

APPENDIX 3

PERFORMANCE MANAGEMENT FRAMEWORK

Planned and Routine Works		Routine Planned	P3 - 24 Calendar days P5 - 40 Calendar days Schemes	PERFORMANCE TARGET	17/09 (Y1 Baseline)	Definitions and Measurability - Performance will be considered on a quarterly basis
GROUP	REQUIRED OUTCOME					
	SERVICE DELIVERY OUTPUTS (REQUIREMENTS)					
	PERFORMANCE TARGET					
	PERFORMANCE TARGET					
Planned and Routine Works (Weighting 40%)						
Planned and Routine Works (Weighting 40%)						
Planned and Routine Works (Weighting 40%)						
Planned and Routine Works (Weighting 40%)						

Definitions and Measurability - Performance will be considered on a quarterly basis

The scheme will be programmed in accordance with the planned maintenance protocol. This will identify by way of the agreed 'MS Project' programme the time for completion. Any additional works instructed by the client will require an additional agreed time for completion based upon NEC principles. A revised programme will be required for changes to the works information for the scheme. The performance target is based on a 'yes or no' criteria for completion in accordance with the latest programme based on schemes falling due for completion within the month.
 Contractor will ensure all planned schemes are carried out to agreed targets.

- (i) The base line was agreed at 80%.
 - (ii) Colas to monitor this and report monthly.
 - (iii) Changes made due to unforeseen circumstances will be the subject of a revised programme.
- The proposal is to measure all schemes whose first programme identifies works with a programmed duration of greater than one week. Performance will be monitored at the weekly programme meetings and reported in summary at the liaison by Colas. WMBC to audit

This will be measured in accordance with the planned maintenance protocol. Upon completion a joint inspection will be required to sign off the work not withstanding any outstanding works. Work can be signed off as substantially complete. Missing road markings will not be classed as substantially complete. This PI is therefore based on a return visit to rectify defects following full completion including the completion of any snagging. This will be a cumulative measure to capture rectification work going forward.
 The contractor will ensure work is carried out to specification with the PI based on return visits.

- (i) Base line set at 80%.
 - (ii) The PI to take effect after agreed completion and snag list.
 - (iii) Wirral will monitor and report on such requests via CRM.
- This will be analysed by Colas from WMBC's remedial list and monitored at the weekly operational meetings and reported in summary at the liaison by Colas. WMBC to audit.

Priority 2 CRM orders to be completed within 7 days will be reported on the 5th day of each month. This will cover the previous months P2's issued on the 1st of that month and the 3rd Monday.
 The contractor will ensure Priority 2 work is completed within 7 days of issue. These will be monitored weekly by the contractor to ensure timely corrective action.

- (i) Base line set at 100%.
 - (ii) Wirral would monitor via CRM.
 - (iii) Data would be cross-checked with Colas' own database each week at the POS meeting.
 - (iv) It was agreed as a trial, Priority 2 would be issued as and when. This would further reduce Priority 1, provide Colas with flexibility work levels, and provide Wirral with a better service.
 - (v) Start date to be agreed early in the new year.
- Colas report from CRM and WMBC Audit

This PI is based on a return visit to rectify defects following full completion including the completion of any snagging. Routine works return visits. This will be a cumulative measure to capture rectification work going forward.

- (i) Agreed Priority 3 will be measured and reported each month.
 - (ii) Base line set at 80%, with a view to this being a minimum.
 - (iii) Wirral will monitor via CRM. BSS looking to set up new service requests for 1 April.
- Sample work inspection
 Outstanding Priority 1 inspection
 Outstanding Priority 2 inspection
 Outstanding Priority 3 inspection
 Outstanding work inspection
 Defective work inspection

