NORTH YORKSHIRE COUNTY COUNCIL

TRANSPORT, ECONOMY AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE

17 JULY 2013

RINGWAY PERFORMANCE - 2012/13

Report of the Corporate Director – Business and Environmental Services

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to advise Members of Ringway's performance under the Highways Maintenance Contract (HMC) 2012 during the period 1 April 2012 – 31 March 2013 and of the outcome of the Evaluation Panel held on 22 May 2013.

2.0 BACKGROUND

Procurement

- 2.1 Following a lengthy and robust procurement exercise, the Highways Maintenance Contract (HMC) 2012 was awarded to Ringway Infrastructure Services Ltd (Ringway) in September 2011 and commenced on 1 April 2012. The contract was awarded for 10 years, the maximum period allowable under the terms of the procurement. The minimum contract period is 6 years.
- 2.2 A performance mechanism was built into the contract which would allow the contract period to be reduced subject to the measured performance of the contractor. The 10 year award was made on the basis that the successful contractor would not wish to lose a year, or more, through poor performance levels and as such would endeavour to provide the required levels of service and therefore maintain the maximum contract period.

Scope

2.3 The HMC 2012 contract covers the provision of all aspects of the highways service including highway and bridge maintenance and improvement works, surface dressing, emergency provision, gully emptying, grass cutting, winter maintenance, fleet maintenance and street lighting maintenance. Under the contract there are financial exclusivity limits above which the Council may tender individual maintenance and improvement works. However, the Council may also offer works above the exclusivity limits to Ringway if value for money can be demonstrated.

Contract Performance Mechanism

- 2.4 The maximum term of the Contract is 10 years; the minimum term is 6 years. The contract has a 'Claw Back' and a 'Win Back' mechanism, whereby any years clawed back for poor performance can subsequently be won back for good performance.
- 2.5 Under the terms of the Contract there is provision to assess Ringway's performance against a series of Contract Performance Indicators (CPIs) identified in the contract. Each of the CPIs has a set target for the current year and for the following 2 years. The target for each third year will be set by the County Council in consultation with Ringway as part of the completion of the Annual Performance Review (Evaluation Panel) each May. The CPIs comprise Primary Performance Indicators (PPIs) and Secondary Performance Indicators (SPIs). The key indicators are the PPIs; the SPIs are used to provide additional evidence of the contractor's performance.
- 2.6 Ringway's performance, when measured against the set targets for each of the CPIs, informs whether the contract period should be reduced, stay the same or if applicable be increased. In general, it is possible to reduce or increase the contract period by a minimum of 1 year or a maximum of 2 years in any given year. Should the contractor's levels of performance warrant a reduction in the contract period then there is provision within the contract for the lost years to be 'won-back' in future years.
- 2.7 In Year 1 (2012 2013) of the Contract the only CPI that could have reduced the contract period was the PPI for Winter Maintenance; this is because of the high profile of the winter service in North Yorkshire. In addition, it was agreed during the preparation of the contract that a new contractor would need to 'bed-down' their systems, processes and working practices during the first year of the contract and address all the issues related to the mobilisation of a new contract. This is set out in the contract.
- 2.8 In every year of the contract, including Year 1, there is a requirement for the contractor to have to submit a Rectification Action Plan (RAP) for each CPI that fails to meet the required target. The RAP is to detail how the levels of performance are to be increased to achieve the required rolling 3rd year target for that CPI, a year early.
- 2.9 Through the HMC 2012 Governance arrangements, Ringway's performance is scrutinised throughout the year at the monthly Operational Management Group (OMG), quarterly Strategic Management Group (SMG) and 6 monthly Partnering Steering Group (PSG) meetings.

Evaluation Panel – 22 May 2013

2.10 The first Evaluation Panel was held on 22 May 2013.

- 2.11 It is important to stress that the Key Decision taken by the Corporate Director (BES) in consultation with BES Executive Members following the Evaluation Panel had to be made purely objectively and based on the CPI evidence presented at the Evaluation Panel and in accordance with the requirements of the contract.
- 2.12 The purpose of the Evaluation Panel was to determine the Term of the contract, agree the rolling 3rd year CPI targets and other interim amendments and to receive Ringway's RAPs for failing CPIs.
- 2.13 At the first Evaluation Panel the options available were:
 - To reduce the contract period by one year
 - For the contract period to stay the same
- 2.14 A full assessment of Ringway's performance in Year 1 of the contract was carried out and is summarised in Appendix A, which covers Ringway's performance over the period 1 April 2012 to 31 March 2013.
- 2.15 From Appendix A it can be seen that, despite Ringway providing a satisfactory level of performance in relation to Winter Maintenance, their performance overall has been mixed with the required targets for 11 out of 23 PPIs and 9 out of 19 SPIs only being met.
- 2.16 Detailed analysis of 3 PPIs (RM08, 09 and 10) revealed problems with inconsistent ordering by Client Officers which adversely impacted upon Ringway's performance in relation to Dangerous Defects, Emergency Call Outs and Productivity of General Maintenance Units.

