

Performance Measurement

One of the core objectives of the Highways Alliance is to identify and implement measures to improve the efficiency and effectiveness of the way in which schemes of work are designed, constructed and managed, thus achieving increased value to stakeholders.

Central to this concept of continuous improvement is a process of analysis and review against targets and the use of benchmarking to compare current performance against best practice both within the agreement and, where appropriate, the wider industry. Performance indicators are an essential tool in this process and it is intended to implement these at two levels.

- Key Performance Indicators are directed at measuring the achievement of the objectives of the Partners to the Alliance. These mutual objectives represent the aspirations of the Partners to the alliance agreement.
- Performance Indicators are directed at measuring the achievement of the objectives of the participating organisations within their Own Contract. These indicators will impinge on the quality of performance at Key Performance Indicator level but would be the responsibility of the specific Partners to provide the appropriate improvements in performance.

The Operations Board will be responsible for developing, implementing and maintaining these indicators reporting to the Strategic Board for approval and progress.

Purpose

- 1.6. For the alliance Partners to work in collaboration with each other and to identify strategic opportunities so that the Partners can work in an Alliance to jointly add value to the delivery of services, a system of Key Performance Indicators (KPIs) has been developed to measure the success or failure of the overarching Alliance. The strategic opportunities should be ones for which individual Partners could not achieve the same outcome in their own right.
- 1.7. The individual Partners' performance will be measured by their Own Contract individual Performance Indicators (PIs).

Incentive Schedule

- 1.8. The good/poor performance of these indicators will be incentivised as follows:

Highway Works	Distribution of the Pain/Gain share figure measured between the Target and Defined Cost of the services provided as further described in paragraphs 1.28 – 1.30 inclusive below
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	Low Service Damages as further described in paragraphs 1.9 and 1.10 below
	Extensions to the Contract Period as further described in paragraphs 1.11 and 1.12 below
	Termination under clause 91.8 as further described in paragraph 1.10 below
Traffic Signals	4% of the Price for Services Provided to Date will be put at risk as further described in paragraphs 1.31 – 1.37
	Low Service Damages as further described in paragraphs 1.9 and 1.10 below
	Extensions to the Contract Period as further described in paragraphs 1.11 and 1.12 below
	Termination under clause 91.8 as further described in paragraph 1.10 below
Professional Services	2% of the Price for Services Produced to Date will be put at risk as further described in paragraphs 1.42 – 1.44 inclusive below
	Low Service Damages as further described in paragraphs 1.9 and 1.10 below
	Extensions to the Contract Period as further described in paragraphs 1.11 and 1.12 below
	Termination under clause 91.9 as further described in paragraph 1.10 below

PI Failure Measure

- 1.9. Failure to achieve the Minimum Performance Level against any particular PI (as identified for that PI in Schedule 12 of the Scope) will result in the Service Manager triggering the escalation procedure detailed in Figure 2.3.1. Low service damages will be applied on Own Contract PIs (but not KPIs), at the values stated within Contract Data Part 1 in the circumstances and for the duration identified in Figure 2.3.1.
- 1.10. The *Contractor / Consultant* will have failed to meet minimum performance levels for the purposes of termination under Clause 91.8 (91.9 for *Consultant*) where:-
- low service damages have been implemented in each of 4 consecutive quarters; or
 - low service damages have been implemented in respect of 5 or more separate failures to achieve a Minimum Performance Level in a quarter; or
 - low service damages have been implemented in 6 quarters (whether or not consecutive) over a rolling 2 year period.

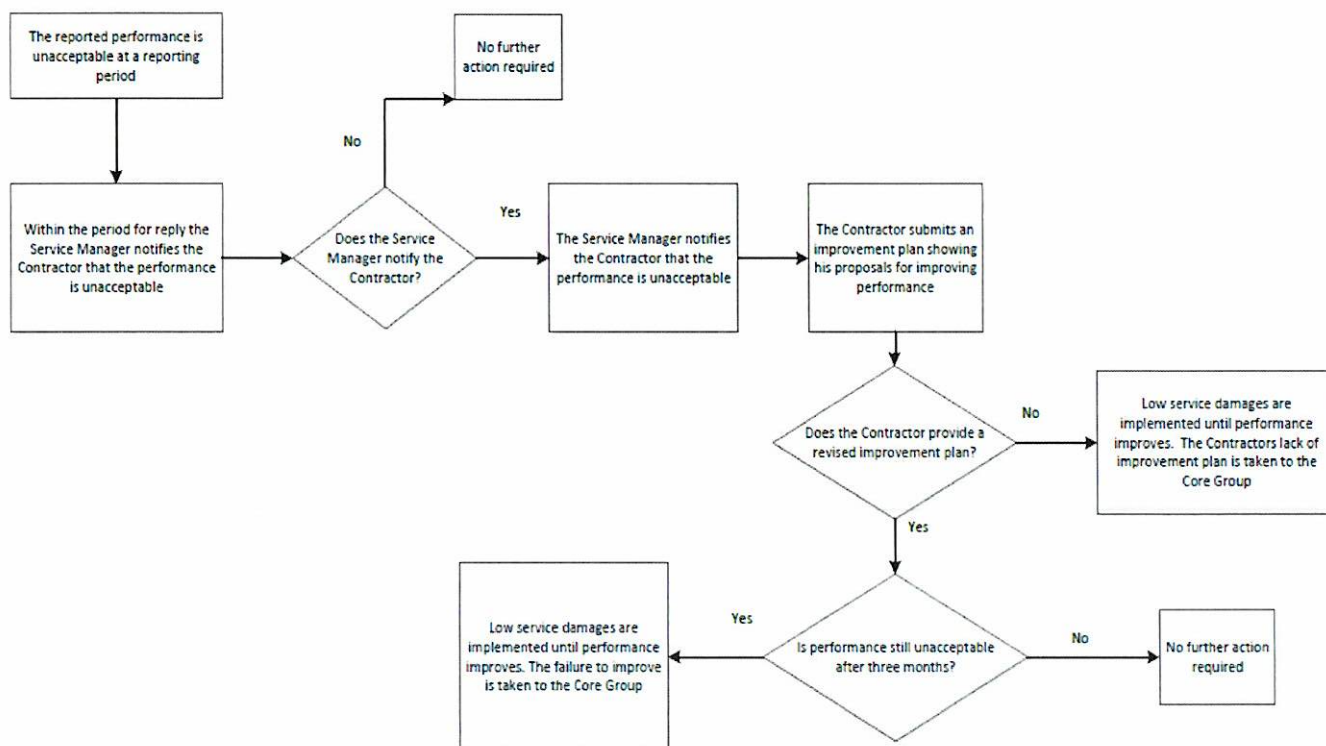


Figure 2.3.1 – Unacceptable performance

Extending the Service Period

- 1.11. Extensions of the contract will not be automatic and shall be at the discretion of the Service Manager. An average KPI + PI score for the individual contract of > 70% over the life of the contract to the point of the extension decision shall form a nominal threshold which the Service Manager shall take into account in considering award of extensions. For the avoidance of doubt failure to achieve the threshold will not automatically prevent and exceeding the threshold will not automatically lead to an extension being awarded.
- 1.12. Extensions to the Service Period will be initially assessed 3 years in advance of the end of the Service Period in accordance with the Contract Refresh Procedure detailed in S719. *Period for extensions* at that point can be awarded in 0,1,2,3,4,5 or 6 year blocks up to the *maximum service period*. If no *period for extension* is offered 3 years in advance of the end of the Service Period the decision will be reviewed 2 years in advance of the end of the Service Period. *Period for extensions* at that point can be awarded in 2,3,4,5 or 6 year blocks up to the *maximum service period*. Subject to the *period for extension* the process is repeated until the *maximum service period* is reached as shown in Figure 2.4.2.

