CONTRACT OBJECTIVE	SATISFACTION QUESTIONS	Monthly Satisfaction Scores														Totals	
		April	May	June	July	August	September	October	November	December	January	February	March	Running Total to Date	Running Average Total	Annual Averages	Current 12 Month Average Total
General Management	Understanding and assistance to deliver my business			5.80	6.50	6.70	7.00	7.10	7.40	7.30	7.40	7.60	7.40	70.20	7.02	7.02	7.07
	Ease to do business			6.00	6.80	6.80	7.10	7.00	7.60	7.60	6.90	7.20	7.50	70.50	7.05	7.05	
	Extent and appropriateness of communication			6.00	6.70	7.20	6.70	6.80	7.40	7.10	7.10	7.30	7.50	69.80	6.98	6.98	
	Ability to keep promises, trust and honesty			6.00	6.70	6.40	7.10	7.40	7.50	7.00	7.30	7.00	7.30	69.70	6.97	6.97	
	Ability to work as a team			5.90	6.90	7.10	7.10	7.30	7.90	7.40	7.80	7.30	7.70	72.40	7.24	7.24	
	Delivery to time			6.00	6.60	6.20	6.40	6.80	6.80	6.90	7.00	7.50	6.90	67.10	6.71	6.71	
	Responsibility for safety & environment			6.80	7.30	7.70	7.40	7.60	7.70	7.40	7.60	7.80	7.70	75.00	7.50	7.50	
	Totals average per month	0.00	0.00	6.07	6.79	6.87	6.97	7.14	7.47	7.24	7.30	7.39	7.43	494.70	7.07	7.07	
Financial Management	Delivery to budget			6.30	7.20	7.50	7.60	6.90	7.30	6.90	6.80	7.50	7.10	71.10	7.11	7.11	7.11
	Totals average per month	0.00	0.00	6.30	7.20	7.50	7.60	6.90	7.30	6.90	6.80	7.50	7.10	71.10	7.11	7.11	
Customer Service and Quality	Understanding and assistance to deliver my business			5.80	6.50	6.70	7.00	7.10	7.40	7.30	7.40	7.60	7.40	70.20	7.02	7.02	7.01
	Extent and appropriateness of communication			6.00	6.70	7.20	6.70	6.80	7.40	7.10	7.10	7.30	7.50	69.80	6.98	6.98	
	Ability to work as a team			5.90	6.90	7.10	7.10	7.30	7.90	7.40	7.80	7.30	7.70	72.40	7.24	7.24	
	The quality of product			6.10	7.00	6.80	7.30	7.10	7.50	6.80	7.40	7.70	7.50	71.20	7.12	7.12	
	Delivery to time			6.00	6.60	6.20	6.40	6.80	6.80	6.90	7.00	7.50	6.90	67.10	6.71	6.71	
	Totals average per month	0.00	0.00	5.96	6.74	6.80	6.90	7.02	7.40	7.10	7.34	7.48	7.40	350.70	7.01	7.01	
Health and Safety	Responsibility for safety & environment			6.80	7.30	7.70	7.40	7.60	7.70	7.40	7.60	7.80	7.70	75.00	7.50	7.50	7.50
	Totals average per month	0.00	0.00	6.80	7.30	7.70	7.40	7.60	7.70	7.40	7.60	7.80	7.70	75.00	7.50	7.50	
Staffing Issues	Extent and appropriateness of communication			6.00	6.70	7.20	6.70	6.80	7.40	7.10	7.10	7.30	7.50	69.80	6.98	6.98	7.06
	Ability to keep promises, trust and honesty			6.00	6.70	6.40	7.10	7.40	7.50	7.00	7.30	7.00	7.30	69.70	6.97	6.97	
	Ability to work as a team			5.90	6.90	7.10	7.10	7.30	7.90	7.40	7.80	7.30	7.70	72.40	7.24	7.24	
	Totals average per month	0.00	0.00	5.97	6.77	6.90	6.97	7.17	7.60	7.17	7.40	7.20	7.50	211.90	7.06	7.06	