GROUP	REQUIRED OUTCOME	SERVICE DELIVERY OUTPUTS (REQUIREMENTS)	PERFORMANCE TARGET	Definitions and Measurability - Performance will be considered on a quarterly basis
	<p>B. Carriageway within the Borough is free from ice and snow.</p> <p>Weighting: 10%</p>	<p>PMF5 - The Contractor shall provide an appropriate response in accordance with the approved Winter Maintenance Plan, to prevent the formation of ice or snow on the Carriageway and Urban Footways where such weather conditions are forecast.</p> <p>Weighting: 12.5%</p>	<p>Number of times when an appropriate response is provided in accordance with the approved Winter Maintenance Plan, to prevent the formation of ice. Failure to deliver the service in accordance with the winter maintenance plan.</p> <p>100%</p>	<p>Winter maintenance ongoing. Colas to report on non-gritting action.</p> <p>(i) Full review of winter maintenance operations to be made at the end of this season. Analysed by the 5th of the following month after any gritting activity based on failure to deliver all or any part of a gritting instruction with a month Colas to Report at Operational Meetings and Liaison meetings. WMBC to audit.</p>
		<p>PMF6 - The Contractor shall respond within target time to all incidents where reactionary treatment is required.</p> <p>Weighting: 12.5%</p>	<p>Response time to reactionary treatment within 2 hrs.</p> <p>100%</p>	<p>Analysed by the 5th of the following month after any gritting activity based on failure to commence winter maintenance activity by the agreed start time. Colas to report at Operational meetings. Wirral to audit</p>
<p>Reactive work and emergency response (Weighting 40%)</p>	<p>C. Emergency incidents are dealt with safely and efficiently.</p> <p>Weighting: 10%</p>	<p>PMF7 - The Contractor shall respond to all Emergency Incidents within the Emergency Target Response Time in accordance with the approved Emergency Plan.</p> <p>Weighting: 25%</p>	<p>Emergency Target Response Time in approved Emergency Plan.</p> <p>Benchmark relates to current performance level = Target 100% within 1 hour</p>	<p>Totaled for the month end and agreed by the 5th day of the Month. These can be analysed within the month at the Operational Meeting Emergency work.</p> <p>(i) Agreed base line 100%. (ii) Wirral will monitor and report. (iii) All works discussed weekly.</p> <p>Priority 1 work. Colas to report at operational meetings. Wirral to audit</p>
	<p>D. Category 1 defects are made safe and repaired within appropriate response times.</p> <p>Weighting: 10%</p>	<p>PMF8 - The Contractor shall ensure that the proportion of identified Category 1 Defects made safe and repaired within the appropriate response times, is kept at or above target level.</p> <p>Weighting: 25%</p>	<p>Category 1 Defects made safe and repaired within the appropriate response times, as a proportion of the total number of Category 1 Defects identified.</p> <p>Benchmark relates to current performance level Priority 1 - Works made safe within 24 hours of issue and permanently repaired within 24 calendar working days = 100%</p>	<p>Measured by Colas for the initial response as above and then the permanent repairs measured separately. These works are issued on the 1st and 14th of each month. Batch 1 works can be reported at the end of the month and batch 2 works measured the following month. Priority 1 work.</p> <p>(i) Agreed base line 100%. (ii) Current guide notes and procedures working well. (iii) Wirral will monitor via CRM. (iv) Weekly review and contract management meeting. Colas to report at operational meetings. Wirral to audit</p>
	<p>E. Street Lighting on the Network</p> <p>Weighting: 10%</p>	<p>PMF9 - The Contractor shall ensure that the percentage of lamps functioning correctly during the Road Lighting Safety Inspection, as a proportion of the total number of lamps on the Network across the Borough, is kept at or above target level.</p> <p>Weighting: 25%</p>	<p>% of reactive works completed within 3 working days</p> <p>95%</p>	<p>Revised PI from Contract. This PI measures the % of street lighting faults completed within the required 3 day period. Target 95%. Colas to report, Wirral to Audit.</p>

