



## **Lincolnshire Highways Performance Report**

**Year 3 Quarter 1 - April to June 2022**

***Prepared August 2022***



### Introduction

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

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

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

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

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**Highways Works Term Contract  
Performance Summary**

		Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	
HWTC PI1	Compliance with tendered Quality Statements	10 Achieved	<b>8 Achieved</b>	<b>8.0</b> ↔	8.0	8.0		10 Quality statements have been selected to score this measure. After assessment it has been deemed that 8 are currently being achieved
HWTC PI2	Response times for emergency works	99.5%	<b>99.26%</b>	<b>10</b> ↑	8	8.5		Out of 546 emergency jobs over the quarter, 542 achieved the required response rate.
HWTC PI3	Tasked completed within timescales - Reactive Works	99.0%	<b>85.29%</b>	<b>0</b> ↔	0	0.0		7017 out of 10216 jobs were completed on time.
HWTC PI4	Tasked completed within timescales - Planned Works	99%	<b>97.0%</b>	<b>8</b> ↓	10	8.8		97% were completed within anticipated timeframe.
HWTC PI5	% task orders in compliance with TMA	99%	<b>99.70%</b>	<b>10</b> ↔	10	10.0		This quarter there were 4 FPNs for non-compliance of TMA on 1352 completed JVs.
HWTC PI6	Quality assessment of workmanship	95%	<b>97.00%</b>	<b>10</b> ↑	6	8.5		The data used for the quarter shows 97.00% compliance in lab test results.
HWTC PI7	Contract Notifications processed within required timescales.	99%	<b>91.51% Notifications; 99.83% Target Costing</b>	<b>7.0</b> ↑	6.5	4.6		Out of 339 Contract Notification 289 were acknowledged in appropriate timescales. A further 15 were actioned in the acceptable extension period. 99.83% of jobs requiring a Target Cost did so within 4 weeks of works commencing.
HWTC PI8	Street Lighting Service Standard	98.5%	<b>81.00%</b>	<b>0</b> ↔	0.0	0.0		The routine maintenance work has improved but a minimal Salix Energy Saving activity has reduced the overall score.
HWTC PI9	Drainage Cleansing Maintenance	95%	<b>111.70%</b>	<b>10</b> ↑	0	5.0		The target cleanse for Quarter 1 was above target - the target was lowered due to the subcontractor going into liquidation. A new subcontractor will be brought onto contract from Q2.
HWTC PI10	Winter/Summer Maintenance	On Track	<b>On Track</b>	<b>10</b> ↔	10	10.0		Summer maintenance is currently on track

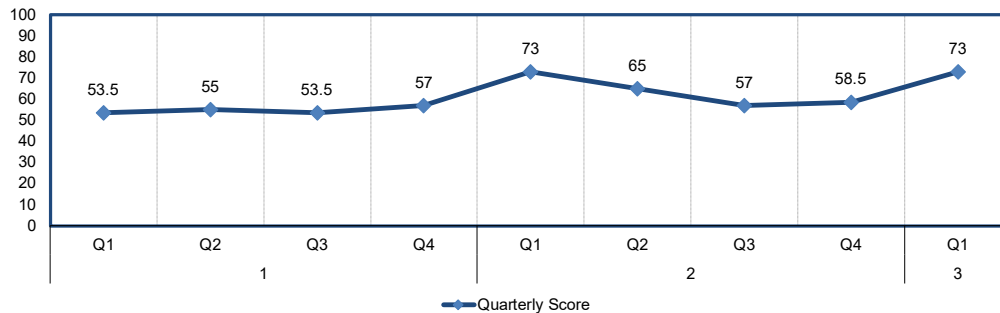


<b>Total</b>	<b>73.0</b> ↑	58.5	63.4
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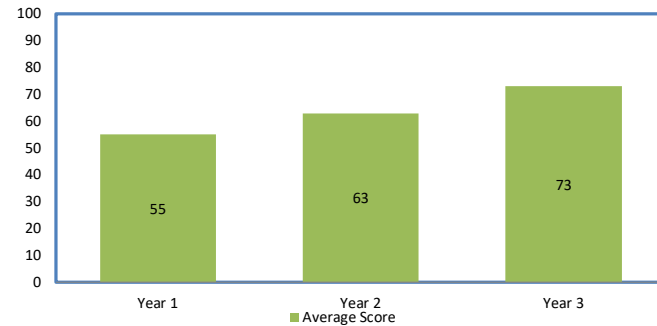
Overall Summary

The score for this quarter increased from 58.5 points to 73. PI9 has seen the biggest improvement with a new subcontract now involved with the contract. PI3 and 8 still require improvements but workshops are ongoing.

