

Lincolnshire Highways Alliance Performance Report Year 4 Qtr 4: January to March 2014

April 2014

Introduction

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

IIGH	WAY WORKS TERM CONTRA	СТ		PERFOR	RMA		DAS	нво	ARE)	Quar	ter 4			TREND
DI	INDICATOR	TARGET	RESULTS	SCORE	0	_		_		5				10	
PI	INDICATOR	TARGET	RESULTS	SCORE	U					Э				10	
1	% street lights working	99.5% or above	99.82% working	10											=
2	Response times for emergency works	99.5% or above	99.54% compliance	10											=
3	Tasks completed within timescale	97% or above	98% compliance	10											=
5	Acceptable site safety assessments	98.5% or above	96.55% compliance	6											
7	Defect corrections requiring TM	98% or above	99.68% compliance	10											=
8	% waste reused/recycled	90% or above	97.28% compliance	10											=
9	Compliance with tendered Quality Statements	100% compliance	66.67% compliance	7											=
10	Quality assessment of workmanship	100% compliance	54% compliance	0											=
11	Measure/reduce carbon over the whole fleet	100% compliance	100% compliance	10											=
12	% task orders in compliance with TMA	95% or above	99.33% compliance	10											=
					-15	_								0	
4	RIDDOR incidents	0 RIDDOR incidents	0 RIDDOR incident	0											
6	Service strikes	0 Services Strikes	2 Service Strikes	-1											
					0									100	
				82	v									100	•
			TOTAL	82											

Highway Works Term Contract Pl's

Highway Works Term Contract Performance commentary 2013/14 Q4

PI1 - % Street Lights working: Performance remains high at 99.82%, a slight drop of 0.03% on last quarter. New indicator being developed to encompass wider aspects of service and will be basis of measurement from April 2014.

PI2 - Response times for Emergency works: Good performance with 99.54% compliance, this has slightly increased over the quarter. Out of the 2383 emergency jobs over the quarter, 2372 achieved the required response rate.

PI3 - Tasks completed in time scale has continued to maintain its good performance remaining steady this quarter at 98%. Out of the 100 jobs committed, 98 were completed within the given timescale.

PI5 - Acceptable site safety assessment, 29 inspections with 28 passing the quality score. This is an increase on last quarter. Action plan proposed to continue good performance.

PI7 - Defect correction requiring traffic management: Performance remains good. Out of the 2479 jobs submitted only 8 had defects that required TM. The result is a slight increase in defects from 0.19% to 0.32%. This is a negligible increase overall.

PI 8 - % waste reused/recycled: Performance remains at a good level achieving top marks.

PI10 - Quality assessment of workmanship: The performance has slightly dipped at 54%. Questions have been raised about how this indicator is reviewed against what the Contractor is being asked to achieve. Further investigation into this is taking place and will be available for next quarter. This is an assessment into whether the cause is workmanship or initial road condition. Action plan proposed.

PI11 - Measure/reduce carbon over the whole fleet: This indicator continues to improve, showing that the Alliance fleet is continuing to reduce unnecessary mileage and journeys.

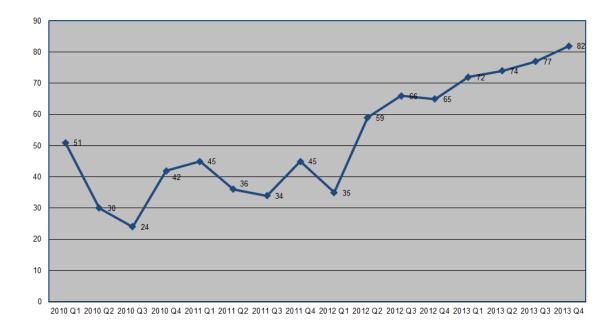
PI12 - % task orders in compliance with Traffic Management Act: Performance remains high and has improved considerably over the last few quarters. 94 jobs were issued with 93 being correctly noticed. This means that the indicator scores full marks. This is down to the HUB and the work that has been ongoing with noticing of jobs.

PI4 - RIDDOR Incidents: No RIDDOR incidents reported this Quarter.

PI6 - Services Strikes: Two service strikes, which is two less than last quarter.

