
Performance Measurement
Handbook

Version 1.7a DRAFT

Quality Assurance

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01. Scope

This Key Performance Indicator Handbook is applicable to the Suffolk Highways Services Contract (HSC)

02. Introduction

The Performance Measurement handbook defines the measurement system developed for the delivery of the HSC. The measurement system is viewed as an essential management tool to allow us to prove and improve our performance in delivering our service.

Both Suffolk County Council (SCC) and Kier MG (KMG) shall keep under review the relevance of the performance measures (PM) to the successful operation of the HSC and may agree from time to time during the period of the contract to make amendments to the PM’s.

03. Performance Management and Measurement

There are three types of performance measures included in the contract:

- **Strategic Performance Measures** - Strategic Measures will measure service aspirations that are at least partially within the control of the contractor
- **Operational Performance Measures** - Operational Performance Measures assess aspects of service provision that are entirely within the control of the contractor
- **Management Measures** - Management Measures will enable monitoring of aspects of the contract that will provide useful information to the Council and contractor, but for which performance cannot be mandated.

The contract provides scope for the definition and agreement of further performance measures throughout the contract period, based upon performance to date and possible changes to service requirements.

Targets are identified for each of the Operational Performance Measures. Should the contractor fail to meet one or more of these targets in any given month, the contract provides a mechanism whereby deductions are made from the contractor's profit for that month.

3.1 The roles of the 'Data Owner', 'Measure Owner' and 'Counterpart'

- The **Performance Data Owner** will be from KMG and has the responsibility for the measure. For some PM's the data will be supplied by SCC to KMG Data Owner. The Data Owner collates the data and passes to the Performance Measure Owner.
- The **Performance Measure Owner** will be from KMG. It will be expected that the Measure Owner will review the data with the Data Owner and sort out any issues before forwarding to the Performance Measure Counterpart.
- The **Performance Measure Counterpart** is to be the relevant SCC Manager. The 'Counterpart' will be expected to review/audit the data. The Counterpart then signs off the data (to confirm there are no issues with it and agrees with any proposed exceptions) and notifies the Measure Owner. The Measure Owner then produces the appropriate exception report with suggestions for improvement as necessary and passes to the Performance and Development Manager to produce the performance report for all PM's.

3.2 Data storage, reporting and improvement

The data is stored in 'SharePoint' to allow all to access to the data for reviewing/ auditing. The dash boards will be created directly from the data files. These reviews/approvals will provide a level of confidence that the data is correct before preparing the report.

The Performance and Development Manager submits his proposals to the SCC Contract Management Team for improving performance against the Performance Indicators if the target levels of performance are not met. The

SCC Contract Management Team will need to review/ audit the performance reports before:

- The performance reports are circulated to the Operational Board (and others).
- Any financial deductions are authorised by the SCC Contract Management Team before the monthly payment is certified (as appropriate).

The Operational Board then monitor performance achievements against targets set and consider proposals for improving performance and make recommendations to the Strategic Board.

3.3 Ownership

As per Appendix 9 Annex 2 of the Contract, "**Employer Data**" The date, text, drawings, diagrams, images or sounds (together with any database made up of any of these) which are embodied in any electronic, magnetic, optical or tangible media, and which are:

- Supplied to the Contractor by or on behalf of the Employer; or
- which the Contractor is required to generate, process, store or transmit pursuant to this Contract; or
- any Personal Data for which the Employer is the Data Controller.

As such all data is owned by Suffolk County Council and upon termination or expiry of the Contract, the Contractor shall provide the Employer or Replacement Contractor with a complete and uncorrupted version of the Employer Data in electronic form.

3.4 Setting performance targets

As per Clause Z7.4 *"The Parties recognise that the Performance Indicators must remain realistic, stretching and relevant to the Service and the Employer's objectives throughout the Service Period. The Parties agree the addition, removal, replacement or amendment of the Performance Indicators and new targets during the Service Period."*

3.5 Performance Deductions

These are carried out as per Clause Z7 in the Contract.

The SCC Contract Management Team will need to review/audit the data before any financial deductions are made (as appropriate).

3.6 Performance Measure Capture for OPMs

The OPM data is collated in the first 2 weeks on the calendar month and should be uploaded on the Business Management System (BMS). When Data Owner and Measure Owner are both happy with the OPM data, the SCC Counterpart should be contacted. The SCC Counterpart should then work with the Data Owner and Measure Owner to approve the OPM by the end of the third week. If the data is not supplied to enable approval and the Contract Management Team to review in time for any financial deductions in the fourth week then the Service Manager will make a decision on whether the OPM is a pass or a fail taking into account the previous data (data availability which is outside of the contractors control will be exempt).

04. Strategic Performance Measures TBC

To be developed during the first 6 months of the contract

**SPM 01 – Cashable savings via innovation and efficiency measures -
Being Developed**

Measure: Cashable savings via innovation and efficiency measures

Service Area:

- All Services

Purpose:

To measure the Annual Business Case/Service Improvement Plan prepared by the Contractor to deliver Employer's efficiency savings as required by the Contract

Reporting Frequency:

- Annual

Measurement Calculation:

Data Source:

Data Collection Methodology:

Performance Indicator Target: 1.5% annual reduction

Definitions:

-

Exclusions:

- N/A

General comments about this measure:

Progress Notes: Kier MG to review the Service Improvement Plan and how savings can be quantified.

SPM 02 – Employees Health and Safety Cultural Assessment Framework (CAF) - Being Developed

Measure:

- Contractor to carry out Health and Safety Cultural Assessment Framework (questionnaire) as soon as practical to determine a baseline and re-measure at annual frequencies to achieve target set by Strategic Board

Service Area:

- All Services

Purpose:

- To measure the perceived performance for different categories for health and safety and cultural issues.

Reporting Frequency:

- Annual

NEEDS TO BE COMPLETED BEFORE END OF FIRST YEAR

Measurement Calculation:

Sum of scores for different categories within the questionnaire

Typically

Categories	2015 data	2014 data	Trend up/down %
Health and Safety			
Collaboration			
Leadership			
Behaviours			
Relationships			
Values			
Cumulative Trend Total			

Anonymity important however ask people to identify their role within the service (e.g. in terms of Management, Admin Support, Commercial, Design and Operations).

Data Source:

All staff to complete questionnaire that are associated with Suffolk Highways Service. All respondent data is anonymous

Data Collection Methodology:

Performance Indicator Target: Trend improvement in CAF

Definitions:

-

Exclusions:

- N/A

General comments about this measure:

Progress Notes: Questionnaire to be developed to be issued to all working in 'Suffolk Highways'

**SPM 03 – Reduction in annual greenhouse gas (GHG) emissions -
Being Developed**

Measure:

- Reduction in total emissions footprint as measured by tonnes / £M of turnover

Service Area:

- All Services

Purpose:

- To be developed

Reporting Frequency:

- Annual

Measurement Calculation:

Benchmark through the year. Strategic Board to set targets based on quality submission (absolute value + %). Measure 'direct' + embedded carbon in material used. Embedded values may be based on standard industry tables.

Data Source:

Data Collection Methodology:

Performance Indicator Target: [X] tonnes

Definitions:

- Reduction in annual greenhouse gas (GHG) emissions relating to the contract (see government guidance for organisations and clarification specifically for Councils) having adjusted for year to year changes in level of contract activity
-

Exclusions:

- N/A

General comments about this measure:

Progress Notes: Kier MG to review

SPM 04 – Road Casualties (killed and seriously injured) - Being Developed

Measure:

- Road Casualties (killed and seriously injured) using National Indicator NI 47

Service Area:

- All Services

Purpose:

- To be developed

Reporting Frequency:

- Annual

Measurement Calculation:

Comparison of national data year on year using 3 year rolling averages

	2011	2012	2013	2011-13 3 yr aver.	2014	2012-14 3 yr aver.	Trend up or down
People killed or seriously injured in road traffic accidents							

Data Source:

Nationally reported data

Data Collection Methodology:

Performance Indicator Target: Trend improvement compared to current SCC baseline. Improvement target set by Strategic Board

Definitions:

-

Exclusions:

- N/A

General comments about this measure:

Progress Notes: SCC to consider alternative (killed and seriously injured) accident data?

SPM 05 – Customer Satisfaction as measured by the relevant parts of National Highways and Transport Public Satisfaction Survey - Being Developed

Measure:

Improved Customer Satisfaction for the Suffolk Highways service as measured by the relevant parts of the National Highways and Transport Public Satisfaction Survey

Service Area:

- All Services

Purpose:

- To be developed

Reporting Frequency:

- Annual

Measurement Calculation:

Typically

Selection of KBI's	New 2012-2014 average	2011-2013 average	Trend up/down %
KBI 17 - Traffic levels & congestion		49.7%	
KBI 18 - Management of road works		54.7%	
KBI 19 - Traffic management		55.0%	
KBI 23 - Condition of highways		41.1%	
KBI 24 - Highway maintenance		51.8%	
KBI 25 - Street lighting		60.8%	
Cumulative Trend Total			

Selection of KBI's	2011	2012	2013	2014
KBI 17 - Traffic levels & congestion	51.3%	51.0%	46.8%	
KBI 18 - Management of road works	56.1%	55.0%	52.9%	
KBI 19 - Traffic management	55.9%	55.2%	53.9%	
KBI 23 - Condition of highways	44.0%	43.2%	36.1%	
KBI 24 - Highway maintenance	53.1%	51.3%	51.1%	
KBI 25 - Street lighting	68.8%	57.0%	56.6%	

Data Source: NHT Survey www.NHTSurvey.org

An annual postal survey which collects public perspectives on, and satisfaction with, highways and transportation services in local authority areas.

