

NORTH YORKSHIRE COUNTY COUNCIL**BUSINESS AND ENVIRONMENTAL SERVICES****TRANSPORT, ECONOMY AND ENVIRONMENT
OVERVIEW AND SCRUTINY COMMITTEE****22 JANUARY 2014****RINGWAY PERFORMANCE – 2013/14 (APRIL – SEPTEMBER)****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 2013 – 30 September 2013.

2.0 BACKGROUND**Contract Award**

- 2.1 HMC 2012 was awarded to Ringway Infrastructure Services Ltd (Ringway) in November 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.

Scope

- 2.2 HMC 2012 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

- 2.3 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.
- 2.4 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.

- 2.5 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 Year 1 (2012 – 2013) of the Contract the only CPI that could have reduced the contract period was the PPI for Winter Maintenance.
- 2.6 After Year 1 of the Contract, all PPIs then come into force regarding the 'Claw Back' and 'Win Back' mechanism highlighted in paragraph 2.3 above. Any years lost as a result of failing to achieve a prescribed number of prioritised PPIs, can subsequently be won back by achieving the associated rolling 3rd year target(s) a year early.
- 2.7 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. Each RAP details how the levels of performance are to be increased to achieve the required rolling 3rd year target for that CPI, a year early.

Evaluation Panel – 22 May 2013

- 2.8 The first Evaluation Panel was held on 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.
- 2.9 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.
- 2.10 At the Evaluation Panel in May 2013, it was also agreed that a future review meeting would be arranged around November 2013, including the Chairman of the Transport, Economy and Environment Overview and Scrutiny Committee (TEE OSC) and the BES Executive Members.
- 2.11 Ringway's performance over the first two quarters of 2013/14 (1 April 2013 to 30 September 2013) is summarised in Appendix B. Appendix C provides some commentary against each of the individual CPIs for the first two quarters of 2013/14.

Previous meetings

- 2.12 Members discussed Ringway's performance at the meeting of the TEE OSC on 23 January 2013 and requested that Ringway attend a future TEE OSC.
- 2.13 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 on 25 March 2013. Discussions centred on Ringway's performance and improvement actions, particularly relating to 'customer facing' aspects of the contract and ICT/finance system and process issues, but also included Client improvements regarding works ordering.

- 2.14 Ringway attended the TEE OSC of 17 July 2013 where there was lengthy discussion on Ringway's performance during 2012/13 and the outcome of the first Evaluation Panel. In addition, Members resolved to receive an annual report on performance against the Rectification Action Plans with interim reports as and when there was further information to report, including feedback from the annual Evaluation Panel.
- 2.15 As agreed at the Evaluation Panel, a future review meeting was arranged and held on 27 November 2013, including the Chairman of the TEE OSC and the BES Executive Members. At this meeting the HMC2012 Performance Review meeting of 27 November 2013, Ringway's performance was again scrutinised and challenged. It was noted that:
- whilst performance against the SPIs had reduced during Q1 and Q2 of 2013/14, performance against the PPIs had improved
 - Ringway's projected performance for Q3 and Q4 is significantly better than the actual performance for Q1 and Q2, for a number of reasons including a further change in management in the Spring of 2013 with a consequent focus on performance
 - the data reported by Ringway for several CPIs is under specific challenge eg urban grass cutting and road markings
 - a number of CPIs are measured either at the end of the year, or in the case of the winter maintenance PPI, during Q3 and Q4
 - several CPIs, particularly those associated with Streetworks Noticing and Sustainability, have been jointly redefined following various improvement meetings and Workshops
 - Ringway acknowledged that their level of performance during Q1 and Q2 was unacceptable, but pointed to recent signs of significant performance improvement.
 - Officers stated that if the current performance was taken as the year end performance, then they would be recommending to the May 2014 Evaluation Panel the loss of a year from the Contract Term.
- 2.16 During the above meeting, there was also lengthy discussion around the need to improve the provision of information to Members and it was felt that Ringway could help develop a Member Communication Strategy. This strategy would look to deliver the Client's long standing request to provide weekly works updates to Members showing where the gangs were working. Other initiatives could include a Member Seminar, attendance at Member Surgeries and also the development of an online 'Members Portal' to provide round the clock access to highway information.

3.0 CONSIDERATION

- 3.1 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 as part of the HMC 2012 Governance arrangements.
- 3.2 A summary of the progress made against each of the RAPs is contained in Appendix D Ringway's Rectification Action Plan Tracker and projections of future performance against those CPIs that are failing are provided in Appendix E and Appendix F.

- 3.3 A summary of the improved PPI performance between 2012/13 and 2013/14 is provided in Appendix G with evidence of improvements made in the use of PDAs to support PPIs provided in Appendix H.
- 3.4 Appendix I consists of a report recently produced by RIS which highlights further recent improvements and proposals that RIS are to discuss with NYCC with regards to Member communications (see 2.17 above).
- 3.5 Whilst this report concentrates on Ringway's performance during the first two quarters of 2013/14, it is felt that the current management team are making progress with a number of key initiatives such as the Operations Hub and system improvements.

4.0 LEGAL IMPLICATIONS

- 4.1 Following the Annual Review of HMC 2012, the associated Key Decision was published on the County Council's Statutory Forward Plan in accordance with its Constitution.

5.0 EQUALITIES IMPACT ASSESSMENT

- 5.1 Consideration was given to equality and diversity issues in the recommendation presented at the Evaluation Panel and 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 An EIA for HMC 2012 has been jointly developed with Ringway during the mobilisation process and is reviewed annually.

6.0 FINANCE IMPLICATIONS

- 6.1 In the first year of HMC 2012, approximately £43million was spent.

7.0 RECOMMENDATION

- 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

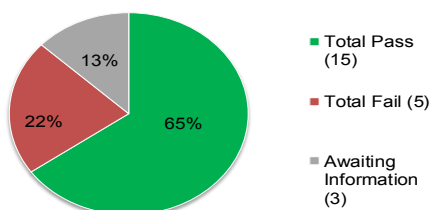
Author of Report: Simon Waller

Background Documents: None

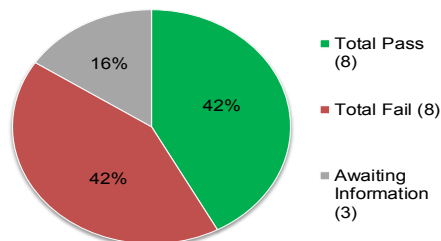
Appendix B – Ringway Performance 2013/14 (1st April to 30th September)

Primary Performance Indicators				Secondary Performance Indicators			
Reference	Description	2013/14 Target	Performance to Date (Apr-Sep)	Reference	Description	2013/14 Target	Performance to Date (Apr-Sep)
PPIWM01	Operational Performance - Winter Gritting Routes	Various	Measured Oct-Mar	SPIPCS01	Public Satisfaction – Schemes (excl street lighting)	90%	92.42%
PPI S01	Start on Time	85%	91.18%	SPIPCS02	Public Satisfaction – Street Lighting Schemes	80%	94.44%
PPI S02	Finish on Time	75%	83.81%	SPIPCS03	Public Compliments – All Services	65	24
PPI S03	Defects - Impact at Handover	75%	98.10%	SPIPCS04	Public Complaints up held against RIS – All Services	14	0
PPI S04	Streetworks Noticing	Various	Awaiting Q2 Results for 13/14 regarding interim CPI	SPIPCS05	Annual Client Survey	66%	Measured at year end
PPI S05	Schemes in Gain	35%	43.14%	SPIPCS06	Client Satisfaction – GMU	85%	84.35%
PPI S06	Value of Gain Achieved	To achieve break even/no pain to NYCC, or schemes in gain from end of year 2	114,246.28	SPIPCS07	Client Satisfaction – Gully Emptying	85%	82.27%
PPI RM01	Achievement of Programme - Grass Cutting Urban	95.5%	97.26%*	SPIPCS08	Client Satisfaction – Road Marking	85%	68.60%
PPI RM02	Achievement of Programme - Grass Cutting Rural	95.5%	100.00%	SPIPCS09	Client Satisfaction – Winter Maintenance	92%	97.40%
PPI RM03	Achievement of Programme - Weed Spraying	95.5%	100.00%	SPIPCS10	Client Satisfaction – Grass Cutting Urban	85%	65.56%
PPI RM04	Achievement of Programme – Gully Emptying	95.5%	59.36%	SPIPCS11	Client Satisfaction – Grass Cutting Rural	85%	86.83%
PPI RM05	Road Markings	75%	89.02% *	SPIPCS12	Client Satisfaction – Fleet	85%	95.16%
PPI RM06	Achievement of Programme - Surface Dressing	96%	100.00%	SPIPCS13	Client Satisfaction – Schemes [incl. street lighting]	85%	72.25%
PPI RM07	Defects	226	46	SPIPCS14	Client Satisfaction – Street Lighting Maintenance	85%	81.60%
PPI RM08	Highway Dangerous Defects CAT 1 (E24)	100%	85.86%	SPIAAP01	Contractor Progress against Annual Action Plan – self evaluation	85%	Awaiting Q2 results
PPI RM09	Completion on Time – Emergency Call Outs (E1)	100%	72.00%	SPIS01	6:4:2 Compliance	85%	68.32%
PPI RM10	Productivity of GMUs (Planned) Weekly	92%	68.47%	SPIHS01	Number of Service Strikes	14	8
PPI HS01	Accident Frequency Rate	0.50	0.70	SPIHS02	RIDDOR	3	3
PPI FM01	Compliance with Servicing Schedule	81%	95.93%	SPI SUS01	Carbon Reduction Measures	536.10	Awaiting Q2 Results for 13/14 regarding interim CPI
PPI FM02	MOT Pass Rate	96%	97.50%				
PPI SL01	Street Lighting Fault Repair	95.5%	96.51%				
PPI SL02	Achievement of Programme - Street Lighting Cyclical Maintenance	9 working days	5.35				
PPI WFM01	Value for Money	To demonstrate VfM	Measured at year end				

PPI Pass vs Fail Summary Q2 2013/14



SPI Pass vs Fail Summary Q2 2013/14



* Data to be clarified

Appendix C - Ringway Performance 2013/14 Apr - Sep (with individual CPI commentary)

Primary Performance Indicators				
Reference	Description	2013/14 Target	Performance to Date (Apr-Sep)	Comments
PPI WM01	Operational Performance - Winter Gritting Routes	Various		No score yet as winter maintenance PPI measured Oct - March
PPI S01	Start on Time	85%	91.18%	Performance now above target on a PPI which failed in 2012/13. 101 schemes started.
PPI S02	Finish on Time	75%	83.81%	Performance above target. 69 schemes completed.
PPI S03	Defects - Impact at Handover	75%	98.10%	Performance above target. 2 schemes handed over were not defect free.
PPI S04	Streetworks Noticing	Various		Streetworks Noticing PPIs were jointly reviewed at a Workshop on 10 th October 2013, as full data was not being reported. The revised Interim PPIs have been agreed and will be reported with effect from 1 st October 2013. The CPI Definition Document will be updated and approved via Operational Management Group.
PPI S05	Schemes in Gain	35%	43.14%	Performance at end Q2 shows above target, the further calculation of Pain/Gain has currently been put on hold pending a review of Scheme Sign Off Forms.
PPI S06	Value of Gain Achieved	To achieve break even/no pain to NYCC, or schemes in gain from end of year 2	£114,246.28	
PPI RM01	Achievement of Programme - Grass Cutting Urban	95.5%	97.26%*	Whilst reported data shows as above target, the data is currently being validated by area office staff.

Reference	Description	2013/14 Target	Performance to Date (Apr-Sep)	Comments
PPI RM02	Achievement of Programme - Grass Cutting Rural	95.5%	100.00%	Performance above target
PPI RM03	Achievement of Programme - Weed Spraying	95.5%	100.00%	Performance above target
PPI RM04	Achievement of Programme – Gully Emptying	95.5%	59.36%	Performance is below target and unlikely to meet the required performance at year end in line with the criteria defined within the Definitions Document. RIS, however, confirm that all gullies will be been cleaned to the agreed frequency within the year.
PPI RM05	Road Markings	75%	89.02% *	Whilst reported data for completion of road marking schemes shows above target, data is currently being validated following challenge
PPI RM06	Achievement of Programme - Surface Dressing	96%	100.00%	Performance above target and passed for the year, on a PPI which failed in 2012/13
PPI RM07	Defects	226	46	Performance above target (ie less defects than max permitted to date)
PPI RM08	Highway Dangerous Defects CAT 1 (E24)	100%	85.86%	Performance below target based on initial PPI approach. On-going actions being undertaken to improve consistency of Client ordering and use of PDAs by Ringway, which skew figures. Please see Appendix H demonstrating improvement of the use of PDA's through improvements of the Hub development. Confidence is high on significant improvements over the next 6 months
PPI RM09	Completion on Time – Emergency Call Outs (E1)	100%	72.00%	
PPI RM10	Productivity of GMUs (Planned) Weekly	92%	68.47%	
PPI HS01	Accident Frequency Rate	0.50	0.70	Performance below target. 3 RIDDOR accidents to end Q2 2013/14. Subject to no further reportable incidents, as this target is based on a rolling 12 months, RIS anticipate the AFR at the end of March 2014 to fall below the target.

