts (Highways Works, Traffic Signals and Professional Services) and strategic highlights relevant to the Highways Service in Lincolnshire.

This report contains:

- Major Highways Schemes Update February 2023
- Lincolnshire Highways Performance Report, Year 3, Quarter 3
- Highways Complaints Report, Quarter 3
- NHT Public Satisfaction Survey - 2022

2. Major Highways Schemes Update

The Authority currently has three major highways schemes that are in progress:

- Grantham Southern Relief Road
- Spalding Western Relief Road
- North Hykeham Relief Road

There are a number of major highways and other infrastructure projects, which are of significant scale and have a major impact on the County and surrounding area. All of these schemes are included in the Major Highways Schemes Update, February 2023, found in Appendix A to this report.

2.1. Lincolnshire Highways update

2.2. Performance Report

Quarterly performance is reported at the Lincolnshire Highways Performance Working Group. Here performance issues are discussed and if required, escalated through the governance structure, with performance issues becoming the subject of an Improvement Plan.

A copy of the Lincolnshire County Council Highway Performance Report for Year 3, Quarter 3 can be found in Appendix B. This covers the period of October to December 2022.

The partners managed to achieve their targets for Quarter 3. The results per contract area are:

- Highways Works Term Contract Performance Indicators (Balfour Beatty) – 75.0%
- Professional Services Contract Performance Indicators (WSP) – 75.4%
- Traffic Signals Term Contract Performance Indicators (Colas) – 86.0%
- Client Performance Indicators (LCC) – 75.0%
- Alliance Key Performance Indicators (LCC/Balfour Beatty/Colas/WSP) – 81.0%

The success for Quarter 3 performance data was holding the scores that were achieved for Quarter 2. The other success to note was the continued rise in the Highways Works PI3 which has risen from 4 to 7 following a significant package of works during the summer months of 2022 and increased focus on the reactive service.

For specific areas of the Service that are below the targeted performance, the following Improvement Plans are in place:

- Highway Works – PI3 – Tasks Completed within timescales – Reactive Works
- Highway Works – PI8 – Street Lighting Service Standard
- Highways Works – PI6 – Quality Assessment of works

In line with the contractual procedures, PI3 and PI8 have triggered a Low Service Damage penalty within the contract and continue to receive increased focus and effort. PI3, whilst improving dramatically has scored below the tendered bid position of 8. Low performance for PI8 has occurred due to a delay in the delivery of routine maintenance. The service continues to focus on these aspects.

2.3. Contract Specific Update

The delivery of the three key highway delivery contracts (Professional Services – WSP / Highways Works – Balfour Beatty / Traffic Signals – Colas) are now in quarter 4 of year three

of the contract. The linked contracts are due for renewal on 31 March 2026 with the possibility of extension up to 31 March 2032.

2.4. Highway Works Term Contract – Balfour Beatty

The Highways Work Term Contract delivers the vast majority of highway service, with maintenance of carriageways a priority but with footways and cycleways also being proportionally addressed according to the Highways Asset Management Strategy. Minor reactive works are used predominantly to address safety issues and faults within the carriageway and footway network. The contract also delivers most of the drainage, structures and streetlighting maintenance improvement schemes.

In Quarter 3 of 2022/23, Lincolnshire Highways repaired 16691 faults, including 7722 carriageway potholes (including edge potholes). The service fixed 347 gully grates/manhole covers, 948 footway defects, replaced 12 gully pots completely, as well as conducting 288 kerbing jobs, 74 minor tree jobs and repaired or replaced 215 signs.

During the third Quarter of 2022/23 Lincolnshire Highways completed a variety of schemes as detailed in the table below. This included 14 miles of carriageway patching and surfacing, 21 miles of footway resurfacing and reconstruction, and refreshed 7.5 miles of carriageway lining.

Work Types	Miles	Schemes
Drainage Improvements		10
Footway Reconstruction	2.5	8
Footway Micro Asphalt	18	47
Main Line Replacement	7.5	2
Carriageway Patching	10.3	11
Carriageway Recycling	0.8	2
Residential Resurfacing	1.7	13
Carriageway Resurfacing	2.3	6
Street Lighting Replacement		2
Structures Improvements		7
Traffic Signals Improvements		5

2.4.1. Minor Works Gangs

The minor works gangs continue to deliver work slightly larger in scope than the reactive safety works covered by Series 6300, of the Term Maintenance Contract. The service continues to focus on the most beneficial aspects of this work, such as civils, minor patching, and drainage.

641 individual jobs of this type were completed across the County in Quarter 3 of 2022/23. This included 201 tree jobs, 136 carriageway sites, 57 drainage jobs, 12 kerbing repairs and 79 footway repairs.

2.4.2. Challenges / Improvements

Over the past 24 months, inflation within the construction sector has caused significant challenge for the Highway service. During that time period, the average cost of a scheme has risen by 23% on average. Over the past three months the rate of inflation rise has started to reduce, and it is anticipated to level off for the remainder of 2023.

The additional LCC highway funding announced in the 2023 budget will ensure that the existing service levels can be maintained for financial year 23/24. Whilst the LCC contribution of funding continues to increase, the Department for Transport (DfT) - Highways Maintenance Block allocation announced in November 2021 remains static and is likely to do so until 31st March 2025 under a three-year settlement. LCC Highways continue to lobby the DfT via regional bodies in relation to this ongoing pressure.

The Highway service continues to focus on the reactive (potholes and faults) and the Street Lighting operational delivery. The scale of demand, resource requirements and commercial pressure within the contract remain challenging, but all parties involved (including the supply chain) are making the necessary improvements.

During the winter months LCC anticipate and plan for both the reactive and street lighting service to be placed under additional strain. The number of live faults remains under constant review and additional resource has been introduced to the contract. Keeping the number of live jobs in a manageable position ensures that the service operates in line with the Highways Infrastructure Asset Management Plan.

2.5. Professional Services Contract – WSP

WSP work alongside Lincolnshire Highways colleagues in the Technical Services Partnership (TSP), where three Performance Indicators measure WSP performance directly and seven measure TSP as a whole (LCC & WSP). All schemes which completed in Year 3 Quarter 2 feed into this reporting period.

The overall Professional Services Partnership score for Year 3 (2022/23) Quarter 3 is 75.4 out of 100, a slight increase on the adjusted Quarter 2 score of 74.6.

WSP are on target to deliver nine out of 10 of the selected Year 3 quality statements, which are measured annually. An example of a quality statement provision is the ongoing provision of 'Volunteering Days' which are being used through the Lincolnshire Councillor nominated Councillor Volunteering Schemes. WSP are also encouraged to develop continuous improvement / innovation initiatives, which target year on year cost savings for the contract. To date, cost savings have included innovative approaches to problem solving on highways schemes, the provision of free training for local LCC highway colleagues and the trial use of a drone to improve safety on LCC structure inspections. LCC can also benefit

from innovations which have been used elsewhere within WSP, which are shared through the Lincolnshire Highways Partnership innovation group.

WSP colleagues are also actively engaged in wider social value activities, including leading on the most recent volunteering scheme at Theddlethorpe Village Hall playing fields, where a combined WSP, Balfour Beatty, Colas and LCC Highways team worked alongside the parish council to clear an overgrown ball court that is now back in use within the community. Local WSP colleagues have also continued working with this year's cohort of the Construction and Built Environment students at Lincoln College, where careers support has been provided and the students are developing a 'real life' feasibility study for them to include within their studies.

The four measures which focus on TSP's ability to deliver highway schemes to time and cost achieved an average score of 8.4/10 for Y3 Quarter 2, which is up on the previous quarter at 7.9/10.

There is an opportunity to continue improving performance in the timeliness of contract notifications within TSP Highway Schemes. The score of those completed to time in Y3 Quarter 3 is 5/10 which is the same as Quarter 2.

Internal TSP Client satisfaction scores, obtained through Client Satisfaction Questionnaires for those schemes completing in the quarter, have improved in Quarter 3 with most clients being satisfied with the service score at 6/10.

Within the measures WSP are targeted to fill requested vacancies within 3 months. The score for Quarter 3 equates to 4/10, a continued downward trend of 2 marks lower than Quarter 2. Whilst much effort goes into identifying quality candidates to the Lincolnshire contract it is currently proving difficult to attract potential colleagues who have the right qualifications and experience, who are affordable as industry wide salary expectations continue to increase. Inflation rises for Professional Services are not showing signs of slowing like the wider construction inflation with a 2.2% increase occurring in January 2023 alone.

2.5.1. Challenges / Improvements

Recruitment for specialist roles within the engineering sector is proving difficult to attract and retain in the current climate. LCC have needed to pursue alternative routes to obtain staff on occasion to backfill hard to fill positions.

LCC and WSP are implementing a number of initiatives to tackle the recruitment challenges and are looking to bring staff based in WSP national offices into the LCC highway offices to bolster service delivery.

2.6. Traffic Signals Term Contract – Colas

Quarter 3 scoring was on target to be in line with recent quarterly performance, until the cold snap arrived in early December. This brought freezing temperatures that impact the performance of our pedestrian push button units, making them stick in the "On" position,

forcing the pedestrian crossings to constantly cycle as if the button is being pressed repeatedly. This is deemed as an emergency fault due to the network disruption it causes and has the potential to increase risk of driver non-compliance.

Another issue within the reporting period was two serious power spikes in Lincoln which caused multiple signal aspect failures (over 30 on one occasion). The overall PI score of 90 has therefore dropped to 86 this quarter mainly as a result of these events.

In terms of operational delivery, the overall statistics for Quarter 3 were as follows:

- 101 emergency faults (2-hour response) of which 96 were attended in time (95%).
- 527 standard faults (response within 12 contract hours) of which all 497 attended in time (94.3%).
- 59 requests for signals to be switched off for road works.

The Traffic Signal Capital Refurbishment Programme for Quarter 3 saw the following schemes undertaken:

- High Street / Victoria Road, Mablethorpe – complete junction refurbishment that was due for completion before Christmas. Serious issues were found with low-lying utilities in the footways and so the scheme was not completed until the end of January.
- High Street (Silver Street), Coningsby – crossing refurbishment that also saw issues with utilities in the footways causing power disruption to 27 houses in the village.
- High Street (Rutland Road), Mablethorpe - installation of a new Puffin crossing outside the primary school.

2.6.1. Challenges / Improvements

The utility issues highlighted above have brought about a change in our processes when commissioning work in footways with known utilities. At larger junctions, GPR (Ground Penetrating Radar) surveys will be carried out to accurately pinpoint the location of services.

The wider Colas business continue to offer support to the Highway Service as a sub-contractor providing recycling schemes on the unclassified road network. Colas have also been engaged to carry out street lighting column integrity testing.

3. Complaints

A copy of the Highways Complaints Quarter 3 report can be found in Appendix C. During quarter 3 the highway service received a total of 19,010 Fix My Street submissions, CSC calls and CSC emails. LCC received a total of 189 contacts to the Customer Relations Team during this period, accounting for less than 1% of all contacts received.

Of these 189 contacts 151 entered the formal complaints process, accounting for 80% of these contacts, with the remaining 38 being resolved informally in early resolution.

The number of complaints entering the formal complaints process has decreased by 20% in comparison to the previous quarter.

4. NHT Public Satisfaction Survey

The Council has participated in the NHT Public Satisfaction survey since 2008 and this enables LCC to understand the views and preferences of a sample of residents and to compare these against other similar councils. The survey, undertaken by Ipsos MORI, is based on a sample of residents, and is designed to represent a spread of customers' views of the service across the County, geographically by gender and by age.

A copy of NHT Public Satisfaction Survey – 2022 can be found in appendix D. The content of this report gives a general overview of the Authority's position in relation to where Lincolnshire Highways stand against last year's results. It is also possible to analyse the data for individual service areas and for geographical locations.

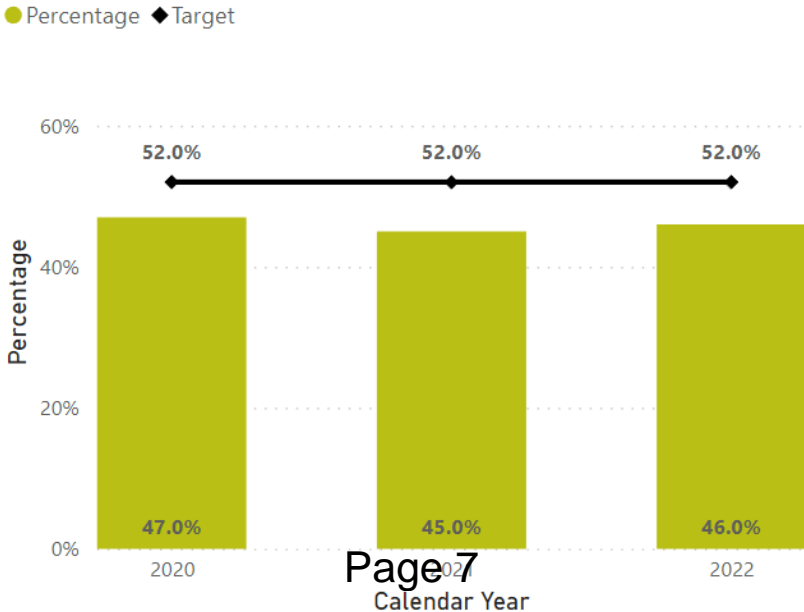
Lincolnshire Highways are currently investigating a number of opportunities to improve its NHT Public Satisfaction. Improvement work will be focused on continued service delivery improvements, improvements with our digital reporting platform and continued delivery of our communications calendar that is focused on seasonal activity.

The overall NHT score is monitored as a Service Level Performance measure.