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



Yearly Average Highways Works Performance Scores



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Performance Report  
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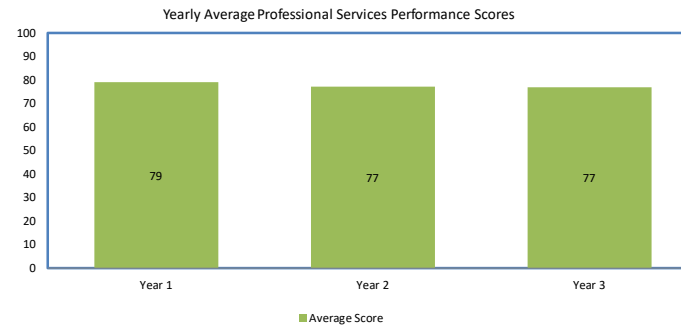
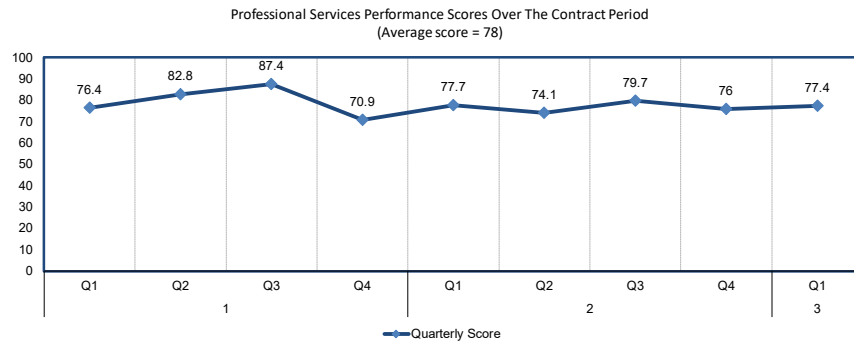
Professional Services Contract  
Performance Summary

		Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter
PSP PI1	Compliance with tendered Quality Statements	10 Achieved	<b>9 Achieved</b>	<b>8.0</b> ↔	8.0	8.0		10 Quality statements have been selected to score this measure. After assessment it has been deemed that 9 are currently being achieved
PSP PI2	Continuous Improvement and Innovation	110k savings	<b>On Track</b>	<b>10.0</b> ↔	10.0	10.0		The annual target for savings in Y3 is £110,670
PSP PI3	Accuracy of Task Order Price Proposal	90%-100%	<b>90.26%</b>	<b>7.6</b> ↑	6.3	7.5		The accuracy of Professional Services Price Proposals against the actual out-turn costs was at 90.26% this quarter.
PSP PI4	Ability to Meet Agreed Timescales to Complete a Task Order	90%-100%	<b>89.29%</b>	<b>8.0</b> ↓	8.6	8.2		There were 93 Task Orders completed this quarter - on average they took 89.29% of the agreed timescale. The average score for Design was 8.00 whilst Supervision was 7.90
PSP PI5	Overall Performance of Design and Supervision	85%-115%	<b>107.54%</b>	<b>8.8</b> ↑	6.8	7.4		The average Awarded Tender Value was 108% of the final out-turn cost. More than 100%; Out-turn cost less than the awarded tender value.
PSP PI6	Accuracy of Pre-Tender Works Cost Estimating	85%-115%	<b>88.05%</b>	<b>7.6</b> ↓	9.1	8.4		Of the 16 completed schemes the average percentage of Original Quote compared to Actual Cost was 88.05%. Less than 100%; Pre-Tender Works Cost Estimate greater than Assessed Tender Value.
PSP PI7	Contract Notifications processed within required timescales.	99%	<b>85.80%</b>	<b>5.0</b> ↑	4.0	3.8		Out of 84 Contract Notifications 68 were acknowledged or actioned in appropriate timescales. A further 13 were actioned in acceptable extension period.
PSP PI8	Client Satisfaction of Design Service	>9.5	<b>6.26</b>	<b>4.0</b> ↓	6.0	5.0		The average score by Task Order values were as follows - Below 10k = 8.07, 10k-50k = 6.47, 50k-100k = 4.62, Greater than 100k = 5.87. The average overall was 6.26
PSP PI9	Continuity of Key Staff	No impact	<b>16 Negligible 3 Minor 2 Moderate 2 Significant</b>	<b>8.5</b> ↑	7.2	8.4		Three schemes reported potential for a minor impact due to changes in staff. Two schemes reported a moderate impact due to change. Two schemes reported a significant impact due to change.
PSP PI10	Time to fill a Vacancy	>90%	<b>No Vacancy Requested</b>	<b>10.0</b> ↔	10.0	10.0		No vacancies were requested to be filled so this measure has been deemed to score full marks.



<b>Total</b>	<b>77.4</b> ↓	76.0	76.8
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Overall Summary  
The overall Professional Services Partnership score for 2022 Q1 is 77.4 out of 100. The main area requiring improvement is PSP PI7 Contract Notifications processed within required timescales.



