



Open Report on behalf of Andy Gutherson Executive Director - Place

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| Report to: | Highways and Transport Scrutiny Committee |
| Date: | 14 December 2020 |
| Subject: | Performance Report, Quarter 2 – (1 July 2020 – 30 September 2020) |

Summary:

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

1. Background

This report draws together performance and update information on the whole of the highway service in Lincolnshire.

This performance report contains:

- Major Highway Schemes Update November 2020;
- Lincolnshire Highways Performance Report Year 1, Quarter 2;
- Highways and Transport Complaints Report, Quarter 2

Major Highway Schemes Update

The Authority currently has four major highway schemes:

- Lincoln Eastern Bypass
- Grantham Southern Relief Road
- Spalding Western Relief Road
- North Hykeham Relief Road

There are a number of other major highway and other infrastructure projects which are of a significant scale and may have a major impact on the County and surrounding area. All of these schemes are included in the Major Highway Schemes Update November 2020 found as Appendix A to this report.

Lincolnshire Highways Performance

Performance

Quarterly performance was reported through the Alliance management structure, with performance issues becoming the subject of an improvement action plan. A copy of the Lincolnshire County Council Highway Performance Report for Year 1, Quarter 2 can be found in Appendix B. This covers the period of July to September 2020.

New contracts for Highway Maintenance, Traffic Signals and Professional Services were awarded in October 2019 with the new contracts starting on 1 April 2020.

Two of the previous partners have changed, as did a majority of the performance measures so it is not possible to compare the results to previous data as it would be an unfair comparison.

The Alliance partners managed to achieve their targets for Quarter 2. The results per contract area are:

- Highways Works Term Contract Performance Indicators (Balfour Beatty) – 53%
- Professional Services Contract Performance Indicators (WSP) – 80.8%
- Traffic Signals Term Contract Performance Indicators (Colas) – 78%
- Client Performance Indicators (Lincolnshire County Council [LCC]) – 59%
- Alliance Key Performance Indicators (LCC/Balfour Beatty/Colas/WSP) – 74%

Whilst some of the scores are low, there has been an overall improvement in all performance scores in Quarter 2 since last quarter.

There continues to be some impact due to new contract mobilisation and coronavirus but this should reduce over time.

Highway Works Term Contract

The main focus of work through the new Highways Work Term Contract continues to be improvement to the condition of carriageways. In Q2 of 2020/21 we have repaired 9141 carriageway potholes, bringing the total since April to 18028.

In addition, we have repaired 135 gully grates, 545 footway potholes, 405 footway slabs, replaced 22 gully pots, as well as carrying out 210 kerbing jobs, 187 minor tree jobs and we have repaired or replaced 199 signs and refreshed the lines at 360 sites.

The highway maintenance programmes had some minor delays in April due to changes in working restriction but are now all back on track to deliver against allocated budgets within the financial year. We have also received significant grants to improve the cycling and walking infrastructure and these works are planned to commence in the New Year and be completed in 2021. To date we have delivered 220 miles of surface dressing, 75 miles of footway improvements, 16 miles of carriageway resurfacing, cleaned 90,000 gullies and cut over 16,000 miles of grass.

Community Maintenance Gangs

The Community Maintenance Gangs continue to work throughout the County, delivering an additional £3.9 million of works during the 2020/21 financial year to make improvements throughout communities and the roads that link them. This work consists of minor aesthetic works, tidying of areas in poor condition, more large-scale civils works which sit out of our Asset Management Strategy, drainage investigation and repair focusing on problem sites from the 2019 floods and minor hand-lay patching work where pothole repairs are not sufficient.

1206 individual jobs have already been completed across the County by these gangs based on instructions by the Local Highways Teams fed by local and political priorities. In addition, 6690 "find and fix" jobs have been completed by the roaming community gangs picking up the more minor aesthetic works such as vegetation clearance, sign cleaning, sweeping, grip digging and siding.

Alongside the Community Maintenance gangs we launched a new internal email address, Cllrhighwaysenquiries@lincolnshire.gov.uk, which was created as a single point of contact for members with complex or on-going enquiries where the issue will be picked up and forwarded to the correct Local Highways Manager or Programme Lead for the issue area. All communications from members are being tracked and response times monitored. Since March when it was launched, 92% of communications received a full response within ten days with the average response time being three days. All enquiries now receive an acknowledgement straight away once they are logged, the ten days is for a meaningful answer. This automatic logging was initially set up on LCC email addresses, but we are adding private email addresses into the filter where these are being used. There have been 851 Councillor highways enquiries in total since March, counting only the first email in a subject thread.