PI 108 – Public Satisfaction with Highways and Transport Services ✖

- 0 measures that exceeded their target ★
- 0 measures that achieved their target ✓
- 1 measure did not meet their target ✖
- 0 measure that does not have a target (contextual)

LCC's score for 2022 has improved from the previous year of 45% to 46% showing a slight increase in public satisfaction. Our target of 52% is based on the average percentage of all other authorities in 2019. This level was chosen with the aim of having parity and is still our aspirational target. It is worth noting that the national average now is 50% which shows that whilst we are still behind the national average, our score is improving whereas nationally scores are decreasing.



Conclusion

Lincolnshire's Highway team and its strategic partners continue to deliver an efficient and effective service during extremely challenging market conditions. Performance reported for Quarter 3 demonstrate that the service has continued to improve. Whilst some areas have improved, the service continues to pursue further initiatives to tackle areas of low performance and is consistently striving to implement value for money savings across the wider service.

The latest data suggests that the rapidly rising inflation experienced over the past 24 months within the Construction sector is starting to plateau. The service will continue to monitor the impact this has on service delivery and ultimately the buying power of the Highway Service going forward.

The Committee is asked to consider and comment on the detail of performance contained in the report and recommend any changes or actions to the Executive Member for Highways, Transport, and IT.

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Major Highways Scheme Update Report February 2023
Appendix B	Lincolnshire Highways Performance Report (01 October to 31 December 2022) Quarter 3
Appendix C	Highways Complaints Quarter 3 Report
Appendix D	NHT Public Satisfaction Survey - 2022

8. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Jonathan Evans, Head of Highways Client and Contractual Management Services, who can be contacted on 01522 55222 or Jonathan.evans@lincolnshire.gov.uk.

Grantham Southern Relief Road

Phase 1 from the B1174 running towards the A1 is already complete.

Phase 2 which is the new graded separated junction on to the A1 is completed and opened on 20 December 2022.

Phase 3 is the final phase of the project and is the largest and most complex to deliver. It consists of a five-span viaduct carrying the road over the East Coast Mainline railway and the River Witham. Works commenced April 2021 and have focussed on extensive ground works, embankment construction either side of the Witham Valley and the installation of the bridge foundation piles. The piling works for the bridge piers commenced in January 2022 and the foundation for the western abutment has been completed. There are complexities and challenges with the construction of the eastern embankment which are being developed. One of these issues is that the underlying ground is not as robust as the designer had anticipated or designed the bridge to sit upon. The result is that the bridge is being lengthened approximate 70m towards the East to avoid the area where the poor ground is situated. This will result in approximately 18 months delay, pushing the completion back to Summer 2025. The project will also incur significant cost increases in excess of £15 million. A full investigation is under way to understand how this has occurred and where the liability rests. This is being done in conjunction with the design remediation. Elsewhere the project is continuing well where the A1 junction opened on 20 December 2022 and the section between the A52 Somerby Roundabout and the development roundabout opening Spring 2023.

North Hykeham Relief Road

When complete, this new road will link the A15 Lincoln Eastern Bypass with the A46 Western Bypass at Pennells Roundabout to create a full ring road around Lincoln. The project also aims to:

- Assist the sustainable economic growth of Lincoln and Lincolnshire
- Maximise accessibility to Lincoln
- Improve journey times and road safety in Lincoln

In December Lincolnshire County Council (LCC) was informed that the project had achieved programme entry approval from the Department for Transport (DfT), which also secured £110 million towards the project from the DfT. A key decision to appoint Balfour Beatty as the Design and Build Contractor was approved on 05 April 2022 who in turn will appoint a design consultant. The project has now entered the next key stage which focusses on data acquisition and design in advance of a planning application being submitted in late

2023. Intrusive Geophysical, Ground Investigation and Ecology surveys are taking place across the route so people will see activities relating to these in the area. Three public engagement events took place on 13, 14 and 15 September to ensure the public are informed on progress and to gain their views on progress being made. These events were well received and positive towards the proposed scheme. Two further events are planned in Spring and then Summer 2023. It is likely that works will commence late 2025, however the project is subject to many statutory processes and risks that have the potential to delay the scheme. It's also worth noting that current material inflation will have a significant increase of forecast scheme costs.

Spalding Western Relief Road

Section 5 (Northern Connection) – In February 2018 SHDC in collaboration with LCC were successful in securing £12 million from the Homes and Communities Agency (HCA) for delivering this section of the SWRR. Since then, a further £8.13 million has been sourced from the HCA.

Works commenced in January 2022 with the construction of the two piling platforms to allow the c1600 number piles to be installed to support the bridge over the rail line. These piles are now complete with the focus moving to pile caps (currently 1500 completed) and construction of the embankment. In addition, the new roundabout on Spalding Road is largely completed and open to traffic. Works are programmed to be completed by the end of 2023.

Lincolnshire Coastal Highway

Lincolnshire County Council investigated potential improvements to the A158 across the county from the A1 to the North Sea coast, known as the 'Lincolnshire Coastal Highway'. This looked at the options for intervention along the route. In identifying improvements to the Highway, consideration was given to being future-ready, building in capacity to support growth, investigating options across a range of modes and building in resilience and lower longer-term costs for management of infrastructure.

A Horncastle bypass concept paper was completed which identified expected costs and benefits. Due to the DfT scoring mechanism, the benefits are very low in comparison to the cost and therefore would not attract any central government funding. This project is therefore currently not being progressed but is included in the Council's pipeline of projects to consider in the future.

A Skegness Relief Road concept paper has also been completed which indicates a route that attracts a medium 'Benefit to Cost Ratio' score meaning that it may attract third party funding should a funding opportunity be presented. A further detailed feasibility of the potential road is now being developed.

A feasibility of an Orby bypass is also being progressed.

Levelling Up Fund Projects (LUF)

LCC submitted a bid to central government under the LUF initiative, this consisted of the following projects:

- A16/A151 Springfield roundabout capacity improvement
- A16 Greencell roundabout (Spalding Power Station) capacity improvement
- A16 Kirton four-way signalised junction – with associated small section of dual carriageway leading into and out of the junction along the A16 – *Now removed, see below.*
- A16 Marsh Lane Roundabout – designated north bound lane
- Boston Active travel schemes

In October 2021 it was announced that the bid had been successful. Since the announcement the projects have all moved into detailed design with a view to start on site in 2023 and be completed 2025. The first two project, Marsh Lane roundabout and Boston Active Travel went to Highways and Transport Scrutiny for discussion prior to gaining a key decision approval from the Leader. These projects went out to tender in January 2023, with a view to starting April/May 2023.

There have been some concerns raised from the local community regarding the development of the Kirton signalised junction. A public meeting was held in July where the project team attended to answer questions and took away a large quantity of views and thoughts for the form of the proposed scheme. Following this meeting discussions have been ongoing with the DfT and recently they have announced that they are content with the removal of this scheme from the programme and to use those funds to offset the inflationary costs increases on the other five projects.

A17 Heckington Dual Carriageway

LCC was successful with a funding bid of £50k from Midlands Connect to progress a scheme to a Strategic Outline Business Case Stage. This is matched funded by LCC to help build-up a sizable 'pool' of credible business cases Midland Connect region can prioritise for submission to the DfT when the next MRN fund and Regional Evidence Base process is called. A date for which is unknown at this stage, but it could possibly be in 2023.

LCC put forward the A17 Heckington dualling proposals which includes dualling the sections between the east and west junctions of Heckington and possibly some junction alterations. The Business Case has been completed which indicates it has a very low likelihood of attracting third party funding. It will however be put forward to Midlands Connect as a potential project for funding in the future.

Grantham Future High Street Fund

South Kesteven District Council (SKDC) was successful with their Future High Street fund bid, which included two projects which impact the highway. These include Station Approach five arm junction and the Market Place. The Station Approach project entails improving the pedestrian facilities to make the flow of pedestrian movements coming from the station into Grantham town centre a more pleasing experience. At the moment it is very industrial, therefore the project will remove barriers, improve the form of the pedestrian islands, install conservation street furniture amongst some more general maintenance elements. The Market Place project will lift the existing carriageway stone setts, so they are the same level as the existing footway stone setts. This combined with the removal of street furniture will allow for more events to be held in the marketplace while not impacting the stability of the carriageway.

Both these projects are currently going through detailed design with the Station Approach project due to start mid-2023. Since the bids were successful, accelerated construction inflation has had an impact on the proposed projects, therefore the Station Approach projects will be constructed first and then SKDC will review whether they have sufficient funds to pay for the Market Place project.

It should be stressed that these are not County led projects and therefore the risks sit with SKDC.

Sincil Bank

The City of Lincoln was successful with their Towns Fund Bid, which included amongst other things Sincil Bank regeneration scheme. This project includes embedding a one-way system and residents parking facilities that will complement the potential residents parking Traffic Regulation Orders (TROs). The project also entails a significant sum of public realm improvement to enhance the town scape. There are concerns regarding the cost of the scheme compared to the budget allowance when factoring in the accelerated construction inflation that has occurred since the bid was successful. As such the team are preparing to the project to be split in phases so that the County can ensure the scheme does not go over the funds that the City of Lincoln Council (CoLC) have.

It should be stressed that this is not a County led project and therefore the risks sit with CoLC.

Dolphin Lane

This a joint funded project between LCC and Boston Borough Council which originated from the District's Heritage Lottery Fund. The project is a public realm scheme that improve the pavement to new stone setts that are in keeping with the surrounding environment. This will connect directly to the Market Place which has the same type of stone setts.

Works are due to start spring/summer 2023.



Lincolnshire Highways Performance Report

Year 3 Quarter 3 – October to December 2022

Prepared February 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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**Highways Works Term Contract
Performance Summary**

		Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	
HWTC PI1	Compliance with tendered Quality Statements	10 Achieved	8 Achieved	8.0 ↔	8.0	8.0		10 Quality statements have been selected to score this measure. After assessment it has been deemed that 8 are currently being achieved
HWTC PI2	Response times for emergency works	99.5%	99.38%	10 ↔	10	9.5		Out of 646 emergency jobs over the quarter, 642 achieved the required response rate.
HWTC PI3	Tasks completed within timescales - Reactive Works	99.0%	96.08%	7 ↑	4	2.8		8646 out of 8999 jobs were completed on time.
HWTC PI4	Tasks completed within timescales - Planned Works	0 fails	2 fails	8 ↑	6	8.0		Out of 45 schemes 43 were completed within anticipated timeframe.
HWTC PI5	% task orders in compliance with TMA	99%	99.73%	10 ↔	10	10.0		This quarter there were 7 FPNs for non-compliance of TMA on 1371 completed JVs.
HWTC PI6	Quality assessment of workmanship	95%	88.50%	6 ↓	8	7.5		The data used for the quarter shows 88.50% compliance in lab test results. A high percentage of air voids has resulted in the lower than ideal score. This will continue to be monitored to establish whether there is a greater issue to resolve going forward.
HWTC PI7	Contract Notifications processed within required timescales.	99%	91.67% Notifications; 99.31% Target Costing	8.0 ↑	7.0	7.1		Out of 234 Contract Notification 205 were acknowledged in appropriate timescales. A further 29 were actioned in the acceptable extension period. 99.31% of jobs requiring a Target Cost did so within 4 weeks of works commencing.
HWTC PI8	Street Lighting Service Standard	98.5%	Measure under review	0 ↔	0.0	1.0		This service area is being reviewed and score has yet to be finalised however anticipated to be underperforming.
HWTC PI9	Drainage Cleansing Maintenance	95%	tbv	8 ↓	10	7.0		The measure is still under review due to some issues with data being processed accurately to establish a percentage. The programme in the quarter though appears to be slightly behind schedule and it is anticipated to score 8.
HWTC PI10	Winter/Summer Maintenance	On Track	On Track	10 ↔	10	10.0		Winter Gritting was carried out as required.

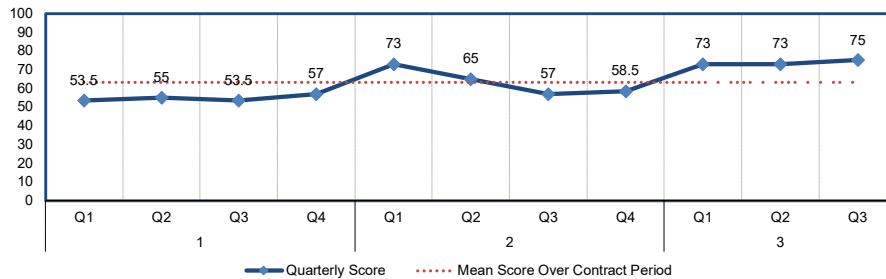


Total	75.0 ↑	73.0	70.9
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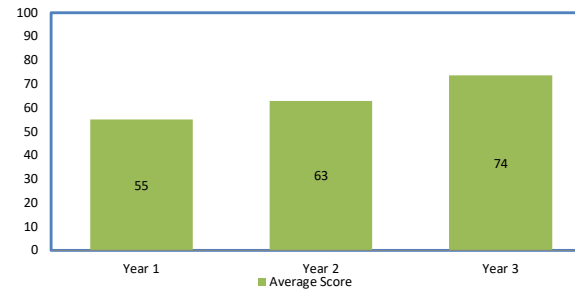
Overall Summary

The score for this quarter increased from 73 points to 75. PI3 has seen the biggest improvement by scoring the highest points since the contract started. The focus on this area by the contractor has finally shown positive results. PI8 is still undergoing a review, and PI9 score has to be finalised - the delay being down to a new subcontractor being introduced to contract and data streams require streamlining.

