

**Lincolnshire Highways Alliance  
Performance Report  
Year 10 Qtr 4 January to March 2020**

***May 2020***

Introduction

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

Table of Contents

Highways Works Term Contract Performance Summary	2
Professional Service Contract Performance Summary	3
Traffic Signals Term Contract Performance Summary	4
Client Performance Summary	5
Alliance Performance Summary	6
Comparative Yearly Averages	7
Conclusion	7
Improvement Actions	8
Highway Works Terms Contract (HWTC) – Performance Indicators	9
Professional Services (PSP) – Performance Indicators	12
Traffic Signals Term Contract (TSTC) – Performance Indicators	15
Client - Performance Indicators	19
Alliance - Performance Indicators	22

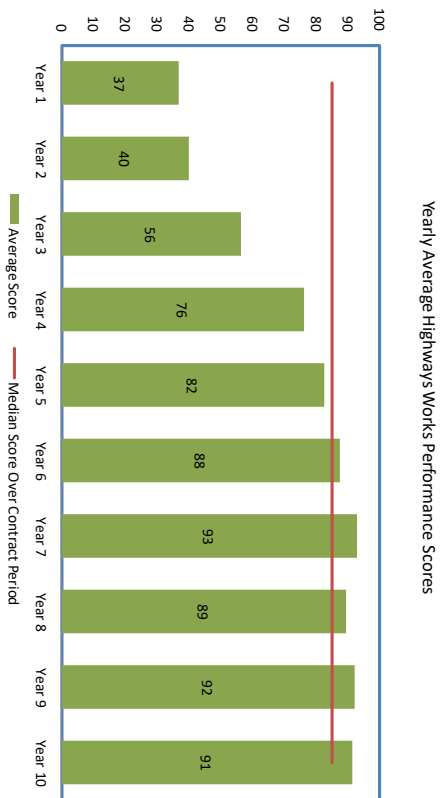
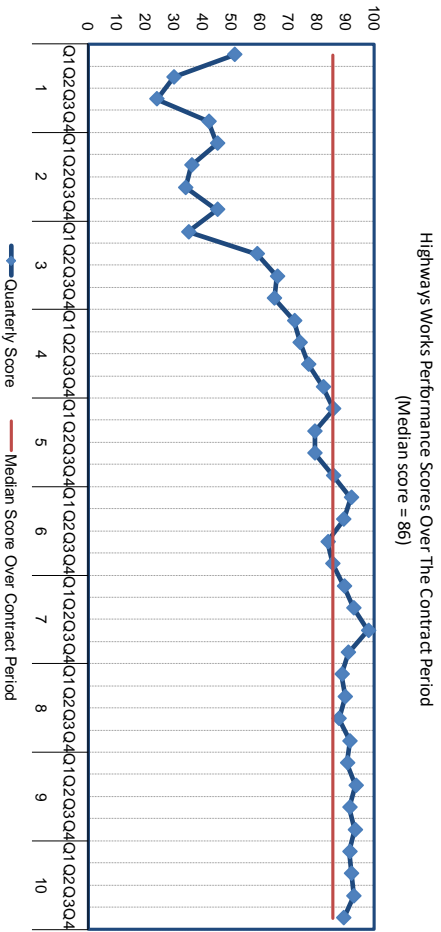
Highways Works Term Contract