PPI FM01	Compliance with Servicing Schedule	81%	95.93%	Performance above target
PPI FM02	MOT Pass Rate	96%	97.50%	Performance now above target, on a PPI which failed in 2012/13
PPI SL01	Street Lighting Fault Repair	95.5%	96.51%	Performance above target
PPI SL02	Achievement of Programme - Street Lighting Cyclical Maintenance	9 working days	5.35	Performance above target
PPI WFM01	Value for Money	To demonstrate VfM	To be calculated at year end based on benchmarking exercises	

Secondary Performance Indicators

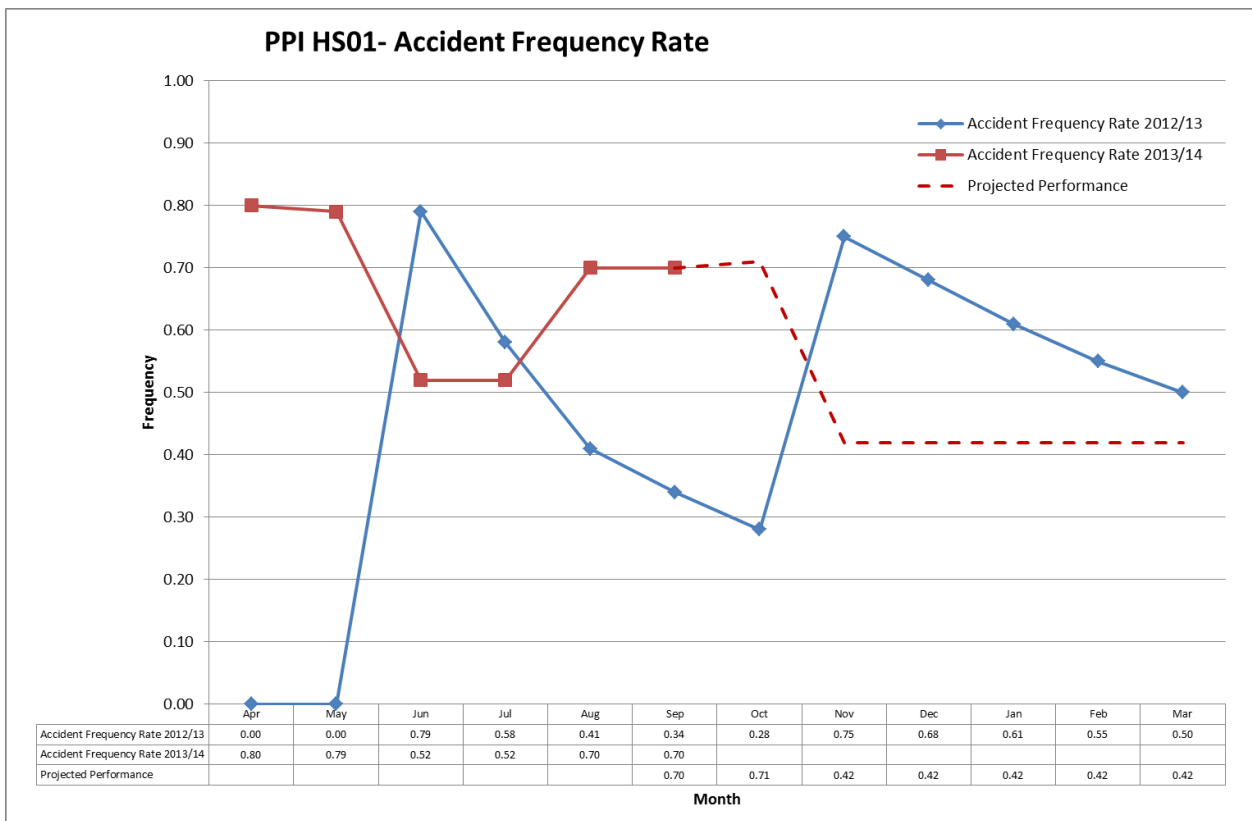
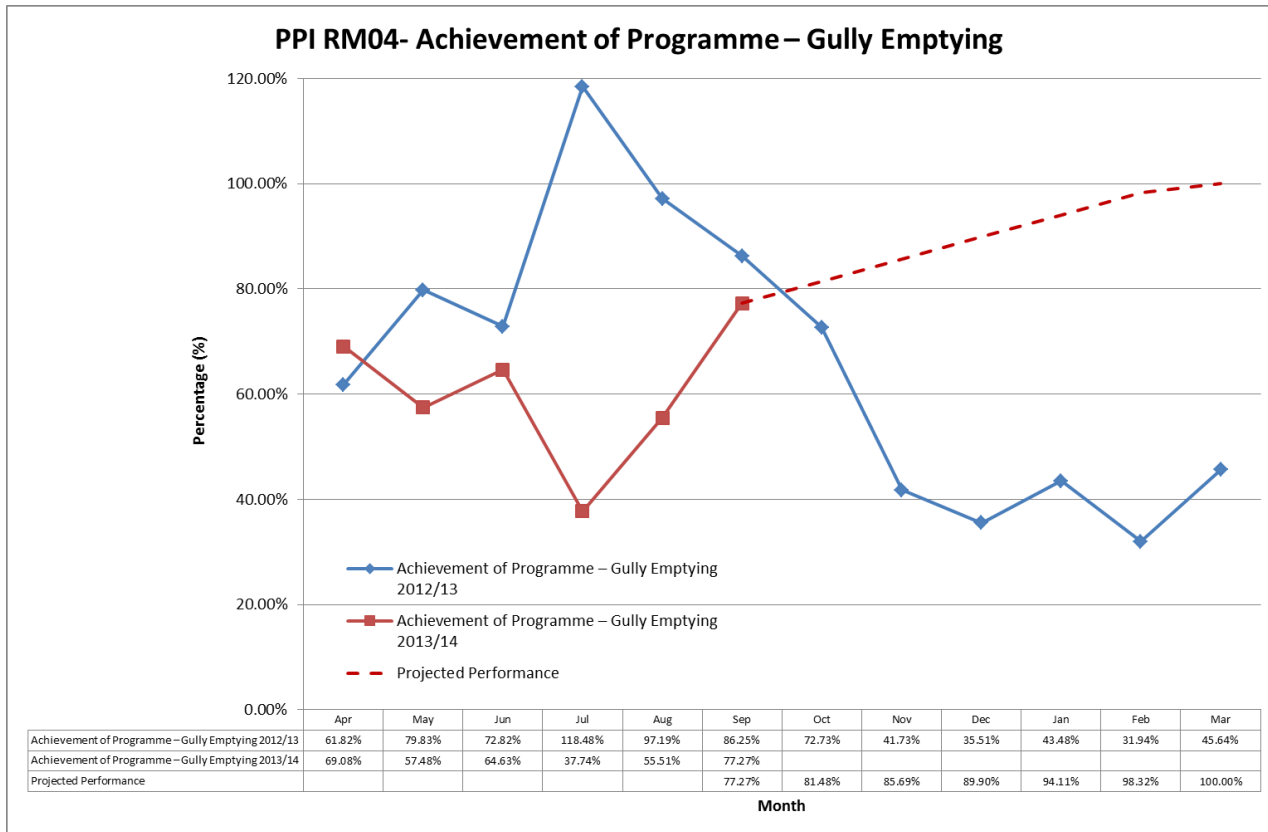
Reference	Description	2013/14 Target	Performance to Date (Apr-Sep)	Comments
SPI PCS01	Public Satisfaction – Schemes (excl street lighting)	90%	92.42%	Performance above target. 393 cards issued, with 84 returned at end Q2.
SPI PCS02	Public Satisfaction – Street Lighting Schemes	80%	94.44%	Performance above target
SPI PCS03	Public Compliments – All Services	65	24	Performance below target, on a straight line projection
SPI PCS04	Public Complaints up held against RIS – All Services	14	0	Whilst reported performance shows above target, a data validation exercise is being undertaken regarding historic complaints
SPI PCS05	Annual Client Survey	66%	No score yet, as the Client Survey will be undertaken end March/early April 2014.	
SPI PCS06	Client Satisfaction – GMU	85%	84.35%	Performance marginally below target
SPI PCS07	Client Satisfaction – Gully Emptying	85%	82.27%	Performance just below target
SPI PCS08	Client Satisfaction – Road Marking	85%	68.60%	Performance below target
SPI PCS09	Client Satisfaction – Winter Maintenance	92%	97.40%	Performance above target (note based on Client comments April 2013)
SPI PCS10	Client Satisfaction – Grass Cutting Urban	85%	65.56%	Performance below target

Reference	Description	2013/14 Target	Performance to Date (Apr-Sep)	Comments
SPI PCS11	Client Satisfaction – Grass Cutting Rural	85%	86.83%	Performance above target
SPI PCS12	Client Satisfaction – Fleet	85%	95.16%	Performance above target, informed by Driver Questionnaires etc
SPI PCS13	Client Satisfaction – Schemes [incl. street lighting]	85%	72.25%	Performance below target, but based on low nos. Client returns end Q2
SPI PCS14	Client Satisfaction – Street Lighting Maintenance	85%	81.60%	Performance just below target
SPI AAP01	Contractor Progress against Annual Action Plan – self evaluation	85%	Annual Action Plan rewritten by Ringway during 2013/14 following restructure, to reflect hNY Business Plan priorities. Quarterly reporting from 1 st October 2013 at Strategic Management Group.	
SPI S01	6:4:2 Compliance	85%	68.32%	Performance below target on Schemes which meet both the '4' & '2' elements ie agreement of Target Cost (4) & H & S Plan (2)
SPI HS01	Number of Service Strikes	14	8	Performance currently below max no. service strikes permitted
SPI HS02	RIDDOR	3	3	Performance currently not exceeding max no. RIDDOR accidents permitted
SPI SUS01	Carbon Reduction Measures	536.10 CPI – A (161.316) CPI – B (75.300)	In year revisions to the Sustainability SPI have been agreed following a review of the 2012/13 baseline figure and also clarification of the two SPIs to now be reported. CPI – A (Energy, waste and material consumed) and CPI – B (Energy only). The revised CPIs will be reported with effect from 1 st April 2013 and enable reporting against NYCC's requirements as well as also being able to benchmark against other Ringway contracts . The CPI Definition Document will be updated and approved via Operational Management Group.	