Previous meetings

- 2.17 Members discussed Ringway's performance at the meeting of the Transport, Economy and Environment Overview and Scrutiny Committee (TEE OSC) on 23 January 2013 and requested that Ringway attend a future TEE OSC (today's meeting).
- 2.18 Following the TEE OSC of 23 January 2013, BES Executive Members discussed Ringway's performance with the Assistant Director (Highways and Transportation) and senior Ringway Managers, including Chris Connor (Ringway's Term Services Managing Director) at the Boroughbridge Area Office on 25 March 2013. Discussions centred on Ringway's performance and improvement actions, particularly in relation to some operational 'customer facing' aspects of the contract and ICT/finance system and process issues, but also included Client improvements regarding works ordering, and Ringway were reminded of the need to attend a future TEE OSC.
- 2.19 Emerging concerns from two other Local Authorities who also have recently mobilised highways maintenance contracts with Ringway, led to a meeting on 16 May 2013 attended by the Corporate Director (BES), the respective Corporate Directors for Shropshire and Cheshire West and Chester Councils, together with Scott Wardrop (Ringway's UK Managing Director) and Chris

Connor. Discussions were held on areas of common concern, notably ICT and resources. At that meeting an assurance was given at the highest level that Ringway would improve their performance; and this was subsequently confirmed in a letter and an associated Action Plan, together with a commitment to meet again during August to review progress against that Action Plan.

- 2.20 At the Evaluation Panel meeting held 22 May 2013, Chaired by the Corporate Director (BES), the Key Decision to retain the full 10 years of the contract (at that point in time) was taken. In addition, future CPI targets were agreed, together with the requirement to monitor and manage Ringway's RAPs and Annual Action Plan through the contract Governance arrangements. Ringway received a formal contractual letter confirming this on 7 June 2013. All agreed future targets are set out in Appendix B, with those for the rolling 3 year (2015/16) and interim adjustments emboldened.
- 2.21 Ringway's response in relation to their 2012/13 performance and the subsequent outcome of the Evaluation Panel is given in Appendix C, which also sets out their plans to improve future performance across the contract.
- 2.22 As agreed at the Evaluation Panel, a future review meeting will be arranged around November 2013, including the Chair of TEE OSC and the BES Executive Members.

3.0 **CONSIDERATION**

- 3.1 It is worth highlighting at this point that HMC 2012 is one of the UK's largest County Council Term Maintenance Contracts and was mobilised in just a 4 month period.
- 3.2 The contract 'went live' on 1 April 2012, with the top priority being to respond to an emergency/adverse weather from 'day 1' and the contract delivered this. Members will also recall the effective emergency response to the extreme weather events in September and November 2012.
- 3.3 The first year of the contract has seen the bedding in of new people, processes and systems and it is recognised that work is ongoing by both Contractor and Client to improve these processes, systems and people.

4.0 LEGAL IMPLICATIONS

- 4.1 The requirement for an Annual Review of HMC 2012 is stipulated in the contract documents and shall be completed before 1 June in each Contract Year.
- 4.2 The associated Key Decision has been published on the County Council's Statutory Forward Plan in accordance with its Constitution.

4.3 A Gateway 4 Report has also been produced in accordance with the Council's Contract Procedure Rules with input from the Council's procurement services partner, the North Yorkshire Procurement Service (NYPS).

5.0 **EQUALITIES IMPACT ASSESSMENT**

- 5.1 Consideration has been given to the relevance of equality and diversity issues in the recommendation presented at the Evaluation Panel. It was the view of officers that the recommendation had no impact on any of the protected characteristics identified in the Equalities Act 2010.
- 5.2 It is noteworthy, however, that an EIA for HMC 2012 has been jointly developed with Ringway during the mobilisation process and that this is reviewed annually.

6.0 FINANCE IMPLICATIONS

- 6.1 In the first year of HMC 2012, approximately £43million was spent.
- 6.2 As part of HMC 2012, there are 3 specific CPIs directly relating to finance:-
 - PPI S05 Schemes in Gain
 - PPI S06 Value of Gain Achieved
 - PPI VFM01 Value for Money

7.0 RECOMMENDATION(S)

- 7.1 It is recommended that Members:
 - i) note the contents of this report and attached Appendices.