Service Development and Innovation	Innovation, advice and honesty			6.10	6.70	7.40	7.50	7.10	7.20	7.50	7.10	7.10	7.20	70.90	7.09	7.09	7.08
	The quality of product			6.10	7.00	6.80	7.30	7.10	7.50	6.80	7.40	7.70	7.50	71.20	7.12	7.12	
	Understanding and assistance to deliver my business			5.80	6.50	6.70	7.00	7.10	7.40	7.30	7.40	7.60	7.40	70.20	7.02	7.02	
	Totals average per month	0.00	0.00	6.00	6.73	6.97	7.27	7.10	7.37	7.20	7.30	7.47	7.37	212.30	7.08	7.08	
Information Technology	Innovation, advice and honesty			6.10	6.70	7.40	7.50	7.10	7.20	7.50	7.10	7.10	7.20	70.90	7.09	7.09	6.97
	Understanding and assistance to deliver my business			5.80	6.50	6.70	7.00	7.10	7.40	7.30	7.40	7.60	7.40	70.20	7.02	7.02	
	Delivery to time			6.00	6.60	6.20	6.40	6.80	6.80	6.90	7.00	7.50	6.90	67.10	6.71	6.71	
	Ease to do business			6.00	6.80	6.80	7.10	7.00	7.60	7.60	6.90	7.20	7.50	70.50	7.05	7.05	
	Totals average per month	0.00	0.00	5.98	6.65	6.78	7.00	7.00	7.25	7.33	7.10	7.35	7.25	278.70	6.97	6.97	
Environmental Management and Carbon Reduction	Responsibility for safety & environment			6.80	7.30	7.70	7.40	7.60	7.70	7.40	7.60	7.80	7.70	75.00	7.50	7.50	7.20
	Understanding and assistance to deliver my business			5.80	6.50	6.70	7.00	7.10	7.40	7.30	7.40	7.60	7.40	70.20	7.02	7.02	
	Innovation, advice and honesty			6.10	6.70	7.40	7.50	7.10	7.20	7.50	7.10	7.10	7.20	70.90	7.09	7.09	
	Totals average per month	0.00	0.00	6.23	6.83	7.27	7.30	7.27	7.43	7.40	7.37	7.50	7.43	216.10	7.20	7.20	
Technical Performance-Quality	The quality of product			6.10	7.00	6.80	7.30	7.10	7.50	6.80	7.40	7.70	7.50	71.20	7.12	7.12	7.07
	Innovation, advice and honesty			6.10	6.70	7.40	7.50	7.10	7.20	7.50	7.10	7.10	7.20	70.90	7.09	7.09	
	Ease to do business			6.00	6.80	6.80	7.10	7.00	7.60	7.60	6.90	7.20	7.50	70.50	7.05	7.05	
	Understanding and assistance to deliver my business			5.80	6.50	6.70	7.00	7.10	7.40	7.30	7.40	7.60	7.40	70.20	7.02	7.02	
	Totals average per month	0.00	0.00	6.00	6.75	6.93	7.23	7.08	7.43	7.30	7.20	7.40	7.40	282.80	7.07	7.07	
Technical Performance-Programme and Cost	Delivery to budget			6.30	7.20	7.50	7.60	6.90	7.30	6.90	6.80	7.50	7.10	71.10	7.11	7.11	7.00
	Delivery to time			6.00	6.60	6.20	6.40	6.80	6.80	6.90	7.00	7.50	6.90	67.10	6.71	6.71	
	Understanding and assistance to deliver my business			5.80	6.50	6.70	7.00	7.10	7.40	7.30	7.40	7.60	7.40	70.20	7.02	7.02	
	Ease to do business			6.00	6.80	6.80	7.10	7.00	7.60	7.60	6.90	7.20	7.50	70.50	7.05	7.05	
	Innovation, advice and honesty			6.10	6.70	7.40	7.50	7.10	7.20	7.50	7.10	7.10	7.20	70.90	7.09	7.09	
	Totals average per month	0.00	0.00	6.04	6.76	6.92	7.12	6.98	7.26	7.24	7.04	7.38	7.22	349.80	7.00	7.00	
Monthly running average total		0.00	0.00	6.13	6.85	7.06	7.17	7.13	7.42	7.23	7.24	7.45	7.38		7.11	**Total Average**	7.11

