

Wiltshire Highways Contract

Ringway Infrastructure Services – Year 1

Monitoring the contractor's performance through Key Performance Indicators (KPI's) and Monthly Staff Satisfaction Scores.

Background

Wiltshire Highways Contract 'Volume 5 Part 2 - Contract Management Process' sets out the process for monitoring the contractor's performance as set out in the contract. The results are used to monitor and report on the contractor's performance in providing the service, and determine the entitlement of the contractor to an extension of the contract.

The contract provides for the authority to award a maximum of two years extension to the five year contract. This is applied on an annual basis with a maximum of six months contract extension potentially awarded in any one year.

Two methods of monitoring the contract are used:

- The Monthly Satisfaction Score
- Score against Contract Objectives

An annual score is produced for each method and these scores are used to calculate any contract extension to be awarded. The formula used for this is:

- Total Average Annual Satisfaction score out of ten plus the Total Score against Contract Objectives score out of ten divided by two.

Scores of 6.0 to 7.9 would lead to a three month extension.

Scores of 8.0 and over would lead to a six month extension.

Contract Objectives

The contractor's performance is measured against ten contract objectives, these are:

- General Management
- Financial Management
- Customer Service and Quality
- Health and Safety
- Staffing Issues
- Service Development and Innovations
- Information Technology
- Environmental Management
- Technical performance – Quality
- Technical Performance – Programme and Cost

Contract Monitoring using the Satisfaction Scores

The contract requires a web based system to be used by partners within the contract to score each other's performance. Wiltshire currently uses the eContract system provided by Measure 2 Improve. This system generates a monthly email to key staff from the client, consultant and contractor involved in delivery of the service requesting them to log into the scoring card and submit their scores to a set of specific questions about the service and product provided by each partner. The scores are marked from one to ten, with ten being the most satisfied.

For the purpose of monitoring the performance of the contractor the Contract Monitoring Scores for the questions are grouped together to reflect the ten contract objectives. The monthly average satisfaction scores for the contractor for each contract objective are recorded in the contract monitoring spreadsheet as shown in Appendix A.

Contract Monitoring using the Scores against the Contract Objectives

The contract also requires the contractor's performance to be monitored against a number of Key Performance Indicators (KPIs), which are aligned with the contract objectives. Each month the contractor provides evidence regarding these KPI's to demonstrate their ongoing compliance in provision of the particular service or outputs. A score is determined each month based on the level achieved. These scores are calculated each month and the average score for the year for each service objective is determined. Each Contract Objective is given a total weighting of 1.0 this weighting is divided between each Performance Assessment Factor being scored, with some assigned a higher weighting than others according to their importance. The total average score for each Performance Assessment Factor is multiplied by the individual weighting. These scores are added to produce the final total scores carried forward to the Contract Objective Score - Summary Sheet as shown in Appendix B.

2016 – 2017 Contract Monitoring Scores

The following Contract Monitoring Scores against the Contract Objectives for 2016 -17 were not evidenced by the contractor and so the scores for these were given as zero for this year;

- Customer Service and Quality –
 - Twice a year Parish Steward Satisfaction Surveys (Parish Councils).
 - Major schemes feedback, cards issued specific to site works on major schemes.
- Environmental Management –
 - Measures against the Blue and Green Rules for work to/on Structures over water courses, Blue Green Forms to be completed for each site.
- Technical Performance, Programme and Cost –
 - Noticing Indicators.
 - Masonry works safety defects completed on time.

The following Contract Monitoring Scores against the Contract Objectives for 2016-17 were unable to be completed due to the information not being currently available. These will be reviewed in 2017-18 to see if they are still applicable or need to be revised in order to enable evidence to be provided easily.

- Customer Service and Quality –
 - Possible annual Client feedback survey with Heads of Service.
- Information Technology –
 - Percentage availability of the My Wiltshire App for use by operatives per month, monitoring not including scheduled updates.
- Technical Performance, Quality –
 - Number of gullies to be emptied per month.
 - Length of road to be swept per month.
 - Quality of workmanship on completed sites.
- Technical Performance, Programme and Cost –
 - Gully Emptying completed within budget.
 - Sweeping completed within budget.
 - Integrated Transport Schemes started and finished on time and within budget.

Combined Contract Monitoring Scores

The final Satisfaction Scores and Contract Objective Scores for the year are then used to determine the entitlement to any contract extensions. The scores for the first year of the contract are shown in Appendix C - Contract monitoring Scores Summary Sheet 2016–17.