Professional Services Contract

Whilst the Professional Services contract retains the same partner, with WSP working alongside Lincolnshire colleagues to form the Technical Services Partnership (TSP), the Performance Indicators for this contract are new. Of the ten Performance Indicators, three measure WSP performance directly and seven measure TSP as a whole (LCC & WSP). Schemes which completed in Q2 have fed into this reporting period, meaning that some of them commenced under the previous contract due to the timescales involved.

The overall Professional Services Partnership score for 2020 Q2 is 80.8 out of 100, an improvement on the Q1 score of 71.6.

WSP are making progress in complying with their tendered quality statements, which are measured annually, along with that of their continuous improvement / innovation initiatives. One example of this is the proposed introduction of BIM (Building Information Modelling) and the supporting ProjectWise common data environment required to assist Lincolnshire County Council delivering against Department for Transport requirements for new Highway Infrastructure Schemes. Separately WSP have led discussions with the local Science Technology Engineering & Maths (STEM) hub to encourage and enable alliance staff to sign up as STEM Ambassadors; volunteering their time to help bring STEM subjects to life in Lincolnshire's schools and colleges.

The four measures which focus on TSP's ability to deliver highway schemes to time and cost have improved since Q1, with an average score of 9/10 for Q2. There are specific items within the TSP action plan which look to improve performance in this area further.

There is an opportunity to further improve performance in the timeliness of contract notifications within TSP Highway Schemes. Whilst the percentage of those completed to time has increased from 15.6% in Q1 to 64.29% in Q2, the agreed scoring mechanism of the new contract still results in a nil score as this is below the minimum performance threshold of 89%. This is being investigated and opportunities for further improvements being put in place.

Performance of ongoing highways schemes has been maintained during continued homeworking arrangements with the locally based LCC and WSP teams continuing to be integral to the delivery of highway improvements including Lincoln's Riseholme Roundabout, the Welton A46 Roundabout and Sleaford Rugby Club Junctions. The partnership continues to progress efficiency and customer service initiatives through the annual Technical Services Partnership Action Plan.

Traffic Signals Term Contract

Q2 performance for Colas remains solid with notable improvements in the PIs being reported. The overall score of 78 is up from 72 reported for Q1.

Colas are still an engineer and a senior installer short of their full complement, but they are now recruiting for these roles. These will be welcome additions to the team. Overall contract response / fix times remain at an excellent level. Incidents were reported to Colas during Q2 as follows;

- 52 emergency faults (2 hours) of which 50 were attended in time
- 352 standard faults of which all were attended in time
- 42 requests for signals to be switched off for road works

Colas' new office extension at Grantham is now complete and they are currently in the process of setting up their own manufacturing plant for the production of traffic

signal heads, push buttons etc. This will remove the reliance on outside suppliers for essential stock items. The delivery of new poles continues to be a problem area, with the main supplier quoting ever increasing lead in times for new stock.

The Traffic Signal Capital Programme for Q2 saw the completion of the Sleaford Road / Brothertoft Road junction refurbishment. The opportunity was also taken to improve the pedestrian facilities here. Signals installation was also completed as part of Sleaford Rugby Club Junction Scheme.

Innovations:

An order is soon to be placed with Colas to upgrade selected sites in Boston, Grantham and Lincoln to wireless communications as opposed to the fixed BT broadband lines that we are currently utilising. This will eventually lead to significant reductions in on-going revenue costs, with a scheme payback time calculated at six years.

A new device to allow the contactless operation of pedestrian push button units has been identified by Colas and they are looking to select a trial site to test this new technology. The Smart Button simply allows a user to wave their hand under a sensor fitted to the push button which will latch a demand with the crossing. In the current climate, this is something that we should be giving consideration to.

Highways and Transport Complaints

Customer Complaints relating to highways and transport have seen an increase from the last quarter by 218% and there has also been a 50% increase when compared to Q2 of 2019/20. The level of complaint escalations from our area has increased slightly from last quarter with 2% of complaints escalated.

The complaints are of a varied nature, however the highest reason remains related to potholes and defects, which account for 26% of complaints.

The full Highways and Transport Complaints Report Quarter 2 July to September 2020 can be found as Appendix C.