Local authorities decide whether to take part in the survey.

The survey is administered by measure2improve on behalf on the NHT Network and is carried out by Ipsos Mori. Questionnaires are sent to a minimum sample of 3,300 households in each participating local authority area.

The Survey results are made public on this website and compares performance between authorities and over time using tabular reports, graphs and maps. All respondent data is anonymous

Data Collection Methodology:

Performance Indicator Target: Trend improvement in NHT Survey year on year

Definitions:

-

Exclusions:

- N/A

General comments about this measure:

SPM 06 – Complaints received by SCC in relation to the Services Being Developed

Measure:

- Complaints (as defined by SCC policy) received by SCC in relation to the Services

Service Area:

- All Services

Purpose:

- To be developed

Reporting Frequency:

- Annual

Measurement Calculation:

Sum of complaints for the different service areas e.g. Area Offices, Highway Network Improvements and Street Lighting. 3 year rolling average to be investigated

	2011	2012	2013	2014	2011-13	2012-14	Trend up or down
Complaints received in relation to service areas listed above							

Data Source:

Customer Care Manager, Customer Rights, Suffolk County Council

Data Collection Methodology:

Performance Indicator Target: Trend improvement in % reduction in number of Complaints. Establish baseline. Improvement target set by Strategic Board

Definitions:

-

Exclusions:

- N/A

General comments about this measure:

SCC data: Report annually on complaints relating to the scope of the contract.

SPM 07 – Condition/Improvement of Network - Being Developed

Measure:

- Condition/Improvement of Network using National Indicators NI 168 and NI 169 and Equivalent measure for former BVPI 224(b)

Service Area:

- All Services

Purpose:

- To be developed

Reporting Frequency:

- Annual

Measurement Calculation:

	2010/11	2011/12	2012/13	Prev. 3yr average	2013/14	New 3yr average	Trend up or down (factored)
NI168 Condition of Principal Classified Carriageways (A roads)							
NI169 Condition of Non-Principal Roads (B & C roads)							
BVPI 224(B) Condition of un-classified roads							
Total							

Factors for Trend Comparison Total	Factor
NI168 Condition of Principal Classified Carriageways (A roads)	tbc
NI169 Condition of Non-Principal Roads (B & C roads)	tbc
BVPI 224(B) Condition of un-classified roads	tbc

NB: Factor to compensate for the difference in value for each measure when trends are summed e.g. BVPI224 is approx. 6 times larger than NI168.

Data Source:

National Publicised data for NI 168 and 169.

BVPI 224(B) Condition of un-classified roads is now only collected internally within SCC.

Data Collection Methodology:

Performance Indicator Target: Trend improvement compared to current SCC baseline. Improvement target set by Strategic Board

Definitions:

-

Exclusions:

- N/A

General comments about this measure:

National Data (SCC has historic data)

Progress Notes: Chris to obtain BVPI data - current data is not actual data.

SPM 08 – Reduction in money paid out Third Party Claims in relation to the Services - Being Developed

Measure:

Reduction in money paid out Third Party Claims in relation to the Services

Service Area:

- All Services

Purpose:

- To be developed

Reporting Frequency:

- Annual

Measurement Calculation:

	2010/11	2011/12	2012/13	2010-2013 3yr aver	2013/14	2011-2014 3yr aver	Trend up or down
Total paid out							

Highways claims received annually between 01 April and 31 March each year

Data Source:

Insurance Manager at Suffolk County Council

Data Collection Methodology:

3rd Party Claims paid out based on SCC (IBC data included) to recreate a 3 year rolling average for comparison with the annual sum

Performance Indicator Target: Trend improvement compared to current SCC baseline. Improvement target set by Strategic Board

Definitions:

-

Exclusions:

- N/A

General comments about this measure:

3rd Party Claims paid out - establish 3 year rolling average during the mobilisation based on current data

05. Operational Performance Measures

OPM01 – Tasks started on time – Being developed

Measure:

- % of Tasks started by the agreed Task starting date – as defined by task order

Service Area:

- Task Delivery

Purpose:

- To measure the Contractors ability to plan and programme works effectively enabling Tasks to be started on time

Ownership:

Measure Owner	Data Owner	Counterpart
Head of Engineering and Programme Management	Programme Manager	SCC Contract Management Team

Processes:

- SSOP/PSS/D-02 Prepare contractors plan
- SSOP/PSS/D-03 Revise contractors plan

Reporting Frequency:

- Monthly

Inputs:

01-A	Total value of tasks due to start in the month
01-B	Total value of the above tasks started on or before the task scheduled start date
01-C	Total value of A excluded due to being outside of the Contractors control

Measurement Calculation:

- Percent (01-B / (01-A – 01-C))

Data Source:

- KMG Works Manager System (WMS) – for all capital works and schemes
-

Data Collection Methodology: to be confirmed by KierMG

- WMS performance report will be used to report this measure
- Planned task order start dates are agreed with SCC Budget Managers and KMG Programme Team prior to an order being placed (the Contractors Plan and Works Programme created in Asta Powerprojects is amended to reflect these agreements at the Contractors Plan monthly review meeting)
- Changes to the planned start dates for reasons outside of the Contractors control will be jointly agreed with KMG Programme Team and SCC Budget Managers and adjusted on the Contractors Plan and Works Manager order, reasons and comments will be captured in the “Notes” field in the Works Manager order
- The agreed planned start date for each task identified on the Asta Works Programme form the boundary for this OPM (once the task is ordered on Insight)
- **Input 01-A** is calculated as the sum of task orders ordered to start’ between the start and end of the OPM reporting period
- **Input 01-B** is calculated as the sum of task orders started on or before the ordered start date
- **Input 01-C** is proposed by KMG but is at the discretion of the Service Manager

Performance Indicator Target: 95%**Definitions:**

- **Task** is clearly defined relating to “Construction Planned Works” excluding design orders - All planned (P4) works with a value of £3k or above identified in the agreed Contractors Plan. Initially, up to October, the measure will report on a value of £10K. This does not relate to reactive / routine maintenance which are measured under OPM 9 and OPM 10
- **Started on time** is defined as the Contractor is ready to start even if they were not able to start (reasons outside their control). Dates are to be ‘agreed’ with the Contractor’s Programme Team and SCC Contract Budget Managers

Exclusions:

Exclusions will be at the discretion of the Service Manager, acting reasonably and liaising with the Contractor. Potential exclusions applicable to this OPM are detailed below:

- **Insufficient notice** – Task order not placed sufficiently in advance of agreed start date
- **Delayed starts** - Tasks on a Single Task Order where starting dates are delayed and any knock on effects on subsequent / concurrent orders e.g. Surface Dressing Programme
- **Duplicate penalties** - Deductions under clause Z7 and any costs associated with acceleration due to above (for which KMG are liable) do not result in duplication of “penalties”
- **Outside Contractors control** – Anything else outside the Contractors control

General comments about this measure:

- The OPM is measured as **“total value of Tasks started on time / total value of Tasks issued”**
- Large programmes of work commissioned on a single task order may be sub-divided on the task order for performance measuring purposes
- Multiple small tasks will wherever possible be combined onto a single order to be assessed as one task.
- Stage 5’ within a scheme lifecycle is the ‘construction phase’

OPM02 – Tasks completed on time – Being developed

Measure:

- % of Tasks completed by the Task Completion Date – as defined by task order

Service Area:

- Task Delivery

Purpose:

- To measure the Contractors ability to plan and programme works effectively enabling Tasks to be completed on time

Ownership:

Measure Owner	Data Owner	Counterpart
Head of Engineering and Programme Management	Programme Manager	SCC Contract Management Team

Processes:

- SSOP/PSS/D-02 Prepare contractors plan
- SSOP/PSS/D-03 Revise contractors plan

Reporting Frequency:

- Monthly

Inputs:

02-A	Total value of tasks due to be completed in the month
02-B	Total value of the above tasks completed on or before the task scheduled completion
02-C	Total value of 02-A excluded due to being outside of the Contractors control

Measurement Calculation:

- Percent (02-B / (02-A – 02-C))

Data Source:

- KMG Works Manager System (WMS) – for all capital works, schemes and design task orders