The score for 2016/17 is 7.5 which is in the range of 6.0 to 7.9, which would entitle Ringway to a three month extension.

Appendix A

Monthly Satisfaction Scores Sheet

CONTRACT OBJECTIVE	SATISFACTION QUESTIONS	Monthly Satisfaction Scores														Totals	
		April *	May	June	July	August	September	October	November	December	January	February	March	Total	Annual Averages	Current Average Total	
General Management	Understanding and assistance to deliver my business		7.3	7.2	7.2	6.8	7.2	6.9	7.3	7.3	7.5	7.3	7.5	79.5	7.2	7.2	
	Ease to do business		7.3	7.2	7.4	7.5	7.5	6.9	7.2	7.2	7.5	7.4	7.5	80.6	7.3		
	Ability to keep promises, trust and honesty		7.4	6.9	7.1	6.8	6.9	6.7	6.9	7.0	7.3	7.3	7.3	77.7	7.1		
	Ability to work as a team		7.5	7.4	7.7	7.3	7.3	7.0	7.2	7.2	7.3	7.4	7.7	81.0	7.4		
	Totals average per month		7.4	7.2	7.4	7.1	7.2	6.9	7.2	7.2	7.4	7.4	7.5		7.2		
Financial Management	Delivery to budget		6.2	6.4	6.5	6.8	6.1	6.2	6.5	6.8	7.4	7.3	7.0	73.1	6.6	6.6	
	Totals average per month		6.2	6.4	6.5	6.8	6.1	6.2	6.5	6.8	7.4	7.3	7.0		6.6		
Customer Service and Quality	The quality of product		7.1	7.2	7.1	7.3	7.3	6.9	7.1	7.0	7.4	7.4	7.5	79.1	7.2	7.0	
	Delivery to time		6.7	6.7	6.8	6.9	7.0	6.5	6.8	7.0	7.2	6.9	7.2	75.8	6.9		
	Totals average per month		6.9	6.9	7.0	7.1	7.1	6.7	7.0	7.0	7.3	7.2	7.4		7.0		
Health and Safety	Responsibility for safety & environment		7.4	7.3	7.3	7.2	7.4	7.4	7.6	7.2	7.5	7.5	7.6	81.4	7.4	7.4	
	Totals average per month		7.4	7.3	7.3	7.2	7.4	7.4	7.6	7.2	7.5	7.5	7.6		7.4		
Staffing Matters	Extent and appropriateness of communication		7.2	7.1	7.0	6.9	6.9	6.8	6.9	6.9	7.1	7.2	7.5	77.4	7.0	7.2	
	Ability to keep promises, trust and honesty		7.4	6.9	7.1	6.8	6.9	6.7	6.9	7.0	7.3	7.3	7.3	77.7	7.1		
	Ability to work as a team		7.5	7.4	7.7	7.3	7.3	7.0	7.3	7.2	7.3	7.4	7.7	81.0	7.4		
	Totals average per month		7.4	7.1	7.3	7.0	7.0	6.8	7.0	7.0	7.2	7.3	7.5		7.2		

CONTRACT OBJECTIVE	SATISFACTION QUESTIONS	Monthly Satisfaction Scores														Totals	
		April *	May	June	July	August	September	October	November	December	January	February	March	Total	Annual Averages	Current Average Total	
Service Development and Innovations	Innovation, advice and honesty		7.1	7.1	7.0	6.6	7.1	6.8	7.2	7.1	7.3	7.3	7.3	77.8	7.1	7.2	
	Ability to work as a team		7.5	7.4	7.7	7.3	7.3	7.0	7.3	7.2	7.3	7.4	7.7	81.0	7.4		
	Totals average per month		7.3	7.3	7.3	6.9	7.2	6.9	7.3	7.2	7.3	7.4	7.5		6.5		
Information Technology	Innovation, advice and honesty		7.1	7.1	7.0	6.6	7.1	6.8	7.2	7.1	7.3	7.3	7.3	77.8	7.1	7.0	
	Extent and appropriateness of communication		7.2	7.1	7.0	6.9	6.9	6.6	6.9	6.9	7.1	7.2	7.5	77.2	7.0		
	Totals average per month		7.1	7.1	7.0	6.8	7.0	6.7	7.1	7.0	7.2	7.3	7.4		7.0		
Environmental Management	The quality of product		7.1	7.2	7.1	7.3	7.3	6.9	7.1	7.0	7.4	7.4	7.5	79.1	7.2	7.3	
	Responsibility for safety & environment		7.4	7.3	7.3	7.2	7.4	7.4	7.6	7.2	7.5	7.5	7.6	81.5	7.4		
	Totals average per month		7.2	7.2	7.2	7.2	7.3	7.2	7.4	7.1	7.5	7.5	7.6		7.3		
Technical Performance-Quality	Ability to work as a team		7.5	7.4	7.7	7.3	7.3	7.0	7.3	7.2	7.3	7.4	7.7	81.0	7.4	7.3	
	The quality of product		7.1	7.2	7.1	7.3	7.3	6.9	7.1	7.0	7.4	7.4	7.5	79.1	7.2		
	Totals average per month		7.3	7.3	7.4	7.3	7.3	7.0	7.2	7.1	7.4	7.4	7.6		7.3		
Technical Performance-Programme and Cost	Delivery to budget		6.2	6.4	6.5	6.8	6.1	6.2	6.5	6.8	7.4	7.3	7.0	73.2	6.7	6.8	
	Delivery to time		6.7	6.7	6.8	6.9	7.0	6.5	6.8	7.0	7.2	6.9	7.2	75.7	6.9		
	Totals average per month		6.4	6.6	6.7	6.9	6.6	6.4	6.7	6.9	7.3	7.1	7.1		6.8		