Highways Works Performance Scores Over The Contract Period
(Average score = 61)



Yearly Average Highways Works Performance Scores



Performance Report

Lincolnshire County Council Highways

Quarter 3 2022/23 – Final Version

Professional Services Contract
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	9 Achieved	8.0 ↔	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
PSP PI2	Continuous Improvement and Innovation	110k savings	On Track	10.0 ↔	10.0	10.0		The annual target for savings in Y3 is £110,670
PSP PI3	Accuracy of Task Order Price Proposal	90%-100%	88.91%	7.3 ↑	7.2	7.1		The accuracy of Professional Services Price Proposals against the actual out-turn costs was at 88.91% this quarter.
PSP PI4	Ability to Meet Agreed Timescales to Complete a Task Order	90%-100%	96.79%	8.1 ↓	8.5	8.3		There were 39 Task Orders completed this quarter - on average they took 96.79% of the agreed timescale. The average score for Design was 7.74 whilst Supervision was 8.71
PSP PI5	Overall Performance of Design and Supervision	85%-115%	102.00%	10.0 ↑	6.3	7.9		The average Awarded Tender Value was 102% 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%	107.00%	8.3 ↓	9.8	8.7		The completed schemes the average percentage of Original Quote compared to Actual Cost was 107%. More than 100%; Pre-Tender Works Cost Estimate less than Assessed Tender Value.
PSP PI7	Contract Notifications processed within required timescales.	99%	83.14%	5.0 ↔	5.0	4.8		Out of 132 Contract Notifications 109 were acknowledged or actioned in appropriate timescales. A further 3 were actioned in acceptable extension period.
PSP PI8	Client Satisfaction of Design Service	>9.5	6.76	6.0 ↔	6.0	5.5		The average score by Task Order values were as follows - Below 10k = 7.20, 10k-50k = 6.8, 50k-100k = n/a , Greater than 100k = 6.36. The average overall was 6.76
PSP PI9	Continuity of Key Staff	No impact	Detail to be confirmed	8.7 ↑	7.9	8.1		One scheme reported potential for a minor impact due to changes in staff. One scheme reported a significant impact due to change.
PSP PI10	Time to fill a Vacancy	>90%	9 vacancies outstanding	4.0 ↓	6.0	7.0		9 vacancies were requested to be filled that are currently still outstanding. As such so this measure has been deemed to score 4 points.

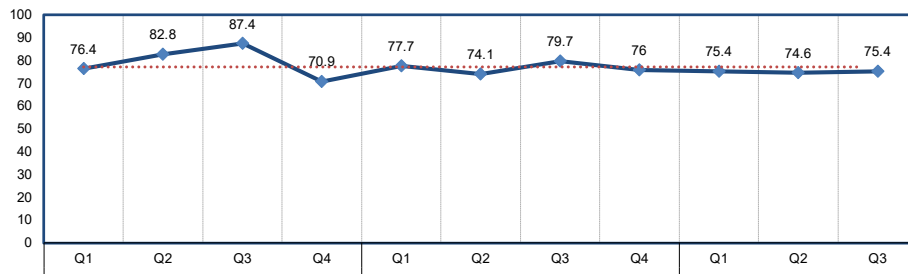


Total	75.4 ↑	74.6	75.3
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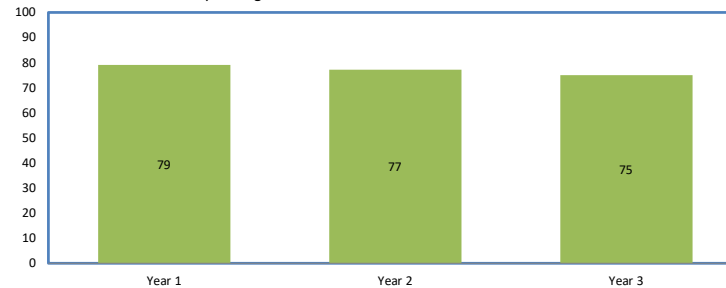
Overall Summary

The overall Professional Services Partnership score for 2022 Q3 is 75.4 out of 100. An increase in vacancies is the main area of concern as it is currently at the minimum performance level.

Professional Services Performance Scores Over The Contract Period
(Average score = 77)



Yearly Average Professional Services Performance Scores



**Traffic Signals Term Contract
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	7 Achieved	4 ↔	4	4.5		10 Quality statements have been selected to score this measure. After assessment it has been deemed that 7 are currently being achieved
TSTC PI2	Weekly works planning	29 Supplied	29 Supplied	10 ↔	10	10.0		Weekly works planning and asset data supplied within agreed timescales. 3/3 Inventory's received and 13/13 Whereabouts submitted. 13/13 Dashboard compliance checks carried out in Q3.
TSTC PI3	Response times for emergency works	None missed	2 missed	4 ↓	6	4.5		84 emergency faults out of 86 faults received were attended within contract timescales.
TSTC PI4	Number of Faults Cleared within Contract Timescales	99%	99.13%	10 ↔	10	10.0		573 faults out of 578 faults received during Q3 have been cleared within the contract timescales.
TSTC PI5	% Task Orders completed on time	99%	Measure still under review.	8 ↔	10	8.0		105 of 109 task orders that have been received during Q3 have been completed within the contract timescales. All 79 new Task Order had quotations provided within 3 weeks.
TSTC PI6	% Task Orders completed free of remedial works	99%	100%	10 ↔	10	10.0		0 remedial have been reported for the task orders this quarter
TSTC PI7	% faults resolved at the first visit.	99%	100.00%	10 ↔	10	10.0		578 out of 578 Standard faults & Emergency faults were resolved first time.
TSTC PI8	% Task Orders carried out in compliance with TMA.	99%	100.00%	10 ↔	10	10.0		4 task orders out of 4 have been completed complying with TMA.
TSTC PI9	% annual inspections completed per annum.	On Track	On Track	10 ↔	10	10.0		239 annual inspections were completed by the end of Q3 - which is ahead of target.
TSTC PI10	Signal Optic Failures	30 or less	0 sites	10 ↔	10	10.0		There has been a total of zero sites where an Optic failure has occurred.

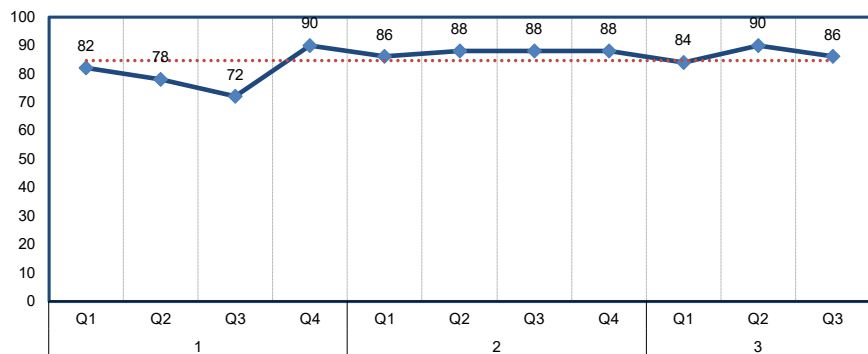


Total	86.0 ↓	90.0	87.0
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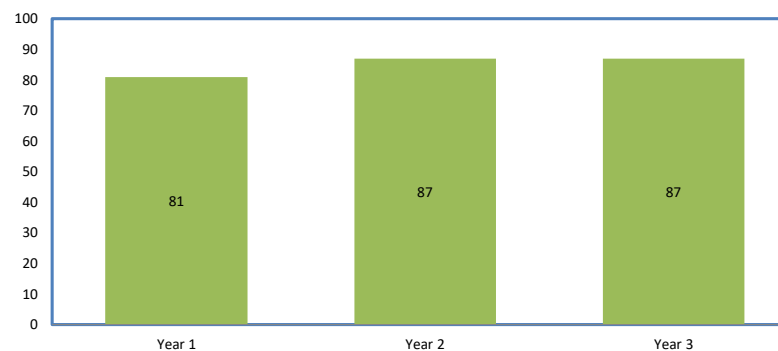
Overall Summary

The score for this quarter has dropped from 90 to 86 points. The score remains high and still show the contractor is achieving their targets.

Traffic Signals Performance Scores Over The Contract Period
(Average score = 85)



Yearly Average Traffic Signals Performance Scores



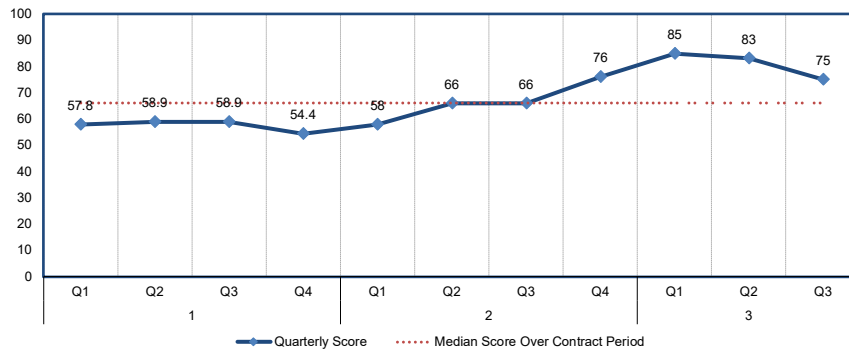
Client Performance Summary		Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter
Client PI1	Client scheme proposals	Sept 22	On Time	10 ↔	10	10.0		The Scheme Proposals for 2023/24 were due to be issued by the Client to the Contractor at the end of September. This was delivered on time.
Client PI2	Variation from Annual Plan spend profile	98-102%	100%	10 ↔	10	10.0		There has been no budget movement as such this measure score full points.
Client PI3	Client Enquiry Response Times	100%	86.51%	5 ↓	6	6.5		Out of 12246 incoming enquiries only 10594 were actioned within appropriate time scales. The level has decreased from last quarter and has scored 5 points.
Client PI4	Early Contractor Involvement	>98%	93.60%	4 ↓	8	0.0		Out of 125 schemes that started this quarter 117 has had Early Contractor Involvement 12 weeks prior to start date.
Client PI5	Valuation of compensation events versus targets	<7% variation	9.02%	8 ↓	10	9.5		So far £33,890,609 has been raised on Confirm with £1,410,613 compensation events against that target.
Client PI6	Total Rejected Orders	<1%	1.35%	9 ↑	8	8.3		Out of 17015 committed jobs 230 were rejected
Client PI7	Contract Notifications processed within required timescales.	98%	89.03%	5 ↓	7	4.8		Out of 542 Contract Notification 444 were acknowledged or actioned in appropriate timescales. A further 25 were actioned within acceptable extension period.
Client PI8	Percentage of abortive works	<1%	0.92%	10 ↔	10	10.0		Out of 867 jobs that have gone through the ECI process 8 were subsequently cancelled.
Client PI9	Highways Inspections Completed	100%	96.14%	6 ↔	6	7.0		Out of 596 Highway Inspections 23 had an overdue inspection.
Client PI10	Value for Money	Constant Improvement	Baselines being agreed	8 ↔	8	7.8		The Value For Money process has been reviewed and is starting to be implemented. More areas have now had a review of Y1 and Y2 to establish baselines but not all have been finalised. As such the measure has maintained at a score of 8 accordingly.



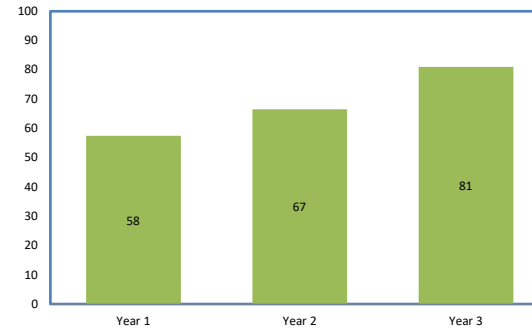
Total	75.0 ↓	83.0	73.8
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Overall Summary
 The score this quarter has decreased from 83 to 75. Several measures have decreased marginally from last quarter. The dip in scores will be monitored to try to ensure improvements are made going forward. Whilst decreased, the scores are in an improved position from Y1 and Y2.

Client Performance Scores Over The Contract Period
 (Median score = 66)



Yearly Average Client Performance Scores



Lincolnshire County Council Highways
Performance Report
Quarter 3 2022/23 – Final Version

Alliance 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 2022 is within the anticipated range. Road Condition data show Principle Road at 1.8% Red, A&B Roads at 5.3% Red and Unclassified Roads at 26.8% Red.
Alliance KPI2	Creation of and Tasks delivered against the agreed Annual Plan programme	By Nov 30th and 95%	86.17%	8 ↔	8	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 5 out of 7 for this quarter.
Alliance KPI3	Minimising disruption to the public	46 schemes annually	31 schemes ytd	8 ↑	6	7.5		31 schemes were confirmed by Q3 so Y3 is slightly behind target currently.
Alliance KPI4	Building Social Value	Mixed Measure	Level Maintained	8 ↔	8	7.5		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 ↑	2	4.0		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%	87.00%	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%	80.95%	8 ↑	4	5.0		This Quarter there was 89 positive, 100 neutral and 19 negatives stories. There were 208 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 - increasing from 7.53
Alliance KPI9	Reduction in Carbon Emissions and Waste	Mix	CO2 >£58 per Tonne 98% Recycled	4 ↔	4	5.5		5 points have been awarded as over 98% of waste has been recycled or reused. The final score for Carbon Emissions for Year 2 has still to be finalised but CO2 emissions are provisionally up from last year. This part of the measures scores -1
Alliance KPI10	Acceptable Site Safety Assessment and Reportable Accident under RIDDOR	>95%	100.00%	9 ↓	10	9.8		47 assessments over the past twelve months have passed out of 47 assessments. The score has reduced by one point due to there being a RIDDOR incident.