2. Conclusion

Lincolnshire's Highway Service has successfully mobilised the three new Highways 2020 contracts during a global pandemic. Whilst this has had an impact on overall performance the four partners have worked hard to minimise this.

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.

3. Appendices

| | |
|---|--|
| These are listed below and attached at the back of the report | |
| Appendix A | Major Highway Scheme Update Report November 2020 |
| Appendix B | Lincolnshire Highways Performance Report Year 1 Quarter 2 July to September 2020 |
| Appendix C | Highways and Transport Complaints Report, Quarter 2 |

4. 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 Paul Rusted, Head of Highways Services, who can be contacted on 01522 782070 or paul.rusted@lincolnshire.gov.uk

Major Highways Scheme Update – November 2020

Lincoln Eastern Bypass

The works are nearing completion with the road expected to be open by the end of this year. The final works in advance of road opening consist of:

- An extensive programme of final surfacing, including all the roundabouts
- Completion of drainage outfall connections
- Completion of the River Witham Bridge
- Completion of the Market Rasen Bridge Wingwalls
- Removal of the temporary bridge across the River Witham
- Final surfacing on all footways/cycleways
- Signage installation
- Carriageway markings





Grantham Southern Relief Road

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

Phase 2 consists of tunnelling underneath the A1 while keeping the running lanes live to create a new grade separated junction with the A1 south west of Grantham. The main works commenced in September 2019 being constructed by Galliford Try. The project is now past the half way stage with the A1 traffic now running on the new western half of the bridge while works have commenced in excavating and then installing piles on the eastern side. In addition, earthworks and drainage connections continue to progress on the eastern and western slip lane and roundabouts.

Phase 3 will be 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. Land has been secured and the planning permission has been enacted. Early works have commenced, which includes vegetation clearance, ecological works, archaeological works, fencing, compound establishment, utility diversions and a haul road construction. Work is ongoing with the contractor and designers to further develop the Value Engineering options to either decrease the price or mitigate further risk. The final target cost is expected December 2020.





North Hykeham Relief Road

The Outline Business Case for the project was completed and the bid document was submitted to the DfT, via Midlands Connect in February 2019. Since then a number of question have been posed to LCC, which have all been answered, with the last being received in early August 2020. The DfT have completed their assessment and the scheme has now reached the next stage which is Programme Entry. Further work is now being planned which includes detailed design and a review of procurement options. .

Spalding Western Relief Road

Section 5 (Northern Connection) – In February 2018 SHDC in collaboration with LCC were successful in securing £12m from the HCA for delivering this section of the SWRR. Since then a further £8.13m has been sourced from the HCA. Enabling works have commenced on site, which includes archaeological investigations, some vegetation clearance, utility diversion preparation and property demolition. Detailed design for Section 5A is complete, including agreement of Departures from Standards and Stage 2 Road Safety Audit.

A Value Engineering exercise is continuing with a view to this being completed in December 2020 in advance of the detailed designs of Section 5B being completed in early 2021. This includes a re-design of the bridge and embankment to reduce costs following input from the contractor (ECI).

Land acquisition is nearing completion, as is securing a signed bridge agreement with Network Rail. Works are currently planned to start in early 2021 once these agreements are in place.

The demolition of two properties (167/169 Spalding Road) commenced on the 16 September for a period of 3 to 4 weeks



Allen Archaeology were appointed to undertake archaeological works in advance of the main works, this commenced on 16 July 2020 with a 16 week programme.



A46 Dunholme/Welton Roundabout Improvement

The A46 Dunholme/Welton roundabout improvement consists of constructing a roundabout and improving visibility at an existing 'T' junction. LCC was successful with a National Productivity Investment Fund Tranche 2 bid for £2m.

The project started on site on 20 July with progress to date being good. The following work has taken place between 1 October and early December:

- Finishing the remaining construction to the North of the field to tie into the Lincoln Road closure works
- AW diversion underway
- BT diversion underway
- Finish the installation of street lighting ducting, chambers and sockets
- Finish topsoiling
- More Kerbing
- Combined Kerb Drainage units to the roundabout
- Construction of manholes and gullies



A46 Lincoln Northern Roundabout Improvements

The A46/A158 Riseholme Road Roundabout project on Lincoln's Northern Bypass attracted Single Local Growth Fund support to a value of £2.4m. The project included enlarging the size of the roundabout and increasing the number of lanes both entering and exiting each leg of the roundabout. This will reduce congestion at this pinch point and improve journey time reliability.

