

**Desired Outcomes:**

The Highways Alliance partnership will be focused and incentivised enabling the Professional Services Consultancy Contractor (PSCC) and Maintenance and Construction Contractor (MCC) to perform and innovate in partnership with the Council, to ensure delivery of the partnerships priorities and objectives, ensuring a high level of performance, efficient service delivery including mechanisms for continual review and improvement for the full term of the contracts.

**Drivers:**

A contact audit in 2016/17 included review and modernisation of performance management of the contracts which remained in their original 2008 form  
Recommissioning of Highways and Transportation Services from April 2019 aligned to political, corporate, service and operational requirements  
Stakeholder engagement events over 2016 and 2017 including elected Members requested more robust, accountable and visible performance reporting  
Performance measures have been designed to be reported at the stated frequencies with minimal additional burden on alliance partner staff resources

**Proposal:**

**24 No. Strategic Performance Measures (SPM):**

Reported annually with some data reliant on existing reporting to DfT (Department for Transport), NHT (National Highways and Transportation Networks) and APSE (Association of Public Sector Excellence)

Ensure delivery of the Council's corporate and political priorities aligned to Wokingham's Transport Vision and Highway Asset Management Objectives

**11 No. Partnership Performance Measures (PPM):**

Reported quarterly at Highways Alliance Board

Promote partnership working, business improvement, innovation and the right cultures and behaviours within the Highways Alliance

**26 No Operational Performance Measures (OPM)**

Reported monthly via Alliance Partnership Meeting

Promote contract governance, performance and operational delivery and compliance within the Highways Alliance

**External Reporting:**

During mobilisation it will be discussed and agreed with the alliance partners and WBC stakeholders how and where the performance measures will be reported including some externally via ICT/web live dashboards with public access, to selected stakeholders/Members and those retained internally

**Incentive:** *NB Appendix PMF1: Incentive Methodology / Appendix PMF2: Incentive Formula Spreadsheet Calculation & performance Log*

Market engagement, HMEP, industry best practice and NEC service contracts standard form recommend contract performance is incentivised

Performance scoring of PPMs and OPMs have been designed to be in full control of the Highways Alliance partners, and therefore form the basis for incentives

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| <b>Review:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| The PMF will be subject to review and improvement aligned to changing Highways Alliance objectives, service and operational priorities and objectives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Our vision for Wokingham Borough</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>“A great place to live and an even better place to do business”</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>The Transport Vision</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| The Council’s vision to 2036 is to deliver and maintain a safe, reliable and joined-up transport system that connects new and existing communities, businesses, commercial centres while providing leisure opportunities. The vision will future-proof the transport network for new and emerging technology; reduce social exclusion; improve network resilience; accommodate climate change; reduce congestion and improve productivity.                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Objectives</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Infrastructure</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Environment</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>Social</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | <b>Technological</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <ol style="list-style-type: none"> <li>1. To optimise connectivity, accessibility and productivity through an integrated approach to land use and infrastructure.</li> <li>2. To invest in infrastructure enabling and promoting walking, cycling and the use of public transport.</li> <li>3. To provide new roads alongside new developments enhancing economic growth.</li> <li>4. To create innovative ways of funding for maintaining infrastructure.</li> <li>5. To provide well maintained roads by adopting a whole life approach.</li> <li>6. To optimise investment by collaboratively working with neighbours and partners, for a seamless journey.</li> <li>7. To address congestion pinch points.</li> </ol> | <ol style="list-style-type: none"> <li>1. To provide safe, accessible alternative travel options to the car, giving health, air quality and carbon benefits.</li> <li>2. To maximise the use of low cost renewable energy in operating and maintaining transport assets, minimising the Council’s carbon footprint.</li> <li>3. To provide greenways for walking and cycling, and green corridors with active biodiversity integral to the travel network.</li> <li>4. To adapt to climate change and ensure that our transport networks are resilient to severe weather events.</li> </ol> | <ol style="list-style-type: none"> <li>1. To future proof travel networks to meet a more aged and diverse population whilst meeting the expectations of new generations.</li> <li>2. To provide a transport system that can accommodate the travel needs of communities, commercial and retail businesses and the leisure sector.</li> <li>3. To create well connected communities through enabling sustainable travel within and between existing and new housing.</li> <li>4. To enhance the health and well-being of communities and their residents, through quality social infrastructure, and access to facilities, through alternatives to the car.</li> <li>5. To reduce long commutes.</li> </ol> | <ol style="list-style-type: none"> <li>1. To provide a future-proofed travel network that can assimilate emerging and new technologies such as Connected Autonomous Vehicles.</li> <li>2. To provide an improved customer journey experience, through optimising use of Big Data.</li> <li>3. To enable dynamic travel choices and optimised network performance, through the provision of borough wide availability of real-time travel information.</li> <li>4. To allow all travellers to access information on travel opportunities through technological enhancements.</li> <li>5. Connected council and alliance partners enabling value-added decision making on-site.</li> </ol> |