Data Collection Methodology: to be confirmed by Kier MG

- WMS performance report will be used to report this measure
- Planned task order finish dates are agreed with SCC Budget Managers and KMG Programme Team prior to an order being placed (the Contractors Plan and Works Programme created in Asta Powerprojects is amended to reflect these agreements at the Contractors Plan monthly review meeting)
- All planned (P4) works, including construction and design orders with order value of £3k or above recorded on the Contractors Plan to be included. Initially, up to October, the measure will report above a value of £10K.
- Changes to the planned finish dates for reasons outside of the Contractors control will be jointly agreed with KMG Programme Team or KMG Operations team and SCC Budget Managers and adjusted on the Contractors Plan and Works Manager order, reasons and comments will be captured in the "Notes" field in the Works Manager order
- Field: SLA due date/time in Works Manager will contain the planned finish date
- Field: Percentage complete/completed date in Works Manager will contain the actual finish date
- Field: Committed cost in Works Manager will contain the Task Value for each task
- **Input 02-A** is calculated as the sum of column 'Committed cost' where completion date is between the start and end of the OPM reporting period
- **Input 02-B** is calculated as the sum of Input 02-A where Percentage complete/completed date is less than or equal to the planned finish date.
- **Input 02-C** is proposed by KMG but is at the discretion of the Service Manager

Performance Indicator Target: 95%**Definitions:**

- **Task** is clearly defined relating to "Planned Works" - All P4 works, including construction and design orders, with an agreed value of £3k and above identified in the agreed Contractors Plan. This does not relate to reactive / routine maintenance which are measured under OPM 9 and OPM 10
- **Task Completion Date** is defined as the completion date identified on the 'Accepted Contractors Plan' subject to agreed changes by the Service Manager.
- **Task Completion** is defined in the Contract as "when the Contractor has done all the work in the Task (excluding work or defects yet to be completed / corrected as identified in OPM04) which would have prevented

the Employer or Others from using the Network and Others doing their work". Contractor must inform the Service Manager of Task Completion for the relevant Task

Exclusions:

Exclusions will be at the discretion of the Service Manager, acting reasonably and liaising with the Contractor. Potential exclusions applicable to this OPM are detailed below:

- **Delayed starts** - Tasks on a Single Task Order where starting dates are delayed and any knock on effects on subsequent / concurrent orders e.g. Surface Dressing Programme
- **Duplicate penalties** - Deductions under clause Z7 and any costs associated with acceleration due to above (for which KMG are liable) do not result in duplication of "penalties"
- **Insufficient notice** – Task order not placed sufficiently in advance of agreed start date
- **Outside Contractors control** – Anything else outside the Contractors control

General comments about this measure:

- The OPM is measured as the **"total value of Tasks completed on time / total value of Tasks issued"**
- Large programmes of work commissioned on a single task order may be sub-divided on the task order for performance measuring purposes
- Multiple small tasks will wherever possible be combined onto a single order to be assessed as one task

OPM03 – Task price accuracy – Being developed

Measure:

- % of Tasks where the final total of the Prices does not exceed the total of the estimated Prices provided by the Contractor in the Task Order by > 5%

Service Area:

- Task Delivery

Purpose:

- To measure the Contractors ability to price Tasks effectively enabling cost assurance

Ownership:

Measure Owner	Data Owner	Counterpart
Head of Business Services	Managing Surveyor	SCC Contract Management Team

Processes:

- SSOP/PSS/SHC/D-01 – Order and allocate tasks
- SSOP/PSS/SHC/S-01 – Apply for payment

Reporting Frequency:

- Monthly

Inputs:

03-A	Total value of final accounts agreed in the month
03-B	Total value of the above agreed final accounts exceeded the agreed task order value by > 5%
03-C	Total value of 03-A excluded due to being outside of the Contractors control

Measurement Calculation:

- Percent $((03-A - 03-B - 03-C) / (03-A - 03-C))$

Data Source:

- Insight / KMG Works Manager System (WMS)

Data Collection Methodology: to be confirmed by Kier MG

- A Task order received through Insight to WMS will set this benchmark value
- Changes to the agreed final value for reasons outside of the Contractors control as agreed with SCC CMT need to be removed prior to the comparison. It is agreed that any changes to a Task Order value following final account submission as a result of:
 - Agreed changes in scope or quantity of works are considered to be accepted changes to the Task Order Value for the purposes of this measure
 - Errors or omissions in the Contractors estimate are considered as unaccepted changes to the Task Order Value for the purposes of this measure”
- The final measure of each task order will be achieved by the re-measure by the Business Services team and input into the Contractors WMS. This will be included in the monthly application for assessment by SCC CMT
- BMS Final Account list will be used record changes in final account
- All planned (P4) works, including construction and design orders, with order value of £3k or above to be included. Initially, up to October, the measure will report above a value of £10K **Input 03-A** is established from Works Manager between the start and end of the OPM reporting period
- **Input 03-B** is calculated as the sum of Input 03-A Task order value in Works Manager subject to changes outside of the Contractors control (Total value of agreed final accounts exceeded the agreed task order value by > 5%)
- **Input 03-C** is proposed by KMG but is at the discretion of the Service Manager

Performance Indicator Target: 95%**Definitions:**

- **Task** is clearly defined relating to “Planned Works” i.e. this does not relate to reactive / routine maintenance which are measured under OPM 9 and OPM 10
 - Only be attributed to tasks where the Contractor is responsible for compiling a detailed estimate for works that results in a change to the Final Account value where there is no change in the scope of works
- Agreed Task Order value is defined as the value commissioned following liaison with Contractor but subject to agreed changes by Service Manager
- Agreed final account is defined as the agreement of a final account before the 13 week deadline

Exclusions:

Exclusions will be at the discretion of the Service Manager, acting reasonably and liaising with the Contractor. Potential exclusions applicable to this OPM are detailed below:

- **Tasks subject to target costing and cost reimbursable works** – Tasks subject to target costing and cost reimbursable works are excluded from this measure
- **Task order value not agreed** – Task value not jointly agreed with KMG and SCC
- **Outside Contractors control** – Anything else outside the Contractors control

General comments about this measure:

- The OPM is measured as the **“total value of Tasks completed within 5% / total value of Tasks issued”**

OPM04 – Tasks assessed as defect free – Being developed

Measure:

- % Tasks assessed as Defect free at Task Completion

Service Area:

- Task Delivery

Purpose:

- To measure the Contractors ability to complete works to the correct quality and specification

Ownership:

Measure Owner	Data Owner	Counterpart
Head of Operations	Schemes Manager	SCC Contract Management Team

Processes:

- SSOP/PSS/D-20 – Construct scheme

Reporting Frequency:

- Monthly

Inputs:

04-A	Total value of tasks Completed in the month
04-B	Total value of the tasks for which Defect Notices have been recorded on BMS in the month

Measurement Calculation:

- Percent (04-A less 04-B / 04-A)

Data Source:

- KMG Works Manager System (WMS) for Works Completion dates
- Defect Notice log – SharePoint BMS
- Orders for value of Tasks

Data Collection Methodology: to be confirmed by Kier MG

- Total value of Planned (P4) Tasks completed in the month from the boundary for this OPM
- Completed tasks are inspected and defect notice (snagging list) is completed on BMS by scheme Supervisor or Client and each agree the plan/programme to rectify
- Task / Scheme marked as completed on site in WMS
- OPM02 report from WMS records all P4 tasks completed in the month
- **Input 04-A** is established from the OPM 02 report. Total value between the start and end dates of the OPM reporting period
- **Input 04-B** is calculated as the Total value of the tasks registered and agreed by client and contractor on the Defects Notice log
- **Exclusions** are proposed by KMG but is at the discretion of the Service Manager

Performance Indicator Target: 95%**Definitions:**

- All planned (P4) construction works with order value of £3k or above to be included. Initially, up to October, the measure will report above a value of £10K **Task Completion** is defined in the Contract as "when the Contractor left the site having completed all the work in the Task Order and corrected defects which would have prevented the Employer or Others from using the Network and Others doing their work". Contractor must inform the Service Manager of Task Completion for the relevant Task and the outstanding defects (snagging list).
- **Defect Notice log** allows anyone to register a defect for any task on the BMS. Only planned works tasks will be taken for the OPM
- **Task Order Value** is taken as the value for 04A and 04B in the OPM calculation

Exclusions:

Exclusions will be at the discretion of the Service Manager, acting reasonably and liaising with the Contractor. Potential exclusions applicable to this OPM are detailed below:

- **Outstanding works** are not Defects e.g. grass seeding may be delayed after Task Completion to comply with seasonal constraints
- **Defects** that do not have to be corrected are situations where the Parties agree the identified defect(s) does not have to be corrected, cls.27.1

- **Outside Contractors control** – Anything else outside the Contractors control

General comments about this measure:

- The OPM is measured as the **“total value of Tasks completed defect free / total value of Tasks issued”**
- Large programmes of work commissioned on a single task order may be sub-divided on the task order for performance measuring purposes
- Multiple small tasks will wherever possible be combined onto a single order to be assessed as one task.