Performance Summary

Indicator	Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Notes
HWTC P11 Street lighting Standard	98.9%	90.70%	9.2 ↓	9.3	9.3		The score has decreased slightly from 9.3 to 9.4. During Q4 there were 1849 faults attended with an average repair time of 7.88 days.
HWTC P12 Response times for emergency works	99.5%	98.12%	6 ↓	8	7.0		Out of the 1387 emergency jobs over the quarter, 1361 achieved the required response rate.
HWTC P13 Tasks completed within timescale	97%	98.70%	10 ↔	10	10.0		76 out of 77 jobs were completed on time
HWTC P15 Acceptable site safety assessments	95%	100.00%	10 ↔	10	10.0		29 assessments over the pass year have passed out of 29 assessments. All assessments this quarter passed.
HWTC P17 Defect corrections requiring TMI	98%	99.92%	10 ↔	10	10.0		There were 3864 jobs this quarter, of which 3 was a defect requiring traffic management.
HWTC P18 % waste reused/recycled	90%	Est 95%	10 ↔	10	10.0		It is estimated that 95% of waste was reused/recycled
HWTC P19 Compliance with tendered Quality Statements	100%	79.16%	8 ↔	8	8.0		12 Quality statements have been selected to score this measure. After assessment it has been deemed that 9.5 are currently being achieved
HWTC P10 Quality assessment of workmanship	100%	90.00%	6 ↓	10	8.3		This quarter there was 60 tests of which 54 passed.
HWTC P11 Reduction in Carbon Emissions	100%	100%	10 ↔	10	10.0		This indicator continues to improve, showing that the Alliance fleet is continuing to reduce unnecessary mileage and journeys
HWTC P12 % task orders in compliance with TMA	95%	98.57%	10 ↔	10	10.0		Out of the 70 orders 69 had been assigned the correct notice.
HWTC P14 Reportable accidents under RIDDOR	0	0	0 ↑	-2	-1.0		There was no RIDDOR incident reported this quarter so the points score is -0.
HWTC P16 Service strikes	0	0	0.0 ↑	-0.5	-0.3		There was no service strikes this quarter. Each service strike equates to -½ point being removed from the total.

Total	89.2 ↓	92.8	91.3
-------	--------	------	------

Overall Summary  
The score this quarter has decreased from 92.8 last quarter to 89.2. This is due to an decrease in quality assessment of workmanship passes.

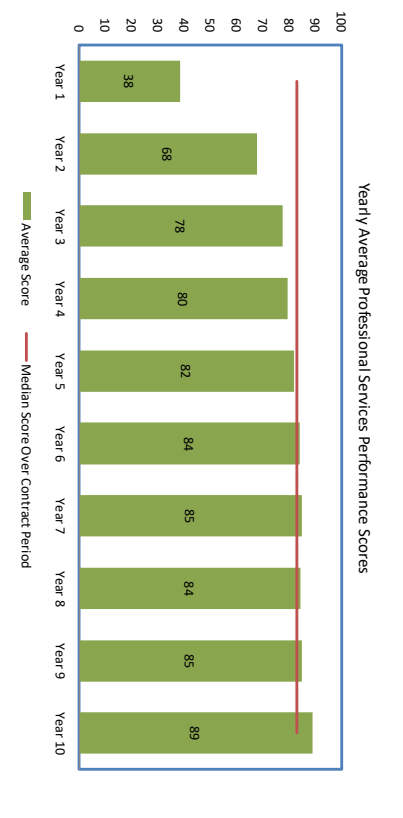
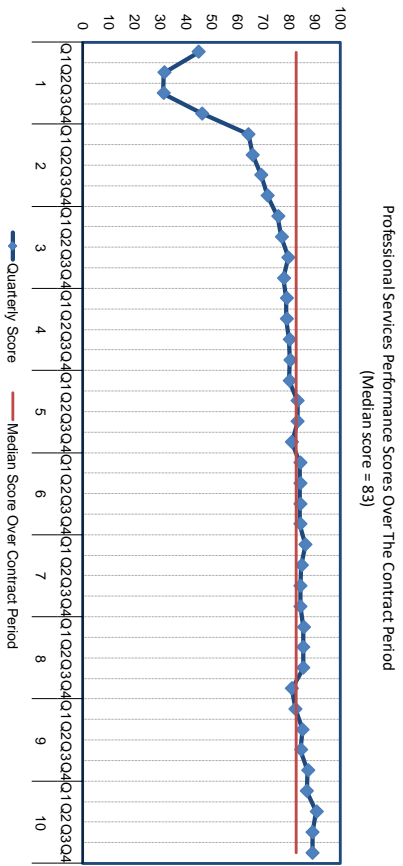