DAVID BOWE

Corporate Director – Business and Environmental Services

Author of Report: Simon Waller

Background Documents:

Gateway 4 Procurement Report

Appendix A – Ringway Performance 2012/13

Fail
S01 Schemes start on time
S04 Streetworks Noticing
RM01 Achievement of programme - Grass Cutting Urban
RM03 Achievement of programme - Weed Spraying
RM04 Achievement of programme - Gully Emptying
RM05 Road Markings
RM06 Achievement of programme - Surface Dressing
RM08 Highway Dangerous Defects*
RM09 Completion On Time - Emergency Call Outs*
RM10 Productivity of GMUs*
HS01 Accident Frequency Rate
FM02 MOT Pass Rate
2012/13 PPIs Pass - vs - Fail Pass Fail
Fail PCS03 Public Compliments - All Services PCS05 Annual Client survey
PCS06 Client Satisfaction with GMUs
PCS08 Client Satisfaction - Road Marking
PCS10 Client Satisfaction - Grass Cutting Urban
AAP01 Contractor Progress Against Annual Action Plan
S01 6:4:2 Compliance
HS01 Number of Service Strikes
HS02 RIDDOR
2012/13 SPIs Pass - vs - Fail
Pacc
■ Pass
■ Pass ■ Fail

Appendix B – Agreed Future Performance Targets

				PRI	MARY PERFO	RMANCE IND	ICATORS						
Reference	Description	Measure	Baseline					Perfor	mance				
Kererence	Description			2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
		Max number of scores <10	14	14	13	11	10						
		Average scores	8.38	8.38	9.35	9.45	9.60						
		Max total of failure points	68	68	64	60	56						
PPI WM01	Winter Maintenance	Max number of 1pt deductions	11	14	12	11	10						
		Max number of 3pt deductions	9	10	9	8	7						
		Max number of 5pt deductions	6	7	6	5	4						
PPI S01	Scheme Start on time	% on time or better	No baseline	80%	85%	90%	91%						
PPI S02	Scheme Finish on time	% on time or better	No baseline	70%	75%	80%	85%						
PPI S03	Defects at handover	% schemes defect free at handover	No baseline	70%	75%	80%	85%						
		Traffic Sensitive Streets	No baseline	95%	96%	97%	97.5%						
		All Schemes & Packaged Works	No baseline	90%	95%	97%	97.5%						
PPI S04	Streetworks noticing	Other works	No baseline	60%	85%	97%	97.5%						
771 304	Screening noticing	Max % of total number of non-compliances = FPN	No baseline	9%	7%	5%	4.5%						
		Max % of total number of	No baseline	6%	4%	2%	1.5%						
		notices for early starts	NO baseline		70								
PPI S05	Schemes in Gain	% of schemes in 'Gain'	48%	25%	35%	45%	50%						
PPI S06	Value of Gain	Value of 'Pain' + 'Gain'		pain to NYCC	reak-even/no or Schemes in end of Year 2	Overall schemes to show net 'Gain'	Overall schemes to show net 'Gain'						
PPI RM01	Achievement of Programme – Grass Cutting Urban	% of urban grass cutting routes completed within 14 calendar days of programme	No baseline	95%	95.5%	96%	96.5%						
PPI RM02	Achievement of Programme – Grass Cutting Rural	% of rural grass cutting routes completed within 14 calendar days of programme	No baseline	95%	95.5%	96%	96.5%						
PPI RM03	Achievement of Programme – Weed Spraying	% of weed spraying routes completed within 14 calendar days of programme	No baseline	95%	95.5%	96%	96.5%						
PPI RM04	Achievement of Programme – Gully Emptying	% of gullies cleaned within 14 calendar days of scheduled cleanse	No baseline	95%	95.5%	96%	96.5%						
PPI RM05	Road Markings	% of completion of road marking schemes within deadline	No baseline	70%	75%	80%	85%						
PPI RM06	Achievement of Programme – Surface Dressing	% completion of surface dressing programme by 15 th August annually	No baseline	95%	96%	97%	97.5%						
PPI RM07	Defects	Max number of Defect notices issued	No baseline	252	226	203	183						

PPI RM08	Highway Dangerous Defects CAT1	% of dangerous defects made safe within 24 hours	100%	100%	100%	100%	100%			
PPI RM09	Completion on Time - Emergency Call Outs	% on time	100%	100%	100%	100%	100%			
PPI RM10	Productivity of GMUs	Number of jobs completed as % of those planned to be completed	93%	90%	92%	94%	95%			
PPI HS01	Accident Frequency Rate	Number of reportable accidents per 100,000 hours worked	0.26	0.25	0.50	0.50	0.35			
PPI FM01	Compliance with Servicing Schedule	% completion of servicing within deadline	77%	78%	81%	85%	88%			
PPI FM02	MOT Pass Rate	% of MOTs passed	No baseline	95%	96%	97%	97.5%			
PPI SL01	Street Lighting Fault Repair	% of defects repaired within 7 days	94.5%	95%	95.5%	96%	96.5%			
PPI SL02	Achievement of Programme – Street Lighting Cyclical Maintenance	Max number of days ahead/behind schedule	No baseline	10 working days	9 working days	8 working days	7 working days			
PPI VFM01	Benchmarking of Material supply prices to ensure VFM	VFM to be assessed to have been delivered	VFM Assessment	VFM Assessment	VFM Assessment	VFM Assessment	VFM Assessment			