OPM05 – Tasks orders – Agreement of the amount due – Being developed

Measure:

- % of Task Orders for which amount due is agreed within 13 weeks of completion

Service Area:

- Task Delivery

Purpose:

- To measure the Contractors ability to measure Tasks effectively enabling cost assurance

Ownership:

Measure Owner	Data Owner	Counterpart
Head of Business Services	Managing Surveyor	SCC Contract Management Team

Processes:

- SSOP/PSS/D-20 Construct scheme
- SSOP/PSS/SHC/S-01 Apply for payment

Reporting Frequency:

- Monthly

Inputs:

05-A	Total number of task order final accounts agreed within the month
05-B	Total number of the above final accounts not agreed within 13 weeks of the actual completion of the task order
05-C	Total number of 05-B excluded due to being outside of the Contractors control

Measurement Calculation:

- Percent $((05-A - (05-B - 05-C)) / 05-A)$

Data Source:

- KMG Works Manager System (WMS)

Data Collection Methodology: to be confirmed by Kier MG

- All planned (P4) works, including construction and design orders, with order value of £3k or above to be included. Initially, up to October, the measure will report above a value of £10K **Input 05-A** is established from Final Account register on the BMS for Planned works/schemes only
- **Input 05-B** is calculated as the sum of Input 05-A total number of final accounts agreed subject to changes outside of the Contractors control compared with date of final measure submitted
- (Total number of task order final accounts agreed within 13 weeks by > 5%)
- **Input 05-C** is proposed by KMG but is at the discretion of the Service Manager

Performance Indicator Target: 95%**Definitions:**

- **Task** is clearly defined relating to "Planned Works" i.e. this does not relate to reactive / routine maintenance which are measured under OPM 9 and OPM 10
- **Agreed final account** is defined as the agreement of a final account before the 13 week deadline
- **Compensation events** must be agreed prior to the agreement of final account

Exclusions:

Exclusions will be at the discretion of the Service Manager, acting reasonably and liaising with the Contractor. Potential exclusions applicable to this OPM are detailed below:

- **Outside Contractors control** – Anything else outside the Contractors control

General comments about this measure:

- The OPM is measured as the "**number of Task Orders for which amount due is agreed by 13 weeks / total number of Task Orders.**"
- Large programmes of work commissioned on a single task order may be sub-divided on the task order for performance measuring purposes
- Multiple small tasks will wherever possible be combined onto a single order to be assessed as one task

- The responses times are defined in the Final Account process.

OPM06 – Street lighting units in lighting

Measure:

- % of units in lighting

Service Area:

- Street Lighting

Purpose:

- To measure the Contractors ability to effectively maintained the street lighting asset inventory

Ownership:

Measure Owner	Data Owner	Counterpart
Head of Operations	Street Lighting Manager	SCC Street Lighting Manager

Processes:

In accordance with Clause 1330 AR: The Employer, through the Intelligent Lighting System and/or the Asset Management System shall carry out a monthly audit/monitor of all lighting units controlled by the Intelligent Lighting System to determine the number of faults / defects. This will be carried out at The Employer’s discretion during the first two weeks of each month. No allowance will be made for any possible reduction in the lives of lamps caused by additional vibration etc. due to the elements

Agreement on faults / defects should be completed in the third week of each month.

SCC to supply data to KMG Data Owner promptly each month.

Reporting Frequency:

- Monthly

Inputs:

06-A	Total number of lighting units not working
06-B	Total number of Exclusions (see below)
06-C	Total number of Street Lighting Assets

Measurement Calculation:

- Percent $((06-A \text{ minus } 06-B) / 06-C)$

Data Source:

- Mayrise – In accordance with Clause1330AR

Data Collection Methodology:

- The total number of street lighting assets as identified by Mayrise database form the boundary for this OPM
- **INPUT 06-A** – Total number of faults, per calendar month, as identified by Mayrise database
- **INPUT 06-B** – Total number of “Exclusions” per calendar month, as identified by Mayrise database
- **INPUT 06-C** – Total number of lighting elements, as identified by Mayrise database

Performance Indicator Target: 98.5%

Definitions:

- In accordance with Clause 1330 AR: The Employer, through the Intelligent Lighting System and/or the Asset Management System shall carry out a monthly audit/monitor of all lighting units controlled by the Intelligent Lighting System to determine the number of faults / defects. This will be carried out at The Employer’s discretion during the first two weeks of each month. No allowance will be made for any possible reduction in the lives of lamps caused by additional vibration etc. due to the elements
- Agreement on faults / defects should be completed in the third week of each month

Exclusions:

Exclusions will be at the discretion of the Service Manager, acting reasonably and liaising with the Contractor. Potential exclusions applicable to this OPM are detailed below:

- Faults / defects which are caused by third party works
- Distribution Network Operator (DNO) / Independent Distribution Network Operator (IDNO) supply faults / defects

- Faults / defects authorised for other reasons by The Employer
- Faults / defects due to physical damage not included in General Maintenance "Basic" (where physical damage means damage to the column, bracket, or lantern.). As this cannot be determined through the Telensa System, the Contractor is required to substantiate exclusions of this nature through mediums including photographic evidence, details from the Mayrise System etc.
- **Outside Contractors control** – Anything else outside the Contractors control

General comments about this measure:

- This data is collected in the first 2 weeks of the relevant reporting month (not one month in arrears)

OPM07 – Street lighting defects

Measure:

- % of street light defects repaired and returned to operation within 10 days

Service Area:

- Street Lighting

Purpose:

- To measure the Contractors ability to plan and programme defect repairs effectively and efficiently in order to meet or exceed the required service level agreements

Ownership:

Measure Owner	Data Owner	Counterpart
Head of Operations	Street Lighting Manager	SCC Street Lighting Manager

Processes:

- SSOP/PSS/D-23 Repair street lighting faults
- In accordance with Clause 1330 AR: Within the first two weeks of a calendar month The Employer will interrogate the Mayrise system to ascertain that all faults / defects have been repaired within the 10 day period, subject to faults / defects out of the contractor’s control and agreed with The Employer.
- The date measured will be from the reporting of fault / defect until it has been updated in the Mayrise system The Employer may also select a sample of faults / defects and interrogate the Telensa system to ensure faults / defects returned to correct operation upon repair. Where it is found that any fault / defect was not repaired correctly and the lighting unit / asset failed to operate correctly, the fault / defect will still be considered outstanding and the initial fault / defect report date will stand.
- SCC to supply data to KMG Data Owner promptly each month.

Reporting Frequency:

- Monthly

Inputs:

07-A	Number of Street Lighting 10-day faults completed
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07-B	Number of jobs completed beyond 10 days
07-C	Number of jobs covered under "Exclusions"

Measurement Calculation:

- Percent $((OP7-B - OP7-C) / OP7-A)$

Data Source:

- Mayrise – In accordance with Clause1330AR

Data Collection Methodology:

- The Total number of street lighting defects repaired and returned to operation in the month form the boundary for this OPM
- **INPUT 07-A** – Total number of street lighting faults raised under 10-day priority
- **INPUT 07-B** – The number of street lighting faults that were completed beyond the 10-day priority
- **INPUT 07-C** – The number of street lighting faults that are covered under "Exclusions"

Performance Indicator Target: 99%

Exclusions:

Exclusions will be at the discretion of the Service Manager, acting reasonably and liaising with the Contractor. Potential exclusions applicable to this OPM are detailed below:

- **Outside Contractors control** – Anything else outside the Contractors control

General comments about this measure:

- This OPM reporting is always one month in areas

OPM08 – Street lighting inventory accuracy

Measure:

- % of accuracy of inventory

Service Area:

- Street Lighting

Purpose:

- To measure the Contractors ability to effectively maintain street lighting asset inventory data

Ownership:

Measure Owner	Data Owner	Counterpart
Head of Operations	Street Lighting Manager	SCC Street Lighting Manager

Processes:

- *In accordance with Clause 1330 AR:* Within the first two weeks of a calendar month The Employer will select a sample of Lighting Units / Assets attended in the previous calendar month (maximum 10%) and audit to ensure updating has been carried out correctly and in accordance with minimum fields specified within General Maintenance - General Description Paragraph d).
- SCC to supply data to KMG Data Owner promptly each month.

Reporting Frequency:

- Monthly

Inputs:

08-A	Number of Street Lighting Assets checked by Client
08-B	Number of units that have incorrect Asset data

Measurement Calculation:

- Percent (OP8-B / OP8-A)

Data Source:

- Mayrise – In accordance with Clause 1330AR

Data Collection Methodology:

- The Total number of street lighting assets checked by Client in the month from the boundary for this OPM
- **INPUT 08-A** – This is a selection of faults that have been attended to within the calendar month
- **INPUT 08-B** – The number of street lighting assets that have the incorrect inventory data associated to one of the faults, picked from 08-A

Performance Indicator Target: 100%**Definitions:**

Required fields - In accordance with Clause 1330 AR: The minimum fields which are expected to be populated with accurate and up-to-date information include, but are not limited to the following:

- Unit Location field (i.e. Outside property number etc.)
- Unit position field (i.e. rear of footpath / verge etc.)
- Service Owner field (i.e. D.N.O / Private Council owned etc.)
- Column Type field
- Bracket Type field
- Control Code field
- Lantern Type field
- Lamp Type field (including correct Gear Type)
- Gear Location Field (i.e. Integral / Base of column / Remote etc.)