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**Traffic Signals Term Contract  
Performance Summary**

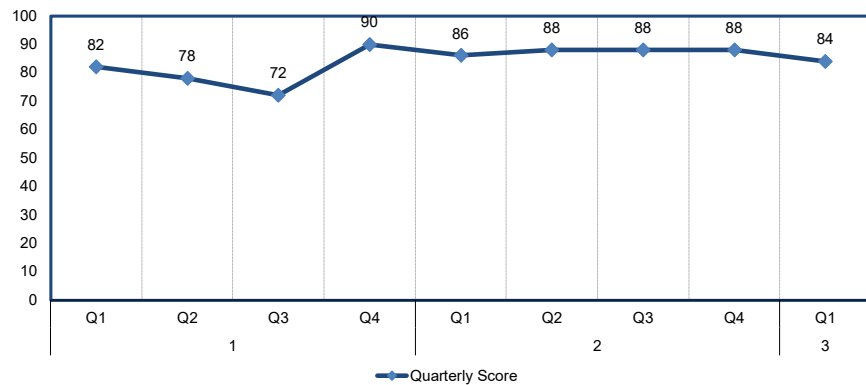
		Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter
TSTC PI1	Compliance with tendered Quality Statements	10 Achieved	<b>7.5 Achieved</b>	<b>4</b> ↔	6	5.5		10 Quality statements have been selected to score this measure. After assessment it has been deemed that 7.5 are currently being achieved
TSTC PI2	Weekly works planning	29 Supplied	<b>29 Supplied</b>	<b>10</b> ↔	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 PI3	Response times for emergency works	None missed	<b>2 missed</b>	<b>4</b> ↓	4	5.5		81 emergency faults out of 83 faults received were attended within contract timescales.
TSTC PI4	Number of Faults Cleared within Contract Timescales	99%	<b>99.79%</b>	<b>10</b> ↔	10	10.0		405 faults out of 405 faults received during Q1 have been cleared within the contract timescales.
TSTC PI5	% Task Orders completed on time	99%	<b>TBC</b>	<b>6</b> ↓	8	8.5		<b>40 of 40 task orders that have been received during Q1 have been completed within the contract timescales. Score for Quotations to be agreed - currently provisional</b>
TSTC PI6	% Task Orders completed free of remedial works	99%	<b>100%</b>	<b>10</b> ↔	10	10.0		0 remedial have been reported for the task orders this quarter
TSTC PI7	% faults resolved at the first visit.	99%	<b>99.75%</b>	<b>10</b> ↔	10	10.0		404 out of 405 Standard faults & Emergency faults were resolved first time.
TSTC PI8	% Task Orders carried out in compliance with TMA.	99%	<b>100.00%</b>	<b>10</b> ↔	10	10.0		9 task orders out of 9 have been completed complying with TMA.
TSTC PI9	% annual inspections completed per annum.	On Track	<b>Behind</b>	<b>10</b> ↑	10	8.5		91 annual inspections were completed by the end of Q1 - which is ahead of target.
TSTC PI10	Signal Optic Failures	30 or less	<b>4 sites</b>	<b>10</b> ↑	10	9.0		There has been a total of 4 sites where an Optic failure has occurred.



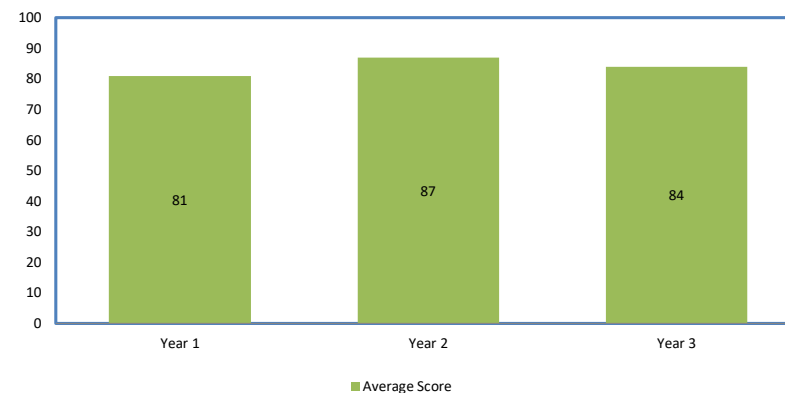
Overall Summary

<b>Total</b>	<b>84.0</b> ↔	<b>88.0</b>	<b>87.0</b>	The score for this quarter is provisionally 84 points. The score remains high.
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Traffic Signals Performance Scores Over The Contract Period  
(Average score = 83)