The scheme is now complete but works since the last update included:

- Anglian Water completed their works and the testing all passed.
- Completion of the pond in the south west corner.
- The surfacing of the roundabout.
- Hardstanding for maintenance purposes (off Riseholme Road).
- Completion of filter drain works.
- Final surfacing and white lining.





Rugby Club Junction, Sleaford

The scheme was designed to ease congestion at the Sleaford Rugby Club junction, increase road capacity and improve traffic flow in all directions. It includes traffic lights at the junction to improve turning movements and reduce congestion on the slip lane. A right turn ban from the A153 to the A17 helps to improve the traffic light phasing. An additional lane has been constructed under the bypass to accommodate the additional traffic that will turn around at the roundabout and access the A17 from the south.

These works were completed in October and the scheme is operating well with reduced congestion.





Holdingham Roundabout, Sleaford

This scheme will ease congestion at Holdingham Roundabout, increase capacity and improve traffic flow in all directions. The project entails constructing additional lanes at each approach, widening the circulatory on the roundabout and installing traffic lights to control the flow.

This project was originally to follow on from the Rugby Club, but this will put the earthworks into the autumn and winter months which presents too great a risk of delays and the potential for increased financial costs. The decision has been made to postpone the start of work until the middle of February 2021.

An initial Target Cost was received in September 2020 with a programme indicating 12-month duration. LCC are currently reviewing this as it's felt this is too long and an alternative construction methodology could be explored.

Corringham Road Junction, Gainsborough

The Corringham Road/Thorndike Way Junction Improvement Scheme will increase safety and improve traffic flow via the addition of traffic signals at all of the junction's approaches. The project also includes some localised widening of the carriageway and the future proofing of a signalised access into what is currently a farming access which will become a housing development site.

Works commenced in September 2020 with BT utility diversions being the first activity. Main construction works commenced on 21 September with the focus being on carriageway widening activities. Traffic management has been implemented, including contra-flow and left/right turn bans at Corringham Road.



Roman Bank, Skegness

The Skegness Roman Bank Improvement Scheme will see the full reconstruction of a 550-metre section of carriageway and footway between the Burgh Road/Castleton Boulevard Junction to just past Elmhirst Avenue. The works include new road lining, half a mile of new drainage facilities, refurbishing the pedestrian crossing near the junction of Roman Bank and Sea View Road and rebuilding the footways on both sides of the carriageway.

Work started on site as planned on Monday 7 September. The road is closed and work is being carried out as per the programme. The first section is well underway with the carriageway excavated and the kerbs are being installed. Drainage has also progressed well with this section of the underlying ground being better than originally feared.



Lincolnshire Coastal Highway

Following the announcement of a Coastal Highway Budget allocation a programme of works are being developed over a number of years. Approximately £6.5m has been allocated to date, towards various improvements along and around the Lincolnshire Coastal Highway. This includes carriageway reconstruction, carriageway resurfacing, guard rail replacement, white lining and new/improved pedestrian facilities.

Boston Distributor Road Scoping Bid

A project scoping report was produced by LCC and submitted to Matt Warman MP for lobbying to central government for funding to progress a Boston Distributor Road Outline Business Case. The DfT responded stating that were insufficient funds at this time.



Lincolnshire Highways Performance Report

Year 1 Quarter 2 - July to September 2020

Prepared November 2020



Introduction

This report is prepared for the Lincolnshire County Council 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 are directed at measuring the achievement of the objectives of the Partners to the Alliance. These mutual objectives represent the aspirations of the Partners to the alliance agreement.

Performance Indicators 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 purpose is for the alliance Partners to work in collaboration with each other and to jointly add value to the delivery of services.

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Highways Works Term Contract