**Professional Services Contract  
Performance Summary**

PSP	Metric	Target	Current Quarter Score	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter
PSP P11	Client Satisfaction of Product	8.5	9.70	15.0	↔	15.0	14.8	PSP 1 and 2: Satisfaction: remains at a high level, with improved results averaging at 9.6 out of 10 (score of 15) for service and 9.7 out of 10 (score of 15) for product. However the return rate for P11 is down at 75% as well as P12 which was at 37%.
PSP P12	Client Satisfaction of Service	8.3	9.60	15.0	↔	15.0	14.9	
PSP P13	Compliance with tendered Quality Statements	95%	99.0%	9.9	↔	9.9	9.9	PSP 3: Quality statements: In addition to various service wide commitments, this year's promises incorporate a number in support of implementing key aspects of the TSP Improvement Plan. The result this quarter is at 99% reflecting ongoing commitment with resourcing major schemes and we continue to make positive progress on the TSP improvement plan actions.
PSP P14	Predictability of Design Costs	Design Costs to be within 10% accuracy	82.67%	10.7	↓	12.6	12.1	
PSP P15	Predictability of Works Costs	Works Costs to be within 10% accuracy	n/a	n/a		0.0		PSP 4 & 6: Design delivery to cost and time: Scores for delivery to cost are slightly down and delivery to time on TSP schemes is slightly up on the previous quarter. Overall only 12.5% (10/81) of schemes actual design costs were >10% budget with 8.64% (7/81) of schemes design completing >10% later than predicted. There continues to be a clear focus of the TSP management team in this area.
PSP P16	Predictability of Time for Design	Time for Design to be within 10% accuracy	87.69%	12.3	↔	12.3	12.3	
PSP P17	Predictability of Time for Construction	Time for Works to be within 10% accuracy	81.80%	13.2	↓	13.3	12.7	PSP 7: Works delivery to time: As with design, delivery to time is excellent, and markedly up on Q3 with just 0% (0/16) of TSP schemes completing >10% after predicted end date.
PSP P18	% Compensation Events accepted/rejected within 2 weeks	90%	87.27%	8.0	↑	6.0	7.3	
PSP P19	Date Forward Programme issued	Nov-19	Nov-19	5.0	↔	5.0	5.0	PSP9: Provision of Kier Programme: This is a time bound measure, which has been met.

<b>Total</b>	<b>89.1</b>	↔	89.1	88.9
--------------	-------------	---	------	------

**Overall Summary**  
Overall performance for Q4 is good at a total score of 89.1/100. This is TSP's second ever highest score which is a positive end to the partnership's ten year contract.  
This follows a continued effort to improve input to P18 relating to compensation events. The underlying trend is again up on the previous year's average of 86.1 and last years Q4 score of 87.3.

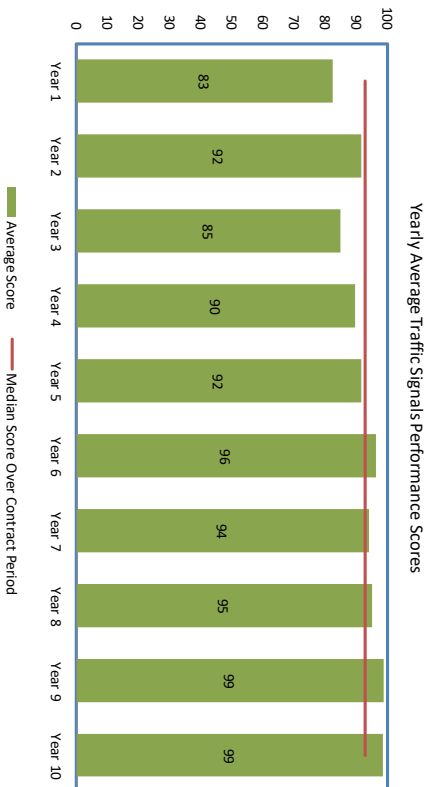
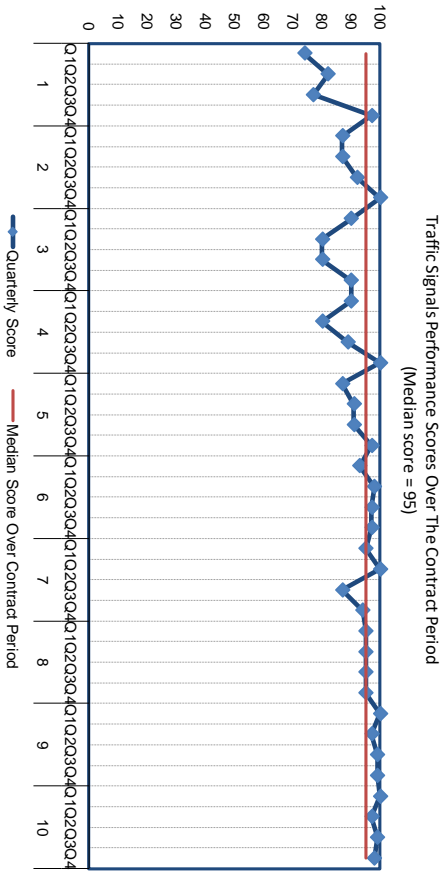