Yearly Average Traffic Signals Performance Scores



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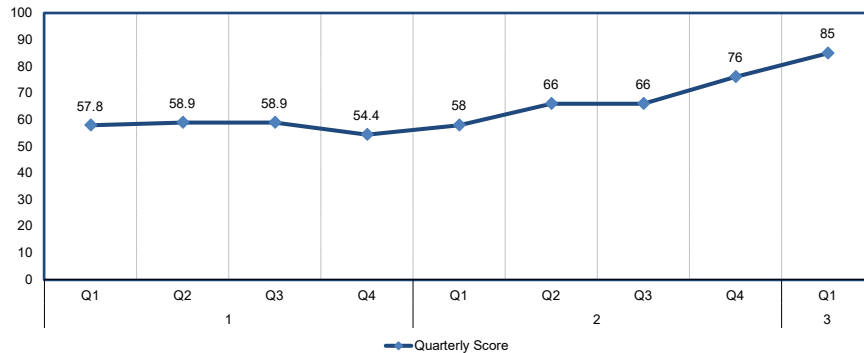
Client Performance Summary		Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter
Client PI1	Client scheme proposals	Sept 21	Late	10 ↔	10	10.0		The Scheme Proposals for 2022/23 were due to be issued by the Client to the Contractor at the end of September. This was delivered on time.
Client PI2	Variation from Annual Plan spend profile	98-102%	100%	10 ↔	10	10.0		There has been no budget movement as such this measure score full points.
Client PI3	Client Enquiry Response Times	100%	92.54%	7 ↓	8	6.5		Out of 8240 incoming enquiries only 7626 were actioned within appropriate time scales. The level has decreased from last quarter and has scored 7 points.
Client PI4	Early Contractor Involvement	>98%	94.09%	6 ↔	6	0.0		Out of 491 schemes that started this quarter 462 has had Early Contractor Involvement 12 weeks prior to start date.
Client PI5	Valuation of compensation events versus targets	<7% variation	1.17%	10 ↔	10	10.0		So far £21,949,382 has been raised on Confirm with £258,720 compensation events against that target.
Client PI6	Total Rejected Orders	<1%	1.21%	9 ↑	7	7.8		Out of 19576 committed jobs 236 were rejected
Client PI7	Contract Notifications processed within required timescales.	98%	89.65%	7 ↑	0	1.8		Out of 778 Contract Notification 711 were acknowledged or actioned in appropriate timescales. A further 41 were actioned within acceptable extension period.
Client PI8	Percentage of abortive works	<1%	0.80%	10 ↔	10	10.0		Out of 742 jobs that have gone through the ECI process 6 were subsequently cancelled.
Client PI9	Highways Inspections Completed	100%	99.88%	8 ↔	8	8.0		Out of 864 Highway Inspections 1 had an overdue inspection.
Client PI10	Value for Money	Constant Improvement	Baselines being agreed	8 ↑	7	6.3		The Value For Money process has been reviewed and is starting to be implemented. More areas have now had a review of Y1 and Y2 to establish baselines but not all have been finalised. As such the measure has increased score to 8 accordingly.



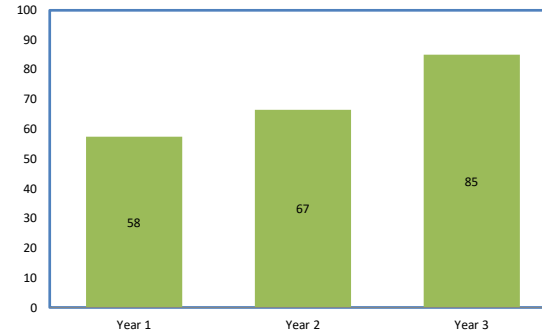
Total	85.0 ↑	76.0	70.3
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**Overall Summary**  
The score this quarter has increased from 76 to 85. Whilst there was a slight decrease in Client Enquiry Response Times actioned in time, there has been a significant increase in the score for Notifications being processed in contractual timescales. The performance improvement is due to a slight alteration in criteria, but also down to the efforts by the the focus group to increase the performance levels of the officers.

Client Performance Scores Over The Contract Period  
(Median score = 59)



Yearly Average Client Performance Scores



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Alliance Performance Summary

		Target	Current Quarter	Quarter Score	Last Quarter	Rolling Year Average	2 Year Trend	Comments for Quarter
Alliance KPI1	Asset Management Strategy	Within Range	Within Range	10 ↔	10	10.0		This is annual data, and the figure for 2022 is within the anticipated range. Road Condition data show Principle Road at 1.8% Red, A&B Roads at 5.3% Red and Unclassified Roads at 26.8% Red.
Alliance KPI2	Creation of and Tasks delivered against the agreed Annual Plan programme	By Nov 30th and 95%	96.01%	10 ↔	9	9.5		The Annual Plan was agreed on target. This part of the measure has scored 3 out of 3. A score for accuracy of Programme has been set as 7 out of 7 for this quarter.
Alliance KPI3	Minimising disruption to the public	46 schemes annually	8 schemes ytd	6 ↔	10	9.0		8 schemes were confirmed by Q1 so Y3 is slightly behind target currently.
Alliance KPI4	Building Social Value	Mixed Measure	Level Maintained	7 ↔	7	7.3		The data received from the contractors show that we have not scored points for 30 day payment of invoices. There has been a decrease in apprentices working on the contract and is below the commitments from partners. The level of spend to suppliers locally has been maintained.
Alliance KPI5	Public Satisfaction Survey	>0% improvement	-1.80%	2 ↔	2	2.0		This is annual data, and the figure for 2021 was an decrease of 1.8% in satisfaction. This result changes once per year in October.
Alliance KPI6	Efficiency of Spend	>95%	86.00%	6 ↔	6	6.0		This is annual data, and the figure for 2021 was an increase of 1% in efficiency of spend This result changes once per year in October.
Alliance KPI7	Net/Positive Press Coverage	>95%	79.31%	4 ↔	4	4.0		This Quarter there was 59 positive, 102 neutral and 42 negatives stories. There were 203 stories in total.
Alliance KPI8	Relationship scoring	>7points	7.70	10 ↔	10	10.0		The average score for the alliance partners was 7.70 out of 10 - increasing from 7.53
Alliance KPI9	Reduction in Carbon Emissions and Waste	Mix	CO2 >£58 per Tonne 98% Recycled	4 ↔	10	8.5		5 points have been awarded as over 98% of waste has been recycled or reused. The final score for Carbon Emissions for Year 2 has still to be finalised but CO2 emissions are provisionally up from last year. This part of the measures scores -1 (detail to be finalised)
Alliance KPI10	Acceptable Site Safety Assessment and Reportable Accident under RIDDOR	>95%	100.00%	10 ↔	10	9.8		45 assessments over the past twelve months have passed out of 45 assessments.