Monthly Satisfaction Scores 2023-24
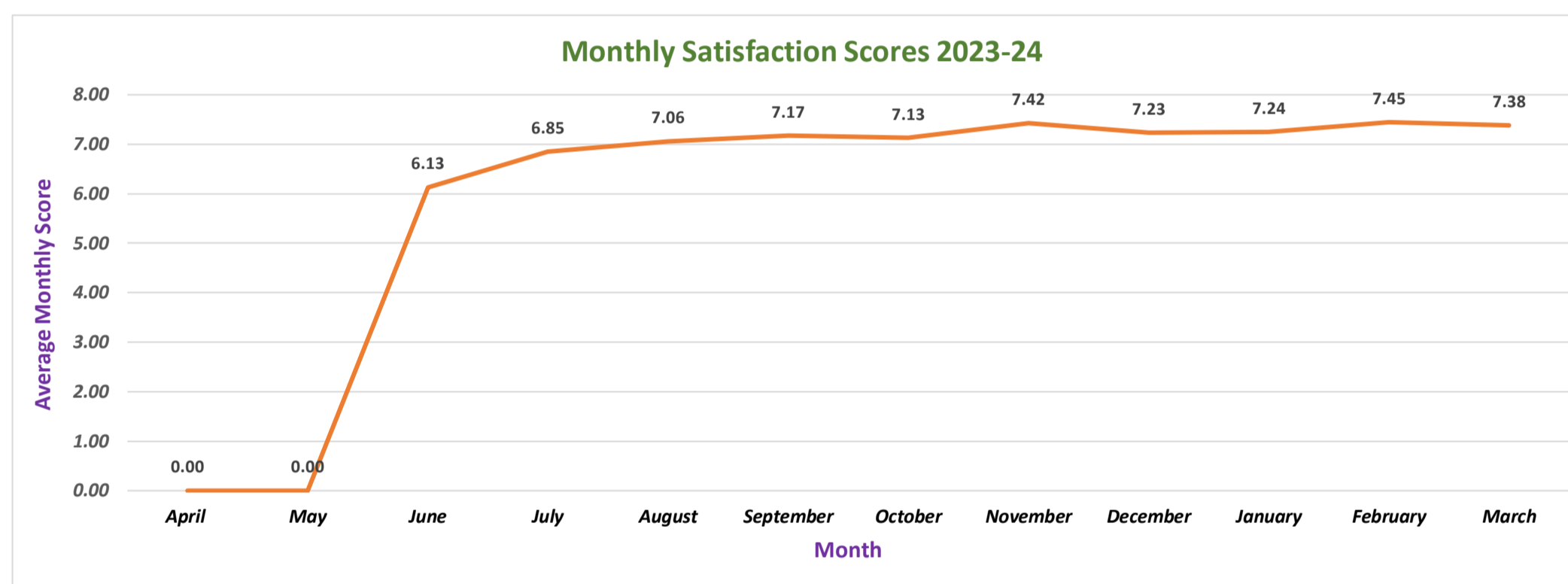
Key Performance Indicators Score - Summary Sheet 2023-24