Overall Comment

The Highway Works Term Contract continues to improve its score, rising from 77 points to 82. This is the highest score that this Performance indicator has scored since we started the contract and this trend has now continued for four quarters. PI 4 (RIDDOR incidents), PI5 (Acceptable Site safety assessment) and PI6 (Services Strikes) have all seen a marked improvement this quarter. Most of the other indicators remained at the same level. There are still concerns about the Quality Assessment of Workmanship performance. This is being addressed as set out in the action plan.



Highway Works Term Contract Scores over the Contract Period.

Professional Services Contract

TSP	PRIVATE SECTOR	RESULT	PERF	DRMA	NCE S	CORE	BOAF	RD .							
	Quarter 4: Jan to Marcl	n 2014													TREN
PI	CATEGORY	RESULT	SCORE	0					5			10		15	
1	Client Satisfaction	9.75 (out of 10)	15.0												-
2	Client Satisfaction	9.0 (out of 10)	14.1												
3	Alliance Wellbeing	83%	8.3												
4	Predictability of Design Costs	11.9% (>10% over)	11.1												
5	Predictability of Works Costs	10% (>10% over)	12.5												
6	Predictability of Time for Design	23% (>10% late)	10.4												•
7	Predictability of Time for Construction	36% (>10% late)	8.9												
				()									100	
			80.3		,									100	

PSP Performance commentary 2013/14 Q4

PI 1 & PI 2 - Overall results remain high with a representative response rate of 73%.

PI 3 - Local delivery was affected by a significant peak in resources needed for the Lincoln Eastern Bypass. Recruitment actively underway, with some success in what is a challenging recruitment market.

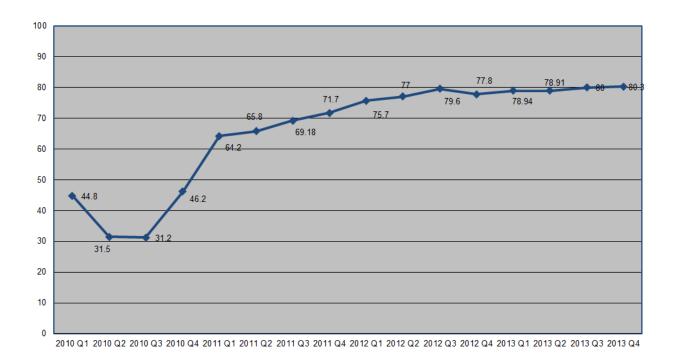
PI 4 & 6 - Design delivery to time and cost has dipped slightly, partially due to the significant peak in workload and local recruitment challenges. Remains significantly better than at the start of the contract but is also on the action plan as key performance issue.

PI 5 & 7 – Works delivery to time and cost has slight dipped in both PIs. Important to note, that all schemes going over on cost were by external contractors and not by Kier.

Overall Commentary

Results are based on TSP / Mouchel performance combined.

The overall 'total' is at an all time high and the gentle upward trend continues.



Professional Services Contract Scores over the Contract Period.

RAFFIC S	IGNALS TERM C	DNTRACT	PERFORM	IAN	CE S	COR	EBO	ARD				Quarte	er 4 Janu	ary to I	March	2014 Year
																TREND
PI	CATEGORY	INDICATOR	SCORE	o					5		10				15	
1	Alliance Wellbeing	10 Critical Contractors Quality Promises	10													=
4	Service Standards	Number of Faults attended on time	N/A													
5	Service Standards	Number of Faults Cleared within Contract Timescales	10													
6	Service Standards	% Task Orders completed on Time that LCC have specified the completion date														•
7	Service Standards	% Task Orders completed free of remedial works	10													•
8	Service Standards	% Faults resolved at the first visit.	10													•
9	Service Standards	% Task Orders carried out in compliance with TMA	10													=
10	Service Standards	% Annual Inspections completed PA	10													
11	Environment al Impact	Carbon Emissions Target set to 123.77 Tonnes CO2	10													
12	Environment al Impact	Waste / Recycling Target to be agreed with Contractor	10													
				-15											0	
2	Health & Safety	Reportable Accidents at Work	-1													=
3	Health & Safety	Accepteable Site Safety Assessments PA	10													=
										_	4.00				-	
		TOTAL	99	0							100			_		

Traffic Signals Term Contract

Traffic Signals Term Contract Performance commentary 2013/14 Q4

PI 1 – All 10 quality promises are being met scoring 10 points for 100%.