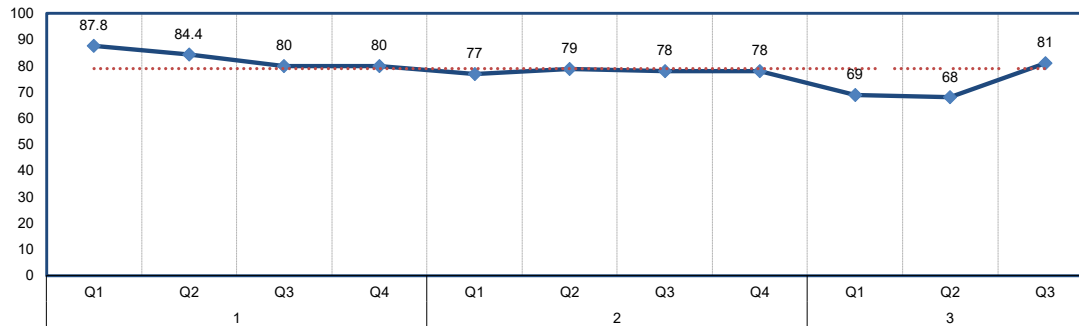


Total	81.0 ↑	68.0	74.0
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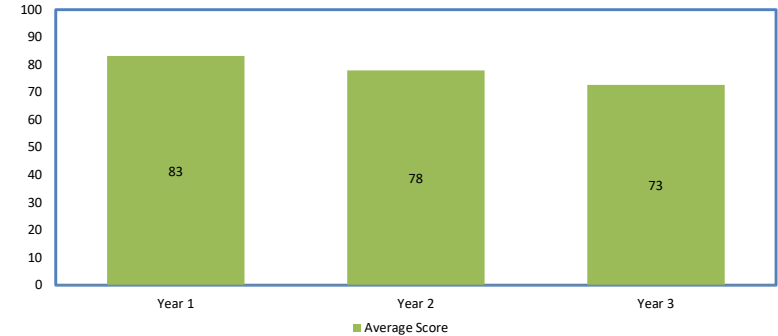
Overall Summary

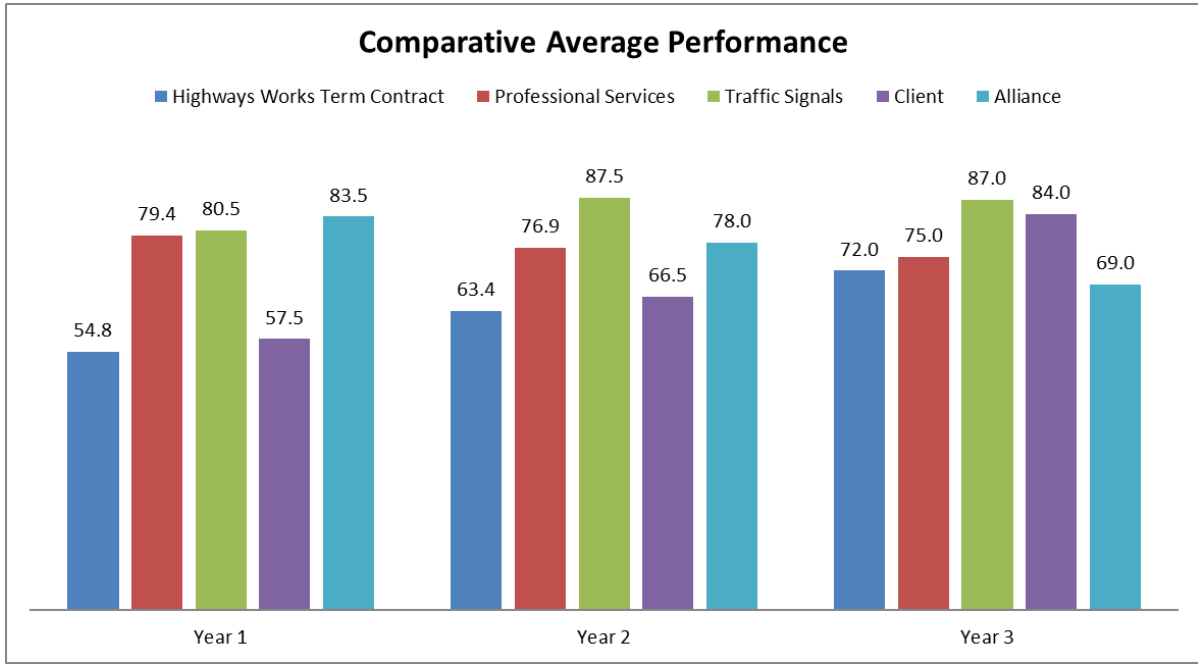
The score has increased from 68 to 81 points. The NHT public satisfaction survey showed an improvement in public perception, this was also shown in an improvement in local press coverage.

Alliance Performance Scores Over The Contract Period
(Median score = 79)



Yearly Average Alliance Performance Scores





Conclusion

The Highway Works Term Contract has provisionally increased from 73.0 to 75.0 which is the highest score for the contract to date. The scores from the contractor generally continue to show improvement. The area of significant increase would be Reactive Works completing within required timescales.

The Professional Service Contract score had a slight improvement with an increase in score from 74.6 to 75.4. This remains consistent and is a good score.

The Traffic Signals Contract score has decreased from 90.0 to 86.0 points. Whilst this score is has dropped, it continues to show high performance.

The Client score has decreased from 83.0 to 75.0 points. The dip in score will be monitored to try to ensure improves in future. Whilst a decrease, the scores remain at an acceptable level.

The Alliance Indicator score has increased from 68.0 to 81.0 points. The biggest change to the score has been a relatively positive NHT survey response showing the publics satisfaction with the service area is improving.

James Malpass
February 2023

Improvement Actions

Indicator No	Description	Action	Owner	Target Date
Client PI3	Client Enquiry Response Times	This measure scores has started to dropped so will be remonitored to ensure improvement in future	Network and Development Managers, TSP management and Divisional management.	Ongoing
PSP PI10	Time to fill a vacancy	Whilst not currently below low performance levels - this measure has been flagged as an area of concern. The partner is actively trying to ensure the score improved going forward.	PSP management	Ongoing
HWTC PI3	Tasked completed within timescales - Reactive Works	This is measure is still being monitored due to being below mininum performance level. It is noted that the scores have though generally been improving over time.	Network and Development Managers, TSP management and Divisional management.	Ongoing
HWTC PI8	Street Lighting Service Standard	A workshop is ongoing to look into the measure to see what improvement and changes can be made.	Network and Development Managers, TSP management and Divisional management.	Year 4
Alliance KPI9	Reduction in Carbon Emissions and Waste	Data capture and processing need to improve for the measure to be acurate.	All Partners	Ongoing

Highway Works Term Contract PIs

HWTC PI 1 - Compliance with Tendered Quality Statements

This indicator is designed to measure the compliance with the tendered quality statements.

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

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 or achieved.

HWTC PI 2 - Compliance of response times in respect of emergency works (emergency/urgent)

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

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

This includes the following priorities –

1 hour jobs

2 hour jobs

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

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

Denominator = Total number emergencies identified (Y)

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

Y

Points Scale

99.5 to 100% = 10

98.5 to 99.5% = 8

97.5 to 98.5% = 6

96 to 97.5% = 4

95 to 96% = 2

<95% = 0

HWTC PI 3 - Tasks completed with given timescales (reactive works)

This indicator is designed to measure the percentage reactive works completed within agreed timescales.

This is identified through the Term Maintenance Contract Management System looking at the amount of jobs completes within timeframe.

This includes the following priorities –

22 Hour jobs

5 Day jobs

20 Day jobs

75 Day Jobs

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

Numerator = Total number of work orders completed within agreed timescales

Denominator = Total number of work orders

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

Y

Points Scale

99-100% = 10

98-99% = 9

97-98% = 8

96-97% = 7

95-96% = 6

94-95% = 5

93-94% = 4

92-93% = 3

91-92% = 2

90-91% = 1

<90% = 0

HWTC PI 4 - Tasks completed with given timescales (planned works)

This indicator is designed to measure the percentage of planned works completed within agreed timescales.

This is identified through the Term Maintenance Contract Management System looking at the amount of jobs completes within timeframe.

This includes the following priorities –

Planned Works

JV Works

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

Numerator = Total number of work orders completed within agreed timescales

Denominator = Total number of work orders

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

Points Scale

99-100% = 10

98-99% = 9

97-98% = 8

96-97% = 7

95-96% = 6

94-95% = 5

93-94% = 4

92-93% = 3

91-92% = 2

90-91% = 1

<90% = 0

HWTC PI 5 - Percentage Task Orders carried out in compliance with TMA.

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

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

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

99 - 100% = 10

96 - 99% = 8

93 - 96% = 6

90 - 93% = 4

87 - 90% = 2

Less than 87% = 0

HWTC PI 6 - Quality Assessment of Workmanship

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

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

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.

>99% =10
>97% =8
>95% =6
>93% = 4
>91% =2
<91% =0

HWTC PI 7 - Contract Notifications and Target Price Processed within Required Timescales.

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

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.

Contract Notification Processed within required timeframe

>99% = 10
>97% = 9
>95% = 8
>93% = 7
>91% = 6
>89% = 5
>87% = 4
>85% = 3
>83% = 2
>81% = 1
<81% = 0

Works Accepted within 4 weeks

100% = 10
>99% = 9
>98% = 8
>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)

HWTC PI 8 - Street Lighting Service Standard

To measure and improve the percentage of streetlights working within Lincolnshire

Methodology (measurement): Identified through measuring.

- Percentage of lights lit (a)
- Percentage of 5-, 7- and 10-day Task orders completed within time frame (b)
- Percentage of 5-, 7- and 10-day Task orders not requiring return visit (c)
- Delivery of daily whereabouts each day (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.

The weightings and targets are as follows:

Indicator	Target	Weighting
a	99.40%	15%
b	98%	15%
c	98%	8%
d	100%	2%
e	98%	20%
f	98%	25%
g	100%	15%

Each indicator will lose points for being below the target based on percentage points below

e.g.,

100% target with a 15% weighting

Target	Actual Performance	% Below Target	Weighting	Converted Score
100%	100%	0%	15%	15%
100%	98%	2%	15%	14.7%
100%	96%	4%	15%	14.4%
100%	94%	6%	15%	14.1%

98% target with a 25% weighting

Target	Actual Performance	% Below Target	Weighting	Converted Score
98%	100%	0%	25%	25%
98%	98%	0%	25%	25%
98%	96%	2%	25%	24.5%
98%	94%	4%	25%	24.0%

All seven converted scores are added together to form a total score for the quarter.

The overall target is 98.5%

>98.5% = 10

95.5 – 98.5% = 8

92.5 – 95.5% = 6

89.5 – 92.5% = 4

86.5 - 89.5% = 2

<86.5% = 0

HWTC PI 9 - Gully Maintenance

This indicator is designed to measure the percentage of Maintenance Areas that have fully completed their gully maintenance.

Each quarter a target cleanse of cyclical maintenance will be agreed.

The contractor performance will be measured based on maintenance areas that have been fully cleansed within timescales.

Number of maintenance areas fully cleansed during the quarter / Number of maintenance areas planned to be fully cleansed during the quarter.

Point Scale

>95% = 10

90-95% = 8

80-90% = 6

75-80% = 4

70-75% = 2

<70% = 0

HWTC PI 10- Winter/Summer Maintenance

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

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

>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

Professional Services Partnership PIs

PSP PI 1 - Compliance with Tendered Quality Statements

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

On an annual basis, ten undertakings will be identified from the quality statements and compared against actual performance.

Each quarter the undertakings will be assessed to determine which have been deemed to have been completed, achieved, or maintained.

Points will be awarded based on this assessment.

Points Scale: -

10 achieved = 10

9 achieved = 8

8 achieved = 6

7 achieved = 4

6 achieved = 2

Less than 6 = 0

PSP PI 2 - Continuous Improvement and Innovation

This indicator is designed to encourage innovations and improvements in the service.

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.

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.

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.

>20 = 10

17- 19 = 8

14 – 16 = 6

11 – 13 = 4

$$8 - 10 = 2$$

$$< 8 = 0$$

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 scoring for Year 2

$$>2\% \text{ improvement} = 10$$

$$1 \text{ to } 2\% \text{ improvement} = 8$$

$$0 \text{ to } 1\% \text{ improvement} = 6$$

$$\mathbf{-1 \text{ to } 0\% \text{ improvement} = 4}$$

$$-2 \text{ to } -1\% \text{ improvement} = 2$$

$$-3 \text{ to } -2\% \text{ improvement} = 0$$

PSP PI 3 - Accuracy of Task Order Price Proposal

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).

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.

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
101-110%=6
90-100%=10
80-89%=8
75-79%=6
55-75%= 4
<55%=2

An average of all scores is then used to gauge the overall performance.

PSP PI 4 - Ability to Meet Agreed Timescales to Complete a Task Order

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)

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 actual time taken to complete a Task Order is compared to the agreed timescale.

Any agreed changes to the task are taken into account.

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
100-110%=6
90-100%=10
<90%=8

An average of all scores is then used to gauge the overall performance.

PSP PI 5 - Overall Performance of Design and Supervision

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 the Consultant's control. For example, changes to the scope of the work instructed by the Client.

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
120-125%=6
115-120%=8

85-115%=10
80-85%=8
75-80%=6
70-75%=4
65-70%=2
<65%=0

An average of all scores is then used to gauge the overall performance.

PSP PI 6 - Accuracy of Pre-Tender Works Cost Estimating

The indicator is a comparison of the Pre-Tender Works Cost Estimate against the lowest assessed Tender Value.

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)

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
120-125%=6
115-120%=8
85-115%=10

80-85%=8
75-80%=6
70-75%= 4
65-70%=2
<65%=0

An average of all scores is then used to gauge the overall performance.

PSP PI 7 - Contract Notifications Processed within Required Timescales.

This indicator is designed to ensure that the Professional Services partner 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.

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 form 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.

Contract Notifications processed within required timescales:

>99% = 10
>97% = 9
>95% = 8
>93% = 7
>91% = 6
>89% = 5
>87% = 4
>85% = 3
>83% = 2
>81% = 1
<79% = 0

PSP PI 8 - Client Satisfaction of Design Service

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.

The questions will be scored in accordance with the interpretation below:

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

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.

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.