CONTRACT OBJECTIVE	KEY PERFORMANCE INDICATOR	INDICATOR MEASURE	AVERAGE ANNUAL SCORES	AVERAGE FINAL SCORES 2023 - 24
General Management	All Key positions filled in the Organisation Structure	Number of key positions filled within the Organisation Structure - % of posts filled	8.33	9.39
	Winter Service Delivery - Routes completed on time	Number of routes completed in accordance with the required time (check contract docs)	10.00	
	Winter Service Delivery - Response time met	Number of occasions response time met for winter actions to be started - started at required time, provided we have >= 1 hour notice	9.83	
Financial Management	Financial Close-down Milestone	Proportion of Works Orders where time being complete and Final Financial Application being submitted (HIAMS Status 'Approve Quantities') is 90 days or less	5.78	7.25
	Paying subcontractors on time	The proportion of subcontractors paid with 30 days of agreed invoice	8.73	
Customer Service and Quality	Parish Steward Contact	Each Parish Steward to attempt to make contact with their respective Parish Contacts at least once per month	3.20	3.20
Health and Safety	Accident Incident and Accident Frequency Rate for Contract (AFR)	AFR Rate	10.00	10.00
Staffing Issues	Mandatory Training for Staff	% of staff that have completed all their mandatory training	8.92	8.92
Service Development and Innovation	Development of service tools to improve delivery	Service tools are being developed for each service stream	7.17	7.03
	Introduction of HVO to fuel commercial fleet	Availability of HVO within depots to commercial fleet	6.75	
	Automation of regularised notification processes to improve delivery	Software (Microsoft Power Automate) being used to automate regularised notification	7.17	
Information Technology	Development of visualisation tools to show service performance	PowerBI reports developed for each service stream	6.75	7.25
	Development of Interface between HIAMS and Causeway	Interface between HIAMS and Causeway explored and recommendations made	8.00	
	Paper base systems and processes are being digitised	Use of Procore to digitise paper based processes	7.00	
Environmental Management and Carbon Reduction	Waste Transfer Note compliance	Number of WTN's accurately completed	8.09	8.09
Technical Performance-Quality	Highways Emergency Response Attendance - Out of Hours	Percentage of Emergency Response attended to / commence make safe actions within one hour of request from client - Out of Hours	5.10	7.74
	Category P1 defects made safe within the required time	Percentage of Category P1 defects made safe by the end of next working day	9.33	
	Category P2 defects made safe within the required time	Percentage of Category P2 defects made safe within 14 days	7.17	
	Category P3 defects made safe within the required time	Percentage of Category P3 defects made safe within 28 days	8.75	
	Category P4 defects made safe within the required time	Percentage of Category P4 defects made safe within 60 days	8.33	
Technical Performance-Programme and Cost	Contractors Plan submitted to Wiltshire on a regular basis	The Contractors Plan is in place and being updated on a regular basis	10.00	10.00
			TOTAL	**78.87**