				SECO	NDARY PERF	ORMANCE IN	DICATORS						
Reference	Description	Measure	Baseline						mance				
SPI PCS01	Public Satisfaction – Schemes (excluding Street Lighting)	% satisfied or very satisfied	90%	90%	90%	2014/15 95%	2015/16 97%	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
SPI PCS02	Public Satisfaction – Street Lighting Schemes	% satisfied or very satisfied	80%	80%	80%	80%	90%						
SPI PCS03	Public Compliments – All services	Number of compliments received	60	60	65	70	75						
SPI PCS04	Public Complaints – All services	Max number upheld against contractor	13	16	14	13	12						
SPI PCS05	Annual Client Survey	A: % satisfaction with Management of the Contract	58%	62%	66%	70%	72%						
37170303	Amusi Cient Survey	B: % satisfaction Service Provision	64%	66%	68%	70%	72%						
SPI PCS06	Client Satisfaction - GMU	% satisfaction with GMUs	90%	80%	85%	90%	92%						
SPI PCS07	Client Satisfaction – Gully Emptying	% satisfaction with Gully Emptying	90%	80%	85%	90%	92%						
SPI PCS08	Client Satisfaction – Road Marking	% satisfaction with Road Marking	90%	80%	85%	90%	92%						
SPI PCS09	Client Satisfaction – Winter Maintenance	% satisfaction with Winter Maintenance	92%	90%	92%	94%	94.5%						
SPI PCS10	Client Satisfaction – Grass Cutting Urban	% satisfaction with Grass Cutting Urban	90%	80%	85%	90%	92%						
SPI PCS11	Client Satisfaction – Grass Cutting Rural	% satisfaction with Grass Cutting Rural	90%	80%	85%	90%	92%						
SPI PCS12	Client Satisfaction - Fleet	% satisfaction with Fleet Maintenance	No baseline	80%	85%	90%	92%						
SPI PCS13	Client Satisfaction – Schemes (including Street Lighting)	Average Score or better	No baseline	80%	85%	90%	92%						
SPI PCS14	Client Satisfaction – Street Lighting Maintenance	Average Score or better	85%	80%	85%	90%	92%						
SPI AAP01	Contractor Progress against Annual Action Plan (self evaluation)	% of actions complete against Annual Action Plan	None	80%	85%	90%	92%						
SPI S01	6:4:2 compliance (contractor only)	% of schemes meeting both '4' and '2' elements	No baseline	80%	85%	90%	92%						
SPI HS01	Number of service strikes	Number of Service Strikes	15	15	14	13	12						
SPI HS02	RIDDOR	Number of reportable accidents per annum	2	3	3	3	2						
SPI SUS01	Carbon Reduction Measures	Monitoring of Carbon emissions from buildings and vehicles (tC/£M)	No baseline	570.32	536.10	496.18	456.26						

Appendix C - Ringway Infrastructure Services Performance 2012/2013

1.0 **Introduction**

Ringway Infrastructure Services (RIS) recognise the challenges that have arisen within the first year across the whole of the contract, as people develop, learn new systems and build new relationships. As a partnership hNY has also developed and continues to improve the service delivery to the customers of North Yorkshire.

2.0 Contract Performance Indicators (CPI's) 2012/2013

- 2.1 RIS has agreed the CPI results recorded within NYCC's Evaluation Report submitted at the Evaluation Panel held on 22nd May 2013. However, it was accepted that a number of the CPI's are affected as a result of the quality and the timing of information/details being received from NYCC. The specific CPI's that are significantly impacted by this are as follows:
 - PPI RM08 Highway Dangerous Defects Cat 1 (E1's)
 - PPI RM09 Completion on Time Emergency Close Outs (E24's)
 - PPI RM10 Productivity of GMU's
- 2.2 During continued review, it is also identified that performance of other CPI's are also adversely affected by the timing of document issue from NYCC, specifically:
 - SPI S01 6:4:2 Compliance (Contractor Only)
- 2.2 It is recognised that as a Partnership, we have to ensure our Teams work together to deliver an improved, 'joined up' approach to delivering the contract requirements. With this in mind, NYCC and RIS continue to meet frequently to verify that data used to calculate CPI results is correct.

3.0 **Considerations**

- 3.1 HMC 2012 is one of the largest County Council Term Maintenance Contracts in the UK and was mobilised in just 4 months.
- 3.2 In the first year of HMC 2012, approximately £43 million was spent, with approximately £18 million spent between January and March 2013, during one of the coldest winters for a number of years, which adversely impacted on the effective and efficient delivery of the service. Notwithstanding the winter service was delivered to a compliant and satisfactory standard.
- 3.3 Following the meeting held on 16 May 2013, attended by Eurovia Group (UK) Managing Director and the Managing Director of Ringway, with NYCC and two other Local Authorities, an Action Plan was produced giving assurances of contract delivery, in particular around ICT. The specific actions identified are progressing well and are on track for delivery.