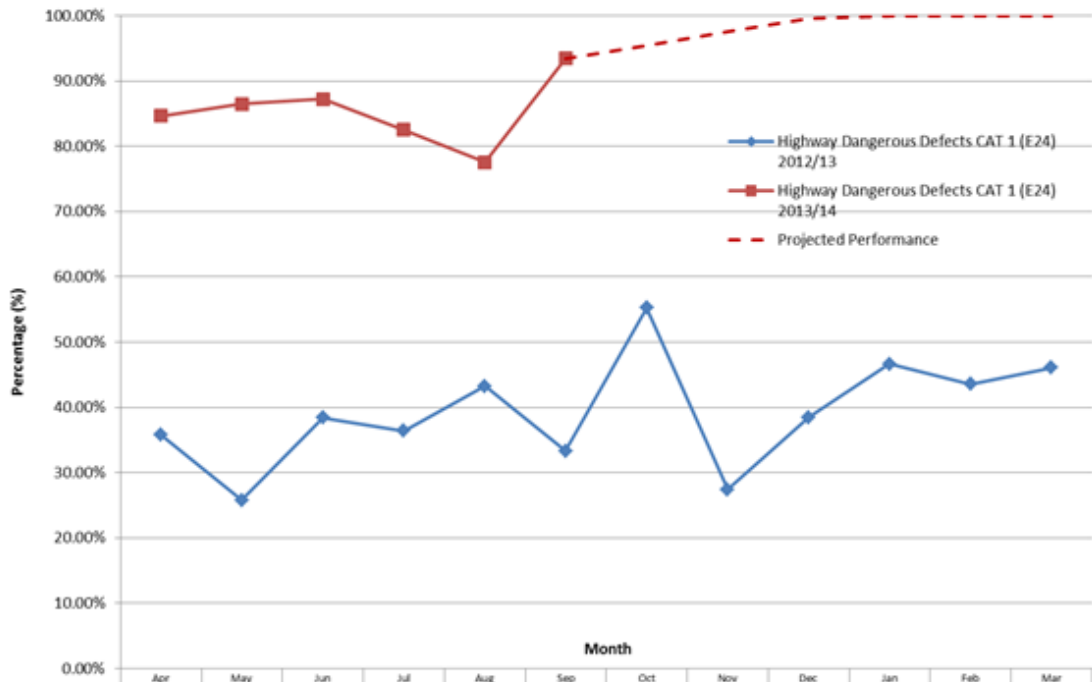
RAP No.	PPI's		Actions	By when	Action taken to progress close out	Complete?	Owner	Progress	CPI at the end of Year 1	Target for 2013/14	CPI Progress 2013/14												Performance to Date	Additional Comments		
	CPI	Detail									April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March				
			Additional Supply Chain resource identified as contingency as and when required.			Y	Contract Managers	Y																	anticipated target being unachievable. Additional RAP to be established to identify further actions for improvement. RIS meeting 21 October to establish specific actions.	
			Improve Asset information to establish frequency of cleansing etc.	On going	Information to be reviewed following full year of data	N	Agents	Y																		
			Deliver gully productivity in line with programmed number set.	On going	Additional gully emptiers brought into the contract	N	Contract Managers	Y																		
6	PPI RM05	Road Markings	Dedicated County Wide Manager now in place. Centrally located to manage County Wide Programmes, encompassing Road Marking and Surface dressing to recognise synergies and efficiencies in overall programmes.			Y	Countywide Manager	Y	14.29%	75.00%	No measure	100.00%	96.00%	51.85%	94.59%	No Measure									89.02%	Awaiting feedback from hNY Workshop to apply further RAP to improve performance
			Dedicated Resource Planner to be established to monitor 'peaks and troughs' together with organisations of additional support as and when required.	On going		N	Countywide Manager	Y																		
			Database to be created for access to all Area Managers with read only capability, ensuring latest programme information is available to all.	On going	Can this be done through ePI?	N	Countywide Manager	N																		
			Additional Road marking vehicle to be brought on to contract to support works and offer contingency for adhoc works and schemes.	Jun-13		Y	Contract Managers	Y																		
			Operatives to be trained in road marking	End July		Y	Andy Ambrose	Y																		
			Dedicated Euromark resource integrated into Contract Teams to manage and supervise programme	28-Aug-13		Y		Y																		Ian Smith (Euromark Operations Manager) now based in Northallerton.
7	PPI RM06	Achievement of Programme - Surface Dressing	Dedicated resource in place to monitor and manage Surface Dressing programme on a daily basis.			Y	Andy Ambrose	Y	88.00%	96.00%	No measure	19.61%	34.86%	41.29%	4.24%	No measure									100.00%	Surface Dressing Programme fully completed by 15 August
			Progress and programme status to be measure on a weekly basis through weekly meetings.	Aug-13		N	Andy Ambrose	Y																		
			Establish robust ECI with NYCC to ensure all pre-surface dressing patching and other defects are identified together with design being in place.	Aug-12		N	Andy Ambrose	Y																		
			Review surface dressing works on the Risk Register	Aug-13		N	Andy Ambrose	Y																		
8	PPI RM08	Highway Dangerous Defects CAT 1 E24's	NYCC to brief/train staff on contract requirements			Y		Y																		Issues still around correct ordering of works, although this is improving.
			RIS staff to reject orders that do not comply with the criteria of the E24 category defects, including an explanation of the reasons why.	May-13		N	Contract Managers	Y	38.40%	100.00%	84.62%	86.49%	87.24%	82.54%	77.55%	93.42%									85.86%	
			Both parties to report to OMG on performance of orders	On going		N	Contract Managers	Y																		
			RIS and NYCC to ensure orders are directed through the HUB or followed up immediately in the event of legitimate emergency.	On going	Guidance notes are being written between NYCC & RIS, in draft format at the moment.	N	Contract Managers	Y																		
			RIS to ensure palm held recording devices are used at all times.	On going	Teams briefed 14.06.13	N	Contract Managers	Y																		Issues still around correct ordering of works. PJ reiterated the need to use Hand helds e-mail 22/7/13
			Operational staff to identify, report and record any additional works.	On going		N	Contract Managers	Y																		
			RIS to interrogate data and update results	On going	Priority identified to staff	N	Contract Managers/Jill Jephson	Y																		
			As is' audit being undertaken within Areas 2 and 6 to identify best practice.	On going	Report to be shared across the partnership and undertake recommendations	N	Ian Williams	Y																		Awaiting outcome Report
9	PPI RM09	Emergency Call Outs - Completion on Time E 1's	NYCC to brief/train staff on contract requirements			N		Y																		Issues still around correct ordering of works, although this is improving.
			RIS staff to reject orders that do not comply with the criteria of the E1 category defects, including an explanation of the reasons why.	May-13		N	Contract Managers	Y	90.94%	100.00%	60.00%	58.14%	75.00%	63.77%	87.34%	74.07%									72.00%	
			Both parties to report to OMG on performance of orders	May-13		N	Contract Managers	Y																		
			RIS and NYCC to ensure orders are directed through the HUB or followed up immediately in the event of legitimate emergency.	May-13		N	Contract Managers	Y																		
			RIS to ensure palm held recording devices are used at all times.	May-13		N	Contract Managers	Y																		Issues still around correct ordering of works. PJ reiterated the need to use Hand helds e-mail 22/7/13
			Operational staff to identify, report and record any additional works.	May-13		N	Contract Managers	Y																		
			Operational staff to identify, report and record any additional works.	On going		N	Contract Managers	Y																		
			RIS to interrogate data and update results	On going	Priority identified to staff	N	Contract Managers/Jill Jephson	Y																		
			As is' audit being undertaken within Areas 2 and 6 to identify best practice.	On going	Report to be shared across the partnership and undertake recommendations	N	Ian Williams	Y																		Awaiting outcome Report
10	PPI RM10	Productivity of GMUs	Joint weekly monitoring through the weekly programme and commercial meetings.	W/c 20.05.13		Y	Contract Managers	Y	59.99%	92.00%	65.37%	64.36%	73.91%	60.34%	85.81%	75.89%									68.47%	

RAP No.	PPI's		Actions	By when	Action taken to progress close out	Complete?	Owner	Progress	CPI at the end of Year 1	Target for 2013/14	CPI Progress 2013/14												Performance to Date	Additional Comments			
	CPI	Detail									April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March					
			Joint monitoring of works being issued through the E24 and E1 process.	On going	Weekly meeting being held between Mike Roberts and Mark Welford. Also being monitored at OMG	N	Contract Managers	Y																	Incorrect ordering of works still having an impact on performance i.e. long term jobs being put through as GMU operations.		
			GMU data to be reviewed	On going	Data of how GMU works are ordered, scheduled and allocated is to be interrogated	N	Hub Manager/Contract Managers	Y																	Information established so far, indicates that GMU orders being placed by NYCC are not containing SMV's. This being the case, how can works be efficiently scheduled within a working day? Indications are also encountering GMU works are being ordered to undertake Planned Maintenance works. Findings to be reported to OMG.		
11	PPI HS01	Accident Frequency Rate	Supervisors and Managers to be more visible on site.	On going		N	Contract Managers/Agents	Y	0.50	0.50	0.80	0.79	0.52	0.52	0.70	0.70									RIS are hopeful that there will be no further Reportable Incidents this year. This being the case, due to the measure being based on a rolling 12 months, we should achieve the PPI target by the end of March 2014.		
			A stronger Management Safety ethic is to be imparted on the whole of the workforce with consequences being assigned to unsafe actions.	On going	Briefed out 14.06.13	Y	Phil Jepps	Y																			
			Greater involvement from Ringway Group H&S Advisor.	On going		N	Kirsten Grainger	Y																			
12	PPI FM02	MOT Pass Rate	MOT Preparation and preparatory works has been suspended from the Supply Chain Partner and is now delivered in house. In addition, RIS have revised the process on MOT final checks and this has been implemented in all RIS Workshops.			Y		G	94.85%	96.00%	100.00%	88.89%	100.00%	100.00%	100.00%	100.00%									97.50%		
			Additional checks are made as part of the MOT preparation and additional equipment has been procured to undertake the checks.			Y		G																			
			TRANMAN reports now available for all NYCC vehicles.	On going	Training required to enable correct reports to be obtained.	N	Paul Price	Y																	External audit undertaken to establish whether RIS are obtaining the best out of TRANMAN. Report awaited.		
SPI's																											
13	SPI PCS03	Public Compliments	Distribution of Public Satisfaction Cards to be introduced as part of Operational Staff Performance measures as a target of minimum number distributed.	Jul-13	Briefings given to Staff	N	Contract Managers/Agents	N	66	65	1	1	3	8	7	4										Progress to date still unacceptable. The introduction of TSCO's will improve the number of Customer Satisfaction Cards returned.	
			All personnel to be briefed on Public perception in everything we do.	End June 2013	Highway to excellence' briefing completed. Mop up session to be arranged	N	Contract Managers/Agents	N																			
14	SPI PCS05	Annual Client Survey	Review NYCC comments against their score.	End June 2013		N	Contract Managers/Agents	Y	44.82%																Emphasis to be targeted on delivering Client Satisfaction.		
								Y	57.42%																		
15	SPI PCS06	Client Satisfaction with GMUs	RIS to discuss with NYCC Client on a weekly basis (as part of weekly meeting) to discuss performance and establish the status and agree action plans to ensure standards are being maintained. Introduce 10 point action plan.	W/c 20.05.13	Covered as part of the weekly meeting. 10 point action plan yet to be created	N	Contract Managers/Agents	Y	78.61%	85.00%	86.26%	84.53%	84.87%	85.20%	84.69%	82.64%									84.35%	Progress made from last year and the scores are currently marginally under the target. Ris recognise works is still to be done in raising the performance.	
			NYCC personnel to be made fully aware of the impact of their comments and scoring.	On going	Phil Jepps to speak with Mike Roberts to brief out to NYCC staff.	N	Contract Managers/Agents	N																		Scores still being reported that do not reflect the true position. Where validated, NYCC to review scores.	
			RIS to challenge scores. Are these based on fact or perception?	On going	To be challenged at monthly OMG	Y	Contract Managers/Agents	Y																			
	SPI PCS07	Client Satisfaction Gully Emptying	RIS to deliver Gully emptying progress in line with programme and deliver data in a timely manner.	On going	Deliver gully programme	N	Contract Managers/Agents	Y		85.00%	84.08%	82.46%	83.26%	81.94%	82.00%	83.58%									82.27%	Progress made from last year and the scores are currently marginally under the target. RIS recognise works is still to be done in raising the performance.	