Exclusions:

Exclusions will be at the discretion of the Service Manager, acting reasonably and liaising with the Contractor. Potential exclusions applicable to this OPM are detailed below:

- **Outside Contractors control** – Anything else outside the Contractors control

General comments about this measure:

- The OPM is to be measured as per the required fields to be completed in accordance with the Service Information.
- This OPM reporting is always one month in areas

OPM09 – Emergency response

Measure:

- % of emergency call outs attended within required timescales

Service Area:

- Routine Maintenance (for all assets excluding ITS)

Purpose:

- To measure the Contractors ability to effectively response to incidents on the network ensuring that the network remains safe for users

Ownership:

Measure Owner	Data Owner	Counterpart
Head of Operations	Control Hub Manager	SCC Contract Management Team

Processes:

- SSOP/PSS/SHC/D-05 – Carryout immediate response

Reporting Frequency:

- Monthly

Inputs:

09-A	Total number of emergency callouts received for attendance within the month
09-B	Total number of the above emergency callouts attended within 1 hour of receiving notification
09-C	Total number of 09-A excluded due to being outside of the Contractors control

Measurement Calculation:

- Percent (09-B / (09-A – 09-C))

Data Source:

- KMG Works Manager System (WMS) – Performance report
- Client Mayrise system for street lighting emergencies

Data Collection Methodology:

- The Total number of emergency callouts received within the month form the boundary for this OPM
- **Input 09-A** is established from WMS Reports module, select OPM 09 & 10 Performance Report
- **Input 09-B** is calculated as the sum of Input 09-A Total number of emergency callouts attended within 1 hour of receiving notification
- **Input 09-C** is proposed by KMG but is at the discretion of the Service Manager

Performance Indicator Target: 100%**Definitions:**

- **Appropriate equipment** is as defined in clause 171 AR

Exclusions:

Exclusions will be at the discretion of the Service Manager, acting reasonably and liaising with the Contractor. Potential exclusions applicable to this OPM are detailed below:

- **ITS Assets** – This measure excludes all ITS assets
- **Regional and National emergencies**
- **Outside Contractors control** – Anything else outside the Contractors control

General comments about this measure:

- As per clause 171 AR 'From initial notification to Contractor to attendance on site with appropriate equipment within 1 hr'

OPM10 – Defect repairs

Measure:

- % of defect orders notified to the Contractor that are repaired within required timescales

Service Area:

- Routine Maintenance (for all assets excluding street lighting and ITS)

Purpose:

- To measure the Contractors ability to plan and programme defect repairs effectively and efficiently in order to meet or exceed the required service level agreements

Ownership:

Measure Owner	Data Owner	Counterpart
Head of Operations	Maintenance Manager	SCC Contract Management Team

Processes:

- SSOP/PSS/SHC/D-09 - Rectify urgent and non-urgent defects

Reporting Frequency:

- Monthly

Inputs:

10-A	Total number of defect orders requiring repair in the month
10-B	Total number of the above defect orders repaired within the timescales specified in the HMOP
10-C	Total number of 10-A excluded due to being outside of the Contractors control

Measurement Calculation:

- Percent (10-B / (10-A – 10-C))

Data Source:

- KMG Works Manager System (WMS) – Performance report

Data Collection Methodology:

- The Total number defect orders requiring repair within the month form the boundary for this OPM
- **Input 10-A** is established from WMS Reports module, select OPM 09 & 10 Performance Report [Urgent- Make safe (i.e. appropriate attendance such that there is no longer a danger to the public) or repair within 24 hours, P1- Make safe or repair within 14 days, P2 - Make safe or repair completed within 28 days].
- **Input 10-B** is calculated as the sum of Input 10-A Total number of defects repaired within the timescales specified in the Highways Maintenance Operational Plan (HMOP).
- **Input 10-C** is proposed by KMG but is at the discretion of the Service Manager

Performance Indicator Target: 100%**Definitions:**

- **Appropriate equipment** is as defined in clause 176 AR or as defined in the task order
- **Timescales for repairs** are defined as per the HMOP:
 - **Urgent 24hr** – Make safe on site within 24 hours
 - **P1 14 days** – Make safe or repair completed within 14 days
 - **P2 28 days** – Make safe or repair completed within 28 days

Exclusions:

Exclusions will be at the discretion of the Service Manager, acting reasonably and liaising with the Contractor. Potential exclusions applicable to this OPM are detailed below:

- **ITS assets** – This measure excludes all ITS assets
- **Street lighting assets** - This measure excludes all street lighting assets
- **HMOP criteria** - Task orders not in line with HMOP intervention criteria
- **Reactive works ordering guidance** – Task orders not in line with CSF-PSS-SHS-GU005 document
- **Extreme Circumstances** - when Clause 177AR 'Major Emergencies' is invoked by the Service Manager **Outside Contractors control** – Anything else outside the Contractors control

OPM11 – ITS faults attended

Measure:

- % of faults attended within required timescales

Service Area:

- Intelligent Transport Systems (ITS)

Purpose:

- To measure the Contractors ability to respond to faults effectively and efficiently in order to meet or exceed the required service level agreements

Ownership:

Measure Owner	Data Owner	Counterpart
Lead CDMC/ITS Engineer	Lead CDMC/ITS Engineer	SCC ITS Manager

Processes:

- SCC to supply data to KMG Data Owner promptly each month.

Reporting Frequency:

- Monthly

Inputs:

11-A	Total number of ITS emergency calls received within the month
11-B	Total number of the above emergency calls attended within 1 hour of receiving notification
11-C	Total number of 11-A excluded due to being outside of the Contractors control

Measurement Calculation:

- Percent (11-B / (11-A – 11-C))

Data Source:

- Sub-contractor (Imtech) Fault Management system

Data Collection Methodology:

- The Total number emergency calls received within the month form the boundary for this OPM
- **Input 11-A** is established from the Sub-contractor (Imtech) Fault Management system
- **Input 11-B** is calculated from the Imtech Fault Management system as the Total number of emergencies attended within 1 hour
- A monthly summary report will be produced by Imtech and reviewed with Measure Owner and Counterpart
- **Input 11-C** is proposed by KMG but is at the discretion of the Service Manager

Performance Indicator Target: 100%**Definitions:**

- Emergency as defined in paragraph 6 of AR Clauses 4300 Intelligent Transport Systems

Exclusions:

Exclusions will be at the discretion of the Service Manager, acting reasonably and liaising with the Contractor. Potential exclusions applicable to this OPM are detailed below:

- **Non ITS Assets** – This measure excludes all non ITS assets
- **Outside Contractors control** – Anything else outside the Contractors control

General comments about this measure:

- The measure is as per Clause 4300 AR

OPM12 – ITS faults rectified

Measure:

- % of faults rectified on time

Service Area:

- Intelligent Transport Systems (ITS)

Purpose:

- To measure the Contractors ability to respond to faults effectively and efficiently in order to meet or exceed the required service level agreements

Ownership:

Measure Owner	Data Owner	Counterpart
Lead CDMC/ITS Engineer	Lead CDMC/ITS Engineer	SCC ITS Manager

Processes:

- SCC to supply data to KMG Data Owner promptly each month.

Reporting Frequency:

- Monthly

Inputs:

12-A	Total number of ITS faults requiring rectification in the month
12-B	Total number of the above faults rectified within the timescales specified in Clause 4300AR
12-C	Total number of 12-A excluded due to being outside of the Contractors control

Measurement Calculation:

- Percent (12-B / (12-A – 12-C))

Data Source:

- Sub-contractor (Imtech) Fault Management system

Data Collection Methodology:

- The Total number of faults requiring rectification within the month form the boundary for this OPM
- **Input 12-A** is established from the Sub-contractor (Imtech) Fault Management system
- **Input 12-B** is calculated from the Imtech Fault Management system as the Total number of faults rectified within specified timescales
- A monthly summary report will be produced by Imtech and reviewed with Measure Owner and Counterpart
- **Input 12-C** is proposed by KMG but is at the discretion of the Service Manager

Performance Indicator Target: 100%**Definitions:**

- ITS Faults as defined in paragraph 7 of AR Clauses 4300 Intelligent Transport Systems

Exclusions:

Exclusions will be at the discretion of the Service Manager, acting reasonably and liaising with the Contractor. Potential exclusions applicable to this OPM are detailed below:

- **Non ITS Assets** – This measure excludes all non ITS assets
- **Outside Contractors control** – Anything else outside the Contractors control

General comments about this measure:

- The measure is as per Clause 4300 AR

OPM13 – Priority gritting actions

- **Measure:**
 - % of priority gritting actions completed on time

Service Area:

- Winter Service

Purpose:

- To measure the effectiveness of the Contractor’s winter maintenance service, the service should allow for the safe movement of traffic on the network and keep delays and accidents caused by adverse weather to a minimum.