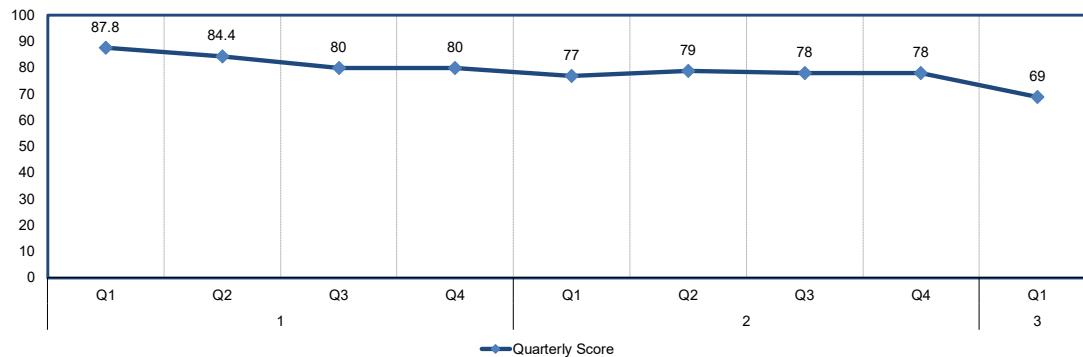


Total	69.0 ↔	78.0	76.0
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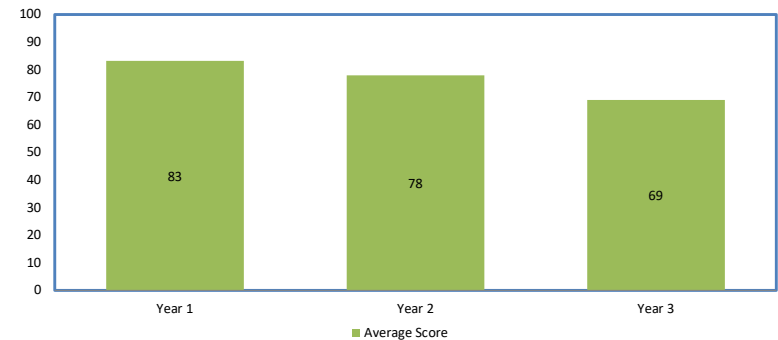
Overall Summary

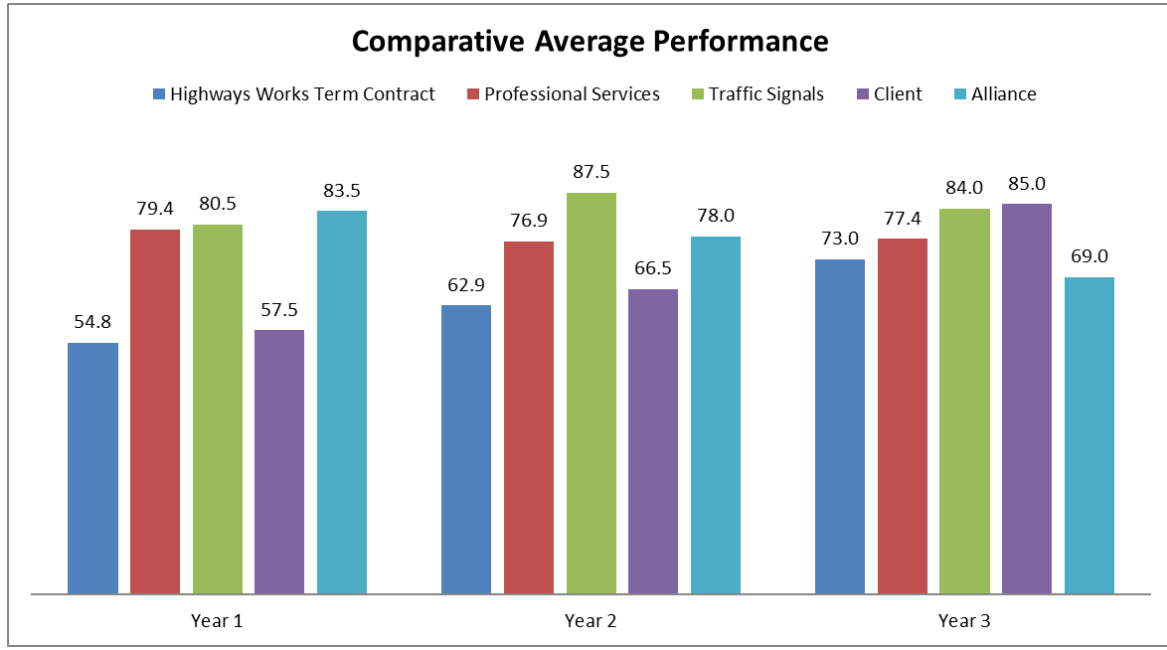
The score has reduced from 78 to 69 points . This is provisional but KPI9 has had the biggest impact