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| Wokingham Highways Alliance- Strategic Performance Measures (reported annually) |                                  |                                                                                         |       |                      |               |                                                      |                             |
|---------------------------------------------------------------------------------|----------------------------------|-----------------------------------------------------------------------------------------|-------|----------------------|---------------|------------------------------------------------------|-----------------------------|
| SPM No                                                                          | Link to Transport Vision to 2036 | Description                                                                             | Owner | 2017/18 (GAP)        | 2018/19 (GAP) | Target                                               | Comments Mitigation Actions |
| SPM1                                                                            | Infrastructure 5                 | Condition of principal roads- percentage of network to be considered for maintenance    | WBC   | 4% (1%)              |               | 3% DfT Nat Ave                                       | Reported to DfT in Autumn   |
| SPM2                                                                            | Infrastructure 5                 | Condition of B & C roads- percentage of network to be considered for maintenance        | WBC   | 5% (1%)              |               | <5% WBC (6% DfT Nat Ave)                             | Reported to DfT in Autumn   |
| SPM3                                                                            | Infrastructure 5                 | Condition of unclassified roads- percentage of network to be considered for maintenance | WBC   | 13% (4%)             |               | <13% WBC (17% DfT Nat Ave)                           | Reported to DfT in Autumn   |
| SPM4                                                                            | Infrastructure 5<br>Social 4 & 5 | Condition of footways – percentage of network to be considered for maintenance          | WBC   | 4% (1%)              |               | <4% WBC                                              | Collected by WBC asset team |
| SPM5                                                                            | Infrastructure 5<br>Social 5     | Bridge condition indicators Average & Critical                                          | WBC   | 93% (7%)<br>83% (4%) |               | >93%<br>86% APSE Nat Ave<br>>83%<br>79% APSE Nat Ave | Reported to APSE in Autumn  |

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|-------|-------------------------------|-------------------------------------------------------------|-----|-----------------|--|-------------------------------------------|------------------------------------------------|
| SPM6  | Social 2, 3, 4 & 5            | Resident satisfaction with ease of access onto the network  | WBC | 75.6%<br>(2.0%) |  | 77.6%<br>NHT Nat<br>average               | Data provided annually in November NHT reports |
| SPM7  | Social 1, 2, 3, 4 & 5         | Resident satisfaction with local bus services               | WBC | 58.1%<br>(3.1%) |  | 61.2%<br>NHT Nat<br>average               | Data provided annually in November NHT reports |
| SPM8  | Social 1 & 2                  | Resident satisfaction with community transport              | WBC | 57.3%<br>(0.3%) |  | 57.6%<br>NHT Nat<br>Average               | Data provided annually in November NHT reports |
| SPM9  | Infrastructure 5<br>Social 4  | Resident satisfaction with pavements and footpaths          | WBC | 63%<br>(7.1%)   |  | >63% WBC<br>(55.9%<br>NHT Nat<br>Average) | Data provided annually in November NHT reports |
| SPM10 | Environment 3<br>Social 3 & 4 | Resident satisfaction with the Public Rights of Way network | WBC | 56.7%<br>(1.4%) |  | 58.1%<br>NHT Nat<br>Average               | Data provided annually in November NHT reports |
| SPM11 | Social 5                      | Resident satisfaction with traffic levels and congestion    | WBC | 36%<br>(9.5%)   |  | 45.5%<br>NHT Nat<br>Average               | Data provided annually in November NHT reports |