Traffic Signals Term Contract  
Performance Summary

Performance Summary	Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year		Comments for Quarter
					Average	2 Year Trend	
TSTC P11 10 Critical Contractors Quality Promises	100%	100%	5 ↔	5	5.0		All 10 quality promises are being met scoring 5 points for 100%.
TSTC P13 Acceptable Site Safety Assessments per annum	95%	100%	10 ↔	10	10.0		No joint inspections took place this quarter, so the measure has been deemed to be 100% compliant
TSTC P14 Weekly works planning & asset data supplied within timescales	99%	100%	10 ↔	10	10.0		Weekly works planning and asset data supplied within agreed timescales: 3/3 Inventory's received and 13/13 Whereabouts submitted. 13/13 Dashboard compliance checks carried out in Q1.
TSTC P15 Number of Faults Cleared within Contract Timescales	99%	99.54%	10 ↔	10	10.0		437 faults out of 439 faults received during Q4 have been cleared within the contract timescales.
TSTC P16 % Task Orders completed on time	99%	95.14%	9 ↓	10	9.8		98 / 103 task orders that have been received during Q1 have been completed within the contract timescales.
TSTC P17 % 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 P18 % faults resolved at the first visit.	99%	96.41%	9 ↔	9	8.8		403 out of 418 Standard faults & Emergency faults were resolved first time.
TSTC P19 % Task Orders carried out in compliance with TMA.	99%	100%	10 ↔	10	10.0		All task orders have been completed complying with TMA.
TSTC P10 % annual inspections completed per annum.	100%	100%	10 ↔	10	10.0		All remaining inspections were carried out during Quarter 4. All annual inspection took place during the year.
TSTC P11 Reduction in Carbon Emissions	<117 Tonnes CO2	On Target	10 ↔	10	10.0		Target is to reduce Carbon Emission by 5% from 123.77 Tonnes of CO2. This has been achieved significantly.
TSTC P12 % waste reused/recycled	100%	100%	5 ↔	5	5.0		94.23% Recycled materials & 5.77% recovered materials
TSTC P12 Reportable accidents under RIDDOR	0	0	0 ↔	0	0.0		Zero reportable incidents

<b>Total</b>	<b>98.0</b> ↓	99.0	98.5
--------------	---------------	------	------

**Overall Summary**  
The overall score has decreased from last quarter to 98 points. Performance in this area is always very high.



Client Performance Summary

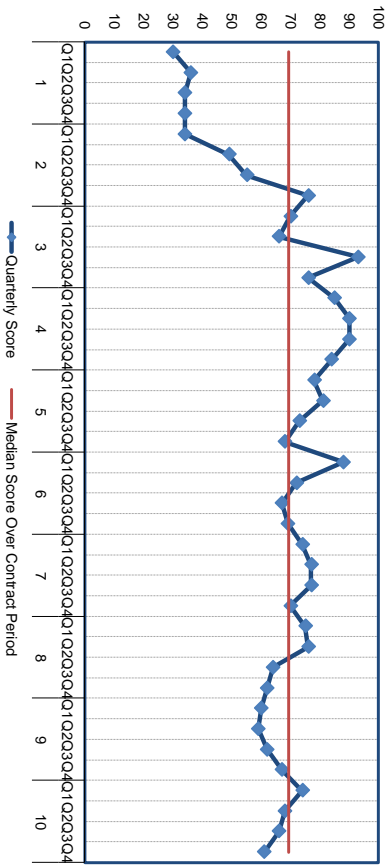
Client	Pain/Gain Results by Area	Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year		Comments for Quarter
						Year Average	2 Year Trend	
Client P11		In Gain	Removed	n/a	n/a	0.0		This measure has been replaced by Client P17
Client P12	Date Forward Programme Issued	By Sept 19	Issued to Contractor	10 ↔	10	10.0		The Scheme Proposals for 2020/21 were issued by the Client to the new Contractor at the time of contract award. This was after the September target however due to contract changes this was unavoidable. Accordingly this measure scores 10 points.  All budget and forecast data has been submitted on time.
Client P13	% variation from current programme spend profile	On time	On Time	20 ↔	20	20.0		Performance has changed slightly with a decrease in 'right first time' client task orders this quarter, with the number of rejected orders increasing from 0.66% last Quarter to 0.73% this Quarter. In real terms this means that 2 jobs were rejected out of 274 total jobs. The overall score has maintained at 19 points.
Client P14	% of LVs giving all info 8 weeks prior to start	100%	99.27%	19 ↔	19	18.8		So far £15,401,391 has been raised on Confirm with £1,478,547 compensation events against that target.
Client P15	Valuation of compensation events versus targets	<2% variation	9.79%	12 ↓	17	17.0		Out of 306 Compensation Events recorded 183 were responded to in the two week time frame. This has decreased so will still need to be monitored and data will be issued on Dashboards to inform all parties of this performance.
Client P16	% of CEs committed within timescale	98%	59.80%	0 ↔	0	0.0		Out of 15029 incoming enquiries only 11883 were actioned within appropriate time scales. The level has increased from last quarter but has scored no points. This will still need to be monitored to see if an improvement plan needs to be initiated.
Client P17	Client Response Times	100%	79.06%	0 ↔	0	1.5		