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



Yearly Average Alliance Performance Scores





## Conclusion

The Highway Works Term Contract has increased from 58.5 to 73 which is the equal highest score for the contract. A new subcontractor has been sourced for the Drainage Cleansing Maintenance element and this improved significantly from last quarter. Streetlighting score has remained low though is improving. A new Subcontractor has been brought onto the contract to aid performance improvement.

The Professional Service Contract score has increased from 76.0 to 77.4. This remains a good score.

The Traffic Signals Contract score has decreased from 88.0 to 84.0 points. Whilst this score is still being reviewed, it continues to show high performance.

The Client score has increased from 76.0 to 85.0 points. This is the highest score for the Client so far in this contract. Scores across all measures are now scoring at a good level.

The Alliance Indicator score has dropped from 78 to 69 points. Whilst this score is still being reviewed, there are a few measures that are having an impact – the biggest change relating to Carbon Emissions. Public satisfaction and negative press coverage remain areas of concern.

James Malpass  
August 2022



## 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 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.	Ongoing
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 2
Alliance KPI9	Reduction in Carbon Emissions and Waste	This is a new measure - data capture need 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)**

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

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

This includes the following priorities –

1 hour jobs

2 hour jobs

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

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

Denominator = Total number emergencies identified (Y )

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

Y

#### **Points Scale**

99.5 to 100% = 10

**98.5 to 99.5% = 8**

97.5 to 98.5% = 6

96 to 97.5% = 4      95 to 96% = 2

<95% = 0

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

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

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

This includes the following priorities –

22 Hour jobs

5 Day jobs

20 Day jobs

75 Day Jobs

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

Numerator = Total number of work orders completed within agreed timescales

Denominator = Total number of work orders

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

Y

Points Scale

99-100% = 10

98-99% = 9

**97-98% = 8**

96-97% = 7

95-96% = 6

94-95% = 5

93-94% = 4

92-93% = 3

91-92% = 2

90-91% = 1

<90% = 0

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

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

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

This includes the following priorities –

Planned Works

## JV Works

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

Numerator = Total number of work orders completed within agreed timescales

Denominator = Total number of work orders

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

## Points Scale

99-100%	= 10
98-99%	= 9
<b>97-98%</b>	<b>= 8</b>
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
<b>96 - 99%</b>	<b>= 8</b>
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 form the Term Maintenance Contract Management System (Confirm).

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

#### **Contract Notifications processed within required timescales**

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

### **PSP PI 8 - Client Satisfaction of Design Service**

This measure relates to the entire service with each element of service, both mixed economy and external delivery, carrying an equal weighting for the calculation of the indicator score.

After the design or supervision phase of a project has been completed, a Client satisfaction questionnaire is sent by the Technical Services Partnership to the Client team so that a score can be awarded for the design.

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

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

All Task Orders for which a design has been completed in that quarter are to be included with the score

All questionnaires received within the quarter will be scored for the Design Service to determine an average score for the quarter.

All questionnaires received are separated to take into account of the cost for the individual Task Order. They will be separated as follows -

- Below 10k
- 10k-50k
- 50k-100k
- Greater than 100k

Each pot of questionnaires will equate to 25% of the total score for the quarter.

Each questionnaire is scored for the Design Service as follows -

Total score of questions answered.  
Number of questions answered.

Then the scores of all Questionnaires are averaged to get an overall score for each cost range for Task Order.

Total of average scores from questionnaires  
Total number of questionnaires

The average score for each of the four ranges then converts to a score for the Indicator as follows

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



### **PSP PI 9 - Continuity of Key Staff**

After the design and works phase of a project has been completed a Client satisfaction questionnaire is sent by the Consultant to the Client team so that a score can be awarded for the design service.

One question will relate to any loss/changes of a key member of staff to a project.