4.0 **Rectification Action Plans**

- 4.1 Upon receipt of NYCC's Evaluation Report, RIS undertook a review of the report in conjunction with interrogating the data used in calculating the performance scores.
- 4.2 From the outcome, RIS have produced a Rectification Action Plan (RAP) for each individual failing PPI and SPI. These RAP's are reviewed on a monthly basis by the Divisional Manager alongside the CPI results reported via the Operational Management Group (OMG) to establish whether the actions identified against each CPI are having a positive impact on the results. Actions are then reviewed and amended dependent on results.
- 4.3 It has to be noted that the RAP's were not introduced into the contract until May 2013 so the impact of the RAP's will not have an immediate change of 'fail to pass', rather a more incremental improvement in the early stages with significant impact being recognised when new procedures are established via the RAP's.
- 4.4 Attached to this Appendix is RIS's Rectification Action Plan Progress Schedule. This tracker is used to review the overall performance of each failing CPI and monitor against the actions identified.

5.0 **Future Performance Targets**

5.1 Following the Evaluation Panel in May 2013, RIS has *adopted* the agreed future targets for 2013/14, 2014/15 and 2015/16 as outlined in Appendix B.

				Rectification	on Ac	tion Plan Progres	SS	1												
RAP No.		Action		n to se out			RAP	2013/14			СР	l Progr	ess 20 1	13/14						
СРІ	Detail		By when	Action taken progress clos	Complete?	Owner	Progress CPI Prior to	Target for 2	April	May	June Jul	y Aug	Sept	Oct	Nov	Dec J	an Fe	eb Ma	rch Addition	al Comments
1 PPI S01	Scheme start on time	Weekly meeting with RIS and NYCC Representatives to be held. Key topic for discussion being, agreed programmed dates including start and finish and ECI dates. Agree Compensation Events, Early Warning Notices, Schemes Sign offs. Fixed Agenda (Appendix A), D & A logs to be kept of meetings and reported to OMG		Agenda for weekly meeting set and in use by all areas.			G													
			May-13		N	ACM's	76.21%	85.00%	100.00%	80.00%	5									
		resource levels across all areas to deliver surety of start and completion dates.	On going	Aller		ACM's	Y													
		,	Jul-13	All teams have been briefed, on the 14.06.13 templates to follow.	N	ACM's	Y													
2 PPI S04	Street works Noticing	NYCC to improve the information they provide for Street works. Weekly meeting with RIS and NYCC Representatives to	On going	Agenda for weekly meeting set	N Y	ACM's	Y							_						
		be held. Key topic for discussion being agreed programmed dates including start and finish and ECI dates. Agree Compensation Events, Early Warning Notices, Schemes Sign offs. Fixed Agenda (Appendix A), D & A logs to be kept of meetings and reported to OMG		and in use by all areas.			G													
		on a monthly basis Better communication from Area Agents. This includes start dates, finish dates and extensions of time/early	May-13	To be discussed during weekly meetings.	Υ	J Jephson	R													
		starts. Traffic Sensitive Streets - Complete ePI definitions to ensure IT measure from Symology.	May-13	IT have definition, working on producing ePI data by next	N	J Jephson	R No		No											
		Packaged Works - Complete ePI definitions to ensure IT measure from Symology.	On going	OMG IT have definition, working on producing ePI data by next	N	J Jephson	R No		measure No	91.18% No										
		FPN - RIS to implement an auto export facility in to CPA for all noticing.	On going	OMG IT have definition, working on producing ePI data by next OMG. Auto export still to be complete, along with name and address, Mark Welford	N	J Jephson	R Fo JEW		measure											
3 PPI RM01	Achievement of Programme - Grass Cutting Urban	Dedicated resource now in place to produce, monitor and manage grass cutting works.	On going	persuing.	Υ	J Jephson ACM's	50.75% G 61.90%	7.00% 95.50%	30.31%											
		Supply Chain Partner now in place with performance targets set as part of agreement. Programme will be monitored on a weekly basis as part	Commenced		Y	ACM's	G													
		of weekly meeting. Area Agents to be performance managed with objectives to be achieved, to be in line with Scheme performance	20.05.13 Commenced		Y	ACM's	G													
		Ensure all Area Agents are on the Performance	20.05.13 End June	Discussed during briefing 14.03.13	Υ	ACM's	G							+						
4 PPI RM03	Achievement of Programme - Weed Spraying	Dedicated resource in place to produce, monitor and manage weed spraying.		1.00.10	Υ	ACM's	G 88.89%	95.50%		No measure										
		Supply Chain Partner now in place with performance targets set as part of agreement.	Commona		Y	ACM's	G													
		of weekly meeting. Area Agents to be performance managed with objectives	Commenced 20.05.13		Y	ACM's	G								\vdash					
		•	Commenced 20.05.13			ACM's	G													