Ownership:

Measure Owner	Data Owner	Counterpart
Head of Operations	Maintenance Manager	SCC Contract Management Team

Processes:

- SSOP/PSS/D-18 – Carryout precautionary salting

Reporting Frequency:

- Monthly

Inputs:

13-A	Total number of precautionary salting route treatments required during the month
13-B	Total number of the above precautionary salting route treatments completed in accordance with the timescales specified in the Winter Service Plan
13-C	Total number of 13-A excluded due to being outside of the Contractors control

Measurement Calculation:

- Percent (13-B / (13-A – 13-C))

Data Source:

- Service Managers winter decision log
- Masternaut

Data Collection Methodology:

- Total number of precautionary salting route treatments required during the month form the boundary for this OPM
- **Input 13-A** is established from Client decision to deliver a gritting action, the Contractors Service Managers records the decision in the winter decision log and communicates action required
- SCC client decision maker sets up routes requiring treatment in Viasala Manager. KMG Winter Supervisors record the start of the action
- KMG Winter Supervisors and Business Support team record any extenuating circumstances on gritting sheets and in Viasala Manager e.g. breakdowns
- KMG Winter Supervisors/Business Support team record route complete (spinner off) on gritting sheets and in Viasala Manager
- **Input 13-B** is the Total number of the precautionary salting route treatments completed in accordance with the timescales specified in the SCC Winter Service Plan recorded from Viasala Manager spreadsheet.
- **Input 13-C** is proposed by KMG but is at the discretion of the Service Manager

Performance Indicator Target: 99%**Definitions:**

- Gritting action is define as the completion of a treatment
- Route priority - Routes are treated and prioritised as either; P1 or P2
- Extreme or pre-longed severe weather – weather conditions likely to cause severe disruption across the county

Exclusions:

Exclusions will be at the discretion of the Service Manager, acting reasonably and liaising with the Contractor. Potential exclusions applicable to this OPM are detailed below:

- **P2 routes** – This measure excludes all winter maintenance routes other than those classified as P1
- **Periods of extreme or pre-longed severe weather** – Periods of extreme or pre-longed severe winter weather are excluded from the measure
- **Outside Contractors** control – Anything else outside the Contractors control

OPM14 – Re-treatment of routes

Measure:

- % of routes requiring re-treatment

Service Area:

- Winter Service

Purpose:

- To measure the effectiveness of the Contractor’s winter maintenance service, the service should allow for the safe movement of traffic on the network and keep delays and accidents caused by adverse weather to a minimum.

Ownership:

Measure Owner	Data Owner	Counterpart
Head of Operations	Maintenance Manager	SCC Contract Management Team

Processes:

- SSOP/PSS/D-18 – Carryout precautionary salting

Reporting Frequency:

- Monthly

Inputs:

14-A	Total number of precautionary salting route treatments required during the month
14-B	Total number of the above precautionary salting route treatments requiring re-treatment
14-C	Total number of 14-A excluded due to being outside of the Contractors control

Measurement Calculation:

- Percent (14-B / (14-A – 14-C))

Data Source:

- Service Managers winter decision log
- Masternaut
- Iceman

Data Collection Methodology:

- Total number of precautionary salting route treatments required during the month form the boundary for this OPM
- **Input 14-A** is established from Client decision to deliver a gritting action, the Contractors Service Managers records the decision in the winter decision log and communicates action required
- SCC client decision maker sets up routes requiring treatment in Viasala Manager. KMG Winter Supervision records the start of the action
- Routes treated & theoretical tonnage used estimated by chart provided by Viasala
- KMG Winter Supervision records gritter weight after routes are completed
- The actual tonnage used is compared against the theoretical tonnage(including allowed tolerance) KMG Winter Supervision calculates the tonnage of salt used and compares to expected use and instructs a re-salt if under 75%
- **Input 14-B** is the Total number of precautionary salting route treatments that fall below the required tonnage of salt used (including allowed tolerance) and recorded on gritting sheets and Viasala Manager.
- **Input 14-C** is proposed by KMG but is at the discretion of the Service Manager

Performance Indicator Target: <1%**Definitions:**

- P1 route - Routes are treated and prioritised as either; P1 or P2
- Extreme or prolonged severe weather – weather conditions likely to cause severe disruption across the county
- Precautionary salting is define as the completion of a treatment
- Re-treatment – where the average spread rate falls below agreed tolerance the route will be re-run

Exclusions:

Exclusions will be at the discretion of the Service Manager, acting reasonably and liaising with the Contractor. Potential exclusions applicable to this OPM are detailed below:

- **P2 routes** – This measure excludes all winter maintenance routes other than those classified as P1

- **Periods of extreme or pre-longed severe winter weather** are excluded from the measure
- **Outside Contractors control** – Anything else outside the Contractors control

General comments about this measure:

- This measure relates to precautionary salting only

OPM15 – Fixed Penalty Notices

Measure:

- % of all notices submitted not subject to a validated Fixed Penalty Notice (FPN) as defined by NRSWA (as amended by TMA).

Service Area:

- Network Management

Purpose:

- To measure the adherence to the New Roads and Streetworks Act (NRSWA) and Traffic Management Act demonstrating the Contractors ability to plan an programme works effectively

Ownership:

Measure Owner	Data Owner	Counterpart
Control Hub Manager	TMA Works Co-ordinator	SCC Network Assurance Manager

Processes:

- SSOP/PSS/SHC/D-06 – Apply for Notices

Reporting Frequency:

- Monthly

Inputs:

15-A	Total number of TMA notices submitted in the month
15-B	Total number of the above notices subjected to a valid FPN
15-C	Total number of 15-B excluded due to being outside of the Contractors control

Measurement Calculation:

- Percent $((15-A - (15-B - 15-C)) / 15-A)$

Data Source:

- Insight

Data Collection Methodology:

- Total number of TMA notices submitted in the month from the boundary for this OPM
- **Input 15-A** is established from the Symology Insight report generated on the first working day of each month
- **Input 15-B** is the total number of notices subjected to a valid FPN, any FPNs with extenuating circumstances (being outside of the Contractors control) will be removed from the measure
- **Input 15-C** is proposed by KMG but is at the discretion of the Service Manager

Performance Indicator Target: 100%**Definitions:**

- Emergency works comprise of occurrences of short duration limited to a particular geographic location
- Reactive works are defects requiring early remedial work, details of defect types and intervention criteria together with their dimensions and associated times for repair/intervention are contained within the Highway Maintenance Operational Plan (HMOP)
- Cyclical works are planned programme of works.

Exclusions:

Exclusions will be at the discretion of the Service Manager, acting reasonably and liaising with the Contractor. Potential exclusions applicable to this OPM are detailed below:

- **Emergency, reactive and cyclical works** – Emergency, reactive and cyclical works are excluded from this measure
- **Insufficient notice** - Task orders with insufficient time given from order date to start date given to allow correct noticing
- **Outside Contractors control** – Anything else outside the Contractors control

General comments about this measure:

- Agree noticing process for works involving multiple individual tasks e.g. Surface Dressing (sweeping, stud removal/masking, dressing, sweeping, lining etc) - definition for OPM is for each notification as required by TMA and Employer's Network Assurance Team
- Consider the 90 day period in which an FPN can be raised
- Data provided by Employer's Network Assurance Team

OPM16 – Days Overrun

Measure:

- Number of days overrun

Service Area:

- Network Management

Purpose:

- To measure the adherence to the New Roads and Streetworks Act (NRSWA) and Traffic Management Act demonstrating the Contractors ability to plan an programme works effectively

Ownership:

Measure Owner	Data Owner	Counterpart
Control Hub Manager	TMA Co-ordinator	SCC Network Assurance Manager

Processes:

- SSOP/PSS/SHC/D-06 – Apply for Notices

Reporting Frequency:

- Monthly

Inputs:

16-A	Total number of TMA notices submitted in the month
16-B	Total number of days that the above notices exceeded the original notice without prior notice and/or valid RDE notice
16-C	Total number of 16-B excluded due to being outside of the Contractors control

Measurement Calculation:

- Percent (16-B / 16-C)

Data Source:

- Insight

Data Collection Methodology:

- Total number of TMA notices submitted in the month from the boundary for this OPM
- **Input 16-A** is established from the Symology Insight report generated on the first working day of each month
- **Input 16-B** is the total number of days that the notices exceeded the original notice without prior notice and/or valid RDE notice
- **Input 16-C** is proposed by KMG but is at the discretion of the Service Manager

Performance Indicator Target: 0%**Exclusions:**

Exclusions will be at the discretion of the Service Manager, acting reasonably and liaising with the Contractor. Potential exclusions applicable to this OPM are detailed below:

- **Delayed start** – Tasks on a Single Task Order where starting dates are delayed and any knock on effects on subsequent / concurrent orders e.g. Surface Dressing Programme
- **Emergency, reactive and cyclical works** – Emergency, reactive and cyclical works are excluded from this measure
- **Insufficient notice** - Task orders with insufficient time given from order date to start date given to allow correct noticing
- **Outside Contractors control** – Anything else outside the Contractors control

OPM17 – Payment of Subcontractors

Measure:

- % of payment of Sub-contractors in accordance with timescales in the Contract

Service Area:

- All Services

Purpose:

- To measure the effectiveness of the Contractor payment mechanism ensuring the supply chain receive timely and accurate payment and avoiding disputes.