<b>Total</b>	<b>61</b>	<b>↓</b>	<b>66</b>	<b>67.3</b>
--------------	-----------	----------	-----------	-------------

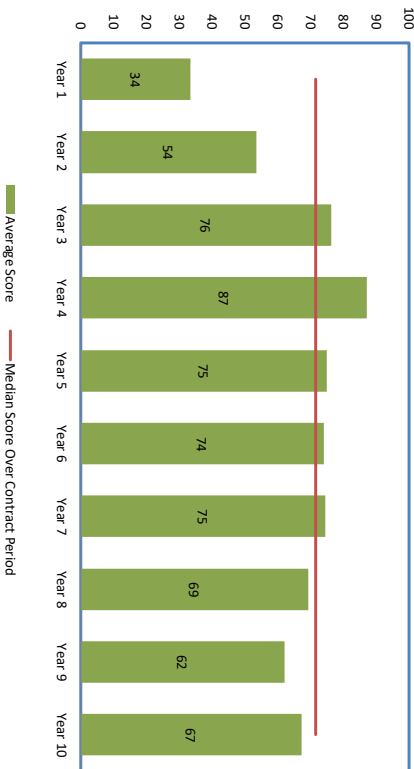
The Client score has decreased this quarter. This is due to an increase in the value of compensation events versus targets.

Overall Summary

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



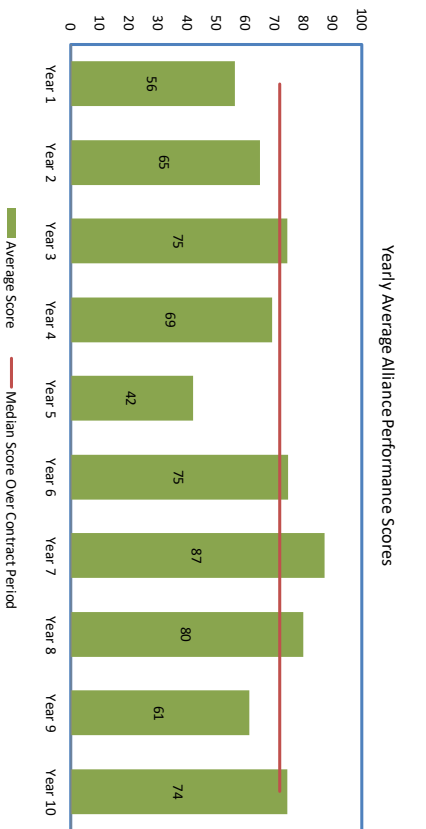
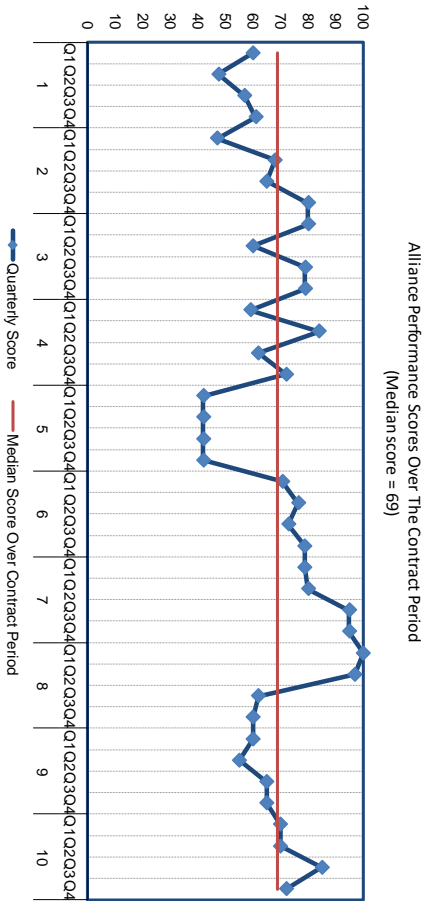
Yearly Average Client Performance Scores