PI 4 – Although this Performance Indicator doesn't score, following the introduction of PI 8 last year, we are still monitoring the activity. In this quarter, attendance has increased from 98.803% to 99.009%, giving an increase of 0.206% from quarter 3 results.

PI 5 - Timescales for clearance are at 98.59%, which is a further significant increase from the results of Q3 by 0.39%.

PI 6 – 408/421 Schemes have been completed during the specified dates. 13 jobs have not been carried out in the agreed timescale in total for Q4. 96.912% Lincolnshire Highways Alliance Performance Report Qtr 4 2013/14 Version 0.1 PI 7 – 420/421 schemes that have been completed have no remedial works. 99.762%

PI 8 – 1875/ 1919 Standard & Emergency faults have been resolved during first time visit. Q4 performance has slightly decreased from Q3 by 1.163% at 97.707%

PI9 - 100% for Q4 .55 schemes have required this PI during Q4.

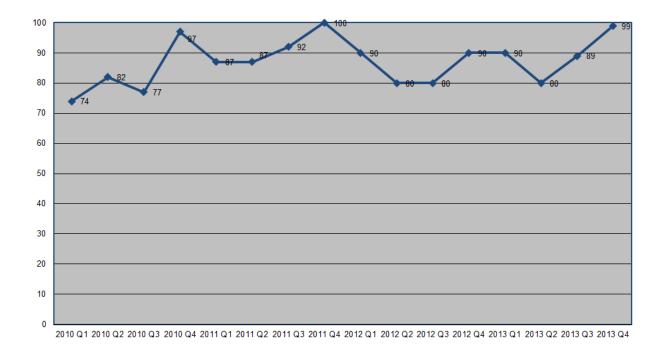
PI 10 – All 308/308 Annual Inspections have been carried out by the end of Q4. 100%

PI11 - Benchmarking results have now been established and agreed at 123.77 Tonnes C02. Target is to reduce by 5%, equalling 117.5815 by the end of Q4. Our emissions are at 102.57 Tonnes C02, giving an actual reduction of 15.0115 Tonnes C02 from the benchmark year and 1.11 Tonnes C02 from year 3.

PI12 – 96.97% Recycled materials from Imtech Depot by the end of the 4th Quarter. This has increased during the 4th quarter by 5.43%. No waste during year 4 has gone to landfill.

PI2 – One reportable accident, Operative went over on his ankle whilst climbing out of his vehicle in the depot yard on Westminster Road. - 1 scoring.

PI3 - 10 Inspections have been carried out of 50 by the end of Q4. One inspection had scored 2. Intech challenged the scoring and requested for it to be raised for discussion at the H&S group. Following the discussion and points raised by all parties, it was decided that this score will stand at 2 but will not be used for the performance dashboard. All 10 scored the maximum 5 points.



Traffic Signals Term Contract Scores over the Contract Period.

Client Performance

Clier	t Performance			PERF	0	RI	MA	N	CE	D	A	SH	B	DA	RD)				Q	uart	ter 4	
																							TREND
PI	INDICATOR	TARGET	RESULT	SCORE	0					5				1	0			15				20	
1	Pain/Gain result by area	0% or greater	0.00%	10																			=
2	Date Forward programme issued	1 point award per Area issued on time	All 10 areas have issued	10																			=
3	% variation from current programme spend profile	5 points per Division that issued its budgets profile on time	All 4 Divisions have issued	20																			=
4	% of JV's giving all info 8 weeks prior to start	100%	98.56%	18																			
5	Value of compensation events versus targets	2% Variation	4.84% Variation	17																			•
6	% of CE's committed within 2 weeks	<mark>98%</mark>	87.00%	9																			•
									_	_	_	_		_		_	_	_	_	_			
					0				_	_	_	_				-	_	_			-	100	\bullet
			TOTAL	84																			· · · ·

Client Performance commentary 2013/14 Q4

PI1 - Pain/Gain result by area: Further assessment has taken place of pain/gain for this year and it is becoming apparent that we are very close to hitting 0% this year. It is therefore with some confidence that we can claim that we will achieve the 0% target. This will become even clearer as more jobs are financially completed.

PI2 - Date Forward programme issued: All programmes were received in the format agreed within the given timescale.

PI3 - % variation from current programme spend profile: A new method to ensure budget data is reported, allowing resources and programmes to be understood has been developed.