GROUP	Required Outputs (REQUIREMENTS)	SERVICE DELIVERY OUTPUTS (REQUIREMENTS)	PERFORMANCE TARGET	Definitions and Measurability - Performance will be considered on a quarterly basis
Contract Management	<p>F. Number of reportable accidents and incidents</p> <p>Weighting 2.5%</p>	<p>PMF10 - The Contractor shall ensure that Safe Working Practices and adherence to the Health & Safety at Work Act are maintained continuously to ensure that reportable accidents and incidents is kept at target level.</p> <p>Weighting 25%</p>	<p>Colas to report in accordance with their corporate procedure. 5% improvement per annum</p> <p>Number of reportable accidents and incidents</p>	<p>Colas to report in line with existing Corporate arrangements. Health & Safety</p> <p>(i) Colas to report in line with their own policy. Richie Collins/Michelle Stonley</p>
Contract Management	<p>G. The Contractor demonstrates an appropriate level of consideration to the environment through recycling activities.</p> <p>Weighting 2.5%</p>	<p>PMF11 - The Contractor shall ensure that the amount of Recycled Material used as a proportion of the total volume of material used, is kept at or above target level.</p> <p>Weighting 25%</p>	<p>5% annual improvement in the use of recycled material</p> <p>Amount of Recycled Material purchased for use as a proportion of the total amount of material used.</p>	<p>Colas to report in line with existing Corporate arrangements. Recycled material.</p> <p>(i) Colas to report on this. RC to feed back how this will be undertaken. Richie Collins/Michelle Stonley</p>
Contract Management	<p>H. Reports and Operational Plans are submitted at the appropriate time and are compliant with submission instructions</p> <p>Weighting 2.5%</p>	<p>PMF12 - The Contractor shall ensure that the number of Reports or Operational Plans submitted late and/or non-compliant in accordance with any submission instructions is kept at target level. Reports and Operational Plans required include:</p> <ul style="list-style-type: none"> · Payment Reports · Accident Reports · Third Party Claims Reports · Winter Maintenance Plan · Environmental Management Plan · Communications Plan · Annual Programme of Work · Weekly/Monthly Programmes of Work <p>Weighting 25%</p>	<p>Number of Reports or Operational Plans submitted late and/or non-compliant in accordance with any submission instructions.</p> <p>100% compliant</p>	<p>Refer to project specific requirements as outlined by the planned maintenance protocol. The contractor will ensure reports and operational plans are submitted.</p> <p>(i) Colas will follow the scheme protocol. (ii) Colas responsible for reporting.</p>
Contract Management	<p>I. Final Accounts agreed and paid within reasonable timescales to assist the control of expenditure</p> <p>Weighting 2.5%</p>	<p>PMF13 - The Contractor shall ensure that Final Accounts are submitted for agreement in accordance with the terms of payment within the Contract, and is kept at or above the target level.</p> <p>Weighting 25%</p>	<p>Final accounts submitted within 6 weeks of the Part N completion notice</p> <p>80% compliant</p>	<p>Refer to project specific requirements as outlined by the planned maintenance protocol. Contractor will ensure final accounts submitted.</p> <p>(i) Agreed final accounts within 6 weeks of the date of the completion notice (Part N). (ii) Base line set at 80%.</p>