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|-------|-------------------------------------|-------------------------------------------------------------|-----|-------------------------------------|--|-----------------------------------------|------------------------------------------------------------------------------|
| SPM12 | Infrastructure 5<br>Social 5        | Resident satisfaction with management of roadworks          | WBC | 50.3%<br>(1.6%)                     |  | 51.9%<br>NHT Nat<br>Average             | Data provided annually in November NHT reports                               |
| SPM13 | Social 2 & 4                        | Resident satisfaction with local road safety                | WBC | 60.6%<br>(1.7%)                     |  | >60.6%<br>(58.9%<br>NHT Nat<br>Average) | Data provided annually in November NHT reports                               |
| SPM14 | Infrastructure 5<br>Technological 5 | Resident satisfaction with highway condition                | WBC | 39.6%<br>(2.2%)                     |  | >39.6%<br>(37.4%<br>NHT Nat<br>Average) | Data provided annually in November NHT reports                               |
| SPM15 | Infrastructure 5<br>Technological 5 | Resident satisfaction with highway maintenance              | WBC | 58.5%<br>(4.9%)                     |  | >58.5%<br>(53.6%<br>NHT Nat<br>Average) | Data provided annually in November NHT reports                               |
| SPM16 | Infrastructure 5<br>Technological 5 | Resident satisfaction with highway condition                | WBC | 64.9%<br>(1.7%)                     |  | 66.6%<br>NHT Nat<br>Average             | Data provided annually in November NHT reports                               |
| SPM17 | Infrastructure 5<br>Social 1        | Total number of road casualties killed or seriously injured | WBC | 3 No<br>(3 No)<br>Oct 16-<br>Oct 17 |  | 0 / annual<br>decline<br>WBC            | Quarterly reporting 8 weeks behind via the Safer Roads Partnership Berkshire |

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|-------|---------------------------------|-----------------------------------------------------------------|-----|-----------------------------------------|--|---------------------------|-------------------------------------------------------------------------------------------|
| SPM18 | Infrastructure 5<br>Social 1    | Total number of road casualties slightly injured                | WBC | 231 No<br>(231 No)<br>Oct 16-<br>Oct 17 |  | 0 / annual decline<br>WBC | Quarterly reporting 8 weeks behind via the Safer Roads Partnership Berkshire              |
| SPM19 | Infrastructure 5                | Number of properties protected by flood mitigation measures     | WBC | 40<br>(10)                              |  | 50 WBC                    |                                                                                           |
| SPM20 | Infrastructure 7<br>Social 5    | Car journey times across the borough                            | WBC | TBC                                     |  | <2015 WBC modelling data  | Measured annually at various locations across Wokingham borough aligned with DfT criteria |
| SPM21 | Infrastructure 7<br>Social 5    | Bus punctuality                                                 | WBC | 77%<br>(18%)                            |  | 95%<br>DfT target         | Reported to DfT in June                                                                   |
| SPM22 | Environmental 1                 | Number of electric vehicles registered in the borough           | WBC | 321 No<br>(Q3)                          |  | Annual increase of 5%     | Data available quarterly from DVLA table veh 0131                                         |
| SPM23 | Environmental 1 & 2<br>Social 4 | Percentage of schools covered by travel plans                   | WBC | 35%<br>(65%)                            |  | 100%                      |                                                                                           |
| SPM24 | Technological 5                 | Percentage of Customer Service Enquiries resolved by self-serve | WBC | TBC                                     |  | Annual increase of 10%    | Measured by hits on selected web-links                                                    |