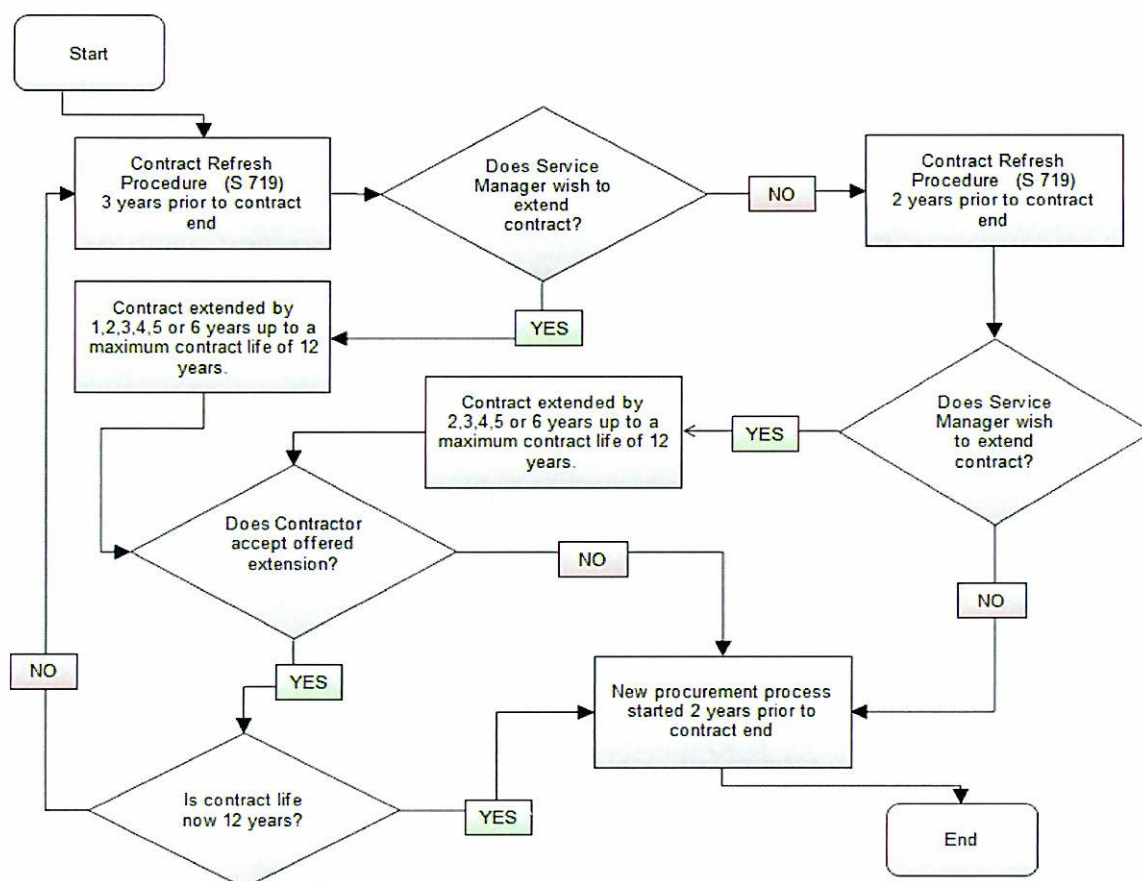


Figure 2.4.2 – Extending the Service Period

Development of KPIs/PIs Through The Period Of The Contract

1.13. If it becomes evident that the KPI/PIs are not incentivising the high levels of performance in the delivery of the Service for which they were intended, they can be amended, deleted or supplemented by other KPI/PIs by agreement between the Partners at the Performance Group subject to final approval by the Strategic Board. Amendments, deletions and supplementary PIs require only the agreement of the individual Partner of the Alliance subject to final approval by the Strategic Board.

Definition

1.14. Clauses 1.15 to 1.44 and Schedule 12 details how Key Performance Indicators and Performance Indicators are:

- Described
- Measured
- How the information is calculated and by whom
- How often they are measured
- The KPI or PI that is the output of the measurement

- The range expected and KPI/PI for the range achieved and minimum acceptable figure
- The incentive mechanism

Alliance Performance

- 1.15. The performance of the Alliance as a whole will be monitored through the use of Key Performance Indicators (KPIs).
- 1.16. KPIs will be measured and reported quarterly unless data is only available on an annual basis. The average of the KPIs over the period of each Accounting Period shall be used for certain elements of incentivisation as referred to in paragraph 1.8 above.

Alliance Performance Indicators (KPIs)

- 1.17. Alliance Performance Indicators:

Ref.	Client Objective Ref	Indicator	Max. Score
KPI 1	7	Asset Management Strategy	10
KPI 2	7,8,9	Creation of and tasks delivered against an agreed programme	10
KPI 3	6,10	Minimising disruption to the public	10
KPI 4	3	Building Social Value	10
KPI 5	4	Public Satisfaction Survey (NHT)	10
KPI 6	1	Efficiency of Spend	10
KPI 7	4	Net Positive Press Coverage	10
KPI 8	8	Alliance Satisfaction Scoring	10
KPI 9	2,10	Reduction in Carbon Emissions and Waste	10
KPI 10	5	Acceptable site safety assessment and reportable accident under RIDDOR	10

- 1.18. Details of the definitions, measurements and assessment methodology for these KPIs can be found in Schedule 12 of the Scope.

Client Performance

- 1.19. The performance of the *Contractor* will be monitored through the use of Key Performance Indicators (KPIs) and Performance Indicators (PIs).
- 1.20. PIs will be measured and reported quarterly unless data is only available on an annual basis. The average of the PIs over the period of each financial year shall be used for incentivisation as referred to in paragraph 1.23 below.

Client Performance Indicators

- 1.21. *Client* Performance Indicators:

Ref.	Client Objective Ref	Indicator	Max. Score
PI 1	7,8	Client scheme proposals	10
PI 2	7	Variation from Annual Plan spend profile	10
PI 3	9	<i>Client</i> Enquiry Response Times	10
PI 4	8	Early <i>Contractor</i> Involvement	10
PI 5	1,8	Value of compensation events versus targets	10
PI 6	8	Total Rejected Orders	10
PI 7	8	Contract Notifications processed within required timescales.	10
PI 8	7	Percentage of abortive works	10
PI 9	5	Highways Inspections Completed	10
PI 10	1	Providing Value for Money	10

- 1.22. Details of the definitions, measurements and assessment methodology for these *Client* PIs can be found in Schedule 12 of the Scope.

Incentivisation Through Enhancement Of Contractor Performance Scores

- 1.23. Where the average of the Alliance KPI and PI scores is used in incentivisation as referred to in paragraph 1.8, the average will be enhanced by adding the following percentages points based on the *Client* PIs up to a maximum total of 100% for works carried out under the Highway Works Term Contract and Traffic Signals Term Contract:

Client PI Score	Enhancement (Percentage Points)
<75	15%
75 - 84	10%

85 - 94	5%
95 - 100	0%

Contractor Performance Indicators

Highway Works

1.24. The performance of the *Contractor* will be monitored through the use of Key Performance Indicators (KPIs) and Performance Indicators (PIs).

1.25. PIs will be measured and reported quarterly unless data is only available on an annual basis. The average of the PIs over the period of each financial year shall be used for certain elements of incentivisation as referred to in paragraph 1.8.

Highway Works Performance Indicators

1.26. Highway Works Term Contract Performance Indicators:

Ref.	Client Objective Ref	Indicator	Max. Score
PI 1	9	Compliance with tendered Quality Statement	10
PI 2	9	Compliance of response times in respect of emergency works (emergency/urgent)	10
PI 3	9	Tasks completed with given timescales (reactive works)	10
PI 4	9	Tasks completed with given timescales (planned works)	10
PI 5	6	Percentage Task Orders carried out in compliance with TMA.	10
PI 6	9	Quality assessment of workmanship	10
PI 7	1,8	Contract Notifications and Target Price Processed within Required Timescales.	10
PI 8	7	Street Lighting Service Standard	10
PI 9	2	Gully Maintenance	10
PI 10	2	Winter/Summer Maintenance	10

1.27. Details of the definitions, measurements and assessment methodology for these PIs can be found at Schedule 12 of the Scope.

Incentivisation By Payment Of Gain Share

- 1.28. The proportion of the *Contractor's* share percentage specified in Contract Data Part 1 actually awarded to *Contractor* shall be determined in accordance with the following table:

Average of PI/Alliance KPI Score	Proportion of <i>Contractor's</i> share percentage Awarded
<40	75
41 - 50	80
51 – 60	85
61 – 75	90
76 – 89	95
90 – 100	100

Incentivisation By Payment Of Pain Share

- 1.29. The proportion of the *Contractor's* share percentage specified in Contract Data Part 1 actually paid by *Contractor*:

Average of PI/Alliance KPI Score	Proportion of <i>Contractor's</i> share percentage paid within the <i>share range</i> '95% to 105%'
<40	100
41 - 50	95
51 – 60	90
61 – 75	85
76 – 89	80
90 – 100	75

Timescales

- 1.30. The incentivisation calculation will be undertaken annually.

Traffic Signals

- 1.31. The performance of the *Contractor* will be monitored through the use of Key Performance Indicators (KPIs) and Performance Indicators (PIs).
- 1.32. PIs will be measured and reported quarterly unless data is only available on an annual basis. The average of the PIs over the period of each financial year shall be used for certain elements of incentivisation as referred to in paragraph 1.8 above.

Traffic Signals Performance Indicators

- 1.33. Traffic Signals Term Contract Performance Indicators:

Ref.	Client Objective Ref	Indicator	Max. Score
PI 1	9	Compliance with tendered Quality Statement	10
PI 2	8,9	Switch Off/On Processing time / Delivery compliance	10
PI 3	9	Compliance of attendance times in respect of emergency works (emergency/urgent)	10
PI 4	7,9	Number of Faults Cleared within Contract Timescales	10
PI 5	7,9	Percentage Task Orders completed on time.	10
PI 6	7,9	Percentage Task Orders completed free of remedial works	10
PI 7	7,9	Percentage faults resolved at the first visit.	10
PI 8	6	Percentage Task Orders carried out in compliance with TMA.	10
PI 9	7,9	Percentage annual inspections completed per contract year.	10
PI 10	6,7	Percentage of quotations provided within three weeks	10

- 1.34. Details of the definitions, measurements and assessment methodology for these PIs can be found at Schedule 12 of the Scope.

Performance Payment

- 1.35. The Price for Services Provided to Date assessed by the Service Manager for the Professional Services Contract in any year, will be put at risk against the performance of the Alliance KPIs in section 1.17 and the PIs in section 1.33 to the

extent of 4%. The sum of money that equates to this 4% of Price for Services Provided to Date is the incentivisation share

Average of PI/Alliance KPI Score	Proportion of <i>Contractor's</i> share percentage Awarded
<40	75
41 - 50	80
51 – 60	85
61 – 75	90
76 – 89	95
90 – 100	100

Timescales

1.36. The incentivisation calculation will be undertaken annually.

Professional Services

- 1.37. The performance of the *Consultant* will be monitored through the use of Key Performance Indicators (KPIs) and Performance Indicators (PIs).
- 1.38. PIs will be measured and reported quarterly unless data is only available on an annual basis. The average of the PIs over the period of each financial year shall be used for certain elements of incentivisation as referred to in paragraph 1.8 above.