Ġ.		Action							_												
S,Idd No.		Action		nt a					2013/14												
RAF				se c				RAP	013				CPI Progre	ss 201 3	3/14						
CPI	Detail	†		iken to	د:			\$	r 20												
			when	Action ta	Complete?	5	ess	Prior	t for												
			>	tion	Ē	Owner	Progr	<u>-</u>	Targe												
			B B		<u> </u>	ó	P	CP	<u> L</u>	April	May	June .	July Aug	Sept	Oct No	ov De	c Jan	Feb	March	Additional	Comments
		Ensure all Area Agents are on the Performance	E	Discussed during briefing	Y		G														
5 551 51404	A.I.'	Management Plans.	End June	14.03.13		ACM's															
5 PPI RM04		Dedicated resource in place to produce, monitor and																			
	Programme - Gully	manage gully emptying						74 700/	05 500/	81.76%	40.000/										
	Emptying	Supply Chain Partner now in place with performance						74.78%	95.50%	81.70%	49.90%										
		targets set as part of agreement.																			
		More operatives to be trained in the safe operation of			N																
			End of June				R														
		leave/t's and c's conditions etc.)	2013			Andy Ambrose															
		Additional Supply Chain resource identified as			Υ	7a y 7															
		contingency as and when required.				Andy Ambrose	G														
		Improve Asset information to establish frequency of		Full schedule by the end of	N	,															
		cleansing etc.	On going	July, meeting to take place		Andy Ambrose	Y														
6 PPI RM05	Road Markings	Dedicated County Wide Manager now in place. Centrally			Υ															-	-
		located to manage County Wide Programmes,																			
		encompassing Road Marking and Surface dressing to					G														
		recognise synergies and efficiencies in overall								No											
		programmes.				Andy Ambrose	:	14.29%	75.00%	measure	100.00%										
		Dedicated Resource Planner to be established to monitor			N																
		'peaks and troughs' together with organisations of					Υ														
		additional support as and when required.					1														
			On going			Andy Ambrose															
		Database to be created for access to all Area Managers		Can this by done through ePI?	N																
		with read only capability, ensuring latest programme	On going			Andre Andreas	R														
		information is available to all.	On going		V	Andy Ambrose								 		-	-				
		Additional Road marking vehicle to be brought on to contract to support works and offer contingency for			Y		G														
		adhoc works and schemes.	Jun-13			Andy Ambrose	G														
		Operatives to be trained in road marking	End July		N	Andy Ambrose	D														
7 PPI RM06	Achievement of	Dedicated resource in place to monitor and manage	Elia July		V	Andy Ambrose	N.														
	Programme - Surface	Surface Dressing programme on a daily basis.					G			No											
	Dressing	Sanace Pressing programme on a daily susser				Andy Ambrose		88.00%		measure	100.00%										
		Progress and programme status to be measure on a			N	,															
		weekly basis through weekly meetings.	Aug-13			Andy Ambrose	R														
		Establish robust ECI with NYCC to ensure all pre-surface			N																
		dressing patching and other defects are identified					R														
		together with design being in place.	Aug-12			Andy Ambrose															
		Review surface dressing works on the Risk Register	Aug-13		N	Andy Ambrose	R														
8 PPI RM08		NYCC to brief/train staff on contract requirements			Υ		G														
	Defects CAT 1		May-13			ACM's		38.40%	100.00%	52.70%	78.65%										
		RIS staff to reject orders that do not comply with the			N																
		criteria of the E24 category defects, including an					Υ														
		explanation of the reasons why.	On going		NI	ACM's								-		-	-				
		Both parties to report to OMG on performance of orders	On going		IN	ACM's	Υ														
		RIS and NYCC to ensure orders are directed through the	On going	Guidance notes are being	N	ACIVI 5								\vdash		-					
		HUB or followed up immediately in the event of		written between NYCC & RIS,	IN																
		legitimate emergency.		in draft format at the moment.			Υ														
			On going	a. a. c. c. mac ac the moment.		ACM's															
		RIS to ensure palm held recording devices are used at all	5,6	Teams briefed 14.06.13	N																
		times thus removing pare instructions circumventing the					Υ														
		procedure.	On going			ACM's															
		Operational staff to identify, report and record any	-		N		\ <u>'</u>														
		additional works.	On going			ACM's	Y														
9 PPI RM09	Completion on Time -	NYCC to brief/train staff on contract requirements			N		V														
	Emergency Call Outs		May-13			ACM's	<u>'</u>	91.35%	100.00%	85.19%	75.95%										
		RIS staff to reject orders that do not comply with the			N																
		criteria of the E1 category defects, including an					Υ														
		· · · · · · · · · · · · · · · · · · ·	May-13			ACM's															
		Both parties to report to OMG on performance of orders			N		Υ														
			May-13			ACM's										_					
		RIS and NYCC to ensure orders are directed through the			N		V.														
		HUB or followed up immediately in the event of	May 43			A Ch Ala	Y														
		legitimate emergency.	May-13			ACM's															