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| <b>Wokingham Highways Alliance- Partnership Performance Measures reported quarterly at Alliance Board</b> |                                                           |                                                                                                |                    |                      |                      |               |                                                      |
|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|------------------------------------------------------------------------------------------------|--------------------|----------------------|----------------------|---------------|------------------------------------------------------|
| <b>PPM No</b>                                                                                             | <b>Partnership performance &amp; business improvement</b> | <b>Description</b>                                                                             | <b>Owner</b>       | <b>2017/18 (GAP)</b> | <b>2018/19 (GAP)</b> | <b>Target</b> | <b>Comments Mitigation Actions</b>                   |
| PPM1                                                                                                      | Performance                                               | Early warnings and CE's actioned within 28 days of being raised                                | WBC<br>PSCC<br>MCC |                      |                      | 100%          |                                                      |
| PPM2                                                                                                      | Performance                                               | H&S compliance including employees and highway users                                           | WBC<br>PSCC<br>MCC |                      |                      | 100%          | Requires H&S Partnership Framework / RIDDOR / claims |
| PPM3                                                                                                      | Performance                                               | Attendance and participation at Alliance project collaborative planning                        | WBC<br>PSCC<br>MCC |                      |                      | 100%          |                                                      |
| PPM4                                                                                                      | Performance                                               | Attendance and active participation at Alliance Business Improvement Initiative                | WBC<br>PSCC<br>MCC |                      |                      | 100%          |                                                      |
| PPM5                                                                                                      | Performance                                               | Evidence of promoting innovation, ICT enhancement and new ways of working on a quarterly basis | WBC<br>PSCC<br>MCC |                      |                      | 100%          |                                                      |
| PPM6                                                                                                      | Performance                                               | Evidence pf promoting and/or progressing environmental improvements on a quarterly basis       | WBC<br>PSCC<br>MCC |                      |                      | 100%          |                                                      |

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| PPM7  | Performance | Trainees and apprentices provided in compliance with agreed/contractual requirements                                                              | WBC<br>PSCC<br>MCC |  |  | 100% |                                                                                                                                   |
| PPM8  | Performance | Internal promotion of Highways Alliance with key stakeholders, staff and supply chain including good news, initiatives, workshops and news letter | WBC<br>PSCC<br>MCC |  |  | 100% | Tri-party feedback/discussion and 360 when required to agree score. If agreement cannot be reached WBC reserve the right to score |
| PPM9  | Performance | External promotion and performance of public facing Highways Alliance of all including branding, sub-contractors and supply chain partners        | WBC<br>PSCC<br>MCC |  |  | 100% | Tri-party feedback/discussion and 360 when required to agree score. If agreement cannot be reached WBC reserve the right to score |
| PPM10 | Performance | Effective Leadership of the Highways Alliance meeting political, corporate, operational and staffing requirements                                 | WBC<br>PSCC<br>MCC |  |  | 100% | Tri-party feedback/discussion and 360 when required to agree score. If agreement cannot be reached WBC reserve the right to score |
| PPM11 | Performance | Partnership health score                                                                                                                          | WBC<br>PSCC<br>MCC |  |  | 100% | Tri-party feedback/discussion and 360 when required to agree score. If agreement cannot be reached WBC reserve the right to score |



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| <b>Wokingham Highways Alliance- Operational Performance Measures reported monthly at Alliance Partnership</b> |                                                        |                                                                                                       |              |                      |                      |               |                                    |
|---------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|-------------------------------------------------------------------------------------------------------|--------------|----------------------|----------------------|---------------|------------------------------------|
| <b>OPM No</b>                                                                                                 | <b>Contract performance &amp; business improvement</b> | <b>Description</b>                                                                                    | <b>Owner</b> | <b>2017/18 (GAP)</b> | <b>2018/19 (GAP)</b> | <b>Target</b> | <b>Comments Mitigation Actions</b> |
| OPM1                                                                                                          | Performance                                            | Issue of accurate Task Orders to PSCC and MCC                                                         | WBC          |                      |                      | 100%          |                                    |
| OPM2                                                                                                          | Performance                                            | Approval/response to Service Briefs within 5 working days of submission                               | WBC          |                      |                      | 100%          |                                    |
| OPM3                                                                                                          | Performance                                            | Responding to Service and Contract Queries within 5 working days of receipt                           | WBC          |                      |                      | 100%          |                                    |
| OPM4                                                                                                          | Performance                                            | Financial processing of invoices in line with contract payment timescales                             | WBC          |                      |                      | 100%          |                                    |
| OPM5                                                                                                          | Performance                                            | “Contact Us” Customer Service enquiries dealt within 10 working days (without escalation)             | WBC          |                      |                      | 100%          |                                    |
| OPM6                                                                                                          | Performance                                            | Resolution of escalated customer Service Requests resolved without further escalation to formal stage | WBC          |                      |                      | 100%          |                                    |