Professional Services Performance Indicators

- 1.39. Professional Services Partnership Performance Indicators and Incentivisation Schedule:

Ref.	Client Objective Ref	Indicator	Max. Score
PI 1	9	Compliance with tendered Quality Statement	10
PI 2	10	Continuous Improvement and Innovation	10
PI 3	1	Accuracy of Task Order Price Proposal	10
PI 4	1	Ability to meet agreed timescales to complete a Task Order	10
PI 5	1,7,9	Overall Performance of Design and Supervision	10
PI 6	1,7,9	Accuracy of Pre-Tender Works Cost Estimating	10
PI 7	1,8	Contract Notifications processed within required timescales.	10
PI 8	8,9	<i>Client</i> Satisfaction of Design Service	10
PI 9	9	Continuity of Key Staff	10
PI 10	9	Time Taken to Fill a Vacancy	10

- 1.40. Details of the definitions, measurements and assessment methodology for these PIs can be found at Schedule 12 of the Scope.

Performance Payment

- 1.41. The Price for Services Provided to Date assessed by the Service Manager for the Professional Services Contract in any year, will be put at risk against the performance of the Alliance KPIs in section 1.17 and the PIs in section 1.40 to the extent of 2%. The sum of money that equates to this 2% of Price for Services Provided to Date is the incentivisation share.
- 1.42. The payment of the incentivisation share for works carried out under the Professional Services Contract will be made to the *Consultant* on the basis of the

average of the KPI percentage and the PI percentage defined in the following table:

Average of PI/Alliance KPI Score	Proportion of <i>Consultant's</i> incentivisation share paid
<40	0
41 - 50	20
51 – 60	40
61 – 75	60
76 – 89	80
90 – 100	100

1.43. The incentivisation share will be paid annually.

E – Health and safety

E1 - Method statements

The *Contractor* prepares method statements for the operations listed below:

Operation	Remarks
Commissioning and switching on Traffic Signals	
Decommissioning and switching off Traffic Signals	
Traffic Signal Controller Maintenance and Operations	
Controller base sealing	
Annual Maintenance Procedure	
Emergency Attendance	
Fault Investigation	
Slot Cutting for detector loops	
Coring for magnetometers	
Working with live electricity supplies	
Working at Height	
Operating a MEWP	
Working adjacent to water	
Working on High Speed Roads	
Working adjacent to overhead high voltage cables	
Night Working	
Lone Working	
Noise and vibration	
Manual handling and lifting	
Deployment and operation of a portable electricity generator (temporary controller electricity supply)	
Locating buried services	
Safe digging procedures	
Cutting back foliage	

F – Accounts and records

F1 - Accounts and records

The *Client's* requirements for accounts and records are detailed as follows:

The *Contractor* keeps the following accounts and records during the Service Period, and submits archived versions of the documents at the end of the Service Period to the *Service Manager*, with those parts of the records that are agreed to be commercially sensitive or subject to laws on privacy redacted.

The format of archives and archive procedure is agreed by the Operations Board as part of the Mobilisation Plan during the mobilisation period of the contract.

Site records

The *Contractor* shall maintain site records for all Task Orders recording the labour, plant and material use on each Site. Site records shall record the following information:

- Labour – the staff working on Site (name, trade and grade), start time, finish time and total hours worked
- Plant – number and type of Plant on Site, hours worked per day for each piece of Plant.
- Materials – quantity and type of materials delivered to Site and removed from Site.

Open book recording of costs

The *Contractor* keeps detailed records of the Defined Cost incurred in Providing the Service on an “open book” basis, i.e. on the basis that the records of Defined Cost are maintained in a fully auditable manner and are made available to the *Service Manager* whenever reasonably required for purposes of verification in connection with the *service*. The *Contractor* keeps such records for a period of 12 years after the end of the Service Period.

The *Service Manager* and the *Contractor* agree what records need to be kept by the *Contractor* in respect of the Defined Cost. The minimum breakdown requirements for the first payment in relation to Defined Cost is defined in Schedule 8 C2.

The *Contractor* keeps separate records of all Defined Costs incurred in relation to:

- The *service*,
- *Fee percentage*,
- The *Contractor* provides a breakdown of the Prices and Defined Cost for the *service* at each assessment date or as otherwise provided in the contract in the form set out in schedule 8 C2 The *Service Manager* may review the form of the breakdown during the Service Period and discuss any proposed changes with the *Contractor*. The *Contractor* complies with all reasonable requests to change the form of breakdown.
- Key Subcontractors and suppliers shall keep detailed records of *Defined Cost* and this information shall be made available to the *Service Manager*. Subcontractors and suppliers that are unable to produce detailed records of Defined Cost should be highlighted to the Service Manager during the Subcontractor approval process defined within the contract.

If requested by the *Service Manager*, the *Contractor* keeps separate records of all Defined Cost in relation to parts of the *service* that are, for local authority accounting purposes, required to be identified separately, provided the *Service Manager* has made clear in relevant Task Order(s) which elements are to be treated in this way.

Location of accounts and records

The accounts and records that the *Contractor* is required to keep for this contract, shall be kept at an appropriate office located within the United Kingdom (mainland)

Access to original separate vouchers and books of account

The *Contractor* provides to the *Client* or its representatives or agents, full access to and/or details of, all original vouchers and books of account necessary to demonstrate its Defined Cost if and when reasonably requested to do so by the *Service Manager*.

The *Contractor* grants to the *Client* or its representatives or agents authority to enter any premises used by the *Contractor* for the purpose of Providing the *Service* at any time and to have access to all correspondence, documents, books, property or other records relating to the provision of the *service*. The *Contractor* further agrees that the *Client's* head of finance is entitled to receive such explanation as he or she considers necessary to establish the correctness of any matter under examination.

The Parties bear their own costs in connection with any such access unless the access reveals a material default by the *Contractor* in which case the *Contractor* reimburses the *Client* its actual cost incurred in relation to the access and investigation.

The *Client* may take copies of any material including computer data held by the *Contractor* relating to the provision of the *service* and as necessary to verify the accuracy of any accounting statement, charge, computation or claim made pursuant to any of the provisions of the contract.

The *Contractor* issues to the *Service Manager* within 12 weeks of the end of each Financial Year, at the cost of the *Contractor*, a certificate signed by its auditors certifying they are satisfied with the *Contractor's* financial systems in relation to the recording of financial information relating to the provision of the *service* in that Financial Year.

Task Order Information

The *Contractor* retains copies of all information relating to the development of the final product of a Task Order including:

- Feasibility studies
- Risk assessments
- Consultations
- Consents
- Design information, including calculations, assessments, sketches and drawings
- Costing information
- Final reports and associated information

Third Party Insurance Claims

Maintain full and complete records of highway inspections and all highway activities so as to enable the proper management of third party insurance claims against either the

Contractor or the *Client* as the highway authority, including as appropriate the management of the recovery of costs associated with third party claims and/or damage on behalf of the *Client*.

G – Task Orders

G1 - Work call off arrangements

For the purpose of this section, the following definitions apply:

- A "Job" is a instruction for work identified by a unique reference number and has a description and location. Within the Client's Confirm system there are three types of Job:

High Level Job (HL). This allows users to issue a monetary Job to the Contractor but does not contain any site-specific information. They are usually used in conjunction with Zero Value (ZV) Jobs. The Contractor applies actual costs against the High-Level Job, not the Zero Value 'site instruction'.

Zero Value reactive/instructive Job (ZV). These allow users to issue £0 'site instructions' to the Contractor giving site specific work details. They do not include a monetary element as this has been issued on a High Level (HL) Job.

Job/Scheme with a value attached (JV). These are self-contained Jobs that include both monetary values and site-specific instructions. The Contractor applied actual costs against these.

- An "Order" is the envelope that contains one or more jobs and is the mechanism for committing Jobs to the Contractor.

It is envisaged that all work undertaken by the Contractor through the contract will be instructed by a Task Order issued by the Service Manager. In the case of time related preliminaries and service activities a Task Order will be issued to cover these items for a period of time (i.e. the financial year).

The *Client's* procedures for issuing of Task Orders for work are detailed in the documents listed below and provided in the data room:

Document	Data room location
Highways Works Ordering End to End Process	Data room

The *Contractor* complies with the responsibilities of the Contractor contained within the *Client's* procedures for issuing of Task Orders in force from time to time.

In addition to the *Client's* procedures for issuing Task Orders :

All information for the Task Order process will be managed within the *Client's* Confirm system.

The *Service Manager* or the *Service Manager's* nominated representatives will create Task Orders within Confirm where a Task Order is a defined piece of work associated with an asset or maintenance area.

In relation to Task Orders the Parties must ensure the following requirements are adopted:

- A Confirm Order will contain one or more jobs.
- The value of the work is built up from the Price List items
- When a Task Order is committed within the Confirm system then the Task Order is considered as a signed instruction to the *Contractor*.
- At the point of commit the value of the Task Order has a budget commitment made from the *Client's* financial system.
- The *Contractor* will access Confirm to action the Task Order and complete the work.
- The Task Orders will have an estimated start and completion date along with target completion date.
- The *Contractor* shall acknowledge the time and date that the Task Order was received using a status change.
- The date and time on the status change generated by the Confirm system shall be deemed as the time a Task Order was received by the *Contractor*.
- The *Contractor* shall have a computer system which is manned/operated 24 hours, 7 days a week.
- Issue Task Order
- Take before and after photos that are directly linked to the original Task Order
- Issue early warnings and compensation events
- Issue and agree quotations
- Monitor time and costs on all activities and projects, including:
 - amount paid to date
 - commitments and known and estimated costs outstanding
 - forecast cost for the assessment period
 - forecast price for the year or scheme.
- provide reports on cost, quality and performance
- Provide performance and key performance indicator data and payment forecast

G2 - Works Order programme

The *Client's* requirements for the Works Order programmes are detailed as follows:

Capital Works:

Lincolnshire County Council and the Highways Term Contractor have the main role in determining the Lincolnshire Highways Capital programme. The Traffic Signals Contractor is required to be very flexible in providing the required resources to service this programme. In addition, the Contractor is required to co-operate and provide high levels of communication in agreeing programme requirements and to respond to programme changes and updates. The input to Capital schemes is considered at the monthly commercial meeting and additional meetings as and when required.