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:

- >9.5 = 10
- 9 - 9.5 = 8
- 8.5 – 9 = 6
- 8 – 8.5 = 4
- 7.5 – 7 = 2
- <7.7 = 0

PSP PI 9 - Continuity of Key Staff

After the design and works phase of a project has been completed 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.

The average score will be used for the quarterly Indicator Score.

PSP PI 10 - Time Taken to Fill a Vacancy

To maintain staff resource levels this indicator is to measure the timeframe taken by the Consultant to fill a vacancy when requested by the Client.

A baseline of 3 months will be used for this measure.

Each quarter the total amount of vacancies will be compared to how many staff were appointed within 3 months.

Method of Calculation

Vacancies filled in 3 months (A)

Total Vacancies (B)

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

Scoring

>90% = 10

80 – 90% = 8

70 – 80% = 6

60 – 70%= 4

50 – 60% = 2

<50% = 0

Traffic Signals Term Contract

TSTC PI 1 - Compliance with Tendered Quality Statements

This indicator is designed to measure the compliance with the tendered quality statements.

On an annual basis, ten undertakings will be identified from the quality statements and compared against actual performance.

Each quarter the undertakings will be assessed to determine which have been deemed to have been completed, achieved or maintained.

Points will be awarded based on this assessment.

Points Scale: -

10 achieved = 10

9 achieved = 8

8 achieved = 6

7 achieved = 4

6 achieved = 2

Less than 6 = 0

TSTC PI 2 - Weekly Works Planning

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

The Contractor is required to provide data regards to their forward planning to the Client. They will assess whether the correct data has been received.

The requirement is as follows: -

Planned whereabouts of Engineers – to be submitted weekly.

Relevant Dashboard Checks – to be carried out weekly.

Lincolnshire County Council purchased stock Inventory – to be submitted monthly.

A score will be calculated quarterly based on data reports received.

3/3 Inventory's received, 13/13 Whereabouts submitted, and 13/13 Dashboard checks carried out. (Maximum per quarter 29/29)

Each data report is of equal value to the Client.

Points Scale

29 = 10

28 = 8

27 = 6

26 = 4
25 = 2
Less than 25 = 0

TSTC PI 3 - Compliance of attendance times in respect of emergency works (emergency/urgent)

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

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

TSTC PI 4 - Number of Faults Cleared within Contract Timescales

This indicator is designed to measure the ability to clear faults within the specified timescales.

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
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

TSTC PI 5 - Percentage Task Orders Completed on Time

This indicator is designed to measure the amount of task orders completed on time that the Client has specified the completion date.

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.

Measured by the Term Maintenance Management System.

The target is for 99% of orders to be completed 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 - 99% = 8

95 - 98% = 6

92 - 95% = 4

88 – 90% = 2

Less than 88% = 0

TSTC PI 6 - Percentage Task Orders completed free of remedial works

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

To measure and improve the percentage of task orders completed without the need to return for remedial works, ensuring efficiency of resources and network.

Measures by the Term Maintenance Contract Management System and Contractor.

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

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

99 - 100% = 10

96 - 99% = 8

93 - 96% = 6

90 – 93% = 4

87 - 90% = 2

Less than 87% = 0

TSTC PI 7 - Percentage faults resolved at the first visit.

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

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

Points Scale

99 - 100% = 10

98 - 99% = 8

97 - 98% = 6

96 - 97% = 4

95 – 96% = 2

Less than 95% = 0

TSTC PI 8 - Percentage Task Orders carried out in compliance with TMA

This indicator is designed to measure the percentage of task orders carried out in compliance with TMA.

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

Whilst being scored quarterly, this measure will take into account the previous 12 months on a rolling basis.

Points Scale

99 - 100% = 10

98 - 99% = 8

97 - 98% = 6

96 – 97% = 4

95 - 96% = 2

Less than 95% = 0

TSTC PI 9 - Percentage annual inspections completed per contract year.

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

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 inspection to be achieved.

Scoring will be as follows –

Q1-Q3

On track /ahead of target = 10

Behind target = 4

Q4

100% Inspections completed = 10

Less than 100% = 0

TSTC PI 10 - Signal optic failures

To record the number of signal optic failures for any given quarter.

To ensure the whole Client asset has no more than 30 Signal optic faults in a quarter and to highlight when this happens.

Failures that are caused by third party damage or Distribution Network Operator supply will not be subject to this KPI.

Each quarter the total of occurrences-Signal Optics failure will be calculated and used to score the measure.

Points Scale

Total quarterly occurrences 30 or less = 10

31 – 33 = 8

34 – 36 = 6

37 – 39 = 4

40 – 42 = 2

> 43 = 0

Client PIs

Client PI 1- Client scheme proposals

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.

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.

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

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

Points Scale

Having a proposed list of schemes issued -

By 30th September = 10

By 31st October = 7

By 30th November = 3

Later than 30th November = 0

Client PI 2 - Variation from Annual Plan spend profile

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.

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.

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

Client PI 3 - Client Enquiry Response Times

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

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

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

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

Emergency requests require a response within 24 hrs.

Non-emergency requests require a response within 10 days.

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

Points Scale

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

Client PI 4 - Early Contractor Involvement

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 giving the contractor the opportunity to plan and control resources.

The Client should notify the Contractor at least 10 weeks prior to commencement of works that Early Contractor Involvement is required.

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

To measure the amount of ECI flagged to the contractor at least 10 week prior to the start of works.

>98% = 10
>96% = 8
>94% = 6
>92% = 4
>90% = 2
<90% = 0

Client PI 5 - Value of Compensation Events versus Targets.

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.

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.

Quarterly the score will reflect the year-to-date variation.

>95% = 10

>94% = 9

>93% = 8

>92% = 7

>91% = 6

>90% = 5

>89% = 4

>88% = 3

>87% = 2

>86% = 1

<85% = 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

Client PI 6 - Total Rejected Orders

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

The method of measuring this indicator will be to take the scheduled report from 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.

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.

Client PI 7- Contract Notifications processed within required timescales.

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

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 100% to be processed within required timescales – there after 1 point is lost every 2 percentage points.

Points Scale

Contract Notifications processed within required timescales:

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

Client PI 8 - Percentage of abortive works

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.

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

Client PI 9 - Highways Inspections Completed

This indicator is designed to measure the percentage of planned highway safety inspections and, principal and general bridge inspection, actually completed.

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

>97% = 8

>94% = 6

>91% = 4

>88% = 2

<88% = 0

Client PI 10 - Value for Money

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

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 used to calculate an average score for the Client Team.

The target is for this average to improve each year.

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

Alliance KPIs

Alliance KPI 1 - Asset Management Strategy

This indicator is designed to gauge how successful the Asset Management Strategy has been with regards to Asset condition.

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.

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.

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

Alliance KPI 2 - Creation of and Tasks Delivered against an Annual Plan

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.

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.

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.

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

Alliance KPI 3 - Minimising disruption to the public

indicator is designed to gauge co-working and coordination between different Partners within the alliance and also co-working between Partners and National Works Promotors.

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

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 Promotors and Partners will be included if the same Traffic Management was utilised.

Initially there will be an annual target during 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.

Alliance KPI 4 - Building Social Value

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.

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)

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.

Alliance KPI 5 - Satisfaction with the Condition of the Highway

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.

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.

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

Alliance KPI 6 - Efficiency of Spend

This indicator is designed to gauge the efficiency of the alliance Spend when compared to other authorities

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.

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. 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

Alliance KPI 7 - Net Positive Press Coverage

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.

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.

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

Alliance KPI 8 - Alliance Satisfaction Scoring

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

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

Alliance KPI 9 - Reduction in Carbon Emissions and Waste

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.

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

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.

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 CO₂ = 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 CO₂ 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

Indicator Reference: Alliance KPI 10

This indicator is designed to measure the safety of site work and the number of reportable accidents occurring.

Identified through results of onsite health and safety inspections, and through the number of Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) Reportable accidents.

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.

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Highways Complaints Report

Quarter 3 2022/23

January 2023

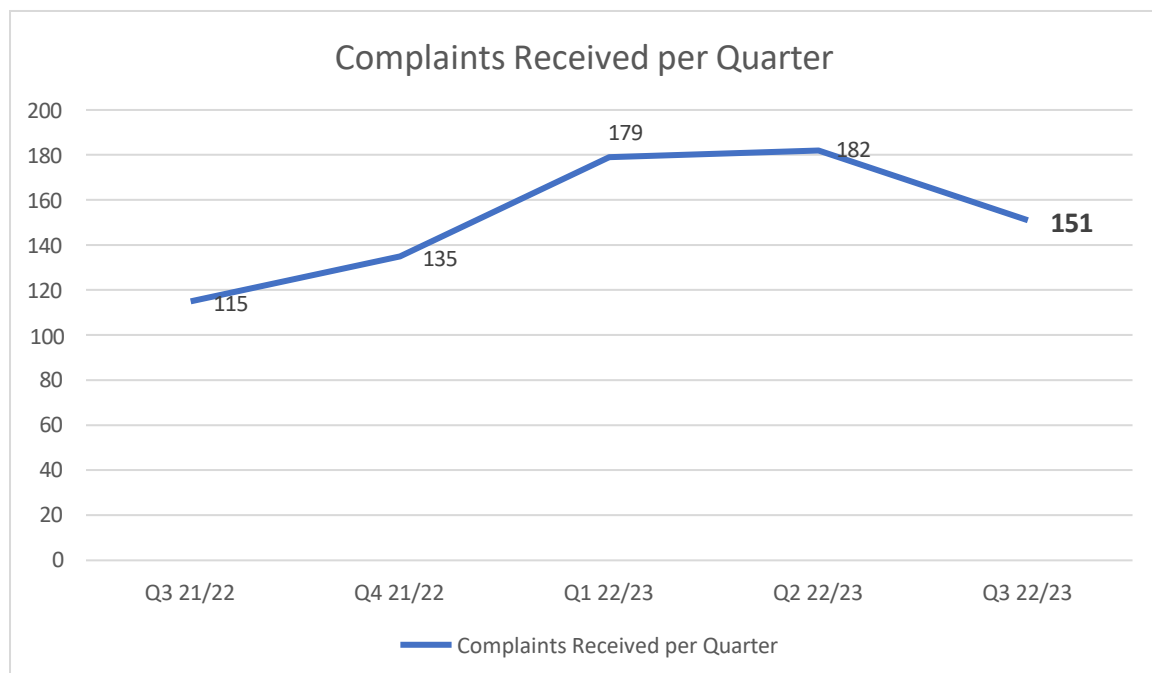
Introduction

The following report is a summary of findings from the complaints raised in the 3rd Quarter of 2022/2023 for Highways. Details on any common themes within complaints and overall figures for numbers received and the outcomes will be provided. This report will be incorporated into reports provided to the Audit Committee and Corporate Leadership Team (CLT).

In this report the figures for each department will be broken down to provide a more in-depth look at the main issues we are currently experiencing.

Q3 Overview

Lincolnshire County Council received a total of 19,010 Fix My Street submissions, Customer Service Centre (CSC) calls and CSC emails for the Highways Department. With a total of 189 contacts to the Customer Relations Team in the second quarter of 2022/2023, from individuals wishing to give feedback, report issues or complain about various services. Out of these 189 contacts, 151 entered the formal complaints process, this equates to 80% of all contacts received. The remainder were resolved informally through early resolution. The number of complaints entering the formal process has decreased by 20% this quarter in comparison to the previous quarter but has increased by 31% in comparison to the same quarter as last year.



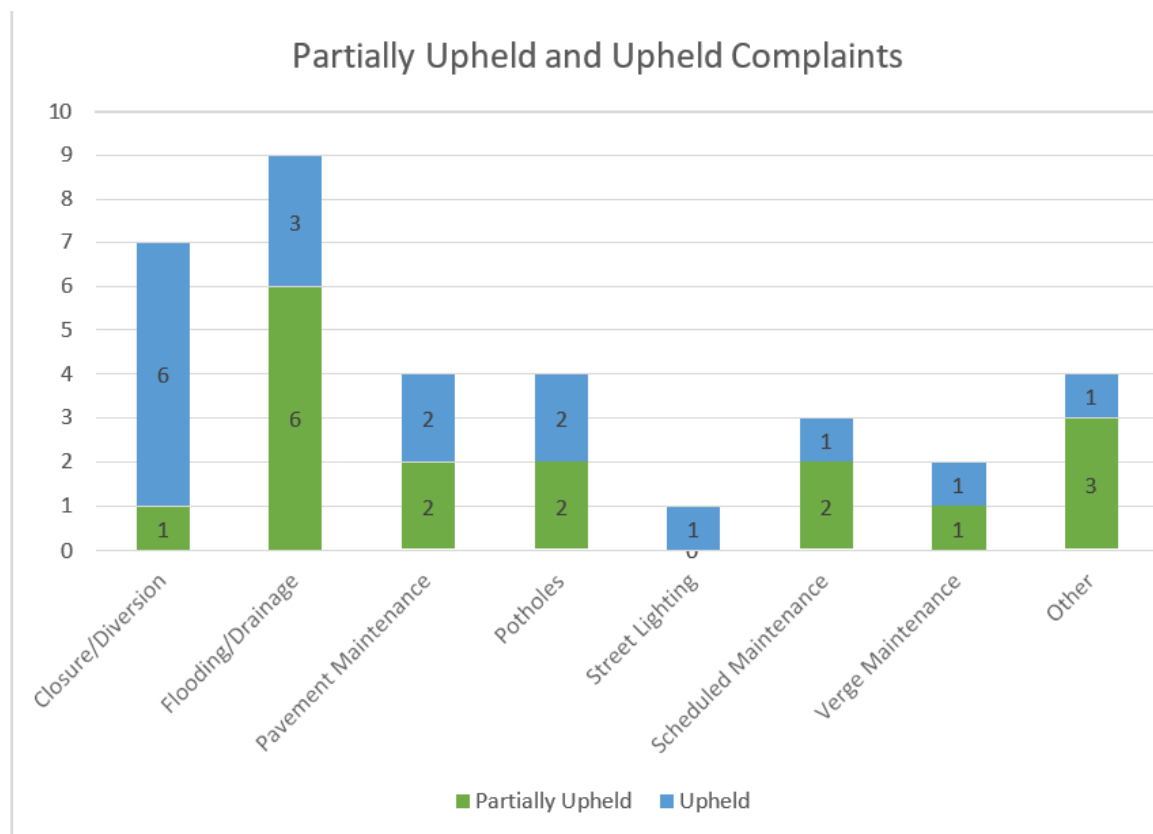
Of the 151 complaints formally investigated, 6 cases were escalated to the next stage of the complaints process and required a further investigation. 1 case was partially upheld and the remaining 5 resulted in no fault being identified. The Partially upheld case was as a result of a lack of action that was in relation to flooding, however delays were unavoidable due to the increase in rainfall.