Appendix E – Failing PPI’s projected Improvement

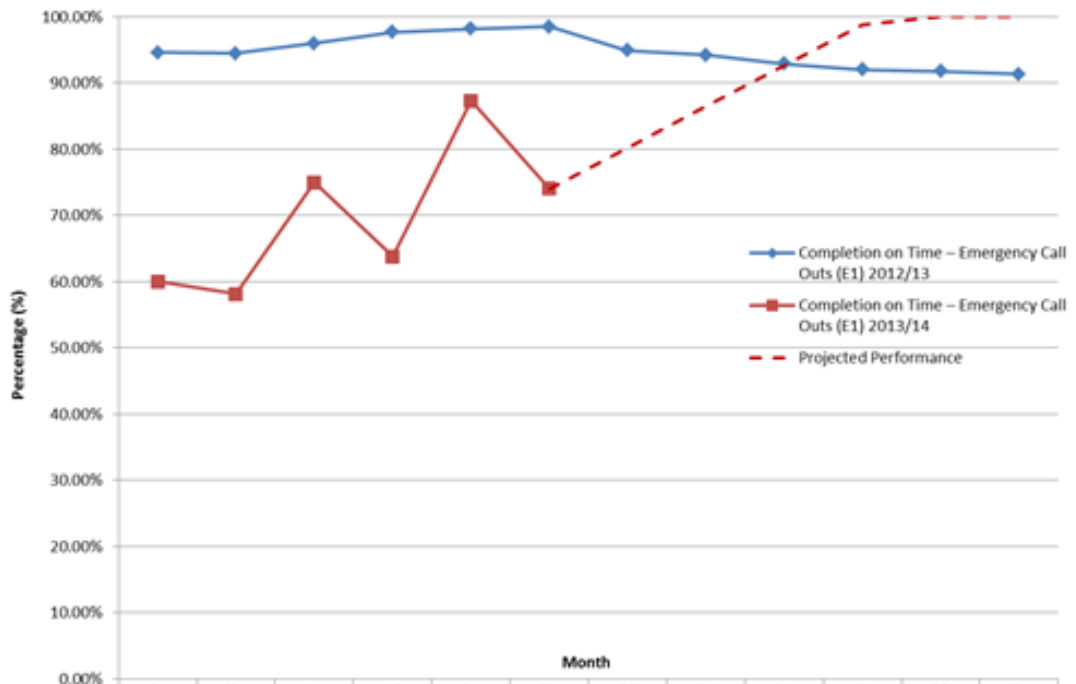


PPI RM08- Highway Dangerous Defects CAT 1 (E24)



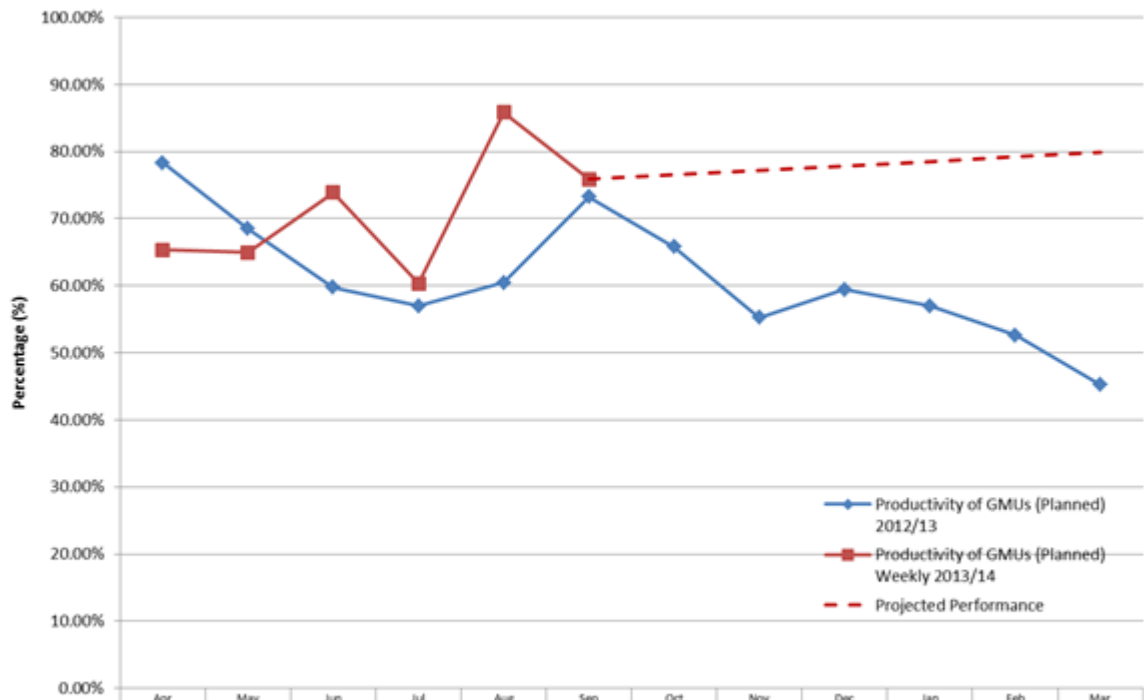
Highway Dangerous Defects CAT 1 (E24) 2012/13	35.75%	25.79%	38.41%	36.42%	43.24%	33.33%	55.26%	27.41%	38.46%	46.63%	43.59%	46.05%
Highway Dangerous Defects CAT 1 (E24) 2013/14	84.62%	86.49%	87.24%	82.54%	77.55%	93.42%						
Projected Performance						93.42%	95.48%	97.54%	99.60%	100.00%	100.00%	100.00%

PPI RM09- Completion on Time – Emergency Call Outs (E1)



Completion on Time – Emergency Call Outs (E1) 2012/13	94.59%	94.49%	95.97%	97.69%	98.19%	98.52%	94.95%	94.24%	92.94%	92.05%	91.77%	91.35%
Completion on Time – Emergency Call Outs (E1) 2013/14	60.00%	58.14%	75.00%	63.77%	87.34%	74.07%						
Projected Performance						74.07%	80.24%	86.43%	92.58%	98.75%	100.00%	100.00%

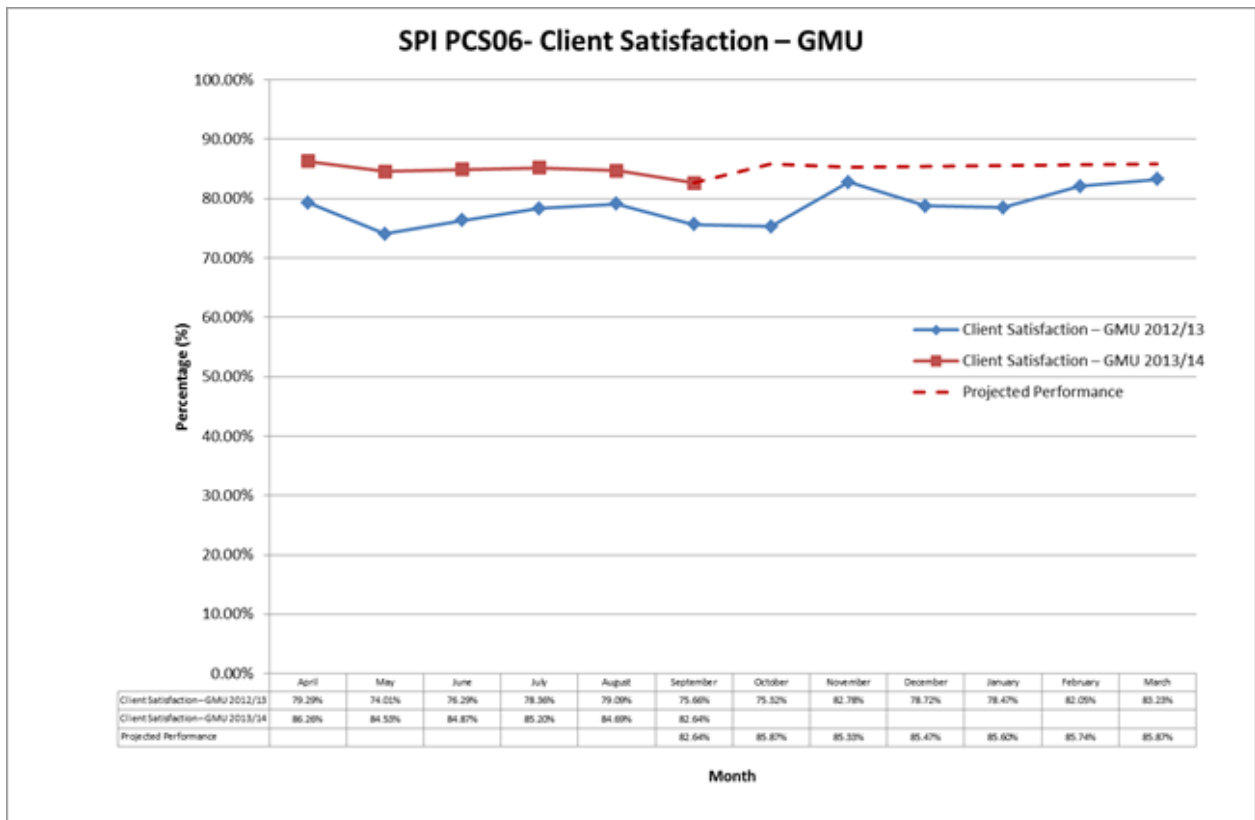
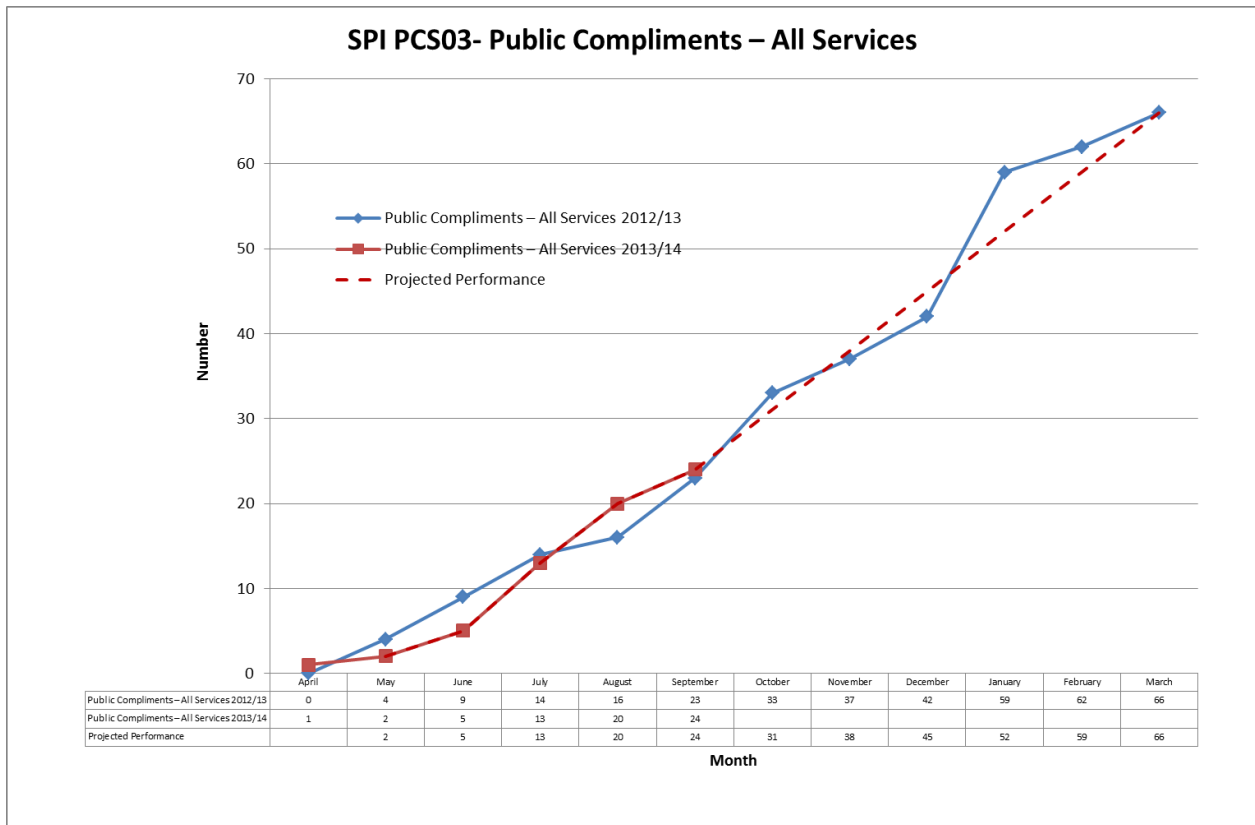
PPI RM10- Productivity of GMUs (Planned)