THE NATIONAL TOM'S MEASURES	UNIT OF MEASUREMENT	DETAILED MEASURE DESCRIPTION	NOTES	AVERAGE FINAL SCORES 2023-24
NT31 FM30 Carbon emissions are reduced	Total emissions measures in tonnes CO2e	**Total Emissions for Wiltshire Contract Only:** For County reporting purposes rather than contract performance monitoring due to the variable annual quantum of work likely under the contract.		10
		Baseline year data (tCO$_2$e all scopes)		10
	Carbon intensity measured in t/CO2e/ £100,000 contract spend	Scope 1 Carbon intensity target and actual for the reporting year.	Baseline measure for 1st Year being reviewed.	N/A
	Carbon intensity measured in t/CO2e/ £100,000 contract spend	Scope 2 Carbon intensity target and actual for the reporting year	Baseline measure for 1st Year being reviewed.	N/A
	Carbon intensity measured in t/CO2e/ £100,000 contract spend	Scope 3 Carbon intensity target and actual for the reporting year	Baseline measure for 1st Year being reviewed.	N/A
NT44 FM61 Programme to achieve net zero carbon by 2030	Y/N – Provide relevant documents.	Policy and programme to achieve net zero carbon by 2030 including monitoring plan with specific milestones.		10
NT45 FM65 Carbon certification	Y/N – Provide relevant documents	Carbon Certification (Carbon Trust Standard, Planet Mark or equivalent independently verified) – achieved or to achieve for current year.	PAS2080 Accredited	10
RE37 FM66 Carbon reduction from energy efficiency — building operations	Tonnes CO$_2$e	Carbon emission reductions through reduced energy use and energy efficiency measures – building operations.	Baseline measure for 1st Year being reviewed.	N/A
		Report on total fleet CO2e emissions across all scopes, calculating based on annual use of each fuel type x lifecycle carbon intensity of that fuel type		10
	Average Fleet carbon intensity (g/CO2e/Mj)	**Average Fleet Carbon intensity:** Reporting against targets for contract management purposes for the **Wiltshire contract only**. For each Scope:	Baseline measure for 1st Year being reviewed.	N/A
NT46 FM70 Corporate travel schemes	Y/N – Provide description	Corporate travel schemes available to employees on the contract (subsidised public transport, subsidised cycling schemes and storage, sustainable corporate transport such as electric bus from public station to corporate facilities).		10
NT65 RE63 FM71 % Fleet at least Euro 6 or LEV push towards NT33	Percentage	Percentage of fleet or construction vehicles on the contract that is at Least Euro 6 or LEV, expressed as a total figure and by vehicle type.		7
NT66 RE64 FM72 Fleet emissions programme **% split**	Y/N – Provide description	Fleet emissions monitoring programme on the contract, including data collection (miles, type of vehicle, engine type, emission standard).		10
NT68 RE64 FM76 Plastic recycling	Percentage.	Plastic recycling rate on the contract (e.g. to reduce microplastics).	Remaining plastic issues associated with street lighting. Under review	8
Circular economy targets and plan	Y/N Provide description	A circular economy policy is applied on contract, and reported on each year Plan including KPIs, targets and a plan for each stage of the waste hierarchy and the phase-out of single use plastic.		10
RE66 Waste management verification	Y/N – Provide description	Waste management verification policies: audit hierarchy, downstream audits for waste stream.		10
RE42 Water use benchmark	Percentage	WATER: Percentage of buildings meeting good practice benchmark (e.g. REEB).	Being benchmarked. Subject to Wilts agreement	N/A
RE76 Water efficiency policy	Y/N – Provide description	A water efficiency policy is applied on contract, and reported on each year to reduce potable water waste and use and to improve general potable water use efficiency.		10
RE43 Water saved benchmark	M3	M^3 water saved against relevant benchmark (e.g. REEB)	Being benchmarked	N/A
NT35 RE49 FM93 Sustainable procurement commitments	% of contracts	Percentage of procurement contracts that include sustainable procurement commitments or other relevant requirements and certifications (e.g. to use local produce, reduce food waste, and keep resources in circulation longer).	Existing sub-contracts under review to formalise sustainability agreements	N/A
NT73 FM94 Low emission vehicles in the supply chain	% contracts	Percentage of contracts with the supply chain requiring contractors to operate low or zero emission vehicles.	Existing sub-contracts under review to agree zero emissions vehicles.	N/A
NT48 Supply chain carbon certification	Y/N – Provide Certification	Supply Chain Carbon Certification (Carbon Trust Standard for Supply Chain or equivalent independently verified) – achieved or to achieve for current year.	Discussion with SCP's ongoing	N/A
			TOTAL	9.58