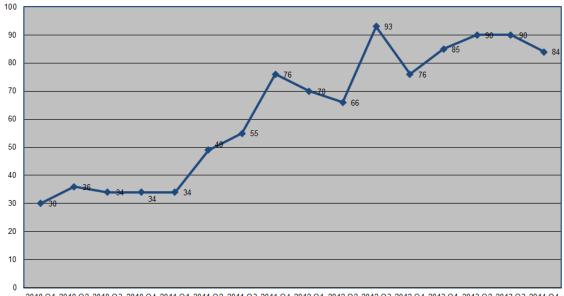
PI4 - % of Jobs with Value giving all info 8 weeks prior to start: There has been a slight improvement in Rejected Orders this quarter with the number rejected dropping from 3.2% to 1.44%. In real terms this means that 80 jobs were rejected out of 4590 total jobs.

PI5 - Value of compensation events versus targets: So far there has been £481,484.88 of variations submitted against a total of £9,938,302.20 committed which gives a total of 4.84% variation. It was noted in the last report that as more jobs were financially committed and completed, variations would rise. This is still within an acceptable limit.

PI6 - % of Compensation Events committed within 2 weeks: Committing of Compensation Events (CEs) has slightly dipped this month from 93% to 87%. This equates to 194 jobs out of 223 jobs being committed on time.

Overall Commentary

The Client Indicator has dipped by 6 points this Quarter, from 90 points to 84 points. There has been a slight fall in PI 5 due to more CEs being closed out, this has caused a 2 point drop in the indicator but this was expected. There was a big drop in PI 6 this Quarter due to a large number of compensation events not being committed in March. This is can possibly be explained by staff taking leave and not setting up a reserve to commit CE or pressures of the financial close out at year end. Out of 223 CEs that needed committing in two weeks 29 failed to be committed, this caused the indicator to drop to 87% and therefore only managed to score 9 out of 20 points. On a positive note PI 4 recovered from 16 points to 18 points. Out of 4590 jobs committed over the quarter only 80 were rejected for having incomplete information.



Actions to further improve performance are given in Appendix 4.

2010 Q1 2010 Q2 2010 Q3 2010 Q4 2011 Q1 2011 Q2 2011 Q3 2011 Q4 2012 Q1 2012 Q2 2012 Q3 2012 Q4 2013 Q1 2013 Q2 2013 Q3 2014 Q4

Client Performance Scores over the Contract Period.

Alliance KPIs

Linco	olnshire Highways Alliance			PERF	0	R۱	ΛA	NC	E	DA	SH	IB	DA	RD)			Q	uarte	er 4	Ļ					TREND
КРІ	INDICATOR	TARGET	RESULT	SCORE	0				5	;			1	0		15	;				20				25	
1	Nett positive press coverage	Quarter 4 =43.61%	42.17%	20																						=
2	Satisfaction with the condition of the highways	0% or greater	-0.50%	15																						=
3	Tasks delivered against the agreed Client programme - monthly	95% or greater	86.30%	12																						=
4	Relationships scoring	Quarter 4 = 8.265	7.61	10																						
6	Creation of an agreed programme	30th November	30th November	15																						=
								_												_	_	_	_			
			TOTAL	72	0																			1	00	

Alliance Performance commentary 2013/14 Q4

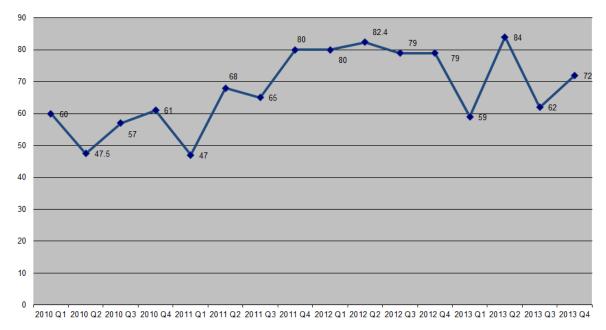
KPI1 - Net positive press coverage: There was a small increase in positive stories this quarter, from 41.33% to 42.17%. This is still an excellent score for the Alliance, but unfortunately this puts us just below our target of 43.61% for this quarter. Positive stories included St Botolphs footbridge in Boston, and safety improvements to the A15 after a minibus accident. Negative stories included the Lincoln Eastern Bypass inquiry.

KPI2 - Satisfaction with the condition of the highway: The data for 2013/14 shows a drop of 0.50% in satisfaction. The Alliance set itself a challenging target of maintaining the original level despite falling budgets and has narrowly failed to achieve this.