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|-------|-------------|------------------------------------------------------------------------------------------------------------|------|--|--|------|--|
| OPM7  | Performance | Service Requests delivered on time (commencement and completion)                                           | PSCC |  |  | 100% |  |
| OPM8  | Performance | Task Orders delivered within cost estimates                                                                | PSCC |  |  | 100% |  |
| OPM9  | Performance | Invoices submitted within 28 days of Task Order completion                                                 | PSCC |  |  | 100% |  |
| OPM10 | Performance | H&S Safety File issued to contractor as part of design package                                             | PSCC |  |  | 100% |  |
| OPM11 | Performance | Designed project passing road safety audit (2 & 3) without excessive re-design and project cost escalation | PSCC |  |  | 100% |  |
| OPM12 | Performance | Highway inspections being undertaken in accordance with WHIP frequency                                     | MCC  |  |  | 100% |  |
| OPM13 | Performance | Category 1 Task Orders completed within 2hr/24hr timescales                                                | MCC  |  |  | 100% |  |
| OPM14 | Performance | Category 2 "Standard" Task Orders completed within 28 day timescales                                       | MCC  |  |  | 100% |  |

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|-------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------|-----|-------------|--|---------|------------------------------------------------------|
| OPM15 | Performance | Street lights and illuminated signs/bollards in light                                                                                          | MCC | 99%<br>(1%) |  | 99-100% | Data available from CMS                              |
| OPM16 | Performance | Gullies, manholes and catchpits cleared in accordance with agreed programme (quality and frequency)                                            | MCC |             |  | 100%    | Vehicles fitted with GPS from April 2019             |
| OPM17 | Performance | Compliance with Winter Maintenance Plan ensuring no successful claims for non-compliance of policy against WBC                                 | MCC |             |  | 100%    | Vehicles fitted with GPS from April 2019             |
| OPM18 | Performance | Reactive works Task Orders completed "right first time" without Defect Correction being applied by WBC                                         | MCC |             |  | 100%    |                                                      |
| OPM19 | Performance | Reactive works Task Orders completed and invoiced without Withholding Notice being applied by WBC for works being "not suitable for use by WBC | MCC |             |  | 100%    |                                                      |
| SPM20 | Performance | Third party claims that are successfully defended by WBC supported by MCC aligned to compliance with WHIP                                      | MCC |             |  | 100%    | Information held and reported via WBC insurance team |

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|-------|-------------|---------------------------------------------------------------------------------------------------------------------------------|-----|--|--|------|--|
| OPM21 | Performance | Schemes and projects successfully designed to service (WBC) requirements                                                        | MCC |  |  | 100% |  |
| OPM22 | Performance | Schemes and projects successfully delivered “right first time” within agreed and communicated programme phases and timescales   | MCC |  |  | 100% |  |
| OPM23 | Performance | Schemes accurate invoices submitted with 28 days of completion of Task Order or interim measure/assessment                      | MCC |  |  | 100% |  |
| OPM24 | Performance | Issue of project H&S Safety File & As Built Asset Owner data within 28 days of scheme project site completion                   | MCC |  |  | 100% |  |
| OPM25 | Performance | Customer Service Request dealt within 2hr, 24hr or 28 days (without escalation) including call answering within 90 seconds 24/7 | MCC |  |  | 100% |  |
| OPM26 | Performance | Resolution of escalated Customer Service Requests without further escalation to WBC or formal stage                             | MCC |  |  | 100% |  |

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### **Appendix PMF1: Incentive Methodology**

Market engagement in 2017, HMEP/industry best practice and NEC service contracts strongly recommend contract performance is financially incentivised

Performance scoring of PPMs and OPMs have been designed to be in full control of the Highways Alliance partners, and therefore form the basis for incentive payments from the incentive fund

PPMs and OPMs have equal weighting unless agreed by the partners or directed by WBC

PPMs will be scored in partnership with the same score assigned to WBC, PSCC and MCC, whereas OPMs have been independently assigned and will be scored independently for WBC, PSCC and MCC, where agreement cannot be reached between the alliance partners for the limited subjective scoring of PPM 8-PPM11 the final score will be determined reasonably by WBC

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High levels of performance relating to delivery of Highways & Transport Services, partnership working and collaboration are considered paramount to WBC and WBC expects performance for both the PSCC and MCC within the top quartile (>75%) throughout the life of the contracts and further performance below the top quartile (<75%) would be considered unacceptable performance