Performance Summary

| | | Target | Current Quarter | Quarter Score | Last Quarter | |
|-----------|--|-------------|-------------------|---------------|--------------|--|
| HWTC P11 | Compliance with tendered Quality Statements | 10 Achieved | 9 Achieved | 9 ↔ | 9 | 10 Quality statements have been selected to score this measure. After assessment it has been deemed that 9 are currently being achieved |
| HWTC P12 | Response times for emergency works | 99.5% | 82.94% | 0 ↔ | 0 | Out of the 774 emergency jobs over the quarter, 642 achieved the required response rate. |
| HWTC P13 | Tasked completed within timescales - Reactive Works | 99.0% | 73.88% | 0 ↔ | 0 | 6466 out of 8752 jobs were completed on time |
| HWTC P14 | Tasked completed within timescales - Planned Works | 99% | 97.2% | 8 ↓ | 10 | 139 jobs out of 143 were completed within anticipated timeframe. |
| HWTC P15 | % task orders in compliance with TMA | 99% | 97.81% | 8 ↔ | 8 | This quarter there were 27 FPNs for non-compliance of TMA on 1236 completed JVs. |
| HWTC P16 | Quality assessment of workmanship | 99% | 100.00% | 10 ↔ | 10 | This quarter there was 33 core sample tests of which all were deemed acceptable. |
| HWTC P17 | Contract Notifications processed within required timescales. | 99% | 18.18% | 0 ↔ | 0 | Out of 44 Contract Notification 8 were acknowledged in appropriate timescales. |
| HWTC P18 | Street Lighting Service Standard | 98.5% | 66.15% | 0 ↔ | 0.0 | This measure has been impacted by low numbers of routine maintenance and SALIX lantern replacements. A workshop has been arranged to look into improvements. |
| HWTC P19 | Gully Maintenance | 95% | 93.2% | 8 ↑ | 0 | The target cleanse completed for quarter 2 was 93.2% complete. |
| HWTC P110 | Winter/Summer Maintenance | On Track | On Track | 10 ↔ | 10 | The Rural Mowing, Urban Mowing and Weed Control Programmes are all current on track. |

Overall Summary

| | | | |
|--------------|---------------|-------------|---|
| Total | 53.0 ↑ | 47.0 | The score for this quarter is 53. There has been improvement across all measures though some still do not score points. The notable improvements are in Gully Maintenance and response to Contract Notifications. |
|--------------|---------------|-------------|---|

Professional Services Contract

Performance Summary

| | | Target | Current Quarter | Quarter Score | Last Quarter | Comments for Quarter |
|--|--|-----------------|-----------------------------|---------------|--------------|---|
| PSP P11 | Compliance with tendered Quality Statements | 10 Achieved | 9 Achieved | 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 |
| | Continuous Improvement and Innovation | 20 Case Studies | On Track | 10.0 ↔ | 10.0 | |
| PSP P12 | Accuracy of Task Order Price Proposal | 90%-100% | 94.0% | 8.7 ↑ | 7.4 | The accuracy of Professional Services Price Proposals against the actual out-turn costs was at 94% this quarter. |
| | Ability to Meet Agreed Timescales to Complete a Task Order | 90%-100% | 79% | 8.2 ↑ | 7.8 | |
| PSP P14 | Overall Performance of Design and Supervision | 85%-115% | 116.00% | 7.3 ↓ | 8 | There were 72 Task Orders completed this quarter - on average they took 79% of the agreed timescale. The average score for Design was 7.94 whilst Supervision was 8.50 The average Awarded Tender Value was 116% of the final out-turn cost. More than 100%; Out-turn cost less than the awarded tender value. |
| | Accuracy of Pre-Tender Works Cost Estimating | 85%-115% | 93.00% | 7.5 ↑ | 6.3 | |
| PSP P16 | Contract Notifications processed within required timescales. | 99% | 85.11% | 3.0 ↑ | 0.0 | Of the 12 completed schemes the average percentage of Original Quote compared to Actual Cost was 93%. Less than 100%; Pre-Tender Works Cost Estimate greater than Assessed Tender Value. Out of 47 Contract Notifications 40 were acknowledged in appropriate timescales. |
| | Client Satisfaction of Design Service | >9.5 | 9.00 | 8.0 ↑ | 4.0 | |
| PSP P18 | Continuity of Key Staff | No Impact | No Impact | 10.0 ↔ | 10.0 | The average score for Design and Supervision was 9 No issues have been reported for any changes in staff. |
| | Time to fill a Vacancy | >90% | No Vacancy Requested | 10.0 ↔ | 10.0 | |
| <p style="text-align: center;">Overall Summary</p> <p>The overall Professional Services Partnership score for 2020 Q2 is 80.8 out of 100. The main area requiring improvement is PSP P17 Contract Notifications processed within required timescales.</p> | | | | | | |
| | | | Total | 80.8 ↑ | 71.6 | |