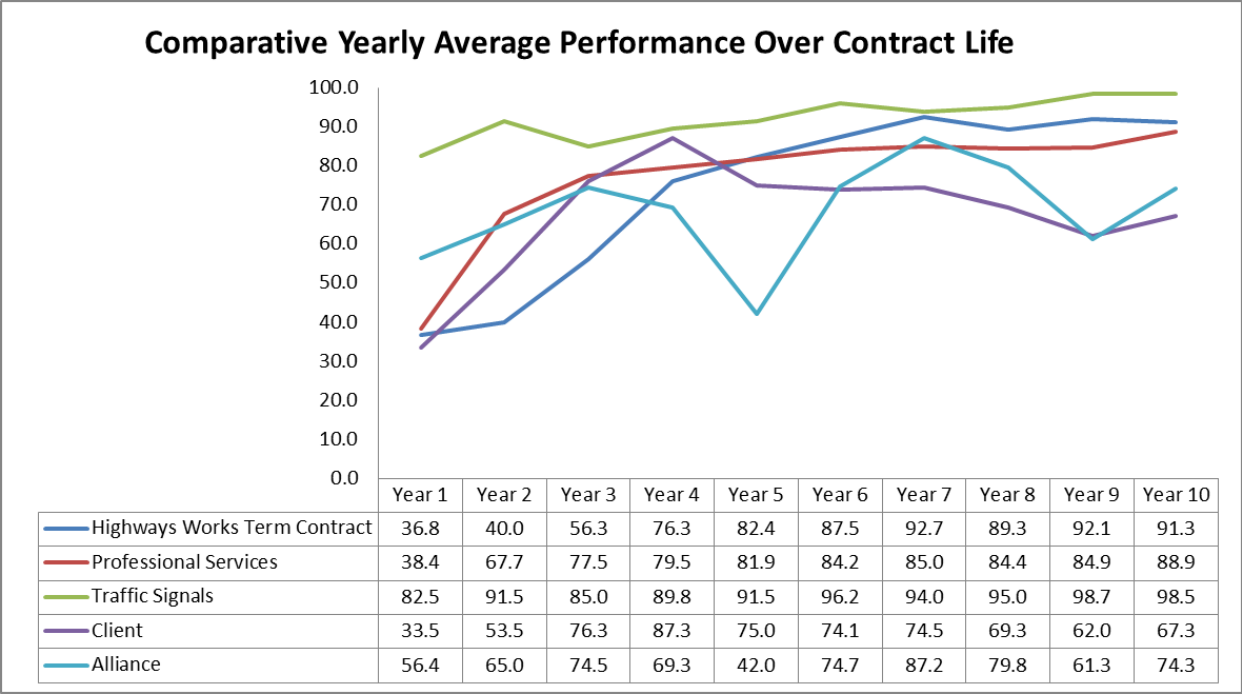


Alliance Performance Summary		Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter
Alliance KPI1	Net/Positive Press Coverage	95%	<b>79.23%</b>	<b>7</b> ↓	15	18.0		This Quarter there was 15 positive, 88 neutral and 27 negatives stories. There were 130 stories in total.
Alliance KPI2	Public Satisfaction Survey	>0% improvement	<b>5.00%</b>	<b>25</b> ↔	25	12.5		This is annual data, and the figure for 2019 was an increase of 5% in satisfaction. This result changes once per year in October.
Alliance KPI3	Tasks delivered against the agreed Client programme	95%	<b>64.29%</b>	<b>5</b> ↓	10	8.8		There has been a decrease in the amount of jobs hitting their programmed targets. This has reduced the indicator score from 10 to a score of 5.
Alliance KPI4	Relationship scoring	>6.5 points	<b>7.37</b>	<b>20</b> ↔	20	20.0		This Quarter the relationship score was 7.37 which means the indicator has decreased by 0.93 of a point. This did not impact on the overall score.
Alliance KPI6	Creation of an agreed programme	by 30th Nov	<b>on Track</b>	<b>15</b> ↔	15	15.0		The programme was due to be finalised by Nov 2019 but did not take place until after the award of the new contract for 2020. Nevertheless the process is currently on track and the measure scores 15 points.

<b>Total</b>	<b>72</b> ↓	<b>85</b>	<b>74.3</b>
--------------	-------------	-----------	-------------

**Overall Summary**  
 The score has decreased quarter from 85 points to 72 points. This is mainly due to an increase in negative press coverage, however we have also lost some points for an increase in jobs missing there programmed targets.





**Conclusion**

The Highway Works Term Contract score has decreased to 89.2 from last quarter's score of 92.8. This score is above the median average for the contract.

The Professional Service Contract score has maintained at 89.1. This is the joint second highest score that this area has achieved in the 10 years of contract.

The Traffic Signals Contract scored 98 this quarter decreasing from 99 last quarter. This area is consistently at a high level.

The Client score has decreased to 61 points this quarter from 66. Compensation Events being committed within timescales and enquiry response times are areas that requires improvement if the Client score is to increase significantly.

The Alliance Indicator score has decreased from 85 to 72 points this quarter. Mainly the alliance has dropped points from negative press coverage.

James Malpass  
May 2020

Improvement Actions

Indicator No	Description	Action	Owner	Target Date
Client PI 6	CE's committed within Timescale	Assess all CE's committed by Officer to see if there is a pattern. Report information on Divisional Dashboard and to the monthly NDM's meeting. Monitor results for future Quarters as Confirm/Agresso shut down will effect CE commitment.	Network and Development Managers, TSP management and Divisional management.	Ongoing
Client PI 7	Client Response Times	This is a new measure that will need to be monitored to ensure improvement in future	Network and Development Managers, TSP management and Divisional management.	Ongoing



## **Highway Works Terms Contract (HWTC)– Performance Indicators**

### **HWTC PI1 - Street Lighting service standard.**

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

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

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