Given the significant volume of enquiries/contacts that teams in this area received in the quarter, the receipt of 151 complaints with an escalation of 4% of cases, reflects the positive work being done on addressing the concerns raised. The positive approach in providing thorough responses and suitable remedy, where appropriate, whilst remaining in line with the Local Government Ombudsman (LGO). No cases raised with LGO have resulted in further action being required from the Local Authority.

Complaints raised were in relation to the following areas:



The following shows the areas in which complaints were either fully or partially upheld, out of 151 cases, 34 were partially upheld or fully upheld.

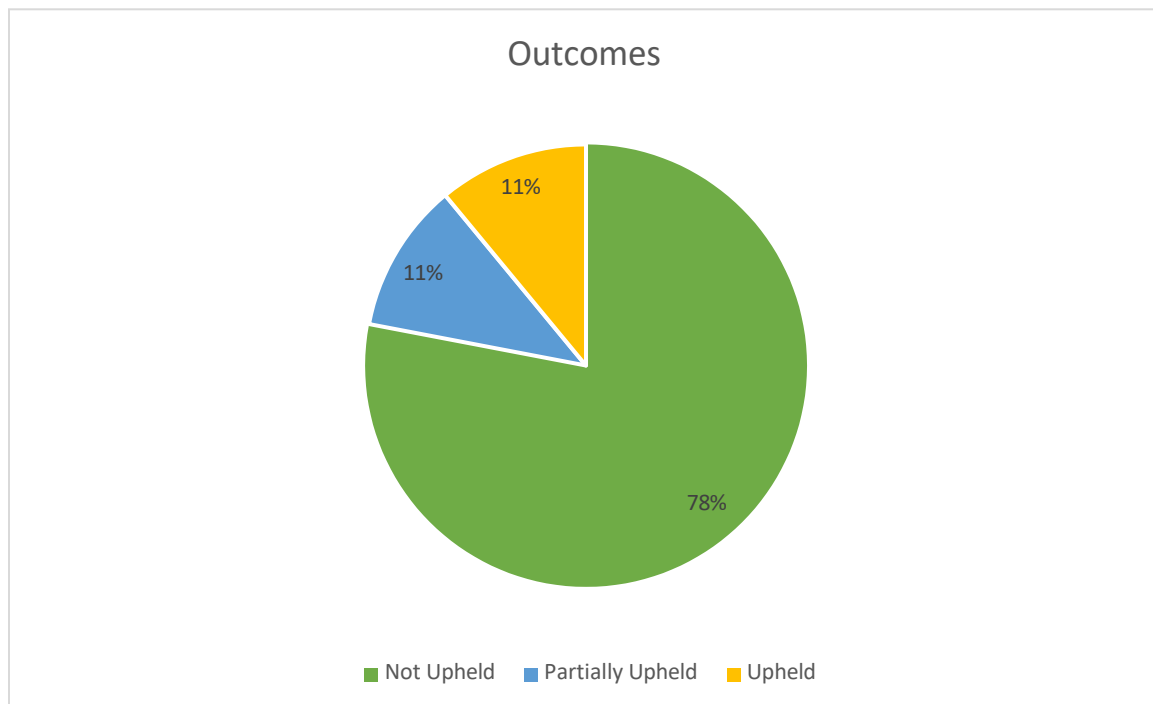


The area which received the highest number of concerns, raised by the public, was the in relation to road closures and diversions where existing signage, together with missing signs needed to be reviewed for clarity so drivers are better informed about the road closures and associated diversion routes.

We have seen a significant increase in flooding and drainage upheld/partially upheld cases in comparison to last quarter, with a range of concerns that were noted where service failed, these include complex issues causing delays in resolving blocked gullies, checks of rectification work that were not carried out which would have identified defects and communication through FMS updates.

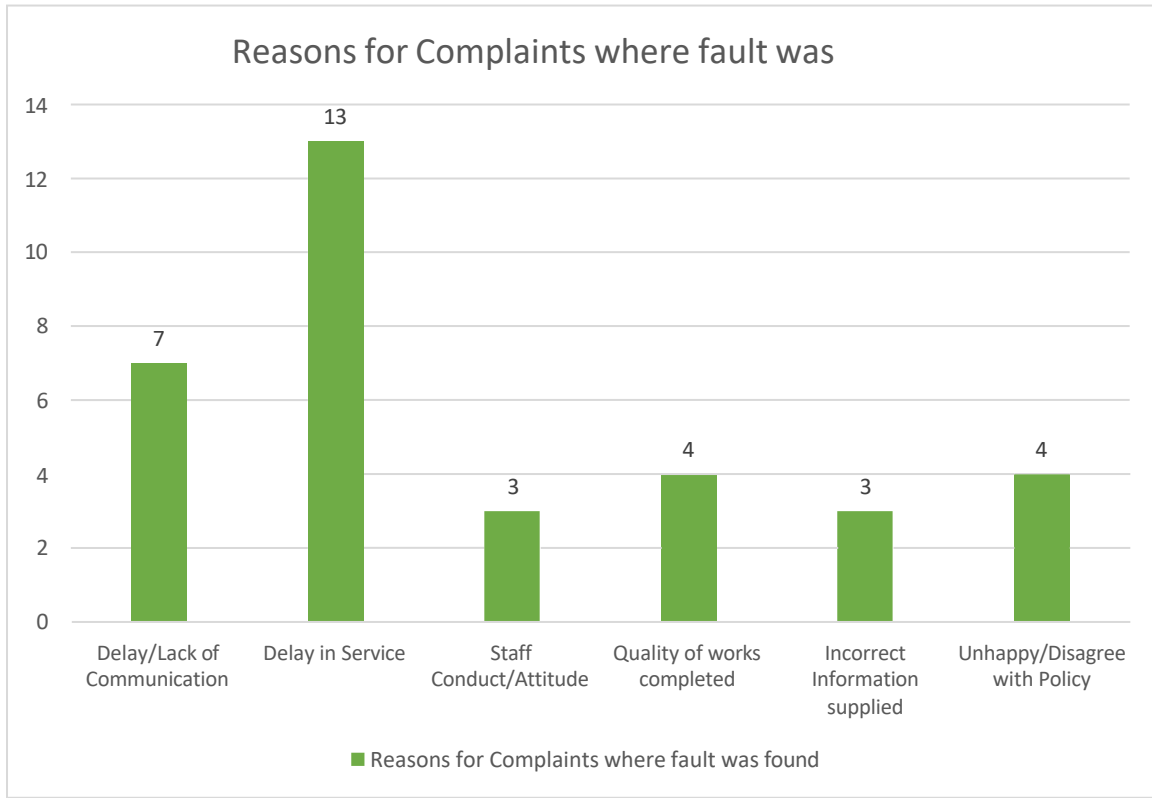
There has been a drop in concerns raised for scheduled maintenance from last quarter. The remaining cases being reviewed are due to contractors not seeking the relevant permissions from LCC and subsequently being fined for the repairs.

The following shows an overall breakdown of the outcomes of complaints. Whilst the numbers of concerns being reported are lower, the percentage breakdown of outcomes of complaints not upheld in comparison to previous quarters has remained the same as the previous quarter. 117 complaints identified no service failure.



Partially and Fully Upheld Complaints

The following shows a breakdown of the main reasons for complaints received where the Council agreed that the service provided was not to the standard expected and, as such, resulted in an outcome of upheld or partially upheld.



Summary

This is the first quarter where we have seen a decrease in formal complaints raised. It remains positive that even with a steady receipt of stage 1 complaints we have seen no increase in complaints being upheld and partially upheld. It is encouraging that 2 areas where we have seen an increase of complaints for both Parking and Street lighting from last quarter, none of the 27 cases reported any fault found with the services provided.

Street lighting has seen a number of concerns in relation to the number of lights out in the County, which for some have been deliberately switched off, otherwise they would be continuing to flash intermittently, which is not only a nuisance to residents, but also a distraction hazard to drivers when there a number of them. The team have been limited by two key factors. The first, is the availability of replacements, global supply-chain issues means that replacements have been subject to lengthy back-order delays. The second factor is the timing and availability of resource to undertake the repairs. In addition, many contracting staff also act as winter maintenance drivers, which has an impact on their availability to undertake their normal duties.

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Appendix D Highways and Transport Public Satisfaction Analysis Feb 2023

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Public Satisfaction Survey

Overview

It is important to consider that public satisfaction is a subjective set of data and should not be used in isolation to shape the delivery of the service. It is entirely possible to have great value for money in terms of achieving condition results with low spending but still have poor public satisfaction. It is likely that the main results in terms of public satisfaction will come not from changes to the service delivery but rather from improvements to communications, messaging and public engagement.

The Council has participated in the NHT Public Satisfaction survey since 2008 and this enables us to understand the views and preferences of a sample of residents and to compare these against other similar councils. The survey, undertaken by Ipsos MORI, is based on a sample of residents and is designed to represent a spread of customers' views of the service across the county, geographically by gender and by age.

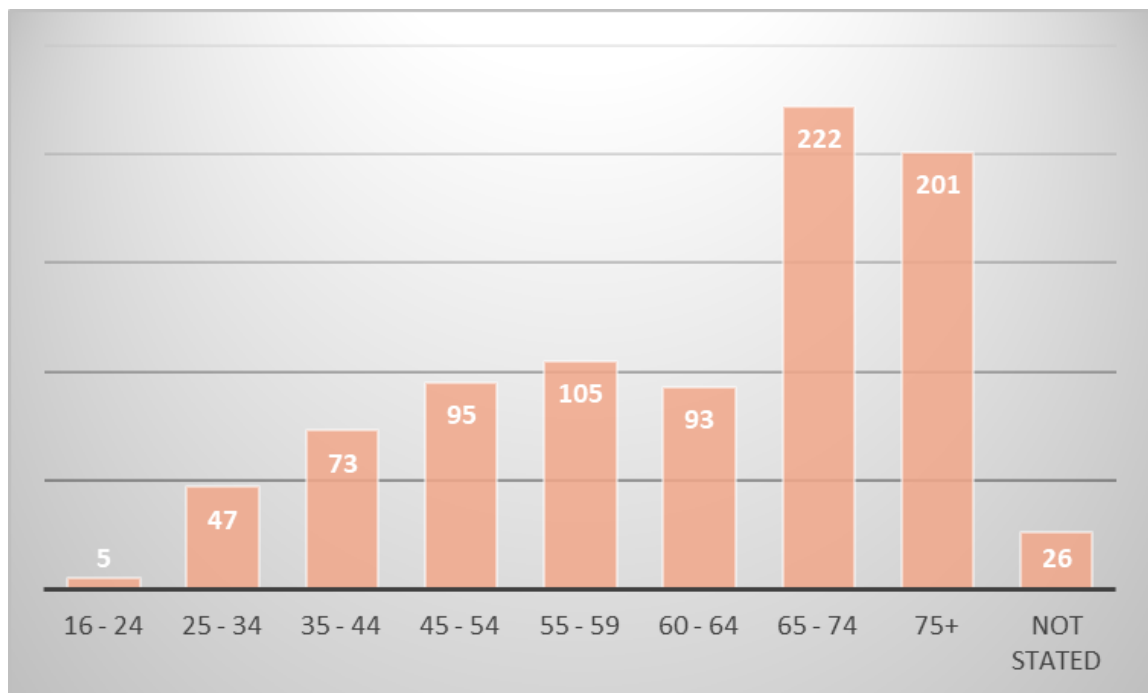
In 2022 111 authorities participated in the survey and data can be obtained from any of the authorities that took part.

For Lincolnshire in 2022, 3300 questionnaires were released, of those 868 were returned - giving a 26.3% return rate. This is a good response rate and will provide results which are statistically significant. The return is higher than the national average of 23.8%.

There has been a similar approach this year which has allowed authorities to look at the data in detail and analyse in depth what the returns mean and how the Council stands up to other participants. This also gives the opportunity to look how the Authority has compared to last year's results.