GROUP	REQUIRED OUTCOME	SERVICE DELIVERY OUTPUTS (REQUIREMENTS)	PERFORMANCE TARGET	Definitions and Measurability - Performance will be considered on a quarterly basis
Customer Interface (10% weighting)	<p>J. PMF14 - All contractors of the contract are carried out to the level of corporate identity required by the contract and to the level of performance identified in the quality submission. (Weighting: 4%)</p>	<p>The Contractor's employees shall be appropriately dressed for the activities being undertaken on all occasions and be readily identifiable by means of logos, ID cards and name badges. They shall report themselves in an appropriate, courteous and respectful manner at all times. Weighting 25%.</p> <p>The Contractor's vehicles shall be clearly marked with appropriate information including a relevant contact number for the general public to use and an indication of the Authority. Weighting 25%.</p> <p>The Contractor shall keep all vehicles, plant and equipment employed in connection with the Project in sound, safe and serviceable condition at all times, and commensurate with the requirements of this Contract. Weighting 25%.</p>	<p>Number of employees inappropriately dressed, not readily identifiable and discourteous.</p> <p>No vehicles shall be inconspicuous.</p>	<p>Colas will monitor and report each month on:</p> <p>(i) Employees action. (ii) Vehicles. (iii) Signing to be monitored an agreed random 5% of all work streams. (2 visits per month) Could also consider Street works inspectors auditing in line with Cat A in progress inspections. IE independent approach. Remedial work could also be checked using Cat B 6 months after completion) and Cat C 3 months before end of defects period.</p>
			96% Compliant	
		<p>All signing and coming is in accordance with either chapter 8 of the traffic signs manual or in accordance with safety at road works. Signs, cones and barriers are clean, legible, fit for purpose and are marked with the owners name. Weighting 25%.</p>	<p>Corporate Identity remains at a high level and in accordance with health and safety legislation. The operation sets the standard to others.</p>	
	<p>PMF15 - All courtesy boards and correspondence/indications from the contractor shall have the Wirral MBC customer services telephone number. This will enable calls to be dealt with in a uniform way and allow urgent calls to be redirected at the first point of call.</p>	<p>The partnership will look for a 10% annual reduction in customer complaints from year 2</p>	10% annual reduction in complaints	John Smith's section to report based on key word searches from correspondence and CRM logs. Colas also to submit ant correspondence to the authority in line with the contract. WMBC to measure and report
	<p>L - The Contractor shall aim for continuous improvements in the delivery of the operations by carrying out customer satisfaction surveys for all planned maintenance schemes. (Weighting 3%)</p>	<p>PMF16 - Customer satisfaction surveys will be carried out post completion of highways and lighting planned maintenance schemes determined at monthly performance meetings.</p>	<p>Customer satisfaction surveys categorised by satisfied/ neither satisfied or unsatisfied/unsatisfied. The partnership will look for continuous improvement of 10% stakeholder perception improvements per annum in the satisfied category</p>	Recognised satisfaction criteria. John Smith to determine from the accepted programme which schemes will receive customer satisfaction surveys. WMBC to measure and report.
			10% improvement in stakeholder perception	

Client Performance Criteria	Contractor Non Performance Reduction	Rationale	PMF Ref	Corporate & Divisional (P) Link (5th Feb 2008 Cabinet)
Failure to set up and maintain a quarterly performance review calendar	100% deduction on any failure	Underpins the entire Performance Management framework and allows PIs to be monitored/changed/developed in line with progressive objectives and benefits realisation. Links to PMF 1 to 16.	CP1	
Failure to maintain ward inspections as programmed	50% deduction from any failure on on PMF 5 to 9	Supports statutory obligation, mitigates third party claims and provides consistent throughput of orders that provides constant resource levels maintaining performance. Links to PMF 5 to 9.	CP2	WI07-09 MI195A to D TEC-IMP-03 TEC-IMP-09 TEC-IMP-10 TEC-RL06
Failure to issue priority 2 & 3 work twice monthly at the prescribed times (Mid month and month end (+/- 1 week))	50% deduction from any failure on on PMF 5 to 9		CP3	TEC-RI-06 TEC-RI-07
Failure to issue Structural Maintenance programme for surfacing, footways and specialist treatments by May End each year	25% deduction on any failure on PMF 1 to 4		CP4	
Failure to issue traffic schemes programme by May End each year	25% deduction on any failure on PMF 1 to 4	Improves early planning and ECI. Additional lead in satisfies TMA improves opportunities for value engineering, collaboration and stakeholder involvement. Maximises discount to a works order and therefore reduces unit cost. Improved planning and effective delivery improves customer perception. Key to benefits realisation. Early structural delivery improves performance due to summer working, maximises outputs and reduces the volume of reactive works. Links to PMF 1 to 4.	CP5	
Failure to issue bulk lamp change order by May End each year	25% deduction on any failure on PMF 1 to 4		CP6	
Failure to issue Structural street lighting programme by May End each year	25% deduction on any failure on PMF 1 to 4		CP7	
% of works orders accurate in value to within 10% due to Bill omissions (Target 90%)	50% deduction on any failure on PMF 10 to 13		CP8	
Failure to identify designer risks on Pre construction phase Plans	50% deduction on any failure on PMF 10 to 13	Provides cost assurance. Develops a lean client die to less time on remeasure and dealing with valuations. Creates trust and stimulates self audits. Creates safer working environment and trust. Links to PMF 10 to 13.	CP9	
Failure to liaise in advance with Utility Company's resulting in openings in new surfaces	100% deduction on any failure on PMF 14 to 16	Improves customer perception of the highway service, improves the street scene aesthetics and develops collaboration between highway stakeholders. Creates safer working environment and trust. Reduces inefficiencies. Links to PMF 14 to 16	CP10 CP11	WI07-1007-1009 TEC-CP-01 TEC-RL06