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

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

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

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

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

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

### **HWTC PI3 - Tasks completed with given timescale**

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

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

### **HWTC PI5 - Acceptable site safety assessment**

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

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

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

**HWTC PI7 - Defect correction requiring traffic management.**

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

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

**HWTC PI 8 - % waste reused/recycled**

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

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

**HWTC PI 9 – Compliance with tendered Quality Statements**

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

The statement currently used to monitor performance are : -

- Audits undertaken by competent, trained and qualified assessors will focus on compliance with legislation, policy, meeting contractual requirements and effectiveness and efficiency of key processes. Value from audits will be shared across the Alliance.
- Engage schools, colleges as part of Local Communities Investment Plan. Provide presentations to local schools about “stay safe – stay off site”, road safety and careers within construction industry
- Improve customer satisfaction and lower overall costs and improvements by measuring community response.
- To develop a Vehicle and Plant Asset Review
- Each area to have a Performance Improvement Plan
- “Drive Alive” training scheme to be initiated to drive down carbon emissions and teach methods of safe and economical driving which must be adhered to.
- Implement and improve the Alliance H&S Plan
- To develop a programme of inspections and audit.
- All Schemes to be financially closed out within 3 months.
- Involve subcontractors with improvement scheme.
- Produce an agreed programme of works .
- Alliance training to be delivered to all staff

**HWTC PI10 - Quality assessment of workmanship**

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

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

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

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

### HWTC PI11 - Measure/reduce carbon over the whole fleet

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

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

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

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

### HWTC PI4 - Reportable accidents under RIDDOR

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

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

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

### HWTC PI6 - Services Strikes

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

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

## Professional Services (PSP) – Performance Indicators

### PSP PI1 – Client Satisfaction of Product

This indicator is designed to measure Client Satisfaction with finished Works.