Traffic Signals Term Contract Performance Summary

| | Target | Current Quarter | Quarter Score | Last Quarter | Comments for Quarter |
|-----------|-------------|--------------------|---------------|--------------|--|
| TSTC P11 | 10 Achieved | 8 Achieved | 8 ↑ | 6 | 10 Quality statements have been selected to score this measure. After assessment it has been deemed that 9 are currently being achieved |
| TSTC P12 | 29 Supplied | 29 Supplied | 10 ↔ | 10 | 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 Q2. |
| TSTC P13 | None missed | None missed | 10 ↑ | 6 | 52 emergency faults out of 52 faults received were attended within contract timescales. |
| TSTC P14 | 99% | 100% | 10 ↔ | 10 | 321 faults out of 321 faults received during Q2 have been cleared within the contract timescales. |
| TSTC P15 | 99% | 95.38% | 6 ↑ | 0 | 62 / 65 task orders that have been received during Q2 have been completed within the contract timescales. |
| TSTC P16 | 99% | 100% | 10 ↔ | 10 | 0 remedial have been reported for the task orders this quarter |
| TSTC P17 | 99% | 96.78% | 4 ↓ | 10 | 361 out of 373 Standard faults & Emergency faults were resolved first time. |
| TSTC P18 | 99% | 100% | 10 ↔ | 10 | All task orders have been completed complying with TMA. |
| TSTC P19 | On Track | On Track | 10 ↔ | 10 | All planned inspections were carried out during Quarter 2. |
| TSTC P110 | 30 or less | 46 sites | 0 ↔ | 0 | There has been a total of 46 sites where an Optic failure has occurred. Further details to be confirmed |

Overall Summary

| | | | |
|--------------|-------------|-------------|---|
| Total | 78.0 | 72.0 | The overall score for quarter one is 78 points. Signal Optic Failures is being monitored to establish improvements. |
|--------------|-------------|-------------|---|



| Client Performance Summary | | Target | Current Quarter | Quarter Score | Last Quarter | Comments for Quarter |
|----------------------------|--|----------------------|-----------------|---------------|--------------|--|
| Client P11 | Client scheme proposals | Sept 19 | Late | 7 ↓ | 10 | The Scheme Proposals for 2021/22 were due to be issued by the Client to the Contractor at the end of September. This however is late and has reduced the score. |
| Client P12 | Variation from Annual Plan spend profile | 98-102% | 100% | 10 ↔ | 10 | There has been no budget movement as such this measure score full points. |
| Client P13 | Client Enquiry Response Times | 100% | 71.36% | 0 ↔ | 0 | Out of 8535 incoming enquiries only 6086 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 P14 | Early Contractor Involvement | >98% | 54.54% | 0 ↔ | 0 | Out of 88 schemes that started this quarter 48 has had Early Contractor Involvement 10 weeks prior to start date. |
| Client P15 | Valuation of compensation events versus targets | <7% variation | 0.01% | 10 ↔ | 10 | So far £16,739,625 has been raised on Confirm with £106,466 compensation events against that target. |
| Client P16 | Total Rejected Orders | <1% | 2.99% | 7 ↓ | 8 | Out of 22366 committed jobs 670 were queried/rejected. |
| Client P17 | Contract Notifications processed within required timescales. | 100% | 86.92% | 3 ↑ | 0 | Out of 107 Contract Notification 93 were acknowledged in appropriate timescales. |
| Client P18 | Percentage of abortive works | <1% | 0.00% | 10 ↑ | 8 | Out of 127 jobs that have gone through the ECI process 0 were subsequently cancelled. |
| Client P19 | Highways Inspections Completed | 100% | 94.29% | 6 ↔ | 6 | Out of 596 Highway Inspections 34 had overdue inspections. |
| Client P110 | Value for Money | Constant Improvement | Not Included | n/a ↔ | n/a | The Value For Money process is currently being reviewed and is not fully implemented - as such this measure currently does not add to the score. All other PI scores have been updated. |

Overall Summary

| Total | 59 ↑ | 58 |
|-------|------|--|
| | | The Client score is 59 this quarter. There were two measures that scored zero points (ECIs and processing Enquiries). These areas will need to improve before the score will increase significantly. |