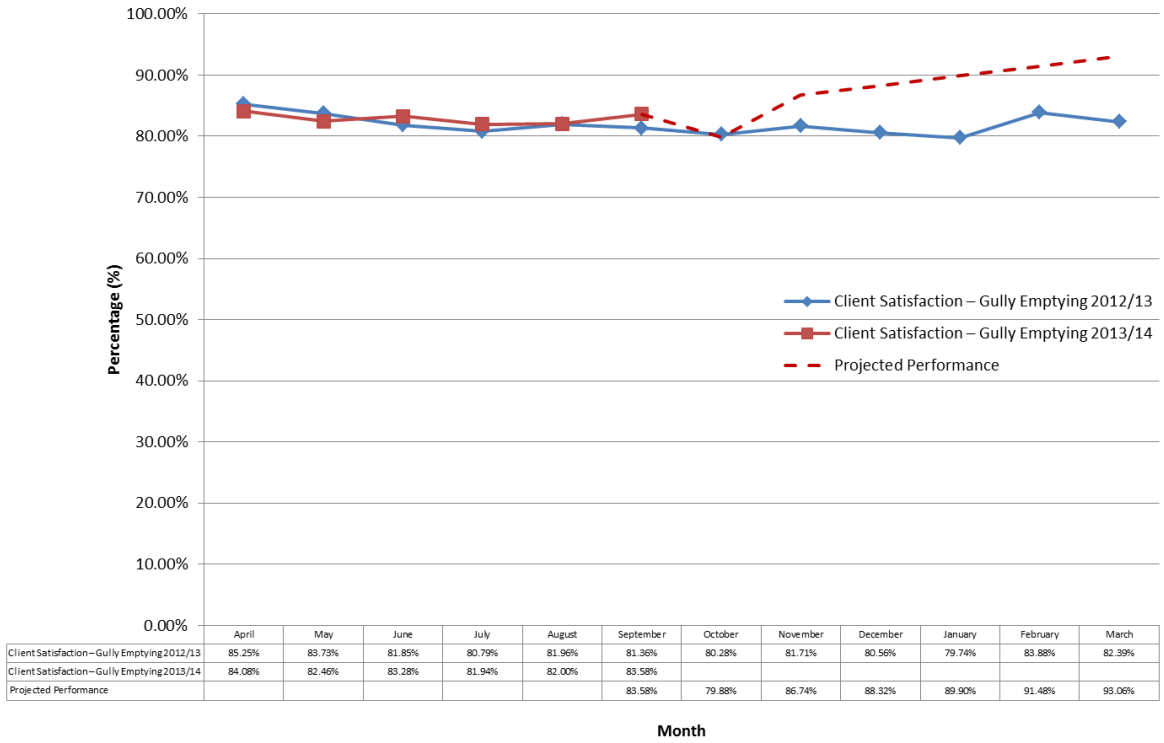
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Productivity of GMUs (Planned) 2012/13	78.32%	68.51%	59.74%	56.98%	60.45%	73.26%	65.79%	55.24%	59.45%	56.98%	52.63%	45.21%
Productivity of GMUs (Planned) Weekly 2013/14	65.37%	64.96%	73.91%	60.34%	85.81%	75.89%						
Projected Performance						75.89%	76.55%	77.21%	77.87%	78.53%	79.19%	79.85%

Month

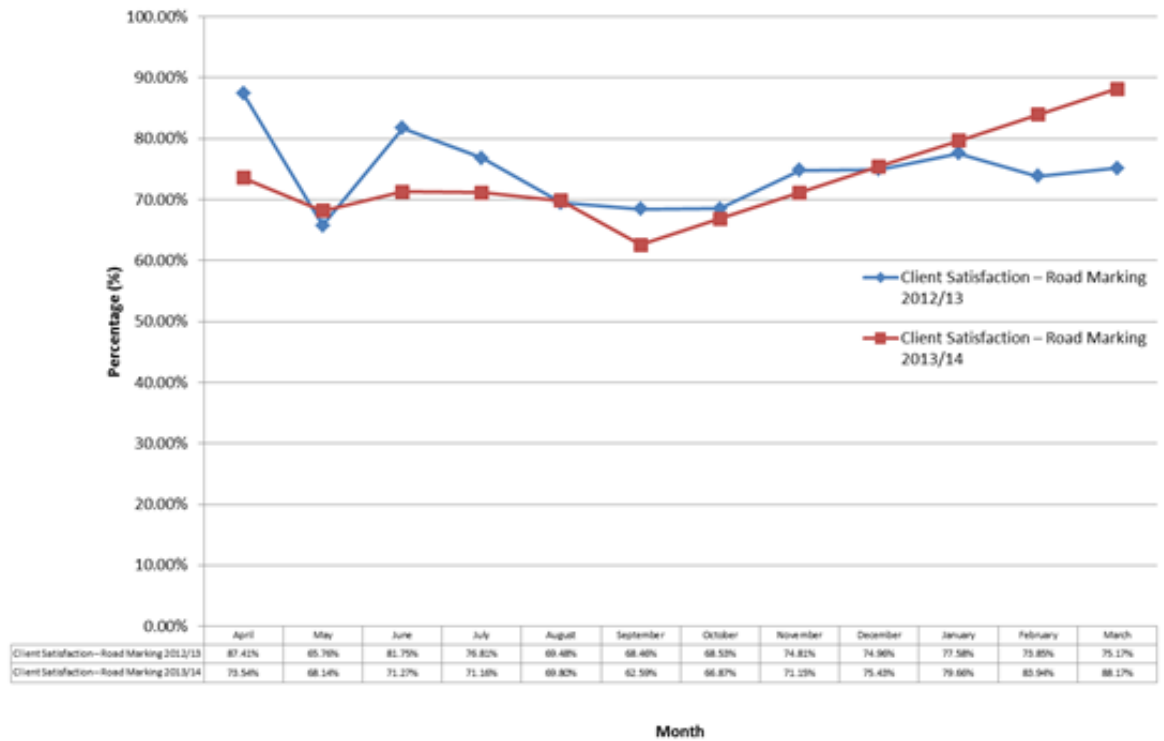
Appendix F – Failing SPI's projected Improvement



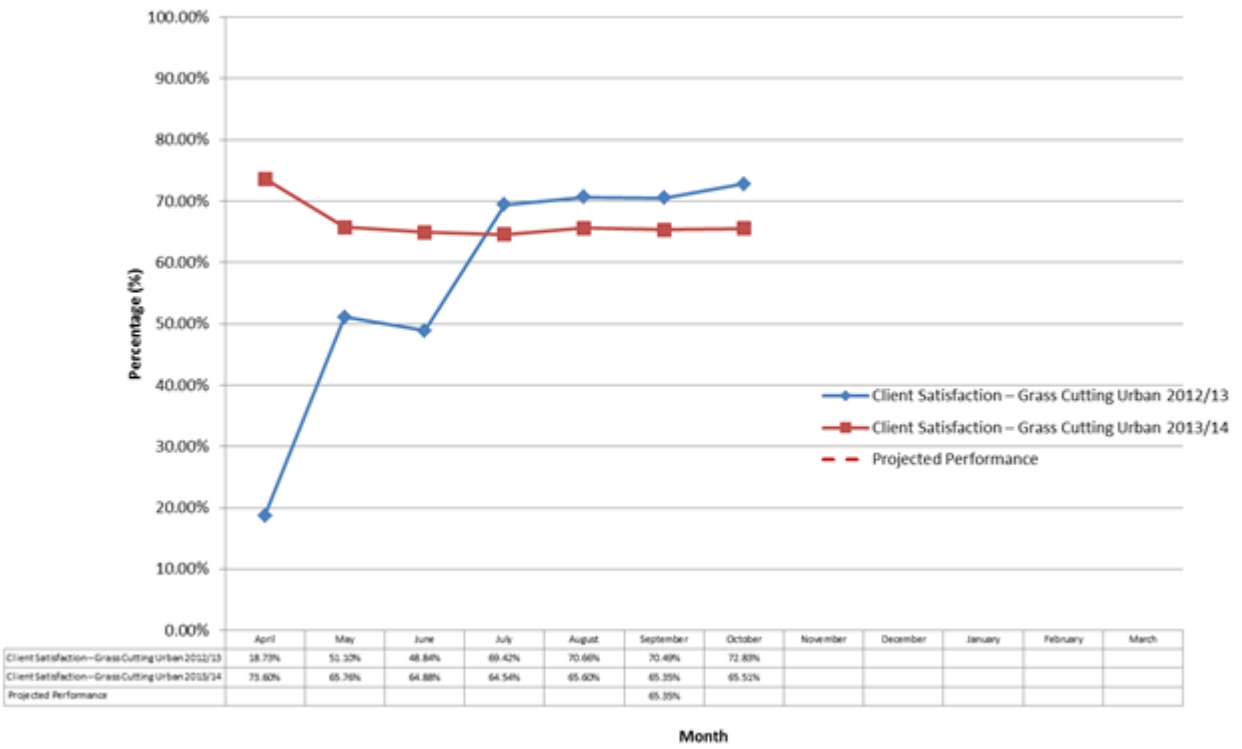
SPI PCS07- Client Satisfaction – Gully Emptying



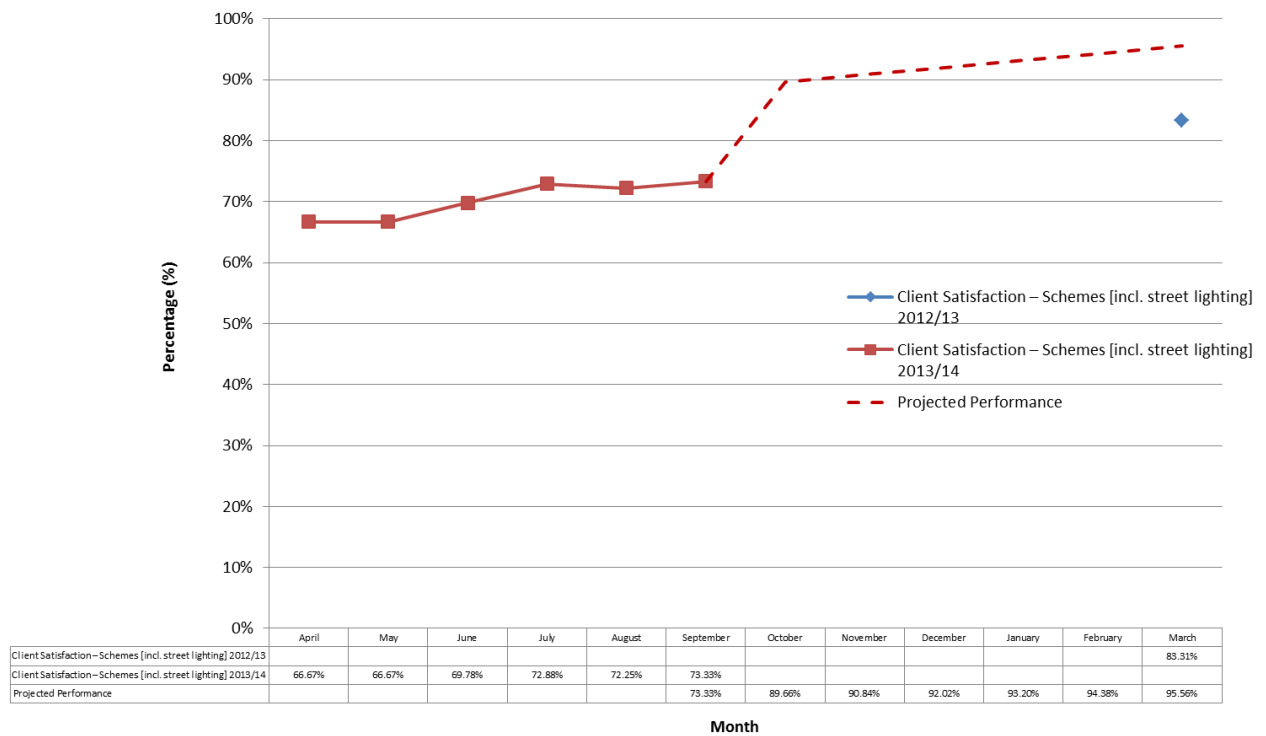
SPI PCS08- Client Satisfaction – Road Marking



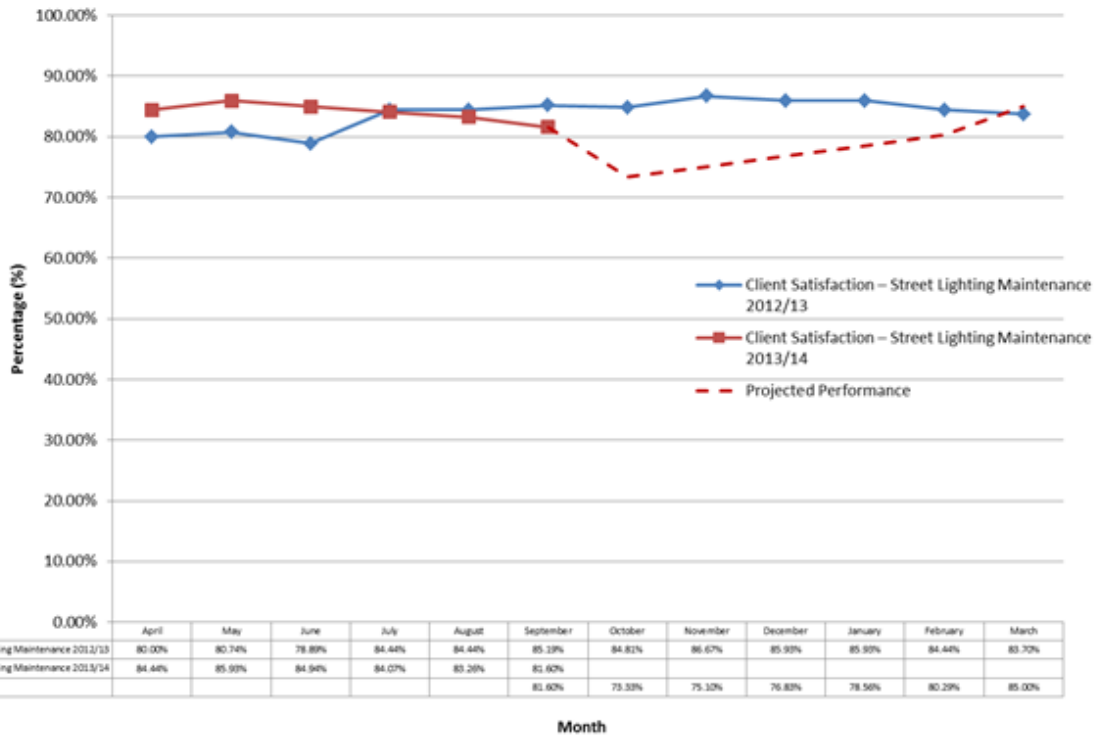
SPI PCS10- Client Satisfaction – Grass Cutting Urban