Client Performance Criteria	Contractor Non Performance reduction	Rationale	PMF Ref	Corporate & Divisional PI Link (5th Feb 2009 Cabinet)
Failure to set up and maintain a quarterly performance review calendar	100% deduction on any failure	Underpins the entire Performance Management framework and allows PIs to be monitored/changed/developed in line with progressive objectives and benefits realisation. Links to PMF 1 to 16.	CP1	
Failure to maintain ward inspections as programmed	50% deduction from any failure on on PMF 5 to 9	Supports statutory obligation, mitigates third party claims and provides consistent thought/pit of orders that provides constant resource levels maintaining performance. Links to PMF 5 to 9.	CP2	N177/05 N195A to D TEC-IMP-03 TEC-IMP-09 TEC-IMP-10 TEC-0100
Failure to issue priority 2 & 3 work twice monthly at the prescribed times (M4 month end month end +/- 1 week)	50% deduction from any failure on on PMF 5 to 9		CP3	
Failure to issue Structural Maintenance programme for surfacing, footways and specialist treatments by May End each year	25% deduction on any failure on PMF 1 to 4	Improves early planning and ECI. Additional lead in satisfies TMA improves opportunities for value Engineering, collaboration and stakeholder involvement. Maximises discount to a works order and therefore reduces unit cost. Improved planning and effective delivery improves customer perception. Key to benefits realisation. Early structural delivery improves performance due to summer working, maximises outputs and reduces the volume of reactive works. Links to PMF 1 to 4.	CP4	
Failure to issue traffic schemes programme by May End each year	25% deduction on any failure on PMF 1 to 4		CP5	
Failure to issue bulk lamp change order by May End each year	25% deduction on any failure on PMF 1 to 4		CP6	
Failure to issue Structural street lighting programme by May End each year	25% deduction on any failure on PMF 1 to 4		CP7	
% of works orders accurate in value to within 10% due to Bill omissions (Target 90%)	50% deduction on any failure on PMF 10 to 13	Provides cost assurance. Develops a lean client, die to less time on remeasure and dealing with variations. Creates trust and stimulates self audits. Creates safer working environment and trust. Links to PMF 10 to 13.	CP8	
Failure to identify designer risks on Pre construction phase Plans	50% deduction on any failure on PMF 10 to 13		CP9	
Failure to issue in advance with Utility Company's resulting in openings in new surfaces	100% deduction on any failure on PMF 14 to 16	Improves customer perception of the highway service, improves the street scene aesthetic and develops collaboration between highway stakeholders. Creates safer working environment and trust. Reduces inefficiencies. Links to PMF 14 to 16	CP10	N177, 195-199 TEC-CP-01 TEC-0100
		CP11		