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

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

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

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

### PSP PI2 – Client Satisfaction of Service

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

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

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

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

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

**PI3 – Compliance with tendered Quality Statements**

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

**PSP PI 4 - Predictability of Design Costs**

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

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

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

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

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

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

**PSP PI 6 - Predictability of Time for Design**

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

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

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

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

**PSP PI 7 - Predictability of Time for Construction**

This indicator is designed to compare the actual time taken to undertake Works compared to the estimated time for construction.

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

PSP PI 8 - % of Compensation events committed within timescale

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

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

10% variation is allowable (90% accuracy) – there after points are lost.

>90%=10;

80-89%=8

70-79%=7;

60-69%=6

50-59%=5;

40-49%=4

30-39%=3;

20-29%=2

10-19%=1;

<10%=0

PSP PI 9 - Programme issued to Contractor

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

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

Points are lost for being beyond this date.

## **Traffic Signals Term Contract (TSTC) – Performance Indicators**

### **TSTC PI 1 - 10 Critical Contractors Quality Promises**

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

Analysis of actions by the term contractor in relation to the quality promises with 1 mark being given for each action achieved. Actions are:

1. Full attendance and participation at Alliance Meetings
2. Fully operational Lincolnshire depot and testing facility
3. Fully engaged in ECI in design process
4. Fully engaged in managing the programme
5. Full collaboration in Alliance projects
6. Full implementation of Alliance branding
7. Competency of staff
8. Full operation of target cost financial system
9. Full operation of an open book financial system
10. Fully compliant Fault Management System

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

### **TSTC PI 2 - Reportable accidents under RIDDOR**

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

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

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

### **TSTC PI 3 - Acceptable Site Safety Assessments per annum**

This indicator is designed to measure the safety of site work.

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

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

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

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

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

**TSTC PI 5 - Number of Faults Cleared within Contract Timescales**

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

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

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

99 - 100% = 10

95 - 98% = 9

85 - 94% = 7

75 - 84% = 2

Less than 75% = 0

**TSTC PI 6 % Task Orders completed on time**

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

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

99 - 100% = 10

95 - 98% = 9

85 - 94% = 7

75 - 84% = 2

Less than 75% = 0

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

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

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

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

99 - 100% = 10

95 - 98% = 9

85 - 94% = 7

75 - 84% = 2

Less than 75% = 0



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

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

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

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

99 - 100% = 10

95 - 98% = 9

85 - 94% = 7

75 - 84% = 2

Less than 75% = 0

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

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

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

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

99 - 100% = 10

95 - 98% = 9

85 - 94% = 7

75 - 84% = 2

Less than 75% = 0

TSTC PI 10 - % annual inspections completed per annum.

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

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

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

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

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

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

TSTC PI 11- Reduction in Carbon Emissions

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

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

TSTC PI 12- % waste reused/recycled

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

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

## **Client - Performance Indicators**

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

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

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

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

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

### **Client PI 2 - Date Forward Programme issued**

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

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

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

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

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

### **Client PI 3 - % variation from current programme spend profile**

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

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

This measure is set by Alliance agreement.

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

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

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

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

Client PI 5 - Valuation of compensation events versus targets

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

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

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

The target is set by Alliance agreement.

Client PI 6 - % of Compensation events committed within timescale

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

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

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

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

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

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

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

Client PI 7 – Client Response Times

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

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

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

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

Emergency requests require a response within 24 hrs.

Non-emergency requests require a response within 10 days.

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

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

## Alliance - Performance Indicators

### Alliance PI 1 – Net/Positive Press Coverage

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

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

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

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

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

### Alliance PI 2 - Public Satisfaction Survey

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

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

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

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

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

### Alliance PI 3 - Tasks delivered against agreed Client Programme

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

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

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

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

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

### Alliance PI 4 - Relationships Scoring

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

Staffs are emailed on a quarterly basis and are asked to score the following out of 10 (10 = best, 1 = worst):

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

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

Baseline scores are currently set as 6.5.

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

Points scale	>6.5=20
	6.25 to 6.49= 15
	6 to 6.24 = 10
	5.75 to 5.99 = 5
	<5.75 = 0

Alliance PI 5 - Defunct

This KPI is no longer measured.

Alliance PI 6 - Creation of an agreed programme

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

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

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