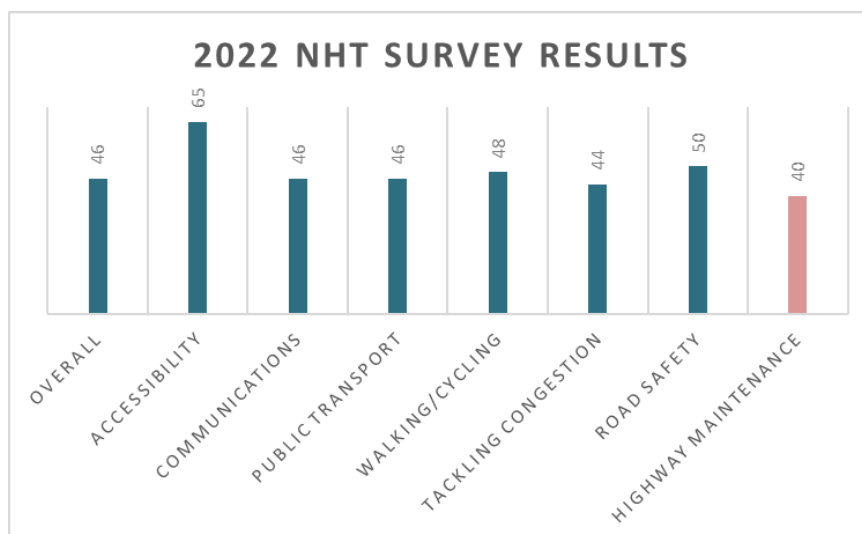
The age demographic of returned surveys was as follows –

Age Range	Total	%
16 - 24	5	0.58%
25 - 34	47	5.42%
35 - 44	73	8.42%
45 - 54	95	10.96%
55 - 59	105	12.11%
60 - 64	93	10.73%
65 - 74	222	25.61%
75+	201	23.18%
Not stated	26	3.00%



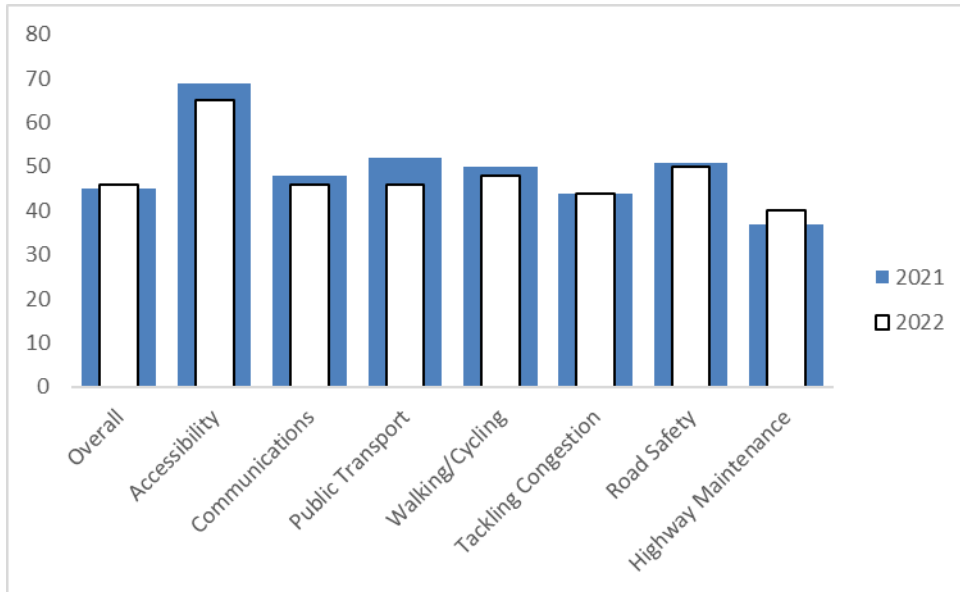
Lincolnshire Results

The following graph provides details of the results for Lincolnshire County Council. The score is given out of 100, representing the level of satisfaction of those surveyed:



Since 2021 there has been an improvement in relation to Highway Maintenance, tackling congestion has remained static and other areas have declined. Due to the weightings of each section the overall score has risen.

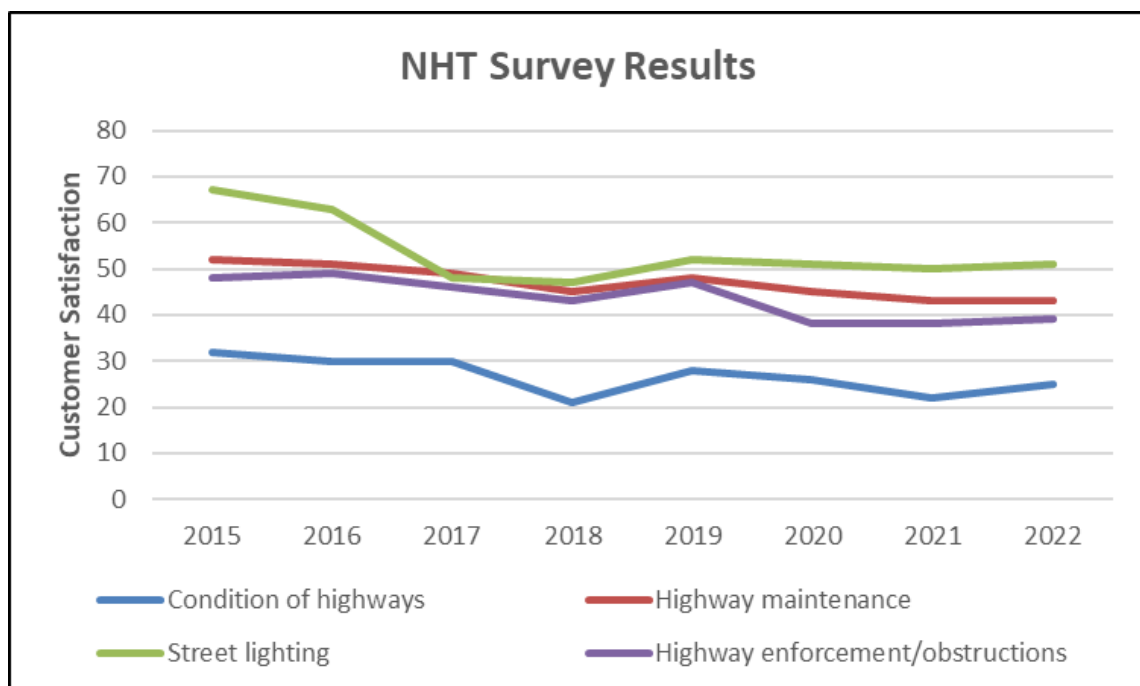
	2020	2021	2022
Overall	49	45	46
Accessibility	71	69	65
Communications	48	48	46
Public Transport	51	52	46
Walking/Cycling	49	50	48
Tackling Congestion	46	44	44
Road Safety	51	51	50
Highway Maintenance	40	37	40



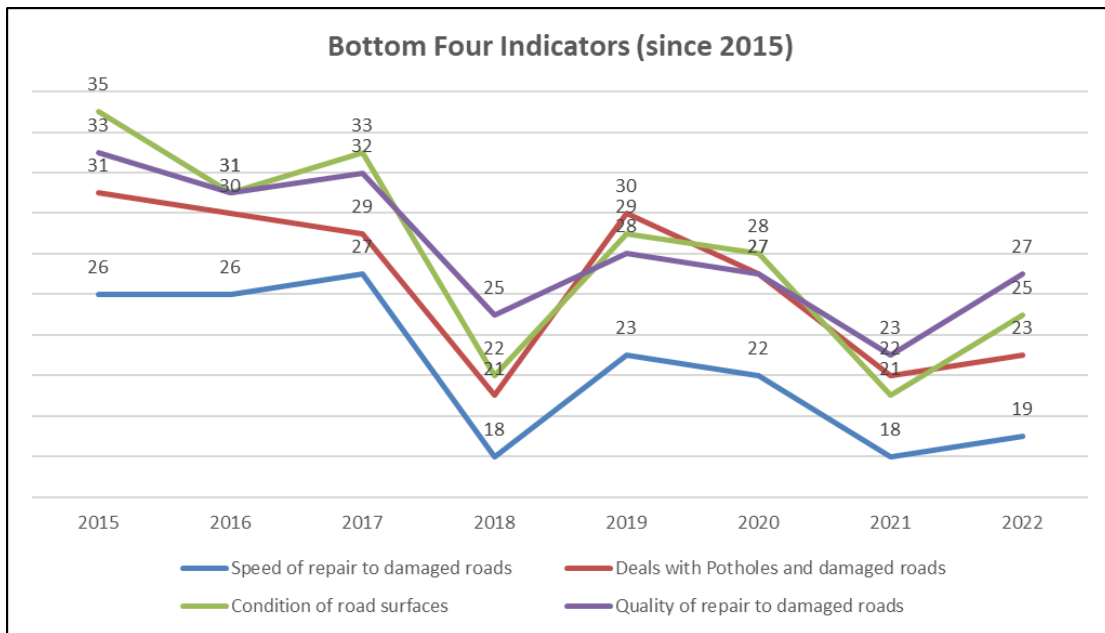
The Highways Maintenance element comprises of four areas –

- Condition of Highways
- Highway Maintenance
- Street Lighting
- Highway enforcements/obstructions

A comparison of last year's data shows that for the results of 2022 there has been an increase in customer satisfaction levels with the condition of highways, highway enforcement and street lighting. Highway maintenance level has remained the same.



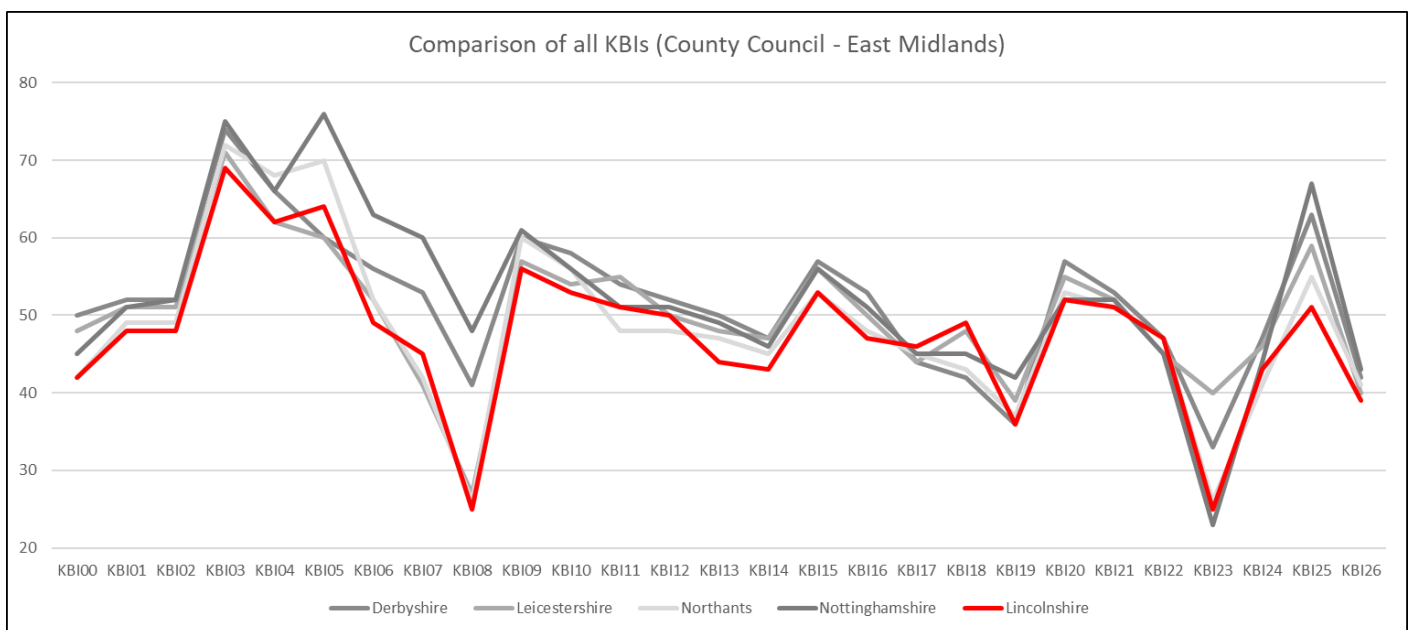
The bottom four elements of Highway Maintenance all relate to road repair.



Lincolnshire County Council KBI Rankings show that whilst our individual scores have all increased from 2021 for several measures, we are generally behind the national average.

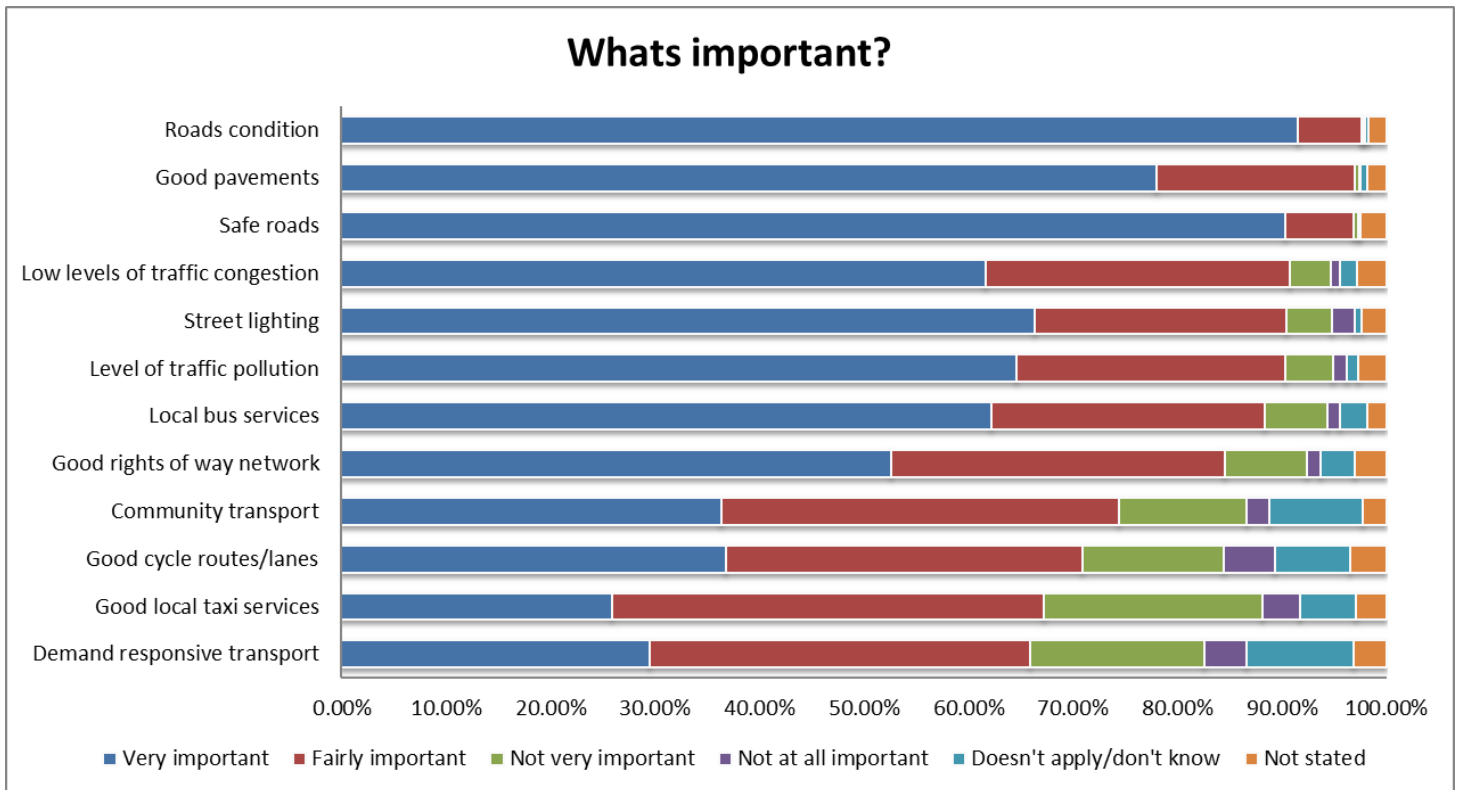
2022 National average - 54 per measure
 2021 Lincolnshire average - 48 per measure.