Fault rectification, maintenance work and minor improvements:

The Contractor is required to provide a daily movements programme by 12 noon on Friday, each week, detailing the main areas of work that each of the Contractor's staff members are designated for on each day. This programme is discussed and agreed at the weekly Traffic Signals Works Order Meeting in addition to checking the status of works orders on the Confirm system (Works orders at Confirm Status 0165, 0125, 0200) and any outstanding faults.

G3 - Works Order methodology statements

Unless otherwise instructed in the Task Order, the *Contractor* will prepare Task Order methodology statements for the work activity.

The Task Order methodology statements must be submitted within the *Client's* works ordering system to the Service Manager for approval at least 2 weeks prior to commencement of the Task Order.

SCHEDULE 9 – CONTRACTOR'S PLANS

The *Client's* requirements for the *Contractor's* plans are detailed as follows:

Annual Plan

The Annual Plan is the programme for the provision of the *service* by the *Contractor* during each Financial Year prepared in accordance with the Scope, the Annual Forward Programme of work provided by the *Client*.

The *Client* shall 6 months before the start of the financial year provide to the *Contractor* a forward programme of the work that it is envisaged will be issued to the *Contractor* to undertake in the following financial year apart from those capital works to be jointly delivered. This forward programme should identify the proposed task order location, nature of the work, outline quantities and any programme constraints already identified.

The *Contractor* shall then prepare the Annual Plan based the *Client's* forward programme for approval by the *Service Manager* at least 4 months prior to the start of the new financial year.

The Annual Plan sets out (with as much detail as it is practicable for the *Contractor* to provide) details of the *service* to be provided during the Financial Year in order to meet the *Client's* Annual Forward Programme.

The *Contractor* shows on the Annual Plan:

- The Financial Year to which it relates,
 - Details of when task order or other information is required from the *Client*,
 - The estimated total cost for the *service*,
 - Identified risk for Providing the Service and
 - Any other information which the Scope or the Strategic Board requires to be shown on an Annual Plan.
- All Task Orders (JV and HL)

The *Contractor* then maintains the Annual Plan throughout the financial year, updating the plan as Task Orders are issued by the *Service Manager* and adding any changes to the forward programme as identified by the *Client*. The Annual Plan shall be updated on a monthly basis, as a minimum.

Where any work to be provided as part of the *service* continues beyond the end of the relevant Financial Year, the Annual Plan identifies the extent of the work to be provided during each Financial Year.

Mobilisation Plan

The *Contractor* will have submitted as part of the Quality Statement. The *Service Manager* will formally accept the Mobilisation Plan 2 weeks after the Contract Date. The *Contractor* mobilises in order to Provide the Service with effect from the *starting date* in accordance with the Mobilisation Plan.

The Mobilisation Plan includes the methodology for implementing the following:

- Demobilisation requirements of the outgoing service provider,
- Names of key people (organisational structure),
- Details of strategic and operational management,

- A Risk Register and allocation schedule identifying risks to the mobilisation of the contract, proposed mitigation measures, residual risks, the owners of the residual risk, and anticipated cost or time liabilities,
- The mobilisation programme,
- Preparation of an initial Annual Plan for the first full Financial Year if the starting date is part way through a Financial Year,
- Completing the delivery of the *service* for the balance of the Financial Year within the balance of the Service Budget for that Financial Year in which the *Contractor* commences Providing the Service,
- *Service* delivery arrangements, in particular identifying the requirements for statutory duties, emergency response and winter maintenance,
- Cost and value management arrangements,
- The Task Order plans and Annual Plan preparation,
- Communications guidance and protocols for staff for dealing with elected members and the public and
- The method and format of record keeping and archiving to be used during the contract.

The *Contractor* will be required to attend regular meetings with the Client during the Mobilisation period in order to ensure a smooth transition. As a minimum these meetings should be monthly.

Demobilisation Plan

At the end of the Service Period, or earlier if the *Contractor's* obligation to Provide the Service is terminated in accordance with the contract, the *Contractor* co-operates in the transfer of part or whole of the *service* to the *Client* or a replacement service provider.

Unless instructed otherwise by the *Service Manager*, at least 12 months prior to the end of the Service Period, or within 3 weeks of the contract being terminated, the *Contractor* provides a Demobilisation Plan setting out how he or she proposes to demobilise and handover the provision of the *service* to the *Client* or a replacement *service* provider (the "Demobilisation Plan").

The Demobilisation Plan addresses the matters set out in this schedule and any other matters that the *Service Manager* reasonably requires or the Parties agree should be addressed, and provides a breakdown of costs for the whole or part demobilisation as described in the plan.

The Demobilisation Plan is prepared by the *Contractor* and issued to the *Service Manager* for acceptance. Reasons for not accepting the Demobilisation Plan are that:

- It does not enable the transfer of the *service* to the *Client* or a replacement service provider without interfering with the timing of the *service* or impairing the effectiveness of the *service* or
- It does not comply with the Scope.

The *Contractor* allows the *Client* or incoming *service* provider to carry out a due diligence review to enable them to draw up proposals for delivery of the *service* after the transfer.

Access to the *Contractor's* premises and employees for this review has due regard for the confidentiality of other business and customers of the *Contractor*. The *Contractor* allows all reasonable access to its premises and employees for this purpose without charge to the *Client*.

The *Contractor* co-operates with, and provides reasonable assistance to, the *Client* or incoming *service* provider as necessary to allow the *service* to be carried on without disruption to the Area Network. The *Contractor* completes the actions and executes any documents and meets all other requirements to implement the Demobilisation Plan.

The *Contractor* provides the *Client* or incoming *service* provider with any data in a viable format relating to any work-in-progress in the provision of the *service* which is necessary to enable the *Client* or incoming *service* provider to Provide the Service.

The *Contractor* co-operates with the *Client* and incoming *service* provider during the handover and this co-operation extends to allowing access to, and providing copies of, all documents, reports, summaries and information required to achieve an effective transition to the incoming *service* provider without disruption to the *Client*'s operational requirements.

The Demobilisation Plan includes methodology and procedures (to be provided to the *Service Manager* for acceptance) relating to the following:

- A list of the premises (other than premises owned by the *Client*), Equipment, Plant and Materials used to Provide the Service,
- Details of premises (other than premises owned by the *Client*), People, Equipment, Plant and Materials including,
- Whether used exclusively for Providing the Service or shared with Others,
- Whether the premises are leased or owned,
- The estimated value indicating the net book value or open market value (whichever is the lower) of any premises, Equipment, Plant and Materials used to Provide the Service (other than premises owned by the *Client*),
- The extent to which the *Contractor* recovers the cost of any of the above items under the contract,
- The databases and archive files used to hold the *Client*'s data indicating details of size, media and location held,
- The Supply Chain used as part of the delivery of the *service* indicating the Equipment or services supplied and the volumes involved and

At the end of the Service Period or earlier termination of the contract the *Contractor* ensures that the *service* (including those parts added during the Service Period) continues until the end of the Service Period.

The *Contractor* gives all reasonable assistance to the replacement *service* provider during the mobilisation period for their contract, and co-operates when instructed by the *Service Manager*.

Business Continuity Plan

Within four weeks of the Contract Date the *Contractor* submits a draft business continuity plan for acceptance by the *Service Manager*.

The business continuity plan shows

- which services the *Contractor* provides, in Providing the Service, that must continue within the first week following an incident that disrupts its normal operations including a fire or the loss of electrical power to the *Contractor*'s or a Subcontractor's premises,
- the minimum number of people, Equipment and Plant and Materials (including employees, accommodation, IT, telephones etc.) needed to continue to Provide the Service,
- details of key personnel (whether or not key persons) and their role in an emergency,
- a register of all employees used in Providing the Service under the business continuity plan with contact details (to be kept by the *Contractor* for emergency purposes) and
- any other information required by the Scope.

Within two weeks of the *Contractor* submitting the business continuity plan for acceptance, the Service Manager either accepts it or notifies the *Contractor* of the Service Manager's reasons for not accepting it and specifies those areas that require revision. A reason for not accepting a business continuity plan is that

- the *Contractor's* plans which it shows are not practicable,
- it does not show the information which the contract requires,
- it does not represent the *Contractor's* plans realistically,
- it does not comply with the Scope or
- it does not continue the Provision of the Service.

The *Contractor* submits a revised plan within the period for reply after the Service Manager has instructed the *Contractor* to and continues to do so until the business continuity plan is accepted by the Service Manager.

SCHEDULE 10 – SERVICES AND OTHER THINGS TO BE PROVIDED

The services and other things for the use of the *Client*, *Service Manager* or Others to be provided by the *Contractor* are listed below:

Services and other things	Detail
N/A	N/A

The *Client* provides the services and other things for the *Contractor's* use in Providing the Service as listed below:

Services and other things	Detail
Licenses to access CONFIRM system	Detailed in S 712
License for IMTRAC Fault Management System	Access to LCC own instance of the FMS

The *Client* provides the *Contractor* at the start of the contract the stock of Plant and Materials as detailed listed below:

Plant and Materials	Detail
Canwick Road Tidal Flow Maintenance Equipment	Diversion route signs, spare controller, spare lane control signs and spare variable message sign al as described in Clause 4036 of the Specification

The *Contractor* provides at the end of the contract the stock of Plant and Materials as detailed in the documents listed below and provided in the data room:

Plant and Materials	Detail
N/A	N/A

The lease agreements for Equipment provided by the *Client* are listed below:

Agreement	Detail

SCHEDULE 11 – FORM OF ULTIMATE HOLDING COMPANY GUARANTEE

(1) [PARENT COMPANY]

(2) LINCOLNSHIRE COUNTY COUNCIL

GUARANTEE

relating to the [describe contract]

THIS GUARANTEE is made on the _____ day of _____ 2018

BETWEEN:-

- (1) LINCOLNSHIRE COUNTY COUNCIL of County Offices, Newland, Lincoln LN1 1YL (the "Council"); and
- (2) [PARENT COMPANY] (Company No. []) whose registered office is at [] (the "Guarantor").