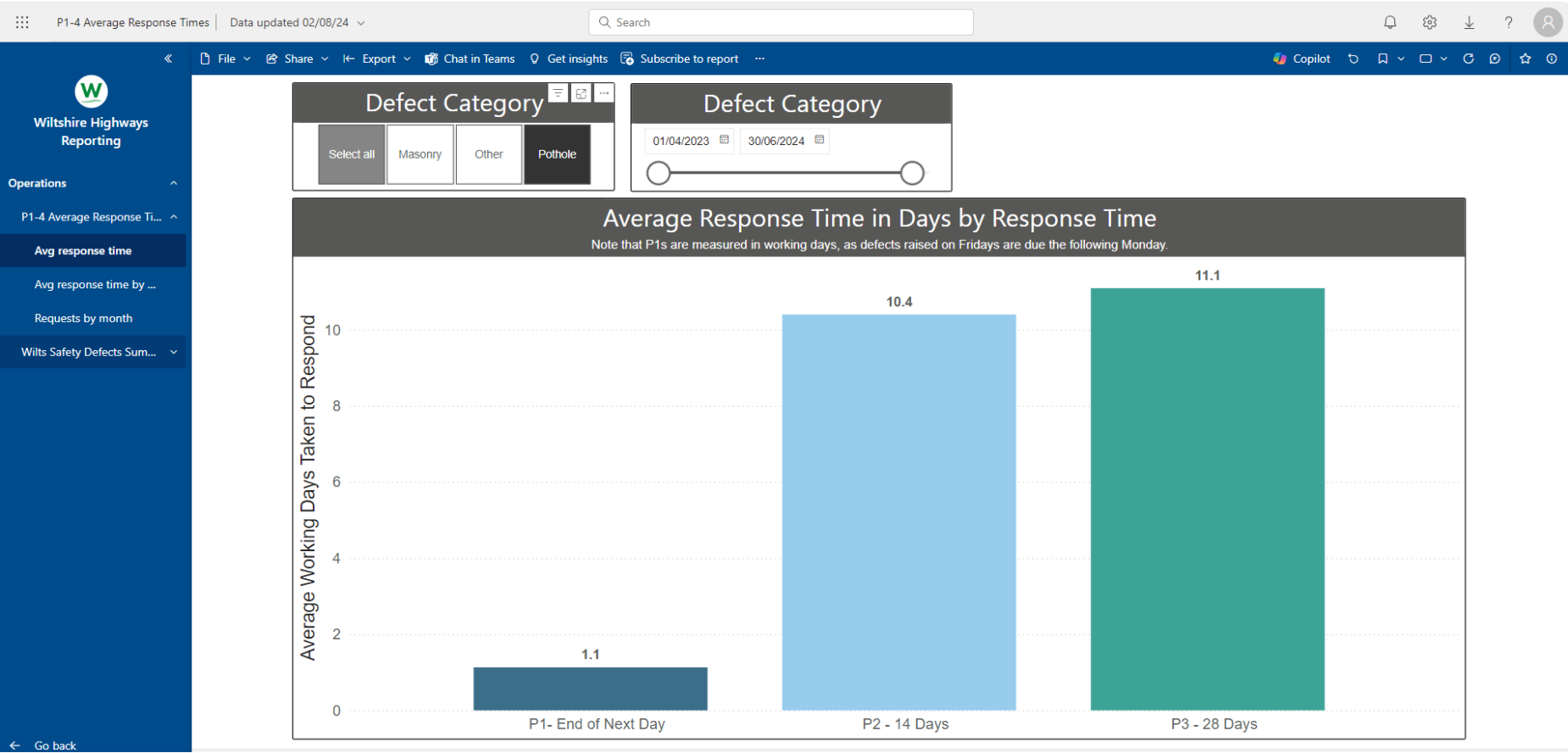| THE NATIONAL TOM'S MEASURES	UNIT OF MEASUREMENT	DETAILED MEASURE DESCRIPTION	NOTES	AVERAGE FINAL SCORES 2023-24
NT1 RE1 FM1 Local direct employment	No. of people employed, expressed as Full-Time Equivalents (FTE).	No. of local direct employees (FTE) hired or retained (for re-tendered contracts) on contract for one year	Yr 1 measure is constrained by TUPE entitlement at commencement. Local recruitment and employment taking place.	8
NT2 RE2 FM2 Percentage locally employed (within a 20 radius from the Wiltshire Boundary)	Percentage	Percentage of local employees (FTE) on contract.	Yr 1 constrained by TUPE entitlement at contract commencement. Local recruitment and employment taking place	8
NT3a Jobs for armed forces veterans	No. people, expressed as Full-Time Equivalents (FTE)	No. of armed forces veterans (FTE) hired on the contract as a result of a recruitment programme who are long term unemployed (unemployed for a year or longer) and are facing specific barriers to transitioning to civilian employment that do not qualify them as disabled (e.g. long term service).	2 No. armed forces veterans are currently employed. Relationships with local veteran groups being established.	8
NT8 RE9 FM13 School and College Visits	No. staff hours	No. of staff hours spent on local school and college visits e.g. delivering career talks, curriculum support, literacy support, safety talks (including preparation time).	1 No. school visit held. Process of building relationships and complying with school protocols in progress.	8
FM16 Continuous Professional Development	Y/N – Provide relevant documents.	Company and supply chain policies in place that encourage and record staff engagement in Continuing Professional Development (CPD) activities based on individual interests, needs and priorities.	CPD taking place. Development plans linked to PDR process which has recently been completed	8
NT10 RE12 FM18 Apprenticeship opportunities	No. of weeks.	No. of weeks of apprenticeships on the contract that have either been completed during the year, or that will be supported by the organisation until completion in the following years – Level 2,3, or 4+.	Apprenticeship recruitment process in progress. Programme dictated by school calendar process	8
NT12 RE15 FM22 Work placements (unpaid)	No. of weeks.	No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid).	Process of building relationships and complying with school protocols in progress.	8
NT13 RE16 FM23 Work placements (paid)	No. of weeks.	No. of weeks spent on meaningful work placements that pay Minimum or National Living wage according to eligibility for 6 weeks or more (internships).	Process of building relationships and complying with school protocols in progress.	8