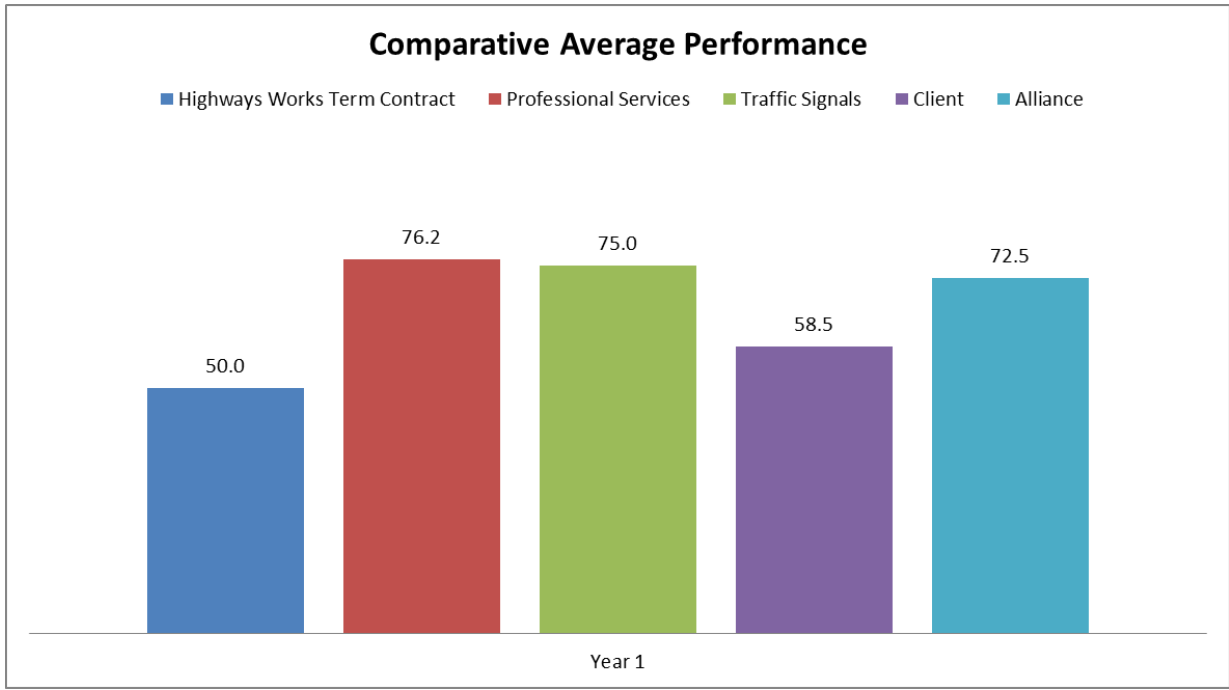
Alliance Performance Summary

| Alliance KPI | Target | Current Quarter | Quarter | | Comments for Quarter | | |
|----------------|--|---------------------|------------------------|--------------|----------------------|---|---|
| | | | Score | Last Quarter | | | |
| Alliance KPI1 | Asset Management Strategy | Within Range | 10 | ↔ | 10 | This is annual data, and the figure for 2019 is within the anticipated range. Road Condition data show Princes Road at 2% Red, A&B Roads at 6% Red and Unclassified Roads at 28.8% Red. | |
| Alliance KPI2 | Creation of and Tasks delivered against the agreed Annual Plan programme | By Nov 30th and 95% | Provisional | 7 | ↔ | 7 | The Annual Plan was agreed later than target, however some flexibility has been allowed due to the start of the new contract. This part of the measure has scored 2 out of 3. A score for accuracy of Programme has been set as 5 out of 7 - needs tbc. |
| Alliance KPI3 | Minimising disruption to the public | 2 schemes | 21 schemes | 10 | ↔ | 10 | 21 schemes were confirmed so for YTD which meets the cumulative target for Q2 |
| Alliance KPI4 | Building Social Value | Mixed Measure | Incomplete Data | 6 | ↑ | 5 | The data received from the contractors show that we have not scored points for 30 day payment of invoices. The additional part to this measure is setting a benchmark for apprentices and having a locally based supply chain. The quality of data received has improved from last quarter and we are nearly at the stage of having complete data in order to benchmark for Year 2. As such the score has increased by 1 point. |
| Alliance KPI5 | Public Satisfaction Survey | >0% improvement | 9.30% | 10 | ↔ | 10 | This is annual data, and the figure for 2019 was an increase of 9.3% in satisfaction. This result changes once per year in October. |
| Alliance KPI6 | Efficiency of Spend | >95% | 81.00% | 4 | ↔ | 4 | This is annual data, and the figure for 2019 was an decrease of 4% in efficiency of spend This result changes once per year in October. |
| Alliance KPI7 | Net/positive Press Coverage | >95% | 91.15% | 8 | ↔ | 8 | This Quarter there was 39 positive, 64 neutral and 10 negatives stories. There were 113 stories in total. |
| Alliance KPI8 | Relationship scoring | >7points | Not Included | n/a | n/a | n/a | The ScoringRelationship process is currently being reviewed and is not fully implemented - as such this measure currently does not add to the score. All other KPI scores have been updated. |
| Alliance KPI9 | Reduction in Carbon Emissions and Waste | Mix | CO2 tbc (98% Recycled) | 5 | ↑ | 0 | 5 points have been awarded as over 98% of waste has been recycled or reused. There has been an improvement in data gathering towards calculating a score for Carbon Emissions - whilst this has not been included this quarter it is expected to be added going forward. |
| Alliance KPI10 | Acceptable Site Safety Assessment and Reportable Accident under RIDDOR | >95% | 88.89% | 7 | ↓ | 10 | 16 assessments over the past six months have passed out of 18 assessments. There were no RIDDOR incidents this quarter. |