WHEREAS:-

- (A) The Council has entered into the Contract with the Subsidiary for the performance and fulfilment of the duties and obligations in the Contract in connection with the [describe the contract] and certain other duties and obligations of the Subsidiary under and as contemplated by the Contract.
- (B) The Guarantor is the ultimate holding company of the Subsidiary.
- (C) The Guarantor has agreed to guarantee to the Council (in accordance with the terms of this Guarantee) as a continuing guarantee, the due and proper performance by the Subsidiary of the Subsidiary's duties and obligations arising under the Contract upon the terms of this Guarantee.

IT IS AGREED as follows:-

1. INTERPRETATION

1.1 In this Guarantee:

- | | |
|-------------------|---|
| "Business Day" | means any day other than a Saturday or Sunday or public holiday in England and Wales |
| "Contract" | means the [description] contract dated on the date hereof and made between (1) the Council and (2) the Subsidiary (as such contract may be amended, varied and/or supplemented from time to time) |
| "Party" | means a party to this Guarantee and "Parties" shall mean both of them |
| "Prescribed Rate" | means the interest rate specified in the Contract Data Part 1 of the Contract |
| "Subsidiary" | means [COMPANY] (company registered number []) whose registered office is at [] |

1.2 Construction

- 1.2.1 Words and expressions defined in the Contract shall have the same meanings in this Guarantee unless the context requires otherwise.

- 1.2.2 Words imparting the singular shall be construed as importing the plural and vice versa.

Now, in consideration of the payment of £1.00 (one pound) (receipt of which is hereby acknowledged by the Guarantor), **THIS GUARANTEE WITNESSES** as follows:

2. GUARANTEE

- 2.1 Subject to the other provisions of this Guarantee, the Guarantor guarantees unconditionally and irrevocably the proper, punctual, true and faithful performance and observance by the Subsidiary of all its obligations, undertakings, warranties and responsibilities under the Contract (the "Obligations"). The Guarantor covenants, agrees and undertakes that it shall within ten (10) Business Days of receipt of a written demand from the Council, make good any default of the Subsidiary under the Contract and it shall observe and perform the Obligations to the extent the Subsidiary fails to do so following receipt of such written demand from the Council. The Guarantor shall, to the extent that the Subsidiary fails to do so, pay all sums, liabilities, awards, losses, damages, costs, charges and expenses (including any legal expenses) that may be or become due and payable by the Subsidiary pursuant to the Contract (including costs and expenses incurred by the Council in connection with the enforcement of or preservation of its rights under this Guarantee) within ten (10) Business Days of receipt of a written demand by the Council.
- 2.2 If the Guarantor fails to pay any amount due to the Council pursuant to Clause 2.1 within ten (10) Business Days of receipt of a written demand by the Council, the Guarantor shall pay to the Council, in addition to the amount not paid, simple interest thereon for the period until such payment is made. The rate of interest payable shall be the Prescribed Rate calculated on a daily basis and compounded quarterly from the date on which the payment by the Guarantor became overdue.
- 2.3 The obligations of the Guarantor under this Guarantee shall be those of a primary and independent obligor so that no liability or purported liability of the Subsidiary under or arising out of the Contract shall, as between the Guarantor and the Council, be treated as discharged or in any way affected by any legal limitation, disability or incapacity relating to the Subsidiary or any other person whether or not known to the Council or by any invalidity in, irregularity affecting or unenforceability of the obligations of the Subsidiary or any other person under the Contract or by any liquidation, administration, merger, amalgamation, reorganisation or dissolution of the Subsidiary or any other person or by any other event or circumstance whatsoever other than the proper, punctual, true and faithful performance and observance of all the Obligations which are to be performed or observed under or arising out of the Contract or which would be so to be performed or observed but for any such event or circumstance as is previously mentioned in this Clause 2.3.
- 2.4 If the Subsidiary fails to observe or perform any of its duties or obligations to the Council under the Contract (which for the purposes of this guarantee shall include any default, occurrence or omission by the Subsidiary which results in the termination of the Contract or the determination of the Subsidiary's employment

under the Contract and shall not be limited to a breach per se of any term of the Contract), or if the Subsidiary fails to pay any sum, loss, debt, damage, interest, cost or expense due from the Subsidiary to the Council under or in connection with the Contract, the Guarantor (as a separate and independent obligation and liability from its other obligations and liabilities under this guarantee) shall indemnify the Council from and against all loss, debt, damage, interest, cost or expense sustained or incurred by the Council by reason of any such failure or non-payment.

2.5 The Guarantor:

2.5.1 acknowledges and agrees that no variation of or alteration to the terms of the Contract or to the extent, nature or method of performance of the services therein referred to, and no allowance of time, waiver, forbearance, forgiveness, concession, indulgence compromise or other dealing under or in connection with the Contract or any right or remedy or security arising thereunder, and no invalidity, illegality, unenforceability termination or irregularity of the Contract or of any provision thereof, and no other act, omission or default which (but for this provision) might have operated to release, exonerate or discharge the Guarantor or otherwise reduce, extinguish or adversely affect any liability of the Guarantor under the terms of this Guarantee shall in any way release, exonerate or discharge the Guarantor from any liability under the terms of this Guarantee or otherwise reduce, extinguish or adversely affect any such liability, and the Guarantor hereby waives any requirement for notice to it of any such event.

2.5.2 confirms that it has full power and capacity to enter into this Guarantee and agrees that this Guarantee shall:

- (a) not be revocable by the Guarantor until the Obligations have been performed and all actual or contingent liabilities arising therefrom have expired;
- (b) be a continuing guarantee and shall be additional to and not in substitution for any rights or remedies that the Council may have against the Subsidiary under the Contract or at law;
- (c) be additional to any other guarantee or security from time to time held by the Council;
- (d) not be affected by any release or waiver of any such guarantee or security; and
- (e) remain in full force and effect,

notwithstanding the winding-up, liquidation, receivership, administration, voluntary arrangement or other composition with creditors (or any event analogous to any of them) of the Subsidiary or if the Subsidiary is unable to pay its debts (as defined by sections 123(1) and 268(1) of the Insolvency Act 1986, as amended);

- 2.5.3 agrees that all sums payable by the Guarantor under this Guarantee shall be paid to the Council in full without set off or counterclaim, free of any present or future taxes, levies, duties, charges, fees, withholdings or deductions (together referred to as "Deductions") which would not have been imposed if such payments had been made by the Subsidiary, and if the Guarantor is compelled by law to make any Deduction, the Guarantor will gross up the payment so that the net sum received by the Council is equal to the full amount which the Council would have received had no such Deduction been made; and
- 2.5.4 agrees that the obligations of the Guarantor and the Subsidiary under this Guarantee are independent and several obligations, and accordingly that the Council shall not be obliged, before enforcing any of its rights or remedies under this Guarantee, to commence proceedings or take any other action against the Subsidiary or enforce any other guarantee or security from time to time held by the Council in respect of the Obligations save in relation to the requirement to serve the written demand referred to in clause 2.1 of this Guarantee.

2.6 Reinstatement

- 2.6.1 Where any discharge (whether in respect of the Obligations of the Subsidiary or any security for those Obligations or otherwise) is made in whole or in part or any arrangement is made on the faith of any payment, security or other disposition which is avoided or must be restored on insolvency, liquidation or other similar event, without limitation, the liability of the Guarantor under this Guarantee shall continue as if the discharge or arrangement had not occurred.
- 2.6.2 The Council may concede or compromise any valid claim that any payment, security or other disposition is liable to avoidance or restoration.

2.7 Non-competition

Until all amounts which may be or become payable by the Subsidiary under the Contract have been irrevocably paid in full, the Guarantor (in its capacity as Guarantor hereunder only, and not in any other capacity) shall not, after a claim has been made, or by virtue of any payment or performance by it, under this Guarantee:

- 2.7.1 be subrogated to any rights, security or moneys held, received or receivable by the Council or be entitled to any right of contribution or indemnity in respect of any payment made or moneys received on account of the Guarantor's liability under this Guarantee; or
- 2.7.2 claim rank, prove or vote as a creditor of the Subsidiary or its estate in competition with the Council; or
- 2.7.3 receive, claim or have the benefits of any payment, distribution or security from or on account of the Subsidiary, or exercise any right of set-off as against the Subsidiary,

unless the Council otherwise directs. The Guarantor shall hold in trust for and forthwith pay or transfer to the Council any payment or distribution or benefit of security received by it contrary to this Clause 2.7. Nothing in this Clause 2.7 of this Guarantee shall prevent activities performed during the normal course of business between the Guarantor and the Subsidiary.

2.8 Place

All payments by the Guarantor under Clause 2.1 shall be made to the Council to its account at such office as it may notify to the Guarantor in writing for this purpose.

3. ASSIGNMENT

The benefit of this Guarantee shall be freely assignable or otherwise transferable by the Council to any person (being a single entity) acquiring the whole of the Contract and having the legal capacity, power and Council to become a Party to and perform the obligations of the Council thereunder. Five Business Days prior notice of every such assignment under this Clause 3 shall be given to the Guarantor.