ó		Action				T				-											
S'IAA No.				out					یه	2013/14											
				en t					RAP	201			С	PI Progre	ss 2013	/14	1 1				
СРІ	Detail		5	Action taken t	Complete?			SS	or to	for											
			when	ction	m ple		Owner	gre	Prior	get											
			B ₄	Act	Ō		ŏ	Progr	<u>8</u>	Tar	April	May	June Ju	ıly Aug	Sept (Oct Nov	Dec Ja	n Feb	b Ma	rch Additional Co	omments
		RIS to ensure palm held recording devices are used at all			N																
		times thus removing pare instructions circumventing the procedure.	May-13			ACM's		Y													
		Operational staff to identify, report and record any	Ividy 15		N	ACIVI 3															
		additional works.	May-13			ACM's		Υ													
10 PPI RM:	10 Productivity of GMUs	Joint weekly monitoring through the weekly programme	,		Υ			G													
		and commercial meetings. Joint monitoring of works being issued through the E24	W/c 20.05.13	Weekly meeting being held	N	ACM's			59.99%	92.00%	62.70%	59.70%									
		and E1 process.		between Mike Roberts and	IN .																
		'		Mark Welford. Also being				Y													
			On going	monitored at OMG		ACM's															
11 PPI HS0	1 Accident Frequency Rate	Supervisors and Managers to be more visible on site.	On going		N	ACM's		Υ	0.66	0.50	4.38	2.27									
	Rate	A stronger Management Safety ethic is to be imparted	On going	Briefed out 14.06.13	Υ	ACIVI S			0.00	0.50	4.30	2.27									
		on the whole of the workforce with consequences being						G													
		-	On going			Phil Jepp	S														
		Greater involvement from Ringway Group H&S Advisor.	On going		N	Kirsten G	raingar	Υ													
12 PPI FM	02 MOT Pass Rate	MOT Preparation and preparatory works has been	On going		Υ	Kirsten C	raniger														
		suspended from the Supply Chain Partner and is now																			
		delivered in house. In addition, RIS have revised the						G													
		process on MOT final checks and this has been							04.050/	06.000/	100.000/	00.000/									
		implemented in all RIS Workshops. Additional checks are made as part of the MOT			V				94.85%	96.00%	100.00%	88.89%									
		preparation and additional equipment has been			'			G													
		procured to undertake the checks.																			
		TRANMAN reports now available for all NYCC vehicles.		Training required to enable	N																
			On going	correct reports to be obtained.		Paul Pric	a	R													
SPI's			On going			raditite	<u> </u>														
13 SPI PCS	03 Public Compliments	Distribution of Public Satisfaction Cards to be introduced			N																
		as part of Operational Staff Performance measures as a						R													
		ü	Jul-13			ACM's			51	65	1	1									
		All personnel to be briefed on Public perception in everything we do.		Highway to excellence' briefing completed. Mop up session to				R													
		everything we do.	End June 2013	be arranged		ACM's		1													
14 SPI PCS	05 Annual Client Survey	Review NYCC comments against their score.	End June 2013		N	ACM's		R	44.82%												
								R	57.42%												
15 SPI PCS		RIS to discuss with NYCC Client on a weekly basis (as part of weekly meeting) to discuss performance and establish		Covered as part of the weekly meeting. 10 point action plan	N																
	GIVIOS	the status and agree action plans to ensure standards are		yet to be created				R													
		being maintained. Introduce 10 point action plan.		,																	
			W/c 20.05.13	_ , ,	ļ.,	ACM's			78.61%	85.00%	83.48%	84.53%							\perp		
		RIS to challenge scores. Are these based on fact or perception?	Monthly on going	To be challenged at monthly OMG	Y	ACM's		Υ													
		NYCC personnel to be made fully aware of the impact of	סיייק	Phil Jepps to speak with Mike	N	ACIVI S									+ +		+ +	+	+		
		their comments and scoring.		Roberts to brief out to NYCC				R													
			On going	staff.		ACM's															
16 SPI PCS		RIS to discuss with NYCC Client on a weekly basis (as part of weekly meeting) to discuss performance and establish		Covered as part of the weekly meeting. 10 point action plan	N																
	Iviai Kilig	the status and agree action plan to ensure standards are		yet to be created				Υ													
		being maintained. Introduce 10 point action plan.		,																	
			W/c 20.05.13			Richard \	Whitaker		74.55%	85.00%	73.54%	68.14%									
			Monthly on going	To be challenged at monthly	Y	Richard \	N/hitalcar	Υ													
		perception? NYCC personnel to be made fully aware of the impact of		OMG Staff to be briefed	N	NICHAIU \	villakti								+ +		+ +		+		
			On going			Richard \	<u>Whitake</u> r	Υ													
		Additional machine has been brought on to contract to			Υ			Υ													
17 CD! DCC	10 Client Setisfeeties		On going	Covered as part of the	NI.	Richard \	Whitaker										+		-		
1/ 25 502	10 Client Satisfaction Grass Cutting Urban	RIS to discuss with NYCC Client on a weekly basis (as part of weekly meeting) to discuss performance and establish		Covered as part of the weekly meeting. 10 point action plan	IN																
	2	the status and agree action plan to ensure standards are		yet to be created				Υ													
		being maintained. Introduce 10 point action plan.								_											
			W/c 20.05.13		<u> </u>	ACM's			57.44%	85.00%	73.60%	65.76%									