* No monthly satisfaction scores were recorded for April 2016 as the scoring system was not in place at the start of the contract

Total Average	7.1
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APPENDIX B

Contract Objective Score – Summary Sheet

CONTRACT OBJECTIVE	CONTRACT KPI	PERFORMANCE ASSESSMENT FACTORS	MAXIMUM AVAILABLE SCORES	ACTUAL SCORES	FINAL SCORES 2016 - 17
General Management	Achievement of annual improvement plan targets	Improvement Plan Targets during the first year of the contract - 2016 / 2017			8.3
		Introduce the My Wiltshire App to the maintenance gangs and ensure full use in finding defects and recording action taken	2.0	1.32	
		Set up and ensure the Parish Steward Scheme in Place and working	2.0	2.00	
		Produce Sweeping Schedules	2.0	2.00	
		Produce Gully Emptying Schedules	2.0	2.00	
		Provide EPI access for Wiltshire staff - this is to be used as the central access point for Ringway programmes, key information etc	1.0	0.00	
		Provide training programmes within Wiltshire for Apprentices, Graduates, ex-offenders etc.	1.0	1.00	
Financial Management	% of applications for payment which are on time and fully accurate	Applications submitted on time	5.0	4.67	10.0
		Accurate applications	5.0	5.29	

CONTRACT OBJECTIVE	CONTRACT KPI	PERFORMANCE ASSESSMENT FACTORS	MAXIMUM AVAILABLE SCORES	ACTUAL SCORES	FINAL SCORES 2016 - 17
Customer Service and Quality	% scores from customer and client satisfaction survey	Twice a year Parish Steward Satisfaction Surveys (Parish Councils)	2.8	0.00	5.6
		Major schemes feedback - cards issued specific to site works on major schemes	1.6	0.00	
		Compliments from monthly spreadsheet	2.8	2.80	
		Complaints from monthly spreadsheet	2.8	2.80	
		Possible Annual Client feedback scores of the service from Client HoS	N/A	N/A	
Health and Safety	Submission of Monthly Health and Safety Records Monitoring Ringway's Activities	Lost Time Injury Frequency Rates	1.6	1.60	10.0
		RIDDOR Reports	1.4	1.40	
		Near Misses	1.4	1.40	
		Service Strikes	1.4	1.40	
		Vigiroute safe driving	1.4	1.40	
		Site Safety Meetings - Supervisor / Manager site audits	1.4	1.40	
		Tool Box Talks Carried Out	1.4	1.40	

CONTRACT OBJECTIVE	CONTRACT KPI	PERFORMANCE ASSESSMENT FACTORS	MAXIMUM AVAILABLE SCORES	ACTUAL SCORES	FINAL SCORES 2016 - 17
Staffing Matters	% Completed Staff Surveys	Measure minimum 85% Staff Participation	2.5	2.50	9.5
	% of staff turnover per year	CHURN staff turnover - should not include retirement or dismissals - measure should be a percentage of staff retained per year	2.5	2.00	
	Staff kept informed of internal Ringway news	Regular news letter issued - from next year - quarterly issue	2.5	2.50	
	Annual H&S meeting held for all staff	Annual H&S updates carried out	2.5	2.50	
Service Development and Innovations	Developments or Improvements arising from joint contractor and client initiatives implemented over the course of the Contract	Revised Gully Emptying Service during 2016/17	5.0	5.00	10.0
		Revised Mechanical Sweeping Service during 2016/17	5.0	5.00	
Information Technology	Network and core data centre infrastructure availability	Network down time against availability -recorded down time to be above 95% per month	10.0	10.00	10.0
		Percentage availability of the My Wiltshire App for use by operatives per month - monitoring not including scheduled updates	N/A	N/A	