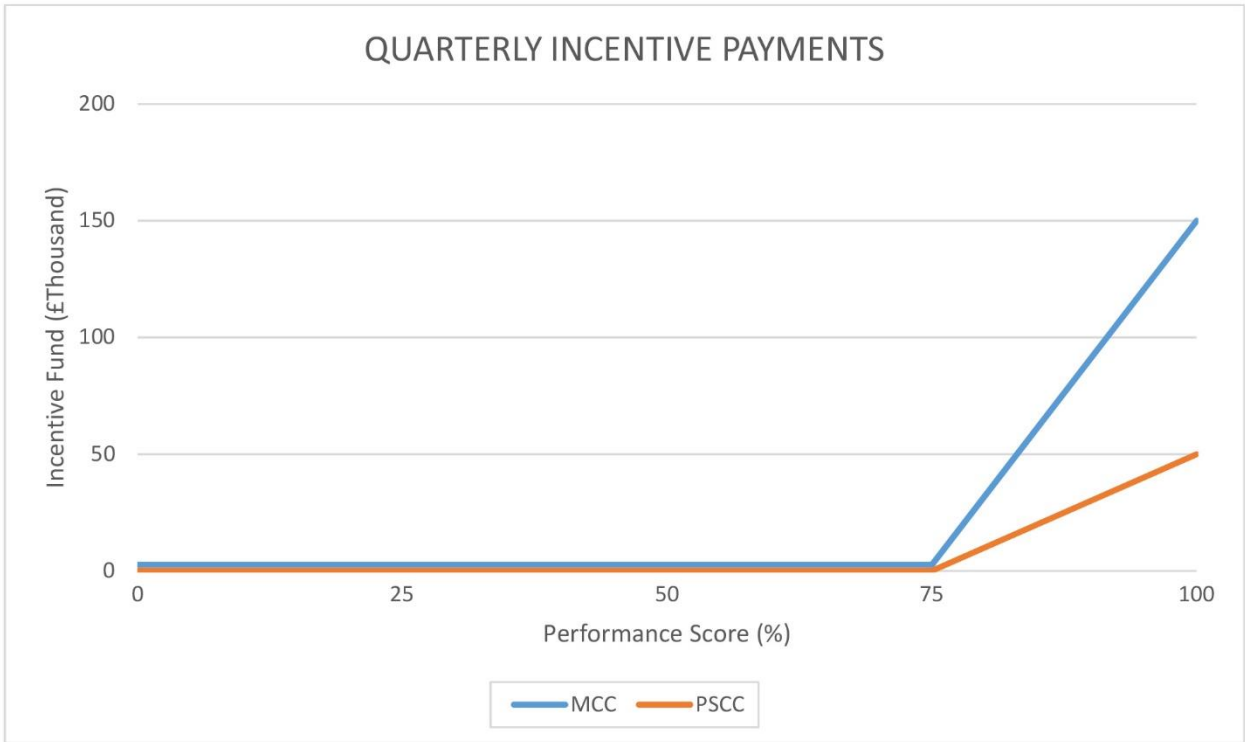
All PPMs and OPMs have been designed where a score for the Alliance Partners of 100% is considered realistic and would represent optimum performance however if optimum performance is achieved then the performance measures and scoring criteria would be reviewed and modernised in partnership to ensure continual improvement throughout the life of the contracts

The incentive fund has been determined in value to ensure that the PSCC and MCC are financially incentivised to promote high performance across the Highways Alliance

WBC will ensure budget provision for the incentive fund from 1st April 2019 and paid when due to the PSCC and MCC following quarterly reporting and authorisation at the Highways Alliance Board Meeting with the incentive fund being subject to annual indexation in line with the Consumer Prices Index applied from the 1<sup>st</sup> April 2019 and applied annually from this date with the un-awarded balance of the incentive fund will be utilised by WBC in collaboration with partners to improve partnership performance, service and operational priorities

Performance scoring within the top quartile of 75-100% will cause incentive payments according to Appendix PMF2: Incentive Payment Formula below with incentive funds up to £50K for the PSCC and £150K for MCC from 1<sup>st</sup> April 2019, plus future indexation

**Appendix PMF1: Incentive Payment Formula**



$$\text{Quarterly Incentive Payment} = \frac{\left(\frac{\text{Score} - 75}{25}\right) \times \text{Annual Incentive Fund}}{4}$$