AP No.	PPI's		Action		o out			<u> </u>	2013/14											
		1			en t) RA	201		1		CPI Pro	gres	s 2013	3/14				
C	CPI	Detail		By when	Action taken to	Complete?	Progress	CPI Prior to	Target for	April	May	June .	uly A	ug S	Sept	Oct	Nov Dec Jar	Feb	Mar	ch Additional Comments
					To be challenged at monthly OMG	Y ACM's	Υ													
\vdash			perception? NYCC personnel to be made fully aware of the impact of	going	Staff to be briefed	ACIVI S											+++			
			,	On going	Stair to be briefed	ACM's	Υ													
18 5	PI AAP01	Contractor Progress	Agree status of promises with NYCC		To implement when action	N														
		against Annual Action		End of July 2013	plan is developed	Phil Jepps	R	73.31%	85.00%	No measure	No measure									
			· ·	End of June 2013	In development with Lynn Brown	N Phil Jepps	R													
19 5		Number of service	Operatives to receive further training on cable detection			N	R													
		strikes		Jul-13		Nicola Shaw		17	14	1	. 1									
			, ,		Staff briefed on 14.06.13	Y	Υ													
			process.	going		Operations Manager														
			Service strike incident investigation group to be formed to identify trends and pro-actively monitor and prevent			N	R													
			· · · · · · · · · · · · · · · · · · ·	Jul-13		Operations Manager								_				-		
				End of June		N A COAL-	R													
-				2013 On going	Staff briefed on 14.06.13	ACM's Y Operations Manager	V						+					-		
			Management site visits and safety tours to be	OII KOIIIK	Dates to be reviewed	v Operations Manager	Y		-				+							
			established to ensure effective supervision and		Dates to be reviewed	'	G													
				On going		Phil Jepps	J													
			ECI's to include the provision of trial holes to establish		Staff briefed on 14.06.13	N Till 3Cpp3														
			·	Jun-13	2 22. 2 1 1 1 1	Operations Manager	Υ													
\vdash			Service plan information of sufficient quality to be made		To be reviewed	N N							-+	1				1	+	
				Jul-13		ACM's	R													
20 5	PI SO1	6:4:2 Compliance	NYCC to move to a two year rolling programme.			Υ														
		(Contractor only)	, 31 3	Jun-13		ACM's	G	58.00%	85.00%	100.00%	100.00%									
			More efficient planning at the beginning of the year. RIS and NYCC to develop a checklist to ensure all things have			N	R													
			been considered prior to the production of a																	
			programme.	Jun-13		ACM's						1								
			In line with the 2 year programme new schemes	On going		ACM's	Υ													
			developed a year in advance. ECI to take place at least 3 months before scheme start	On going	ECI shown on programme	ACIVI S											++-			
				On going	when complete with date	ACM's	Υ													
			County Wide Manager role established by RIS to	On going	when complete with date	V ACIVI 3														
			manage, co-ordinate and programme across the				G													
			network.			ACM's														
			NYCC and RIS staff training/reminder together with			N								1						
			<u>o</u> .	Jul-13		ACM's	R													
			Schemes information and advance discussions to be held			Υ														
			during weekly meetings. Schemes not compliant with				V													
				W/c 20th May			'													
\sqcup				2013		ACM's					<u> </u>									
21 5	PI HS02	RIDDOR	Site Supervision presence to be increased.	Jun-13	Staff briefed on 14.06.13	Y Operations Manager	G	4	3	2	. 0							-		
			Briefings to be undertaken around the expectations as	11.42	Staff briefed on 14.06.13	Υ	G													
			· · · · · · · · · · · · · · · · · · ·	Jul-13	Ta ba nasida. 1991 200 1	Operations Manager							-+					-	-	
			Trends from 2012/13 to be revisited to establish root		To be reviewed and discussed	Y	V													
			cause of incidents and plans to be put in place to address.	On going	at HS&E meetings	Kirsten Grainger	Y													
\vdash			Risk Assessments and Method Statements to be revisited			v Niisteii Graifiger			-				+							
			to ensure safe working practices are delivered.				G													
				Jul-13		ACM's														
			Eurovia/Ringway Safety Day to be rolled out to deliver			Υ														
			key Health & Safety messages.	28th May 2013		Richard Whitaker	G													
				Commence July		N														
				2013		Phil Jepps	R													
\vdash			<u> </u>				$\vdash \vdash$											-	-	
				1					j		<u> </u>									1