4. REPRESENTATIONS AND WARRANTIES

4.1 Without prejudice to any warranties or conditions implied by law, the Guarantor represents and warrants to the Council that:

4.1.1 Corporate Power

it has the full power and capacity to enter into and to exercise its rights and perform its obligations under this Guarantee;

4.1.2 Legal Validity

this Guarantee constitutes its legal, valid and binding obligation enforceable in accordance with its terms subject to all applicable laws relating to insolvency, bankruptcy, administration, liquidation or analogous circumstances;

4.1.3 Due Authority

all necessary action to authorise the execution of and the performance of its obligations under this Guarantee has been taken;

4.1.4 Pari Passu Ranking

the obligations of the Guarantor under this Guarantee rank and will rank at least pari passu with all of its other unsecured obligations;

4.1.5 Obligations Binding

the obligations expressed to be assumed by the Guarantor under this Guarantee are legal, valid and enforceable in accordance with its terms;

4.1.6 No Contravention

to the best of its knowledge, the execution, delivery and performance of this Guarantee does not contravene any provision of:

- (a) any applicable existing law, treaty or regulation either in force or enacted but not yet in force;
- (b) the memorandum or articles of association (or the equivalent in its jurisdiction of incorporation) of the Guarantor;
- (c) any order or decree of any Court or arbitrator existing as at the date of this Guarantee and binding on the Guarantor; or
- (d) any other material obligation pursuant to a material contract which is binding upon the Guarantor;

4.1.7 Litigation

no material claim is presently being assessed and no material litigation, arbitration or administrative proceeding is presently in progress or to the best of the knowledge of the Guarantor pending or threatened against it or any of its assets which will or might have a material adverse effect on the ability of the Guarantor to perform its obligations under this Guarantee; and

4.1.8 Insolvency Proceedings

no proceedings or other steps have been taken and not discharged (nor to the best of the knowledge of the Guarantor threatened) for its winding up or dissolution or for the appointment of a receiver, administrative receiver, administrator, liquidator, judicial factor manager, trustee or similar officer in relation to any of its material assets or revenues

4.2 Times for making representations and warranties

The representations and warranties set out in this Clause 4 (Representations and Warranties) are made by the Guarantor on the date hereof and shall be deemed to be repeated by the Guarantor on each date on which a payment is to be made under this Guarantee with reference to the facts and circumstances then existing.

5. NOT USED

6. LIABILITY

Notwithstanding anything to the contrary in this Guarantee (other than costs and expenses incurred by the Council in connection with the enforcement of or preservation of its rights under this Guarantee or any interest payable by the Guarantor pursuant to Clause 2.2 or the Council's right to claim (and the Guarantor's obligation to indemnify the Council in respect of) any liability pursuant to Clause 2.4 or its obligations under Clause 5.1.2), the liability of the Guarantor under or in connection with this Guarantee shall be no greater than it would have been under the Contract if the Guarantor had been named as the Contractor therein and, for the avoidance of doubt, the Guarantor shall be entitled (without any double counting) to the benefit of any remedies and/or relief available to the Subsidiary

under the Contract The liability of the Guarantor under or in connection with this Guarantee shall expire when the rights and obligations of the Subsidiary expire in accordance with the terms of the Contract.

7. CLAIMS PROCEDURE

7.1 All notices under this Guarantee shall be in writing and all certificates, notices or written instructions to be given under the terms of this Guarantee shall be served by sending the same by first class post or by hand, or leaving the same at: **[To be completed]**

7.2 A notice shall be deemed to be received in the case of:

7.2.1 registered post, on the day it is received;

7.2.2 delivery by hand, when so delivered;

provided that, in the case of service in accordance with Clause 7.2.2, if the date of receipt of the notice is not a business day in the country of the recipient, or if the notice is received outside the hours of 9.00 am to 6.00 pm, it shall be deemed to have been received at 9.00 am on the next business day.

8. NO WAIVER AND PROVISIONS SEVERABLE

8.1 No failure or delay by the Council in exercising any right or remedy shall operate as a waiver, nor shall any single or partial exercise or waiver of any right or remedy preclude its further exercise or the exercise of any other right or remedy.

8.2 Each of the provisions of this Guarantee is severable and distinct from the others, and if for any reason any such provision is or becomes ineffective, inoperable, invalid or unenforceable it shall be severed and deemed to be deleted from this Guarantee, and in such event the remaining provisions of this Guarantee shall continue to have full force and effect.

9. VARIATIONS

No variations of this Guarantee shall be valid unless in writing and signed by or on behalf of each of the Parties.

10. COUNTERPARTS

This Guarantee may be executed in any number of counterparts, and this has the same effect as if the signatures on the counterparts were on a single copy of this Guarantee.

11. ENTIRE AGREEMENT

This Guarantee contains or expressly refers to the entire agreement between the Parties with respect to the specific subject matter of this Guarantee and expressly excludes any warranty, condition or other undertaking implied at law or by custom and supersedes all previous agreements and understandings between the Parties with respect thereto and each of the Parties acknowledges and confirms that it does

not enter into this Guarantee in reliance on any representation, warranty or other undertaking not fully reflected in the terms of this Guarantee.

12. GOVERNING LAW AND JURISDICTION

This Guarantee and any non-contractual obligations arising out of or in connection with it shall be governed by and construed in accordance with the laws of England, and shall be subject to the exclusive jurisdiction of the courts of England save that the Council shall have the right to bring proceedings in the courts of any other jurisdictions in which any of the assets of the Guarantor may be situated.

13. CONTRACTS (RIGHTS OF THIRD PARTIES) ACT 1999

13.1 The Parties do not intend any term of this Guarantee to be enforceable by a third party pursuant to the Contracts (Rights of Third Parties) Act 1999.

13.2 The Guarantor shall not be entitled to contend that any person to whom this Guarantee is assigned in accordance with Clause 3 (Assignment) is precluded from recovering under this Guarantee any loss incurred by such assignee resulting from any breach of this Guarantee by reason that such person is an assignee and not a named person hereunder.

EXECUTED AS A DEED by the parties on the date which first appears in this Guarantee.

IN WITNESS whereof this guarantee has been duly executed and delivered as a deed on the date stated above.

EXECUTED as a **DEED** by

LINCOLNSHIRE COUNTY COUNCIL by the signatures of:

Authorised Signatory

Authorised Signatory

EXECUTED as a **DEED** by

THE GUARANTOR by the signatures of:

Director

Director/Company Secretar

SCHEDULE 12 – PERFORMANCE MEASURES ASSESSMENT METHODOLOGY

Alliance Performance Indicators

Indicator Reference: Alliance KPI 1

Indicator Name (short): Asset Management Strategy

Indicator Description or Definition: This indicator is designed to gauge how successful the Asset Management Strategy has been with regards to Asset condition.

Data Provider: Alliance Partners

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator:

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

Methodology (measurement):

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.

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

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

How is the target set? Reviewed annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

This is a new measure.

Indicator Reference: Alliance KPI 2

Indicator Name (short): Creation of and Tasks Delivered against an Annual Plan

Indicator Description or Definition: 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.

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator: 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 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.

Methodology (measurement): An agreed Annual Plan should be complete by 30th November each year for the following year.

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

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

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

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 schemes 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

How is the target set? By alliance agreement

Unit:

Number	Percentage	Rate	Other
	✓		✓

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

Benchmark set to reflect the alliance changes to working practices and the expected accuracy of the programme.

Indicator Reference: Alliance KPI 3

Indicator Name (short): Minimising disruption to the public

Indicator Description or Definition: This indicator is designed to gauge co-working and coordination between different Partners within the alliance and also co-working between Partners and National Works Promoters.

Data Provider: Alliance Partners

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator:

Infrastructure improvements involving traffic management can have an impact on the general public. This indicator is designed to work towards minimising possible disruptions.

Methodology (measurement):

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 Promoters and Partners will be included if the same traffic management was utilised.

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

Annual Target: 5% > than previous year total

100% = 10
 80% = 8
 60% = 6
 40% = 4
 20% = 2

<20% = 0

How is the target set? Set annually based on previous year

Unit:

Number	Percentage	Rate	Other
✓			

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

This is a new measure

Indicator Reference: Alliance KPI 4

Indicator Name (short): Building Social Value

Indicator Description or Definition: To ensure that Social Value is delivered throughout the service on behalf of the Client.

Data Provider: Alliance Partners

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator:

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.

Methodology (measurement):

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 annually 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)

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

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.

How is the target set? Reviewed annually.

Unit:

Number	Percentage	Rate	Other
✓			

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

This is a new measure

Indicator Reference: Alliance KPI 5

Indicator Name (short): Satisfaction with the Condition of the Highway

Indicator Description or Definition: Public satisfaction in the condition of the highway.

Data Provider: National Highways & Transport Public Satisfaction Survey

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator: 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.

Methodology (measurement): 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.

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

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

How is the target set? Target set to give incremental improvement over previous years. Baseline is set as previous year's survey score.

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

Benchmark set by previous year's actual result.

Indicator Reference: Alliance KPI 6

Indicator Name (short): Efficiency of Spend

Indicator Description or Definition: This indicator is designed to gauge the efficiency of the alliance spend when compared to other authorities

Data Provider: CQC Report

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator:

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.

Methodology (measurement):

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 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.

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

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

How is the target set? Reviewed annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

This is a new measure.

Indicator Reference: Alliance KPI 7

Indicator Name (short): Net Positive Press Coverage

Indicator Description or Definition: This indicator is designed to gauge the client / Public satisfaction with the service provided by the alliance.

Data Provider: Client

Data Enterer: Target Cost and Performance Manager

Purpose/Objective of Indicator: 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.

Methodology (measurement): 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.

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

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

How is the target set? Target set to show service perception to be positive/neutral.

Unit:

Number	Percentage	Rate	Other
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	✓		
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Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

Lag occurs due to time taken for the Press team to produce the data but available within 1 month of the end of period.

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

Benchmark set by previous performance data at 95% positive/neutral stories

Indicator Reference: Alliance KPI 8

Indicator Name (short): Alliance Satisfaction Scoring

Indicator Description or Definition: This indicator is designed to gauge the opinion of the success of the Alliance from the partners and key supply chain.