Ownership:

Measure Owner	Data Owner	Counterpart
Head of Business Services	Finance Manager	SCC Contract Management Team

Processes:

- SSOP/PSS/S-06 – Pay Supplier within agreed terms

Reporting Frequency:

- Monthly

Inputs:

17-A	Total number of subcontractors requiring payment by KMG within the month
17-B	Total number of the above paid within 38 days
17-C	Total number of 17-A excluded due to being outside of the Contractors control

Measurement Calculation:

- Percent (17-B / (17-A – 17-C))

Data Source:

- Contractors COINS system

Data Collection Methodology:

- Total number of subcontractors requiring payment by KMG within the month from the boundary for this OPM
- **Input 17-A** is established from the Contractors COINS OA specific user report for SHC sub-contractors utilizing; Sub-contractor Application date
- **Input 17-B** is the total number of sub-contractors paid within the month from the Contractors COINS OA specific user report for SHC sub-contractors utilizing; Assessment date; Payment date and Actual payment made date 38 days after assessment date
- Report will be submitted to SCC Contract Management Team
- **Input 17-C** is proposed by KMG but is at the discretion of the Service Manager

Performance Indicator Target: 100%

Exclusions:

Exclusions will be at the discretion of the Service Manager, acting reasonably and liaising with the Contractor. Potential exclusions applicable to this OPM are detailed below:

- **Disputes** – All disputes are excluded from this measure. These are to be agreed with the Service Manager
- **Outside Contractors control** – Anything else outside the Contractors control

OPM18 – Apprenticeships

Measure:

- Number of people engaged on an apprenticeship.

Service Area:

- All Services

Purpose:

- To measure the effectiveness of the Contractor commitment to supporting the local economy

Ownership:

Measure Owner	Data Owner	Counterpart
Contract Manager	HR Business Partner	SCC Contract Management Team

Reporting Frequency:

- Monthly

Inputs:

18-A	Total number of employees that are engaged on an apprenticeship with the Contractor measured in the first week of the designated month
18-B	Predicted Annual turnover provided by the Service Manager

Measurement Calculation:

- $18-A / (18-B \text{ divided by } \pounds 5M \text{ (rounded to nearest whole number)})$ as a percentage

Data Source:

- Contractors COINS system

Data Collection Methodology:

- Total number of employees that are engaged on an apprenticeship with the Contractor measured in the first week of the designated month from the boundary for this OPM
- **Input 18-A** is established from the Contractors COINS specific user report for SHC by job title (Apprentices/ Trainees)
- **Input 18-B** is predicted Annual turnover provided by the Service Manager

Performance Indicator Target: 100%

Definitions:

- Required number of apprentices = 1 for every £5M ATO e.g.
 - £39.7m (to one decimal place)/ £5m = 8 number required (to nearest whole number)
 - £37.4m/ £5m = 7 number required (to nearest whole number)
- Typically the Measure equals 'Measured number of apprentices' divided by 'Required number of apprentices' as a percentage e.g. the Measure = $\frac{6}{7} \times 100\% = 86\%$

Exclusions:

- Exclusions will be at the discretion of the Service Manager, acting reasonably and liaising with the Contractor. Potential exclusions applicable to this OPM are detailed below:
- **Outside Contractors control** – Anything else outside the Contractors control

General comments about this measure:

- All Servicer Provider data is to be verified by the Service Manager
- Applicable to the predicted Annual Turnover at the beginning of each individual financial year (i.e. not cumulative year on year)
- Quality Submission on the basis of 1 apprentice per £5 million of Turnover

OPM19 – Information Requests

Measure:

- % of responses to requests for information, service enquiries, public letters and complaints etc delivered on time (where contractor has accountability)

Service Area:

- All Services

Purpose:

- To measure the ability to respond to and the effectiveness of response to customer requests

Ownership:

Measure Owner	Data Owner	Counterpart
Contract Manager	Business Support - Office Manager	SCC Contract Management Team

Processes:

- SSOP/PSS/SHC/S/05 - Manage Requests for Information

Reporting Frequency:

- Monthly

Inputs:

19-A	Total number of requests for information, service enquiries, public letters and complaints within the month (where KMG has accountability)
19-B	Total number of the above responded to within the timescales
19-C	Total number of 19-A excluded due to being outside of the Contractors control

Measurement Calculation:

- Percent (19-B / (19-A – 19-C))

Data Source:

- Information requests from Service Managers CRM system (GBiz) will be used to update Contractors BMS (SharePoint) Request for Information log

Data Collection Methodology:

- Total number of requests for information, service enquiries, public letters and complaints within the month (where KMG has accountability) received from the client requiring a response from the boundary for this OPM
- The contractors Request for Information log will be updated by the contractor's Office Manager
- Input 19-A** is established from the Contractors request for information log on the BMS (SharePoint site)
- Input 19-B** is the Total number of requests for information responded to by the Contractor within the timeframe specified excluding those outside of the Contractors control
- Input 19-C** is proposed by KMG but is at the discretion of the Service Manager

Performance Indicator Target: 100%

Exclusions:

Exclusions will be at the discretion of the Service Manager, acting reasonably and liaising with the Contractor. Potential exclusions applicable to this OPM are detailed below:

- Outside Contractors control** – Anything else outside the Contractors control

General comments about this measure:

- Standard Contract response times will be used in this measure

OPM20 – Insurance Claims

Measure:

- Insurance claims responded to on time (where contractor has some accountability)

Service Area:

- All Services

Purpose:

- To measure the effectiveness of the Contractors activities to enable the mitigation of Third Party Claims (TPC)

Ownership:

Measure Owner	Data Owner	Counterpart
Head of Business Services	TPC Manager/Administrator	SCC Contract Management Team

Processes:

- SSOP/PSS/SHC/S/06 - Manage Insurance Claims

Reporting Frequency:

- Monthly

Inputs:

20-A	Total number of insurance claims received by the Contractor requiring a response in the month
20-B	Total number of the above insurance claims responded to by the Contractor within the timeframe specified
20-C	Total number of 20-A excluded due to being outside of the Contractors control

Measurement Calculation:

- Percent (20-B / (20-A – 20-C))

Data Source:

- Information requests from Service Managers CRM system (GBiz) will be used to update Contractors BMS (SharePoint) Request for Information log

Data Collection Methodology:

- Total number of insurance claims received from the client requiring a response in the month (where KMG has accountability) form the boundary for this OPM
- The contractors Request for Information log will be updated by the contractor's Office Manager
- Input 20-A** is established from the Contractors Request for Information log on the BMS (SharePoint site)
- Input 20-B** is the Total number of the insurance claims responded to by the Contractor within the timeframe specified excluding those outside of the Contractors control
- Input 20-C** is proposed by KMG but is at the discretion of the Service Manager

Performance Indicator Target: 100%**Exclusions:**

Exclusions will be at the discretion of the Service Manager, acting reasonably and liaising with the Contractor. Potential exclusions applicable to this OPM are detailed below:

- Outside Contractors control** – Anything else outside the Contractors control

OPM21 – Accident Frequency Rate

Measure:

- Accident Frequency Rate (AFR)

Service Area:

- All Services

Purpose:

- To measure the effectiveness of the health and safety principles, policies, processes and procedures

Ownership:

Measure Owner	Data Owner	Counterpart
Contract Manager	SHE Advisor	SCC Contract Management Team

Reporting Frequency:

- Monthly

Inputs:

21-A	Monthly AFR calculation: $\frac{\text{No. of RIDDOR Accidents in month} \times 100,000}{\text{Total hours worked in month}}$
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Measurement Calculation:

- 21-A

Data Source:

- Contractors incident reporting system

Data Collection Methodology:

- Total number of RIDDOR reportable accidents in the month form the boundary for this OPM
- **Input 21-A** is established from the Contractors reporting system
 - Incidents are Logged on by Line Manager or Control Hub
 - Monthly hours reported to SHEA Advisor to enable the Contractors reporting system to be updated
 - Select report required
 - Run report for AFR

Performance Indicator Target: <0.1

Definitions:

- **Accident frequency rate (AFR)** - The accident frequency rate (AFR) measure the number of RIDDOR reportable accidents / Man-hours worked x 100,000
- **RIDDOR** - The definition of RIDDOR is the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995. The Act came into force on 1 April 1996. It requires the reporting of work-related accidents, diseases and dangerous occurrences. The Act applies to all work activities, but not to all incidents.

Exclusions:

Exclusions will be at the discretion of the Service Manager, acting reasonably and liaising with the Contractor.