KPI3 - Tasks delivered against the agreed Client programme (monthly): There has been a decrease in this indicator from 94.96% to 86.30% this Quarter, though this does not affect the points issued to the indicator.

KPI4 - Relationship Scoring: There has been a marginal rise in the relationship score from 7.31 last quarter to 7.61 this quarter, this is the highest score achieved by this indicator. This is below the target for this Quarter which is 8.265. This target was very challenging as the relationship score has increased by 0.16 points over the year, against a target increase of 1.5 points. Improving this is a focus for all Alliance partners.

KPI6 - Creation of an agreed programme: The programme was issued on time, full marks awarded.



Highway Alliance scores over the Contract period.

Conclusion

Over Quarter 4 there has been steady improvement in four of the five performance dashboards. Only the Client dashboard fell back, which was only by 6 points (from 90pts to 84pts). This was down to staff not committing CEs in the two week period. This issue has been communicated to staff and should be rectified for next quarter.

The Highway Works Term Contract has continued to improve and has increased its score to a new high, increasing from the previous Quarter by 5 points to 82 points. Current focus is on the approach to assessing workmanship quality.

The Professional services contract has seen a marginal increase, taking it to an all time high. Focus remains on delivery to time and cost.

The Traffic Services Contract only dropped 1 point this quarter and remains at the consistently high level set by Imtech.

The total score for the Alliance Indicators has improved this quarter, increasing 10 points from 62pts to 72pts. This is down to a marked improvement in the relationship scoring.

Darrell Redford May 2014

Indicator				Target	On
No	Description	Action	Owner	Date	Track
	Accontable site safety	Continued internal audit of routine inspections of work and a commitment to support operational staff. Health and Safety Working Group to continue to review the independent inspection team for consistency. Kier to reinforce importance of Health and Safety with staff through teal hear talks and	Kier Officer and Health	July 2014 Q1 – Year 5	
	Acceptable site safety	of Health and Safety with staff through tool box talks and	Kier Officer and Health		
KPI 5	assessments	training sessions.	and Safety Working Group		
		There is still a concern about the number of test being carried		July 2014	
		out by Lincs Lab. Investigation is being carried out to looking		Q1 – Year	
		into the data. Contractor is to monitor material suppliers, subcontractors and operational staff – tool box talks and training session to be used to improve performance. A new		5	
		method of reviewing the test result has been proposed which	Target Cost and		
	Quality assessment of	takes into account the state of the carriageway and what is	Performance Manager		
KPI 10	workmanship	being asked of the contractor	and Kier Officer.		

Appendix 2 – Professional Services Performance Indicator Actions

Indicator No	Description	Action	Owner	Target Date	On Track
PSP 4, 5, 6 & 7	Delivery to time and cost	Implement improved cost monitoring reports from SAP for design staff	CF	Jul 14	

Note: Targeted actions cover all indicators where there has been a decline in performance supplemented by anywhere specific timed actions for improvement are in place. Service improvement actions that are now 'business as usual' are not included.

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Indicator				Target	On
No	Description	Action	Owner	Date	Track
		Orders reviewed and reported on Divisional basis. Patterns reviewed for training requirements. Dashboards reported	Network and	July 2014 Q1 Year 5	
CPI 4	No Rejected Orders	and reviewed at NDM's meeting	Development Managers		
CPI 5	Value of CE's	Values for each Officer reported by Division to each Network and Development Officer. Patterns reviewed for training requirements	Network and Development Managers	July 2014 Q1 Year 5	
		Numbers committed and reported by Area to each Network and Development Officer. Patterns reviewed for training		July 2014 Q1 Year 5	
CPI 6	% CE's Committed within 2 weeks	requirements. Dashboards reported and reviewed at NDM's meeting.	Network and Development Managers		

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Appendix 4 – Alliance Indicator Actions

Indicator				Target	On
No	Description	Action	Owner	Date	Track
	Net Positive Press	Check taking place to see if news stories are being assessed	Target Cost and	July 2014	
KPI 1	Coverage Monthly	properly – some issues identified	Performance manager	Q1 Year 5	
			Contracts Manager/Target	July 2014	
	Relationship	Further work taking place to investigate issue which are	Cost and Performance	Q1 Year 5	
KPI 4	Management	effecting scoring. Investigation ongoing	Manager		

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