The Client team will rate, in the relevant cases, whether there was an impact to the Design Service as follows -

Impact Level	Score	Description
Negligible	10	No significant impact to quality of service.
Minor	7	Potential for a minor impact in service, loss in efficiency
Moderate	4	Some impact on service provided, some effort, time or expense required to recover.
Significant	2	Considerable impact in the quality of service. Considerable effort, time or expense required to recover.
Major	0	Severe impact on Service. Critical loss to all users.

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

### **PSP PI 10 - Time Taken to Fill a Vacancy**

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

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

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

Method of Calculation

Vacancies filled in 3 months (A)

Total Vacancies (B)

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

Scoring

$$>90\% = 10$$

$$80 - 90\% = 8$$

$$70 - 80\% = 6$$

$$60 - 70\% = 4$$

$$50 - 60\% = 2$$

$$<50\% = 0$$

## **Traffic Signals Term Contract**

### **TSTC PI 1 - Compliance with Tendered Quality Statements**

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

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

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

Points will be awarded based on this assessment.

Points Scale: -

10 achieved = 10

9 achieved = 8

8 achieved = 6

**7 achieved = 4**

6 achieved = 2

Less than 6 = 0

### **TSTC PI 2 - Weekly Works Planning**

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

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

The requirement is as follows: -

Planned whereabouts of Engineers – to be submitted weekly

Relevant Dashboard Checks – to be carried out weekly

Lincolnshire County Council purchased stock Inventory – to be submitted monthly

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

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

Each data report is of equal value to the Client.

Points Scale

29 = 10

28 = 8

**27 = 6**

26 = 4

25 = 2

Less than 25 = 0

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

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

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

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

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

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

0 = 10

1 = 6

2 = 4 (Minimum Performance Level)

>2 = 0

**TSTC PI 4 - Number of Faults Cleared within Contract Timescales**

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

When a fault is raised the fault will be resolved within contract timescales.

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

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

99 - 100% = 10

98.5 - 99% = 8

98.0 - 98.5% = 6

**97.5 - 98.0% = 5**

97.0 - 97.5% = 4

96.5 - 97.0% = 3

96.0 - 96.5% = 2

95.5 - 96.0% = 1

Less than 95.5% = 0

### **TSTC PI 5 - Percentage Task Orders Completed on Time**

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

To measure and improve the percentage of work orders completed within the agreed timescales. This indicator is also designed to measure the sites that are fully complete and ready for an onsite acceptance testing.

This measure does not include reactive works.

Measured by the Term Maintenance Management System.

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

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

99 - 100% = 10

98 - 99% = 8

**95 - 98% = 6**

92 - 95% = 4

88 - 90% = 2

Less than 88% = 0

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

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

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

Measures by the Term Maintenance Contract Management System and Contractor

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

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

99 - 100% = 10

96 - 99% = 8

**93 - 96% = 6**

90 - 93% = 4

87 - 90% = 2

Less than 87% = 0

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

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

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

**Points Scale**

99 - 100% = 10

98 - 99% = 8

97 - 98% = 6

**96 - 97% = 4**

95 - 96% = 2

Less than 95% = 0

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

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

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

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

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

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

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

**Points Scale**

99 - 100% = 10

98 - 99% = 8

**97 - 98% = 6**

96 - 97% = 4

95 - 96% = 2

Less than 95% = 0

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

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

All of the Traffic Signals site based assets in Lincolnshire require an annual inspection to be carried out and reported back to the Client.

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

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

The targets will be set as follows -

- Q1 – 25% completed
- Q2 – 50% completed
- Q3 – 75% completed
- Q4 – 100% completed

At the end of each quarter the target is compared to the actual amount of inspections that have taken place to see if we are on course for all 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 30<sup>th</sup> September each year.

#### Points Scale

Having a proposed list of schemes issued -

By 30th September = 10

By 31st October = 7

By 30<sup>th</sup> November = 3

Later than 30th November = 0

### **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 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 form the Term Maintenance Contract Management System.

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

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

**Points Scale**

Contract Notifications processed within required timescales

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

**Client PI 8 - Percentage of abortive works**

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

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

Each scheme is weighted equally within the overall score.

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

Target Order Commitment = A

Disaggregated Budget agreed in Annual Plan / Programme = B

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

B

Points scale –

>99% = 10  
>98% = 8  
>97% = 6  
>96% = 4  
>95% = 2  
<95% = 0

**Client PI 9 - Highways Inspections Completed**

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

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

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

+

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

100% = 10  
>97% = 8  
>94% = 6  
>91% = 4  
>88% = 2  
<88% = 0

**Client PI 10 - Value for Money**

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

Economy – Spending Less

Efficiency – Spending Well

Effectiveness – Spending Wisely

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

The teams in question are -

Asset Management

Highway Network Management

Infrastructure Commissioning

Lincs Laboratory

Network Resilience

Streetwork Permitting

Technical Services Partnership

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

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

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

The target is for this average to improve each year.