Data Provider: Alliance Partners

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator:

To allow measurement of the view of alliance Partners and key supply chain as to the success of the Alliance.

This measure is designed to gauge the satisfaction of staff working within the Alliance.

Methodology (measurement):

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

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

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 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

How is the target set? Reviewed annually

Unit:

Number	Percentage	Rate	Other
✓			

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
	✓			

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
	✓			

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

Benchmark set by previous result.

Indicator Reference: Alliance KPI 9

Indicator Name (short): Reduction in Carbon Emissions and Waste

Indicator Description or Definition: 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.

Data Provider: Alliance Partners

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator:

This indicator should align to Lincolnshire County Council's Carbon Management Plan, and the alliance partners should help to deliver against the targets identified in the plan. A new plan is currently under development and targets will be adjusted if necessary from Y6 onwards.

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

Methodology (measurement):

The alliance Partners will be expected to provide 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).

The current annual target for this part of the measure is a 2% improvement on the previous year.

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.

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

The measure will be scored annually, against the performance of the previous year.

Part A

The initial target for Y1 is £39 per kg CO₂, and will be used as the benchmark.

The measure will assess the budget spend achieved per kg of carbon consumed. Worked example below:

Budget = £40 million
Tonnes of CO₂ = 1000
£ per kg = £40

Each year the target will be a 2% improvement.

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

Spend, increase/decrease in workload, Priority Type will be taken into consideration when comparing data. The comparison will be based on Carbon per £ spent.

All Contractors and the Client must adopt the next targets when they are set through updates to the Carbon Management Plan.

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)

$X = \frac{\% \text{ of waste recycled/Reused}}{Y}$

$X(1) = \frac{\% \text{ of waste reused within contract}}{Y}$

Points scale: 98% to 100% = 5pts

96% to 98% = 4pts
 94% to 96% = 3pts
 92% to 94% = 2pts
 90% to 92% = 1pts

How is the target set? Reviewed annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)
 n/a

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

Benchmark set by the Carbon Management Plan

Indicator Reference: Alliance KPI 10

Indicator Name (short): Acceptable Site Safety Assessment and Reportable Accident under RIDDOR

Indicator Description or Definition: This indicator is designed to measure the safety of site work and the number of reportable accidents occurring

Data Provider: Alliance Partners

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator: To increase the safety on sites and to reduce accidents.

Methodology (measurement): Identified through results of onsite health and safety inspections, and through the number of RIDDOR reportable accidents

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

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 element of the 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.

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
✓	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

Client Performance Indicators**Indicator Reference:** Client PI 1**Indicator Name (short):** Client scheme proposals**Indicator Description or Definition:** Client scheme proposals are required to be delivered to the Contractor in an appropriate timescale. This is to give the Contractor adequate time to programme resources and submit an Annual Plan.**Data Provider:** Client**Data Enterer:** LCC Target Cost and Performance Manager**Purpose/Objective of Indicator:** 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.

Methodology (measurement): An Annual Plan should be submitted to the Service Manager for acceptance by 30th November each year for the following year.In order for this date to be achieved the Client is required to deliver a list of scheme proposals by 30th September each year.**Calculation i.e. numerator/denominator and formula if appropriate:**

Having a proposed list of schemes issued -

By 30th September = 10

By 31st October = 7

By 30th November = 3

Later than 30th November = 0

How is the target set? By alliance agreement**Unit:**

Number	Percentage	Rate	Other
	✓		✓

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

Benchmark set to reflect the alliance changes to working practices and the expected accuracy of the programme.

Indicator Reference: Client PI 2

Indicator Name (short): Variation from Annual Plan spend profile

Indicator Description or Definition: This indicator is designed to ensure that budget spends is maintained and kept on track.

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator: 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.

Methodology (measurement):

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.

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

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

B

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

How is the target set? By alliance agreement

Unit:

Number	Percentage	Rate	Other
	✓		✓

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

Benchmark set to reflect the alliance changes to working practices and the expected accuracy of the programme.

Indicator Reference: Client PI 3

Indicator Name (short): Client Enquiry Response Times

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

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator:

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.

Methodology (measurement):

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

Emergency requests require a response within 1 working day of being created. The Client will have until midnight to provide a meaningful response.

Non-emergency requests require a response within 10 days.

A percentage is calculated based on what has achieved the appropriate level of response. The following status codes when used on the enquiry will be considered meaningful and will generate a response to the end user.

Enq Status Code	Enq Status Name
0115	Third Party Responsibility
0120	Reassigned to Internal Dept
0135	Immediate action – make safe
0145	Inadequate Information
0150	Investigation required
0155	Investigations Ongoing
0160	Assessed - no action proposed
0175	Enforcement
0180	Cyclic Grass/Weeds Prog

0185	Drain Cleanse Prog
0200	Job Raised
0230	Further work identified
0250	Job Committed
0300	Job Complete - Resolved
0305	Job Complete – made safe
0310	Job complete – made safe TM

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

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

How is the target set? Reviewed annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

This is a new measure.

Indicator Reference: Client PI 4

Indicator Name (short): Early Contractor Involvement

Indicator Description or Definition: This indicator is designed to ensure Early Contractor Involvement takes place in a timely manner.

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator:

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

Methodology (measurement):

The Client should notify the Contractor at least 12 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.

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

To measure the amount of ECIs flagged to the contractor at least 12 weeks prior to the start of works.

>98% = 10

>96% = 8

>94% = 6

>92% = 4

>90% = 2

<90% = 0

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

This is a new measure.

Indicator Reference: Client PI 5

Indicator Name (short): Value of Compensation Events versus Targets.

Indicator Description or Definition: A comparison of the value of Compensation Events raised against the agreed Target Price.

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator: 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.

Methodology (measurement):

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.

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

Quarterly the score will reflect the year to date variation.

>93% = 10

>92% = 9

>91% = 8

>90% = 7

>89% = 6

>88% = 5

>87% = 4

>86% = 3

>85% = 2

>84% = 1

<83% = 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

How is the target set?

By Agreement

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
---------	--------	---------	---------	-----

	✓			
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Explain any anticipated reporting lags between actual and estimated data (year end?)

N/A

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

Benchmark is based on previous year's performance.

Indicator Reference: Client PI 6

Indicator Name (short): Total Orders in Query Responded to on Time

Indicator Description or Definition: Percentage of total task orders in query responded to on time as a percentage of all orders in query

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator: This indicator is designed to ensure that task orders give all the required information when they are issued. Correct information ensures the processes work as planned, avoids cost plus and builds confidence in LCC professionalism. Where the instructed task order is not clear, the contractor will place the job 'in query' and LCC will need to respond to the query within the required time.

Methodology (measurement):

The method of measuring this indicator will be to take the scheduled report from the Term Maintenance Contract Management System which details all jobs move to the status 'in query' and how quickly they are actioned.

Each reason is checked and a count made of the number of jobs placed in query for monitoring.

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

Report from the Term Maintenance Contract Management System will show the number of task orders placed in query actioned within 2 weeks.

Task Order placed in query actioned within 2 weeks = A

Task Order placed in query = B

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

Points scale –

=>95% = 10

=>90% = 8

=>85% = 6

=>80% = 4

=>75% = 2

<75% = 0

How is the target set?

By alliance agreement.

Unit:

Number	Percentage	Rate	Other
✓			

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

Explain any anticipated reporting lags between actual and estimated data (year end?)

N/A

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

Ideally the measure will be 100% - this is based on an ideal level of service and is aspirational.

Indicator Reference: Client PI 7

Indicator Name (short): Contract Notifications processed within required timescales.

Indicator Description or Definition: To ensure Contract Notifications are processed in a timely manner.

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator: This indicator is designed to ensure that the Term Maintenance contract management processes are carried out in an efficient and effective manner.

Methodology (measurement):

The method of measuring this indicator will be to take information from a scheduled report from the Term Maintenance Contract Management System.

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

The aim is 98% to be processed within required timescales.

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

Each Notification will be assessed for timeliness of response.

If an acceptable update has been received in timeframe the notification will be considered a pass.

If the update is received late but within an acceptable additional timeframe it will be consider a pass but weighed at 50% (half score)

Status Changes	Pass	Half Score	Fail
Early Warning to be acknowledged (Status 0225 to 0226)	Within 2 weeks	up to 4 weeks	Over 4 weeks
Decision on CE (Status 0227 to either 0228 or 0229)	Within 1 week	up to 2 weeks	Over 2 weeks
Accepting or requesting revised Quote (Status 0230 to 0245, 0265 or 0260)	Within 2 weeks	up to 4 weeks	Over 4 weeks

Passes + (Addition Passes/2)
Total Notification

>98% = 10
>95% = 9
>92% = 8
>89% = 7
>86% = 6
>83% = 5
>80% = 4
>77% = 3
>74% = 2
>71% = 1
<71% = 0

How is the target set?
Annually reviewed

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓	✓	

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
			✓	

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

Explain any anticipated reporting lags between actual and estimated data (year end?)

N/A

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

Indicator Reference: Client PI 8

Indicator Name (short): Percentage of abortive works

Indicator Description or Definition: This indicator is designed to ensure that the Contractor is able to deliver an efficient programme

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator: 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.

Methodology (measurement):

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

Each scheme is weighted equally within the overall score.

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

Target Order Commitment = A

Disaggregated Budget agreed in Annual Plan / Programme = B

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

Points scale –

>99% = 10

>98% = 8

>97% = 6

>96% = 4

>95% = 2

<95% = 0

How is the target set? By alliance agreement

Unit:

Number	Percentage	Rate	Other
	✓		✓

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

Benchmark set to reflect the alliance changes to working practices and the expected accuracy of the programme.