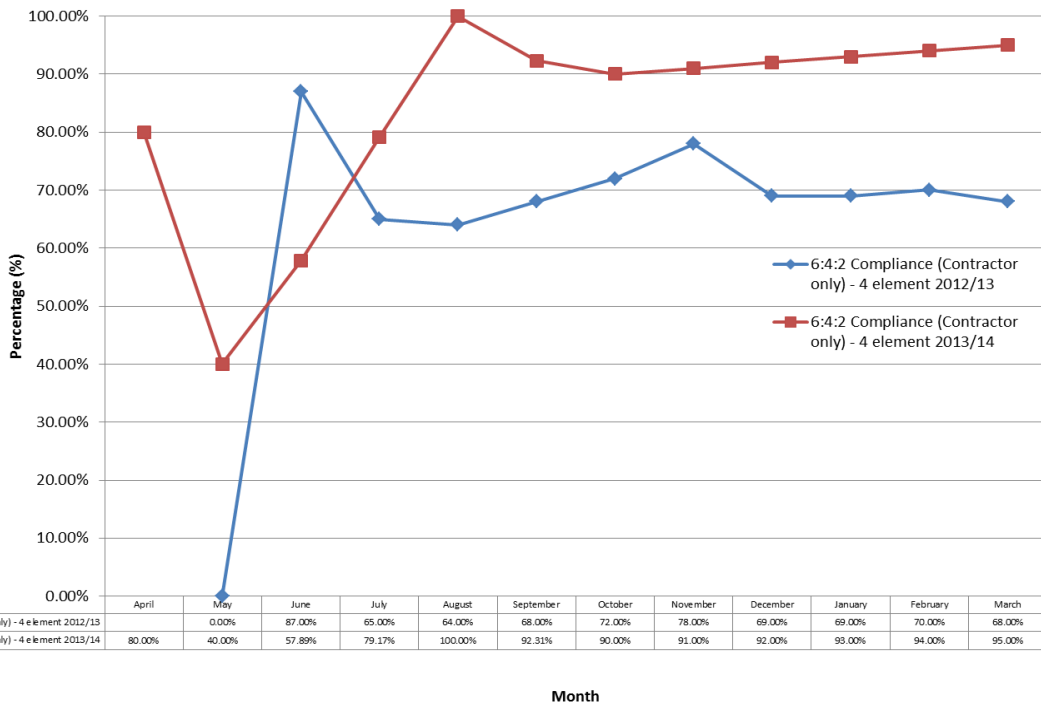
SPI PCS13- Client Satisfaction – Schemes [incl. street lighting]



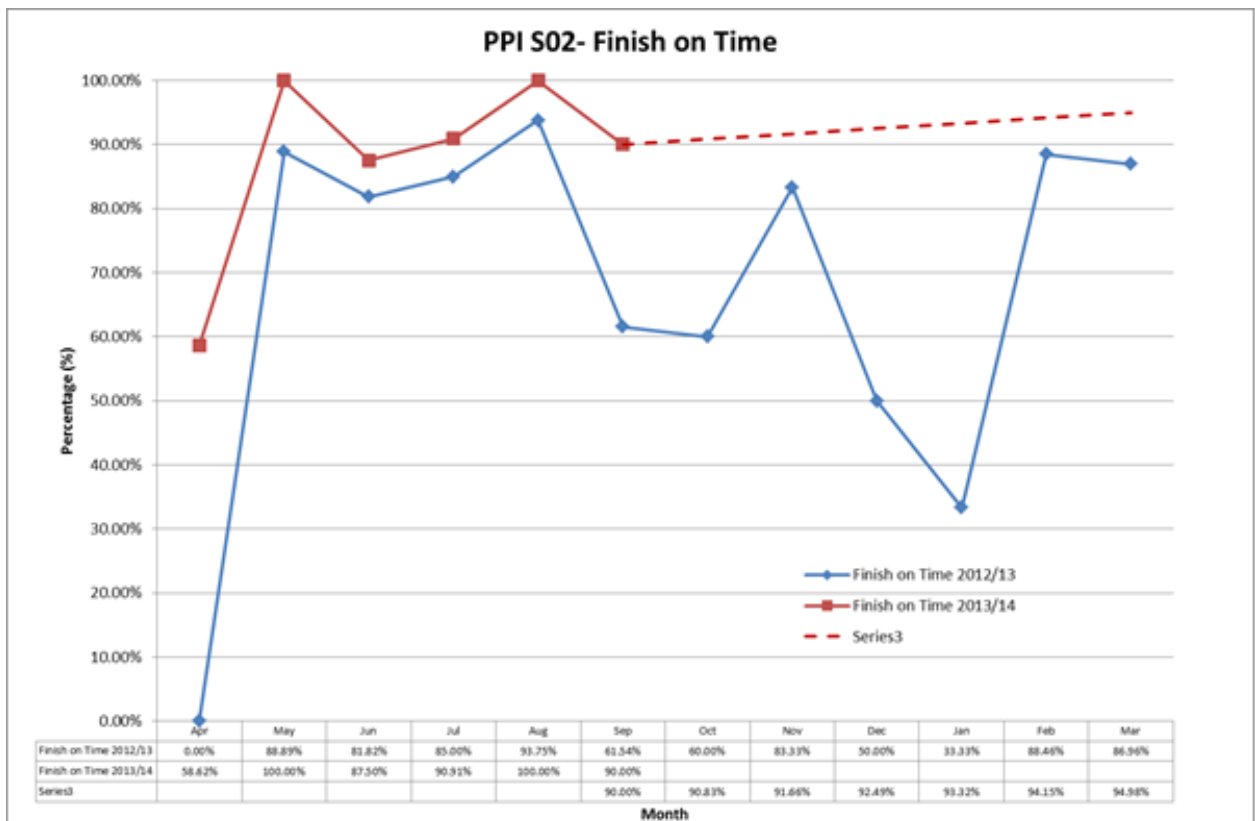
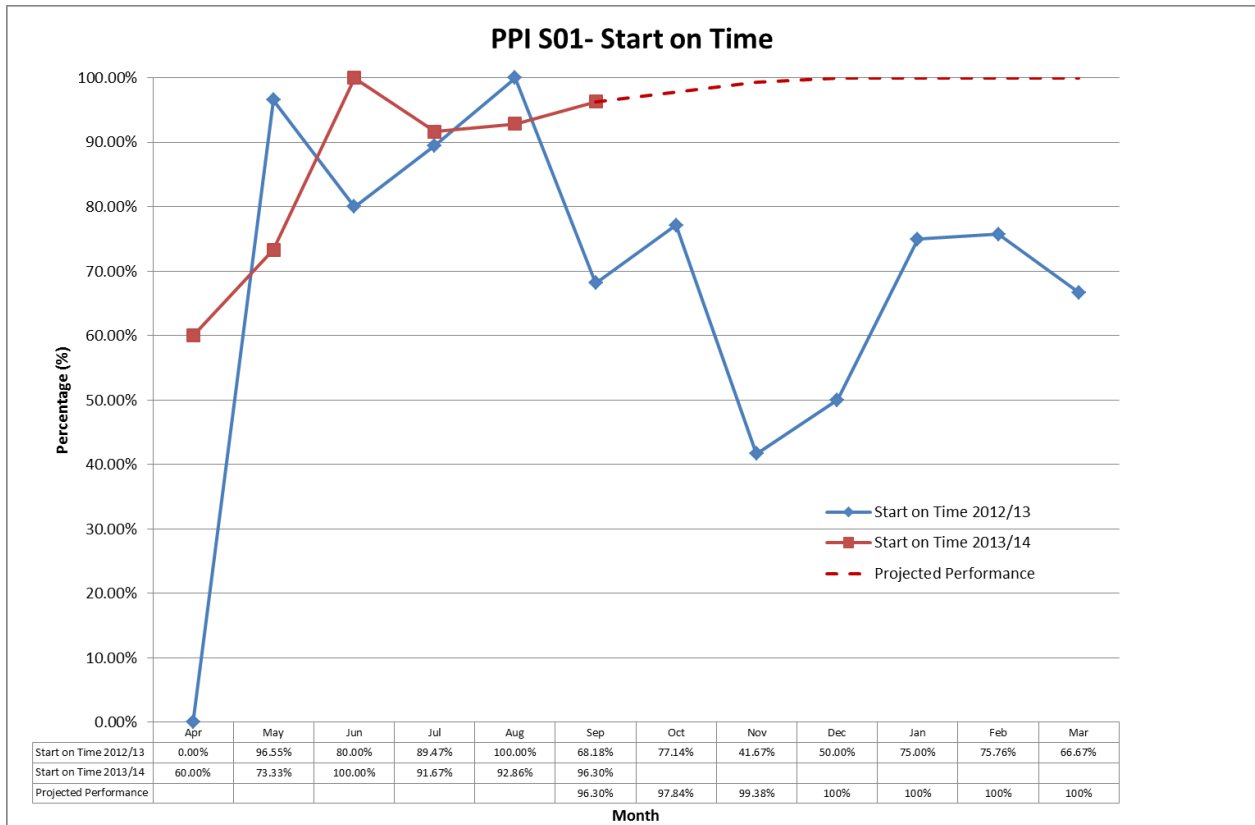
SPI PCS14- Client Satisfaction – Street Lighting Maintenance



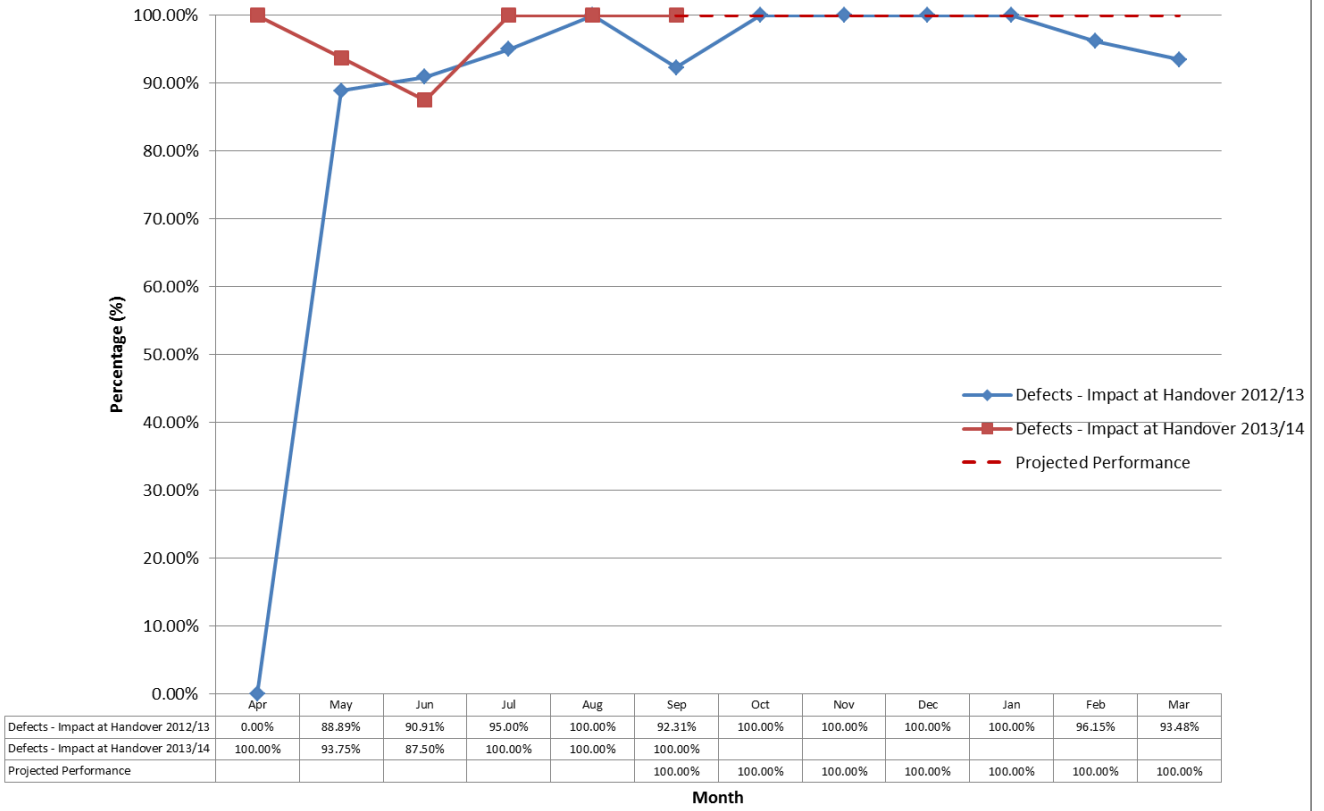
SPI S01- 6:4:2 Compliance (Contractor only) - 4 element