#### Points Scale

>0% improvement = 10

-1% to -0.01% = 8

-2% to -1.01% = 6

-3% to -2.01% = 4

-4% to -3.01% = 2

<-4% = 0

## **Alliance KPIs**

### **Alliance KPI 1 - Asset Management Strategy**

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

The purpose of this Asset Management Strategy (AMS) is to:  
Formalise strategies for investment in key highway asset groups  
Define affordable service standards  
Improve how the highway assets are managed  
Enable a more effective and efficient highways service to be delivered

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

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

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

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

#### Points Scale

≥0% improvement = 10  
-0.5% to -0.01% = 8  
-1% to -0.51% = 6  
-1.5% to -1.01% = 4  
-3% to -1.51% = 2  
<-3% = 0

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

An alliance Annual Plan will be agreed by the Client and Contractor. The performance of the alliance will be measured by number of works completed against this agreed Annual Plan.

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

To measure the performance of all parties in effectively programming and delivering works. To this end the Annual Plan must be agreed and a degree of ownership for each

member of the alliance and be kept up to date as the programme must be able to flex to the demands of the parties whilst still delivering planned works by the alliance.

An agreed Annual Plan should be complete by 30th November each year for the follow year.

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

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

Points scale -

Having an Annual Plan agreed by -

By 30th November = 3

By 31st December = 2

By 31st January = 1

Later than 31st January = 0

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

Points Scale >95% = 7

90% to 94.9% = 6

85% to 89.9% = 5

80% to 84.9% = 4

75% to 79.9% = 3

70% to 74.9% = 2

65% to 69.9% = 1

<65% = 0

### **Alliance KPI 3 - Minimising disruption to the public**

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

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

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

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



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

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

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

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

From Year 2 there will be a requirement for 5% incremental improvement per year.

#### **Alliance KPI 4 - Building Social Value**

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

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

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

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

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

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

Each of the alliance Partners will be scored as follows .

Points Scales - Construction Supply Chain Payment Charter

100% of Invoices paid within 30 days= 2

90 -100% paid within 30 days = 1

Below 90% = 0

Points Scale – Number of Apprentices employed (as a % of workforce)

Level Maintained or Improved = 4

1% to 0.01% below = 3

2% to 1.01% below = 2

3% to 2.01% below = 1

<3% below= 0

Points Scales - Locally Based Suppliers

Level Maintained or Improved = 4

1% to 0.01% below = 3

2% to 1.01% below = 2

3% to 2.01% below = 1

<3% below= 0

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

**Alliance KPI 5 - Satisfaction with the Condition of the Highway**

To directly measure a continual improvement in the perception of the people of Lincolnshire in their highway network.

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

Annual data from NH&T Survey is produced every October.

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

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

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

Accessibility – 10%

Walking & Cycling – 10%

Tackling Congestion – 10%

Road Safety – 10%

Highway Maintenance – 60%

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

## Points Scale

>0% improvement = 10  
-0.5% to -0.01% = 8  
-1% to -0.51% = 6  
-1.5% to -1.01% = 4  
-3% to -1.51% = 2  
<-3% = 0

### **Alliance KPI 6 - Efficiency of Spend**

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

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

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

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

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

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

The rating is received annually. The annual percentage is converted into a score.

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

### **Alliance KPI 7 - Net Positive Press Coverage**

This indicator is designed to gauge the public satisfaction with the service provided by the alliance.

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

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

Data provided directly from Press Team

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

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

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

### **Alliance KPI 8 - Alliance Satisfaction Scoring**

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

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

Returned scores are entered into excel spreadsheet to give average client score, an average Partner score and an average alliance score

Baseline scores are currently set as 6.5.

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

Points scale	>7.0 = 10
	6.75 to 6.99 = 8
	6.50 to 6.74 = 6
	6.00 to 6.49 = 4
	5.75 to 5.99 = 2
	<5.75 = 0

### **Alliance KPI 9 - Reduction in Carbon Emissions and Waste**

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

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

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

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

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

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

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

#### Part A

Data received will be compared to the Carbon Management Plan to check that carbon reduction is on track for Apr 2023  
Spend, increase/decrease in workload, Priority Type will be taken into consideration when comparing data The comparison will be based on Carbon per £ spend.

For example

Budget = £40 million

Tonnes of CO2 = 1000£ per kg = £40

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

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

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

Year 1 initial target will be set at a target of £39 per kg CO2 and will be scored as follows.

- >£39 = 5
- >£38 = 4
- >£37 = 3
- >£36 = 2
- >£35 = 1

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

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

Points scale

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

### Part B

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

Denominator = Total tonnage of waste (Y)

X = % of waste recycled/Reused

Y

X(1) = % of waste reused within contract

Y

Points scale: 98% to 100% = 5pts

96% to 98% = 4pts

94% to 96% = 3pts

92% to 94% = 2pts

90% to 92% = 1pts

Indicator Reference: Alliance KPI 10

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

Identified through results of onsite health and safety inspections, and through the number of 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.