General comments about this measure:

- Consider current AFR statistics and timescales required for cultural change when setting the implementation timeframe for this measure.

OPM22 – Health and Safety Files

Measure:

- Completion of Health and Safety files within 3 months of works completion

Service Area:

- All Services

Purpose:

- To measure the Contractors ability to improve construction health and safety through compliance with the CDM Regulations

Ownership:

Measure Owner	Data Owner	Counterpart
Head of Engineering & Programme Management	Lead CDMC/ITS Engineer	SCC Contract Management Team

Processes:

- SSOP/PSS/D-20 Construct scheme

Reporting Frequency:

- Monthly

Inputs:

22-A	Total number of health and safety files requiring completion in the month
22-B	Total number of the above health and safety files completed and submitted to the Service Manager
22-C	Total number of 22-A excluded due to being outside of the Contractors control

Measurement Calculation:

- Percent (22-B / (22-A – 22-C))

Data Source:

- Insight
- Project health and safety files register

Data Collection Methodology:

- The total number of health and safety files requiring completion in the month form the boundary for this OPM
- **Input 22-A** is established from notifiable schemes identified on the contractors plan and saved on the CDM Notifiable Schemes Register, maintained by the Lead CDMC/ITS Engineer or nominated representative
- **Input 22-B** is calculated as the total number of notifiable scheme health and safety files completed, excluding those outside of the Contractors control. The Lead CDMC/ITS Engineer or nominated representative will monitor these schemes, recording key stage dates:
 - F10 request received
 - F10 raised
 - F10 distributed
 - Scheme status (Design, Mobilisation, Construction)
 - Pre-construction Information approved
 - Construction Phase Plan approved
 - Client approval
 - Scheme completion
 - Health and Safety File completion
- Scheme Register records will be summarised in the CDM monthly report and submitted to the Service Manager.
- **Input 22-C** is proposed by KMG but is at the discretion of the Service Manager

Performance Indicator Target: 100%**Definitions:**

- **CDM** – Construction, Design and Management Regulations 2007
- **Notifiable Scheme** – identified under CDM regulations
- **Health and Safety File** – File containing information necessary for future construction, maintenance, refurbishment or demolition to be carried out safely, and is retained by the client or any future owner of the property.

Exclusions:

Exclusions will be at the discretion of the Service Manager, acting reasonably and liaising with the Contractor. Potential exclusions applicable to this OPM are detailed below:

- **Non-notifiable projects** – All non-notifiable projects are excluded from this measure

- **Outside Contractors control** – Anything else outside the Contractors control

General comments about this measure:

- Standard Suffolk County Council response times will be used in this measure

OPM23 – Vehicle Availability

Measure:

- Customer vehicle availability, where the target for number of operational days available per annum was equalled or bettered.

Service Area:

- Fleet Maintenance

Purpose:

- To measure and improve customer vehicle utilisation and availability

Ownership:

Measure Owner	Data Owner	Counterpart
Head of Operations	Regional Engineering Manager	SCC Contract Management Team

Reporting Frequency:

- Monthly – Rolling average of previous 3 months

Inputs:

23-A	Total number of available vehicle days during the reporting period
23-B	Total number of VOR days during the reporting period
23-C	Total number of 23-B that related to damage repairs

Measurement Calculation:

- Percent $((23-B - 23-C) / 23-A)$

Data Source:

- Contractors fleet management system (TRANMAN)

Data Collection Methodology:

- The total number of available vehicle days during the month form the boundary for this OPM
- **Input 23-A** is established from the Contractors TRANMAN system
- **Input 23-B** is the Total number of VOR days during the reporting period excluding those related to damage repairs established from the Contractors TRANMAN system report
- **Input 23-C** is the total number of VOR days that related to damage repairs
- Summary report will be submitted to SCC Contract Management Team

Performance Indicator Target: 95% (moving to 96% for October 2014)**Definitions:**

- Measured customers are:
 - EFMS Buildings Maintenance
 - EFMS Grounds Maintenance
 - EFMS Procurement
 - SCC Community Transport
 - Suffolk Libraries
 - Suffolk Norse
- 3 month rolling average - The potential concentration of work over the August period (e.g. maintenance of certain vehicles during school holidays) for which a 3 month rolling average will address this and similar anomalies

Exclusions:

Exclusions will be at the discretion of the Service Manager, acting reasonably and liaising with the Contractor. Potential exclusions applicable to this OPM are detailed below:

- **Vehicle Off Road Time** – excludes damage repairs, but to include servicing, inspections, MOT's and fair wear and tear
- **Outside Contractors control** – Anything else outside the Contractors control

OPM24 – Materials Recycling

Measure:

- Percentage of materials recycled

Service Area:

- All Services

Purpose:

- To measure the impact of Contractors activities on the environment through identifying, implementing and measuring waste reduction activities in order to reduce carbon

Ownership:

Measure Owner	Data Owner	Counterpart
Head of Operations	Environmental Sustainability Manager	SCC Contract Management Team

Processes:

- SSOP/PSS/S-23 - Set up waste management system

Reporting Frequency:

- Monthly

Inputs:

24-A	Total tonnage of waste produced
24-B	Total tonnage of waste diverted from landfill

Measurement Calculation:

- Percent (24-B / 24-A)

Data Source:

- Contractors Waste Accountant system

Data Collection Methodology:

- The total tonnage of waste produced during the reporting period from the boundary for this OPM
- **Input 24-A** is established from the total tonnage of material sent to landfill and tonnage recycled against EWC code requested from waste companies and Kier MG Recycling centre on monthly basis
- **Input 24-B** is the Total tonnage of waste diverted from landfill established from figures collated from waste companies and Kier MG recycling centre
 - Results entered into CSP Tool and waste spread sheet
 - Monthly figure calculated of waste recycled against total waste produced
 - Percentage of waste recycled then calculated from spread sheet
- The Environmental Sustainability Manager will submit a Summary report to the SCC Contract Management Team with the supporting data which was downloaded to report the measure
- **Input 24-C** is proposed by KMG but is at the discretion of the Service Manager

Performance Indicator Targets:

2013/14 = 80%

2014/15 = 90%

2015/16 = 95%

Exclusions:

Exclusions will be at the discretion of the Service Manager, acting reasonably and liaising with the Contractor. Potential exclusions applicable to this OPM are detailed below:

- Waste data which is outside the Contractors control and cannot be collected for that month for a good reason; although it is the intention that all waste through the Contract should be recorded.
- **Outside Contractors control** – Anything else outside the Contractors control

06. Management Performance Measures

MPM 01 – % Contractor’s Employees based in Suffolk

Measure:

- % of the Contractor’s employees on this contract based defined as being based in Suffolk

Service Area:

- All Services

Purpose:

- To demonstrate that the Contractor is employing local skills as per the stated aim within the Contract and in accordance with the Contractors Quality Statement

Reporting Frequency:

- Quarterly (to the monthly Operations Board in advance of the quarterly Strategic Board)

Measurement Calculation:

Number of the Contractor’s employees on this contract based defined as being based in Suffolk as a percentage of Total number of the Contractor’s employees on this contract.

Data Source:

Data Collection Methodology:

Performance Indicator Target: 90%

Definitions:

- Based on home address within Suffolk. The proposal is to use post codes but it is recognised these do not necessarily match the county boundary.

Exclusions:

Exclusions will be at the discretion of the Service Manager, acting reasonably and liaising with the Contractor.

General comments about this measure:

-

MPM 02 – % Non-surfacing subcontracted work delivered through local Subcontractors

Measure:

- % of non-surfacing subcontracted work by value that is delivered through local Subcontractors (defined as being based in Suffolk).

Service Area:

- All Services

Purpose:

- To demonstrate that the Contractor is employing local services as per the stated aim within the Contract and in accordance with the Contractors Quality Statement

Reporting Frequency:

- Quarterly (to the monthly Operations Board in advance of the quarterly Strategic Board)

Measurement Calculation:

Data Source:

Data Collection Methodology:

Performance Indicator Target: 65%

Definitions:

- Based on having a registered address for invoice purposes within Suffolk

Exclusions:

- Exclusions will be at the discretion of the Service Manager, acting reasonably and liaising with the Contractor.

General comments about this measure:

-

MPM 03 – Staff Sickness

Measure:

- Staff Sickness as a percentage of time worked

Service Area:

- All Services

Purpose:

- Sickness of the Contractor's employees on this contract is considered to act as a guide to the wellbeing staff and their general morale.

Reporting Frequency:

- Quarterly (to the monthly Operations Board in advance of the quarterly Strategic Board)

Measurement Calculation:

Monthly data reported quarterly for sickness hours compared to monthly hours works as a percentage.

Data Source:

Data Collection Methodology:

Performance Indicator Target: <2%

Definitions:

-

Exclusions:

- Exclusions will be at the discretion of the Service Manager, acting reasonably and liaising with the Contractor.

General comments about this measure:

- Strategic Board to set reducing trend to meet 2% target within 12 months of Starting Date