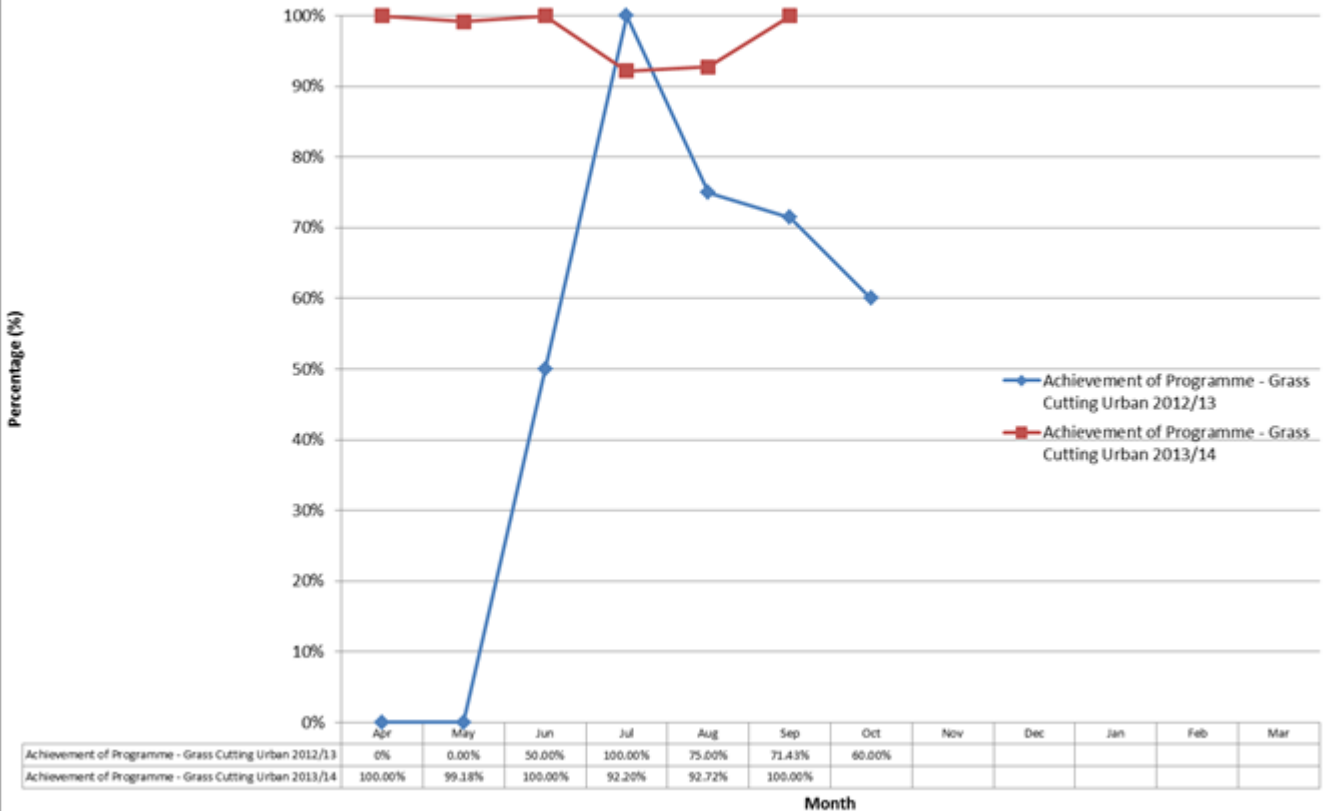
Appendix G – PPI Improvements between 2012/13 and 2013/14



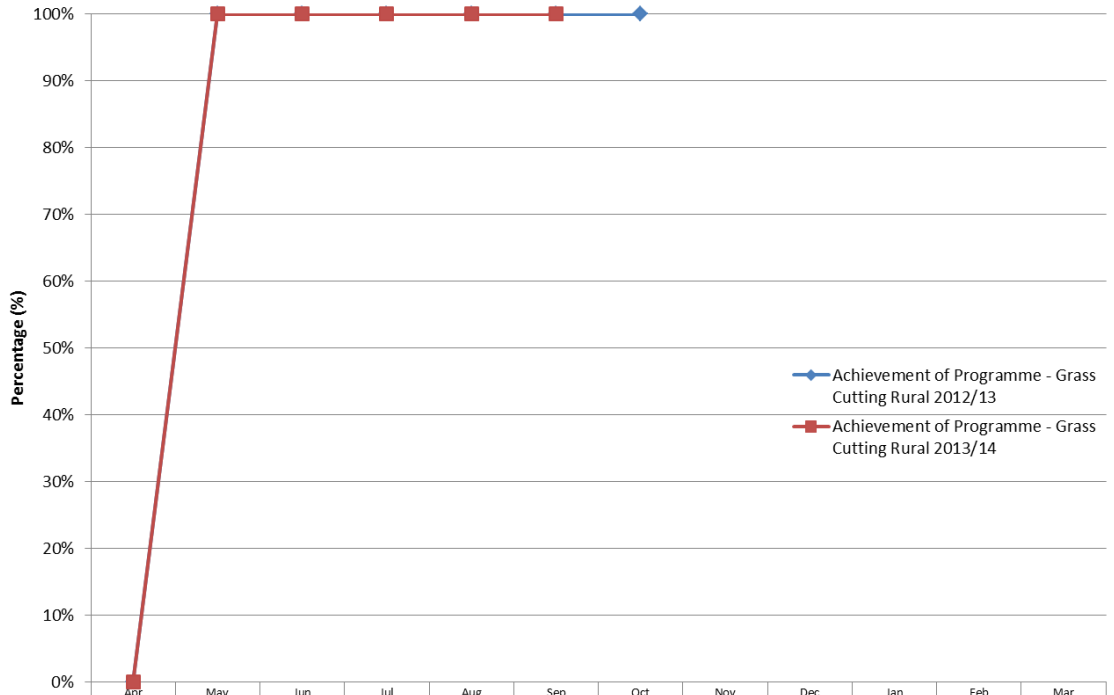
PPI S03- Defects - Impact at Handover



PPI RM01- Achievement of Programme - Grass Cutting Urban



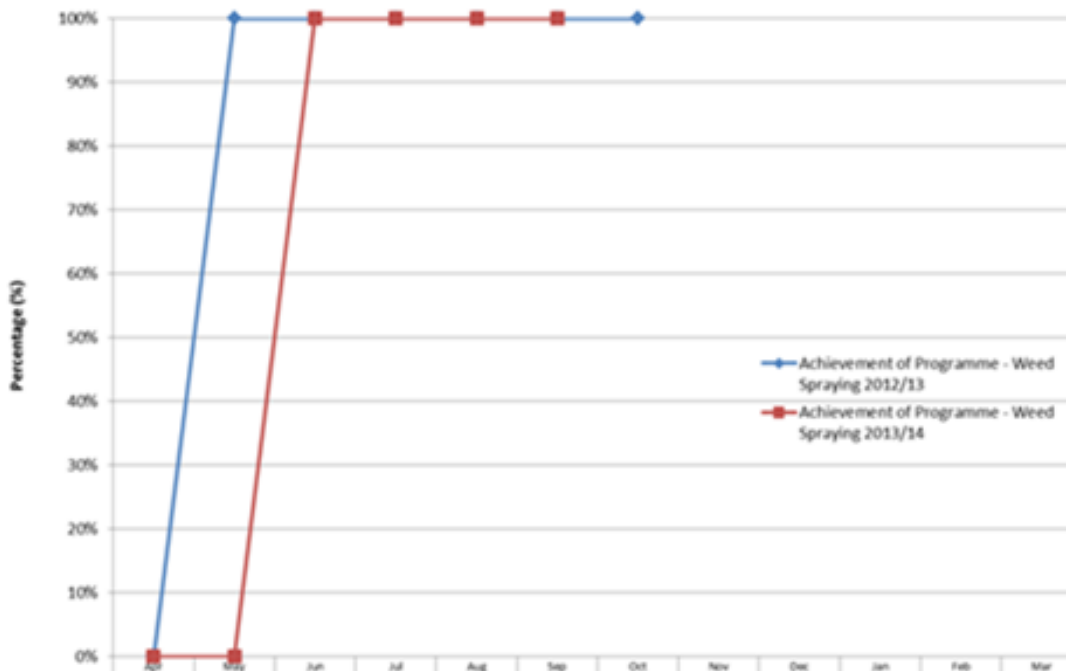
PPI RM02- Achievement of Programme - Grass Cutting Rural



Achievement of Programme - Grass Cutting Rural 2012/13	0%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%						
Achievement of Programme - Grass Cutting Rural 2013/14	0%	100.00%	100.00%	100.00%	100.00%	100.00%							

Month

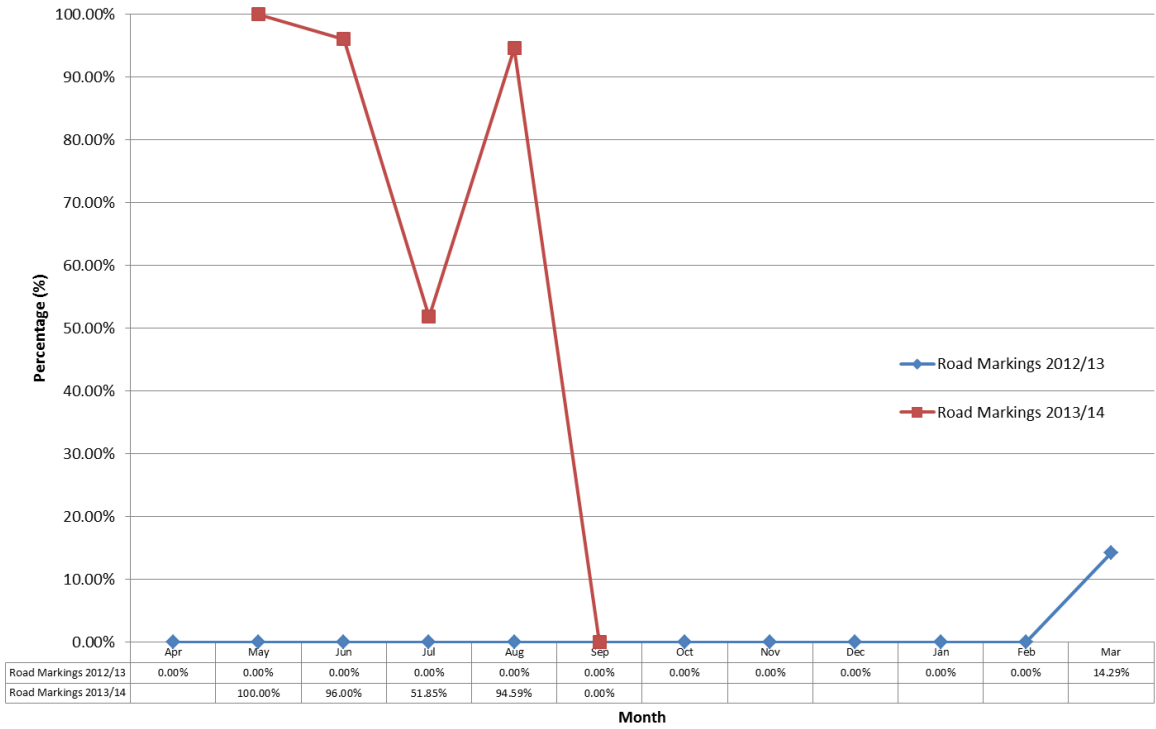
PPI RM03- Achievement of Programme - Weed Spraying