CONTRACT OBJECTIVE	CONTRACT KPI	PERFORMANCE ASSESSMENT FACTORS	MAXIMUM AVAILABLE SCORES	ACTUAL SCORES	FINAL SCORES 2016 - 17
Environmental Management	% year on year reduction in carbon footprint from works, services, office/depots	Annual Sustainability figures for Ringway Energy Consumption	3.3	3.30	6.7
		Measure against the Blue and Green Rules - For work to / on Structures over water courses Blue Green Forms to be completed for each site	3.3	0.00	
		Number of reported Environmental Incidents - no more than 3 per year	3.4	3.40	
Technical Performance-Quality	Contract compliance with required outputs to provide the service	Number of Gullies to be emptied per month	N/A		6.5
		Length of Roads to be Swept per month	N/A		
		Parish Steward Find & Fix per month	1.5	0.75	
	Service provision	Percentage of street lights and illuminated signage working (Total number of street light units minus number of Priority 1 - 5 Day faults during the month). KPI Sheet - Column Ref: C4	1.8	1.09	
		Average number of working days to repair a Priority 1 street light fault (Total number of days that faults were open divided by the total number of faults repaired in the month). KPI Sheet - Column Ref: C2	1.8	0.83	

CONTRACT OBJECTIVE	CONTRACT KPI	PERFORMANCE ASSESSMENT FACTORS	MAXIMUM AVAILABLE SCORES	ACTUAL SCORES	FINAL SCORES 2016 - 17
		Average number of actual days to repair a DNO fault (Total number of days that faults were open divided by the total number of faults repaired in the month). KPI Sheet - Column Ref: C3	1.8	1.18	
		Number of reactive jobs done per day per operative/gang (Street Lighting) KPI 6	1.8	1.18	
	Quality of pre-site investigations	Percentage number of Service strike for street lighting (Number of service strikes per columns installed). KPI 8	1.5	1.50	
	Quality of workmanship on completed sites	After site quality of workmanship tidy site etc	N/A	N/A	
Technical Performance- Programme and Cost	% of operations which comply with TMA noticing	Noticing indicators to be confirmed	0.9	0.00	4.3
	% of programmed highway works completed within budget	Gully Emptying	N/A	N/A	
		Sweeping	N/A	N/A	
		Weed Spraying completed to programme and within budget	1.3	1.30	
% of works completed on time	% of Salting Routes completed on time per salt run	1.3	1.30		

CONTRACT OBJECTIVE	CONTRACT KPI	PERFORMANCE ASSESSMENT FACTORS	MAXIMUM AVAILABLE SCORES	ACTUAL SCORES	FINAL SCORES 2016 - 17
		Percentage of street light faults repaired on time (Percentage of reactive maintenance Priority 1 - 5 day faults for street light units repaired on time, excluding DNO faults). KPI Sheet - Column Ref: B7	1.3	0.40	
		Percentage of emergency faults for street light units repaired on time. KPI 3	1.3	0.88	
		Number of planned maintenance jobs (BLC) done per day per operative/gang KPI 7	1.3	0.36	
		Potholes safety defects completed on time	1.3	0.01	
		Masonry works safety defects completed on time	1.3	0.00	
	% of reactive and programmed highway works completed right first time and within budget	Integrated Transport Schemes started and finished on time and within budget	N/A	N/A	

APPENDIX C

Contract Monitoring Scores Summary Sheet 2016-17

CONTRACT OBJECTIVE	Average Annual Monthly Satisfaction Score 2016-17	Average Annual Contract Objective Score 2016-17
General Management	7.2	8.3
Financial Management	6.6	9.5
Customer Service and Quality	7.0	5.6
Health and Safety	7.4	10.0
Staffing Matters	7.2	9.5
Service Development and Innovations	6.5	10.0
Information Technology	7.0	10.0
Environmental Management	7.3	6.7
Technical Performance-Quality	7.3	6.5
Technical Performance-Programme and Cost	6.8	4.3
Total Score	70.3	80.4
Average Total Score	7.0	8.0
Merged Score (Proportion 50/50) = (7.0 + 8.0)/2	7.5	