NT14 FM25 Spend with VCSEs (Voluntary, Community and Social Enterprises)	£	Total amount (£) spent with VCSEs (Voluntary, Community and Social Enterprises) within your supply chain.		10
NT17 RE20 FM28 Voluntary hours donated to VCSEs	No. staff volunteering hours	Number of voluntary hours donated to support VCSEs (excludes expert business advice).	Relationships with local groups being developed in Yr 1	8
NT20 RE24 FM33 Staff health and wellbeing	No. employees provided access	No. of employees on the contract that have been provided access for at least 12 months to comprehensive and multidimensional wellbeing programmes.	Yr 1 measure is constrained by TUPE entitlement at commencement. Local recruitment and employment taking place.	8
NT21 RE25 FM36 Equality and diversity training	No. of hours (total session duration) multiplied by the no. of attendees	Equality, diversity and inclusion training, provided both for direct employees and supply chain staff.	Training has focused on minimum compliance requirements of operatives / staff.	N/A
NT41 FM40 Staff paid the Living Wage	Percentage	Percentage of staff on contract paid at least the relevant Real Living wage as specified by Living Wage foundation.		8
NT42 FM42 Supply chain partners paying the Living Wage	Percentage	Percentage of contractors in the supply chain required (or supported if they are micro and small business) to pay at least the Real Living wage.		7
NT58 FM42 Number of Employees paid the Real Living Wage	No. people (FTE)	Number of employees FTE on contract to have pay raised to Real Living Wage or higher (on a renewed contract or TUPE)		7
NT43 FM44 Initiatives to identify and manage Modern Slavery	£ invested including staff time	Initiatives taken throughout the local and global supply chain to strengthen the identification, monitoring and reduction of risks of modern slavery and unethical work practices occurring in relation to the contract (i.e. supply chain mapping, staff training, contract management).	Yr 1 measure is constrained by TUPE entitlement at commencement. Local recruitment and employment taking place.	8
NT61 RE60 FM47 Prompt payment – **invoices paid in 30 days**	Percentage	Percentage of invoices paid within 30 days.		9
NT62 Cyber security risks	Provide description	Number and percent of companies in the supply chain, to Tier 2, that achieve relevant cyber security certifications (e.g. Cyber Essentials, Cyber Essentials Plus or National Cyber Security Centre's 10 steps).	Under review	N/A
NT28 RE32 FM55 Donations to local community projects	£ value	Donations or in-kind contributions to local community projects (£ & materials).	Under review	N/A
NT29 RE33 FM56 Volunteering for local community projects	No. staff volunteering hours	No. of hours volunteering time provided to support local community projects.	Under review	N/A
			TOTAL	**8.06**