However when we compare our satisfaction ratings to similar county councils in the East Midlands area, we can see that we are at a comparative level.



What's deemed important

This set of data looks at how residences rate the importance of highways issues.



There has been little change in the public's top issues over the last year. Highway Condition is still the most important issue with 92% of the public seeing it as very important and a further 6% as fairly important.

Pavements have moved to second on the list with 78% of responders saying it is very important and a further 19% as fairly important.

The third place is now Safe roads, down from second on the list, where 90% of the public who saw Pavements as very important and a further 6% who saw it as fairly important.

This means that the top three priorities have remained consistent over the last eight years.

In terms of 'Not very important' the bottom three priorities were the same as last year and were Local Taxi Services, Responsive Transport and Cycle Routes.

Customer Satisfaction Levels

This set of data looks at how satisfied the public are with Lincolnshire County Council on the same Highways issues rated in the section above. This will show where there is a difference between what is rated as important and how the public perceive we are reacting to issues. The better we react to important issues will of course drive up satisfaction with the Council.



Pavements and Footpath is the highest scoring element with 6% of the public being very satisfied and 39% being fairly satisfied.

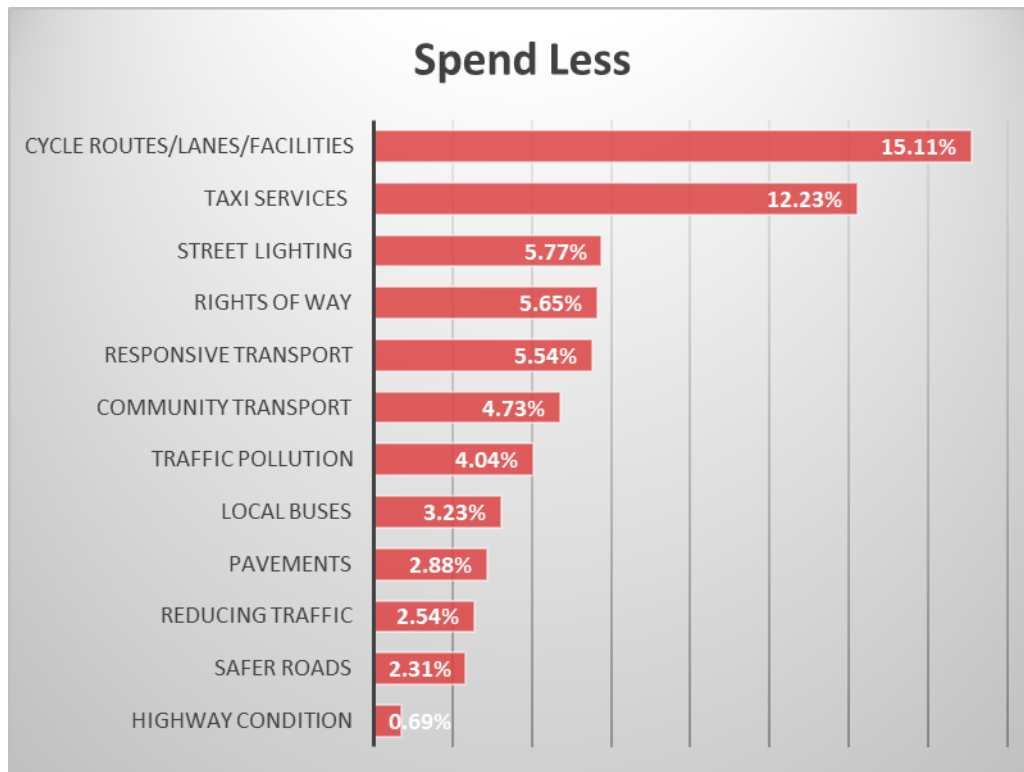
Safe Road also scores highly with 10% very satisfied and 35% fairly satisfied.

Third was Street Lighting with 11% very satisfied and 31% fairly satisfied.

Road Condition in comparison to what the public perceive to be most important, has the lowest public satisfaction.

Areas considered acceptable to reduce level of service

The NHT survey this year asked the questions on what areas the public would accept a reduction in service. The response to the areas that the public would find acceptable to cut the service are:

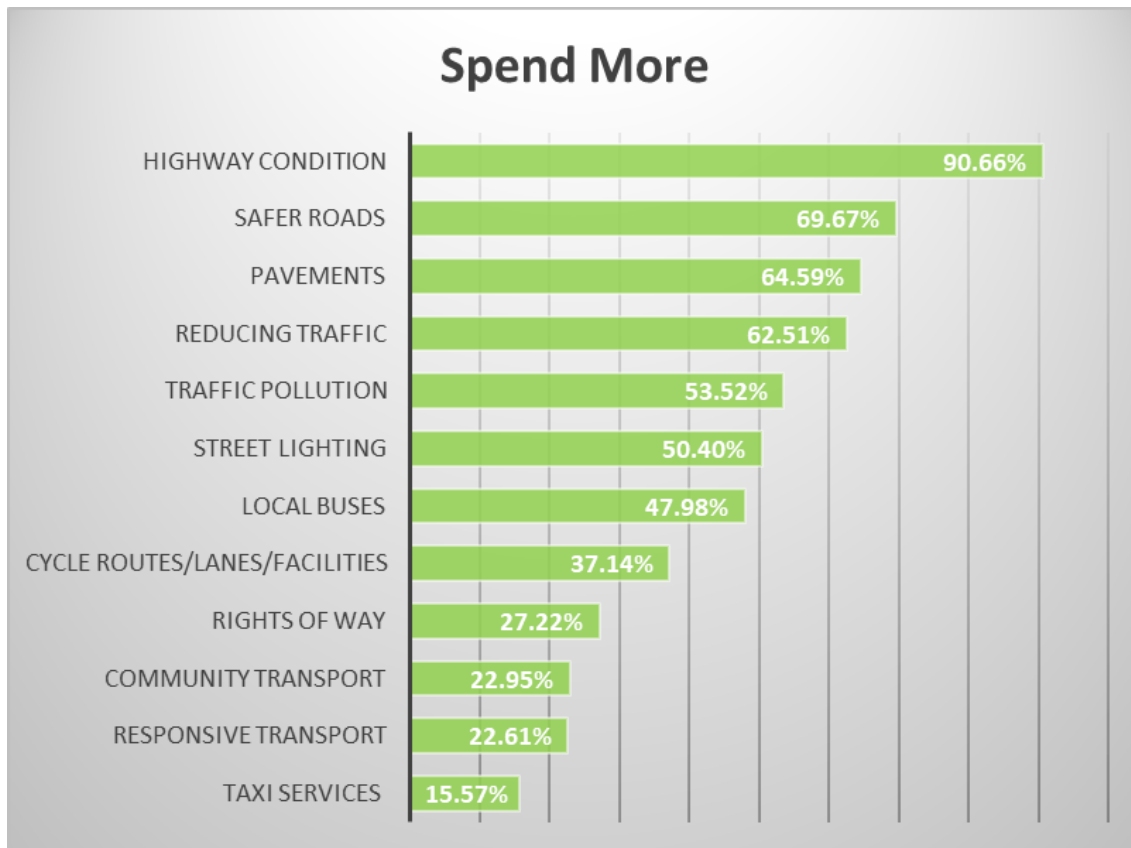


The standout area where the public thought a cut would be acceptable was on Cycle Routes and Cycle lanes. 15% of responses deemed a service cut acceptable in this area.

12% stated that less should be spent on Taxi Services.

Areas considered acceptable to increase level of service

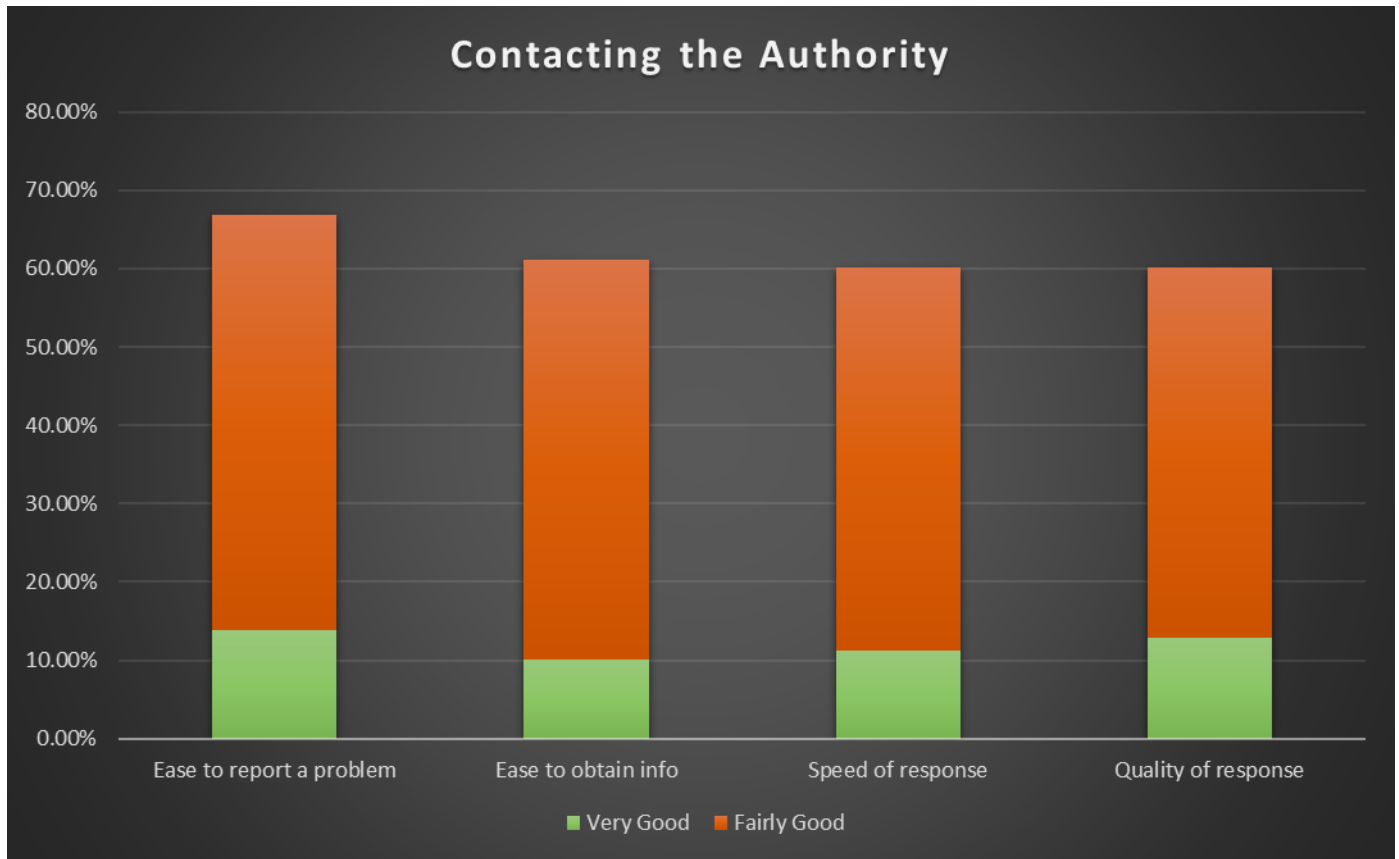
The NHT survey this year asked the questions on what areas the public would accept an increase in service. The response to the areas that the public would find acceptable to increase the service by spending more are:



The area where the public thought more money being spent was acceptable was in improving the condition of the roads. 91% of responses stated this is acceptable.

Reporting of Highways issues

The public were asked how good they thought the fault reporting process was at the Council.



The survey shows that generally people think the Authority is easy to contact with regards to issues and is professional in its approach.

The level of satisfaction was similar across the measures.

Conclusion

Lincolnshire Highways Alliance
Highways and Transport - Service Efficiency Analysis – Feb 2023
Version: Final

The content of this report gives a general overview of the Authority's position in relation to where we stand against last year's results. It is also possible to analyse the data for individual service areas and for geographical locations.

The NHT Public Satisfaction Survey indicates whilst certain elements of service areas may have dropped slightly since 2021, others have improved, and overall satisfaction has increased slightly since last year.

When we compare our satisfaction ratings to similar authorities in the East Midlands area, we can see that we are at a comparative level.

James Malpass
February 2023.