

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

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

64

65

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 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 Social 5	Bridge condition indicators Average & Critical	WBC	93% (7%) 83% (4%)		>93% 86% APSE Nat Ave >83% 79% APSE Nat Ave	Reported to APSE in Autumn

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

99

67

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

SPM18	Infrastructure 5 Social 1	Total number of road casualties slightly injured	WBC	231 No (231 No) Oct 16- Oct 17		0 / annual decline 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 (10)		50 WBC	
SPM20	Infrastructure 7 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 Social 5	Bus punctuality	WBC	77% (18%)		95% DfT target	Reported to DfT in June
SPM22	Environmental 1	Number of electric vehicles registered in the borough	WBC	321 No (Q3)		Annual increase of 5%	Data available quarterly from DVLA table veh 0131
SPM23	Environmental 1 & 2 Social 4	Percentage of schools covered by travel plans	WBC	35% (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

88

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

69

70

PPM7	Performance	Trainees and apprentices provided in compliance with agreed/contractual requirements	WBC PSCC 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 PSCC 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 PSCC 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 PSCC 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 PSCC MCC			100%	Tri-party feedback/discussion and 360 when required to agree score. If agreement cannot be reached WBC reserve the right to score

Wokingham Highways Alliance- Operational Performance Measures reported monthly at Alliance Partnership							
OPM No	Contract performance & business improvement	Description	Owner	2017/18 (GAP)	2018/19 (GAP)	Target	Comments Mitigation Actions
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%	

71

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%	

72

73

OPM15	Performance	Street lights and illuminated signs/bollards in light	MCC	99% (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

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%	

74

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

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

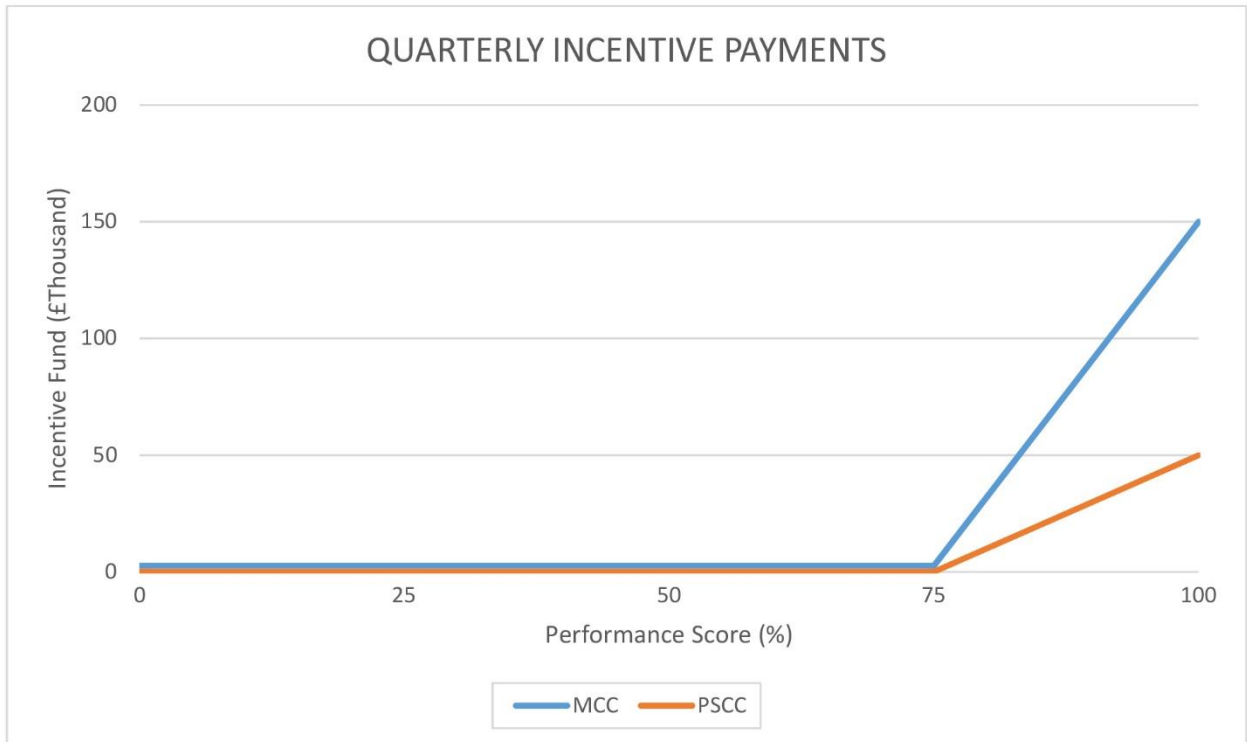
All PPMs and OPMs have been designed where a score for the Alliance Partners of 100% is considered realistic and would represent optimum performance however if optimum performance is achieved then the performance measures and scoring criteria would be reviewed and modernised in partnership to ensure 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 1st 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 1st April 2019, plus future indexation

Appendix PMF1: Incentive Payment Formula



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

76