<u>Milestone</u>
<u>Contract Monitoring Scores Summary Sheet 2023-24</u>

CONTRACT OBJECTIVE	Average Annual Monthly Satisfaction Score 2023-24	Average Annual Contract Objective Score 2023-24	Average Annual Carbon Reduction Score	Average Annual Social Value Score
General Management	7.07	9.39		
Financial Management	7.11	7.25		
Customer Service and Quality	7.01	3.20		
Health and Safety	7.50	10.00		
Staffing Issues	7.06	8.92		
Service Development and Innovation	7.08	7.03		
Information Technology	6.97	7.25		
Environmental Management and Carbon Reduction	7.20	8.09		
Technical Performance-Quality	7.07	7.74		
Technical Performance - Programme and Cost	7.00	10.00		
Total Score	71.07	78.87		
Average Total Score	7.11	7.89	9.58	8.06
Merged Score (Proportion 25% per Score) = (7.11+7.96+9.58+8.06)/4	8.16			

CONTRACT OBJECTIVE	Average Annual Monthly Satisfaction Score 2023-24	Average Annual Contract Objective Score 2023-24	Average Annual Carbon Reduction Score	Average Annual Social Value Score
General Management				
Financial Management				
Customer Service and Quality				
Health and Safety				
Staffing Issues				

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7**Carbon Saving Initiatives Implemented in Y1**.

Project	Date Implemented	Carbon Saving (tCO2e) Apr 2023 – Mar 2024	Scope	Comments
EV forklifts	April 2023	49.98	1	Figure based on 3 x EV loaders
HVO fuel	Chippenham: May 2023 Wilton: Nov 2023 Melksham: Jan 2024	376	1	Compared to using white diesel.
Electric Hotbox	Jan 2024	5.04	1 (replacing gas with electricity) 3 (reduced fuel consumption by Wainwright)	Carbon savings from use of electricity compared to gas; and also reduction in delivery journeys from Wainwrights. Switched on Jan 2024
EV/hybrid company cars	April 2023	4.075	1	Carbon saving likely to increase FY24/25 due to new company car list release (June 2024)
Recycled planings use on network overruns	April 2023	9.2	3	Estimated 15t planings used per month.
Recycled planings use in the Melksham depot	November 2023	10	3	200t planings used.
Wessex Tree Care (subcontractor): purchased trailer for their truck to increase material quantity that can be taken out	March 2024	0.17	3	Beforehand were coming back to the depot 2-3 x per day to pick up materials, increasing journey distances. Now only need to collect materials once per day.
Total carbon saving		**454.47**		

Example Power BI defect dashboards

Defect Category

| Select all | Masonry | Other | Pothole |

Defect Category

01/04/2023   19/07/2024

Average Response Time in Days by Response Time

Note that P1s are measured in working days, as defects raised on Fridays are due the following Monday.

- P1- End of Next Day: 1.1
- P2 - 14 Days: 10.3
- P3 - 28 Days: 13.0
- P4 - 60 Days: 64.2

Y-axis: Average Working Days Taken to Respond