Indicator Reference: Client PI 9

Indicator Name (short): Highways Inspections Completed

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

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator: To measure the effectiveness of the ability of Local Highways Areas to inspect the highways assets in accordance with agreed inspection regimes.

Methodology (measurement):

The Term Maintenance Contract Management System reports the total number of planned inspections carried out within timeframe.

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

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

>98.5% = 9

>97% = 8

>95.5 = 7

>94% = 6

>92.5 = 5

>91% = 4

>89.5% = 3

>88% = 2

<88% = 0

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

This is a new measure

Indicator Reference: Client PI 10

Indicator Name (short): Value for Money

Indicator Description or Definition: This indicator is designed to monitor specific Client Teams to ensure that they are providing Value for Money in the services they provide.

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Purpose/Objective of Indicator:

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

Methodology (measurement):

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.

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

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

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

The Value for Money Assessments began in 2017 – previous year's data will be used as a benchmark.

Traffic Signals Term Contract Performance Indicators**Indicator Reference:** TSTC PI 1**Indicator Name (short):** Compliance with Tendered Quality Statements**Indicator Description or Definition:** This indicator is designed to measure the compliance with the tendered quality statements**Data Provider:** Client**Data Enterer:** LCC Target Cost and Performance Manager**Minimum Performance Level = 7****Purpose/Objective of Indicator:** To provide continuous improvement to the service.**Methodology (measurement):**

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

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

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, achieved or on track.

7 achieved = 7 (Minimum Performance Level)**"How is the target set?** Annually**Unit:**

Number	Percentage	Rate	Other
✓			

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
✓				

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

n/a

Indicator Reference: TSTC PI 2

Indicator Name (short): Switch off/on Processing time / delivery compliance

Indicator Description or Definition: TBC during mobilisation

Data Provider: Contractor

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 4

Purpose/Objective of Indicator: TBC during mobilisation

Methodology (measurement):

TBC during mobilisation

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

TBC during mobilisation

Total item orders required – Orders placed after 2 weeks
Total item orders required

Points Scale

100% = 10

95 % = 8

90% = 6

85% = 4 (Minimum Performance Level)

80 % = 2

"How is the target set? Annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

n/a

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

This measure is a new addition

Indicator Reference: TSTC PI 3

Indicator Name (short): Compliance of attendance times in respect of emergency works (emergency/urgent)

Indicator Description or Definition:

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

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 4

Purpose/Objective of Indicator: To measure and improve the contractor's performance with regard to emergencies attended to within contract timescales.

Methodology (measurement):

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

How is the target set?

By agreement – and revised annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

N/A

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

Indicator Reference: TSTC PI 4

Indicator Name (short): Number of Faults Cleared within Contract Timescales

Indicator Description or Definition: This indicator is designed to measure the ability to clear faults within the specified timescales.

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 5

Purpose/Objective of Indicator: To ensure faults are rectified within contract timescales.

Methodology (measurement):

Measured by the Traffic Signal Fault Management System

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 (Minimum Performance Level)
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

How is the target set?

By Agreement

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

N/A

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

Benchmark is based on previous year's performance.

Indicator Reference: TSTC PI 5

Indicator Name (short): Percentage of Task Orders Completed on Time

Indicator Description or Definition: This indicator is designed to measure the amount of task orders completed on time where the Client has specified the completion date.

Data Provider: Contractor

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 6

Purpose/Objective of Indicator: 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.

Methodology (measurement):

Measured by the Term Maintenance Management System.

The target is for 99% of orders to be completed in agreed timescales.

Points are lost for being under this benchmark.

A Task Order will be deemed a fail if the target date has passed and the task order has not been completed.

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

At target date all Task Orders will be classed as a fail or pass based on the target date being achieved and the site being fully complete and ready.

99 - 100% = 10

98 - 99% = 8

95 - 98% = 6 (Minimum Performance Level)

92 - 95% = 4

88 - 92% = 2

Less than 88% = 0

Minimum Performance Level = 6

How is the target set?

By Agreement

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
✓				

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

N/A

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

Benchmark is based on previous year's performance.

Indicator Reference: TSTC PI 6

Indicator Name (short): Percentage of Refurbishment Works (Capital Works) completed free of remedial works

Indicator Description or Definition: This indicator is designed to measure the amount of Refurbishment Works (Capital Works) completed without the need to return for remedial works.

Data Provider: Contractor

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 6

Purpose/Objective of Indicator: To measure and improve the percentage of Refurbishment Works (Capital Works) completed without the need to return for remedial works, ensuring efficiency of resources and network.

Methodology (measurement):

At initial completion of the scheme a takeover checklist review of the works will be undertaken to ensure that all requirements of the works have been carried out.

Ideally there will be no issues to be rectified, however the Contractor is required to rectify any failings within 10 working days of the checklist review.

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

Each completed Refurbishment Works will undergo a Traffic Signals Site Acceptance/ Takeover Check list review.

Points are deducted for every Refurbishment Works (Capital Works) requiring a return for remedial works in a quarter.

When any outstanding issues have been rectified each Refurbish Works scheme will be scored as follows – (Change to working days)

No Issues at Checklist review on all completed scheme = 10

All issues rectified with 5 working days = 8 points

All issues rectified within 10 working days = 6 (Minimum Performance Level)

All issues rectified within 15 working days = 4

All issues rectified within 20 working days = 2

Some issues not rectified within 20 working days= 0

The final score will be the average of schemes completed in the quarter.

Example -

	Points
Scheme 1	10
Scheme 2	10
Scheme 3	6
Scheme 4	0
Average Points	6.5

How is the target set?

By Agreement

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

N/A

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

This is a new measure.

Indicator Reference: TSTC PI 7

Indicator Name (short): Percentage faults resolved at the first visit.

Indicator Description or Definition: This indicator is designed to measure the amount of tasks resolved with the need for only one visit.

Data Provider: Contractor

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 4

Purpose/Objective of Indicator: To measure and improve the percentage of faults resolved after just one visit.

Methodology (measurement):

Measured by the Traffic Signal Fault Management system and the Contractor.

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

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

99 - 100% = 10

98 - 99% = 8

97 - 98% = 6

96 - 97% = 4 (Minimum Performance Level)

95 - 96% = 2

Less than 95% = 0

How is the target set?

By Agreement

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

N/A

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

Benchmark is based on previous year's performance.

Indicator Reference: TSTC PI 8

Indicator Name (short): Percentage Task Orders carried out in compliance with TMA.

Indicator Description or Definition: This indicator is designed to measure the percentage of task orders carried out in compliance with TMA.

Data Provider: Client

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 6

Purpose/Objective of Indicator: Ensure compliance with TMA regulations.

Methodology (measurement):

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

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

Points are deducted for every task order not carried out in compliance with TMA.

0 fails = 10

1 fail= 6 (Minimum Performance Level)

2 fails = 4

>2 = 0

How is the target set?

By Agreement

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

N/A

Benchmarking and Comparisons

What is the performance to be judged against? (i.e. base years, other authorities / contracts):

Benchmark is based on previous year's performance.

Indicator Reference: TSTC PI 9

Indicator Name (short): Percentage annual inspections completed per contract year.

Indicator Description or Definition: This indicator is designed to measure the percentage of site inspections carried out each year.

Data Provider: Contractor

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 4

Purpose/Objective of Indicator: To ensure that all site inspections are carried out annually on all sites

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

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

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

The targets will be set as follows -

Q1 – 25% completed

Q2 – 50% completed

Q3 – 75% completed

Q4 – 100% completed

At the end of each quarter the target is compared to the actual amount of inspections that have taken place to see if we are on course for all inspection to be achieved.

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

Scoring will be as follows –

Q1-Q3

On track /ahead of target = 10

Behind target = 4 (Minimum Performance Level)

Q4

100% Inspections completed = 10

Less than 100% = 0

How is the target set?

By agreement – and revised annually

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

N/A

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

This is based on performance from previous years.

Indicator Reference: TSTC PI 10

Indicator Name (short): Percentage of quotations provided within 3 weeks and work accepted by the required timescale.

Indicator Description or Definition: This indicator is designed to measure the amount of quotations provided and works accepted within a timely manner.

Data Provider: Contractor

Data Enterer: LCC Target Cost and Performance Manager

Minimum Performance Level = 4

Purpose/Objective of Indicator: To monitor the timeliness of quotations being provided to the Client and works accepted by the Contractor.

Methodology (measurement):

Measured by the Term Maintenance Management System (Confirm)

Quotations are required to be provided with 3 calendar weeks. Works should be accepted by the Contractor within 2 calendar weeks.

This measure does not include reactive works.

The status codes that are used within this measure are -

0130 Quotation Requested

0135 Quotation Provided

0160 Propose Works (To Contractor)

0165 Proposed Works Accepted by Contractor

The measure will assess that the quotations and acceptance of works have been achieved on time, using the statuses outlined above. The target is 99%.

Points are lost for being under this level.

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

Quotations and acceptance of works achieved by required timescale.

100% = 10

>99% = 8

>98% = 6

95 - 98% = 4 (Minimum Performance Level = 4)

90 - 95% = 2

90% = 0

How is the target set?

By Agreement

Unit:

Number	Percentage	Rate	Other
	✓		

Reporting Frequency (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

Data Availability (also specify date):

Annually	Half Yearly	Quarterly	Monthly	Other
		✓		

How is performance reported?:

Actual	Cumulative
✓	

Accumulation over time i.e. how will year to date performance be calculated?

Average	Latest	Maximum	Minimum	Sum
	✓			

Explain any anticipated reporting lags between actual and estimated data (year end?)

N/A

Benchmarking and Comparisons

What is the performance to be judged against? (I.e. base years, other authorities / contracts):

Benchmark is based on previous year's performance