| Overall Summary | |
|-----------------|---------|
| Total | 74 ↑ 71 |

The score for this quarter has slightly increased from 71 to 74 points and continues to show a good start to a new contract and relationship. Data capture has improved from last quarter and this is expected to continue going forward.



Conclusion

New contracts for Highway Maintenance, Traffic Signals and Professional Services were awarded in Oct 2019 with the new contracts starting on April 2020.

The Highway Works Term Contract has increased from 47.0 to 53.0. This score has increased from last quarter showing the improvements made by the contractor.

The Professional Service Contract score has increased from 71.6 to 80.8. This is a good score and demonstrated further improvement for the partner.

The Traffic Signals Contract scored 78 points increasing from 72 points last quarter. This shows good improvement from the first quarter.

The Client score has increased to 59 points this quarter from 58. Contract notifications being committed within timescales, ECIs and enquiry response times are areas that require improvement if the Client score is to increase significantly.

The Alliance Indicator score was 74 points this quarter increasing from 71. Data gathering for the KPIs has improved so scores are expected to increase going forward.

James Malpass
November 2020

Improvement Actions

| Indicator No | Description | Action | Owner | Target Date |
|---------------------------------------|--|--|---|------------------|
| Client PI7, HWTC PI 7, PSP PI 7 | Contract Notifications processed within | All partners have been advised of the correct procedure to process notifications. This will need to be monitored to ensure improvement. | Network and Development Managers, TSP management and Divisional management. | Ongoing |
| Client PI3 | Client Enquiry 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 |
| Client PI4 | Early Contract Involvement | 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 |
| HWTC PI2 | Response times for emergency works | The contractor has implemented changes to their procedures. This needs to be monitored for improvement | Network and Development Managers, TSP management and Divisional management. | Year 1 Quarter 3 |
| HWTC PI3 | Tasks completed within timescales - Reactive Works | 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. | Year 1 Quarter 3 |
| HWTC PI4 | Tasks completed within timescales - Planned Works | The contractor has implemented changes to their procedures. This needs to be monitored for improvement | Network and Development Managers, TSP management and Divisional management. | Year 1 Quarter 3 |
| HWTC PI8 | Street Lighting Service Standard | A workshop has been arranged to look into the measure to see what improvement and changes can be made. | Network and Development Managers, TSP management and Divisional management. | Year 1 Quarter 2 |
| HWTC PI9 | Gully Maintenance | 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. | Year 1 Quarter 3 |
| TSTC PI10 | Signal Optic Failures | This is a new measure that will need to be monitored to ensure improvement in future or to establish if some of the failures are out of the contractor's control | Network and Development Managers, TSP management and Divisional management. | Year 1 Quarter 3 |
| Alliance KPI9 | Reduction in Carbon Emissions and Was | This is a new measure - data capture needs to improve for the measure to be accurate. | All Partners | Ongoing |
| Alliance KPI4 | Building Social Value | This is a new measure - data capture needs to improve for the measure to be accurate. | 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)

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

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

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

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 remain 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% improvement = 10
1 to 2% improvement = 8
0 to 1% improvement = 6
-1 to 0% improvement = 4
-2 to -1% improvement = 2
-3 to -2 % 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

$$PI = 1 - \frac{C - (A + B)}{A + B} \times 100$$

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 from the Term Maintenance Contract Management System (Confirm).

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

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)

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

B

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 inspections 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 gives 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 ECI's 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 from 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 uses 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% x Positive Stories + Neutral Stories

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 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.