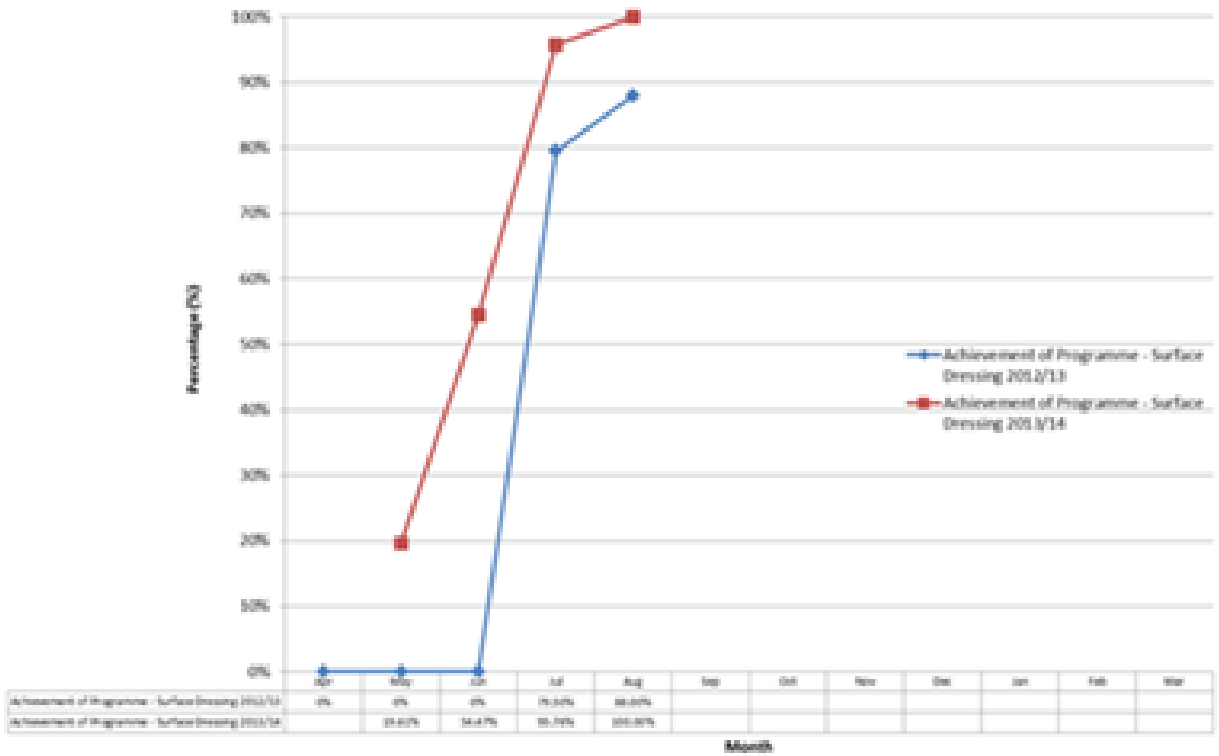
Achievement of Programme - Weed Spraying 2012/13	0%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%						
Achievement of Programme - Weed Spraying 2013/14	0.00	0.00	100.00%	100.00%	100.00%	100.00%							

Month

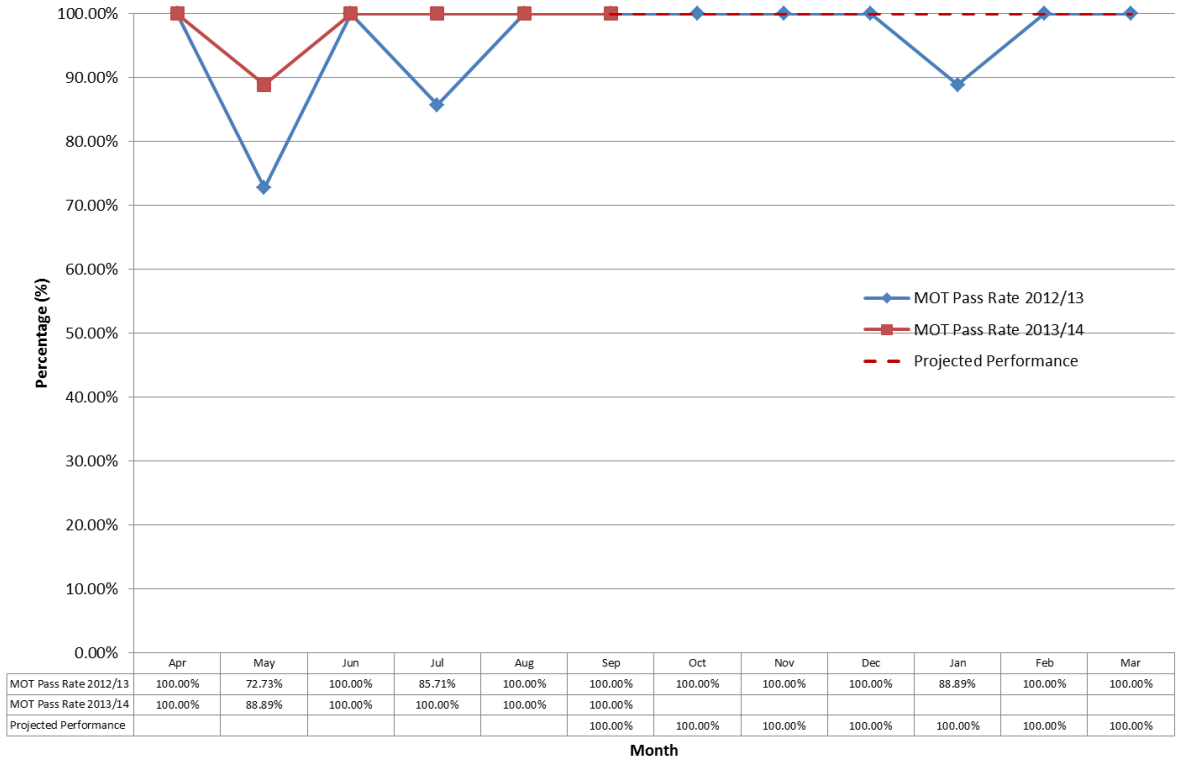
PPI RM05- Road Markings



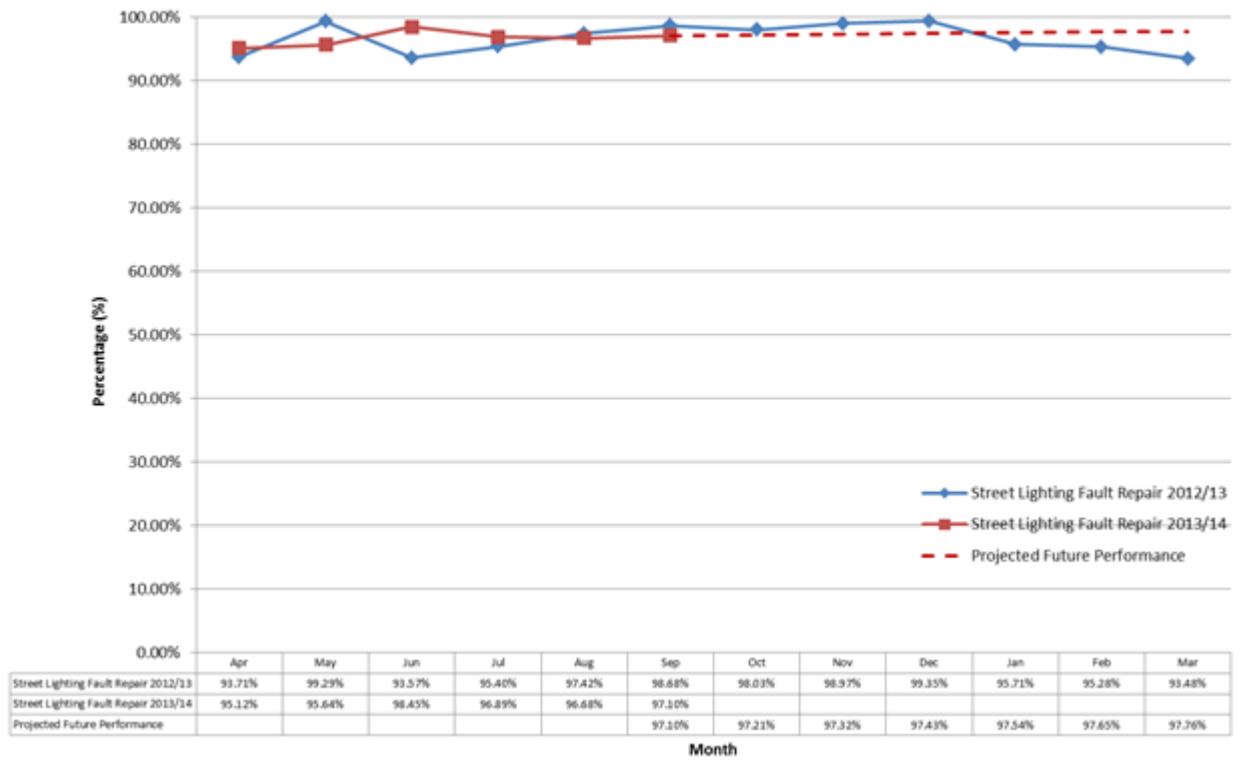
PPI RM06- Achievement of Programme - Surface Dressing



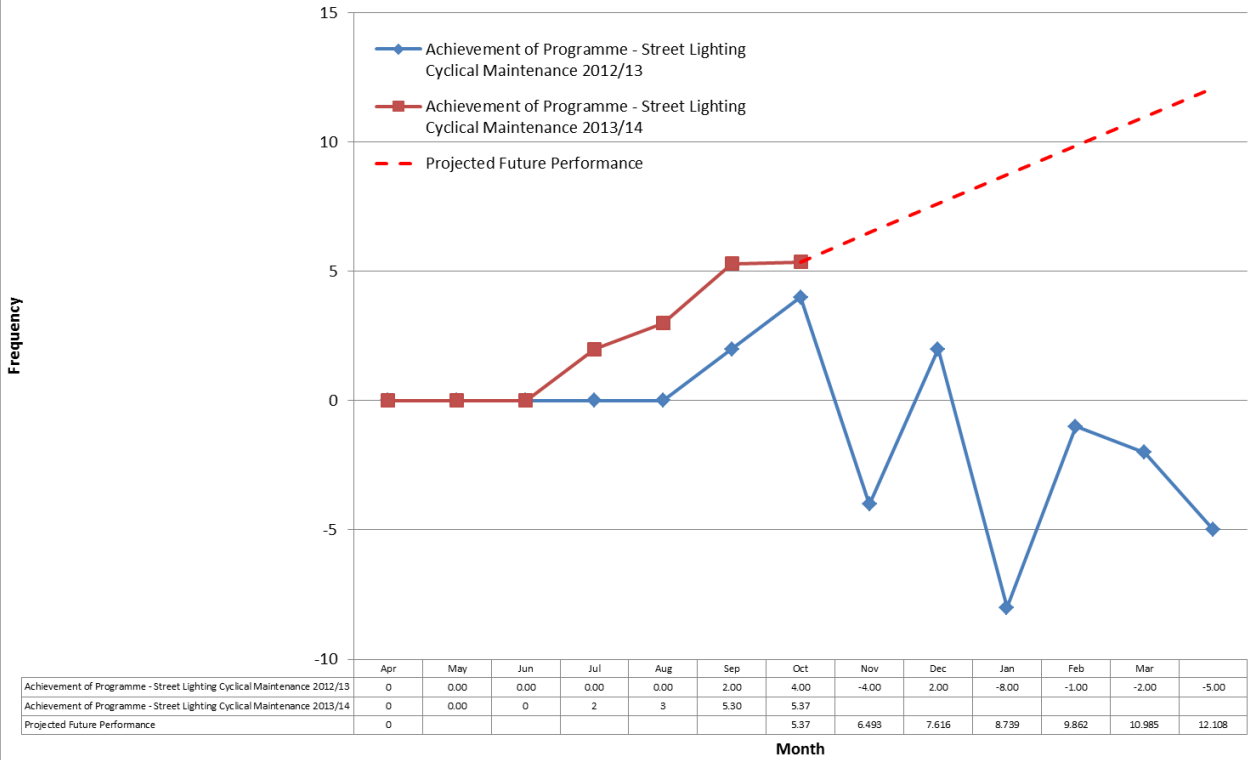
PPI FM02- MOT Pass Rate



PPI SL01- Street Lighting Fault Repair

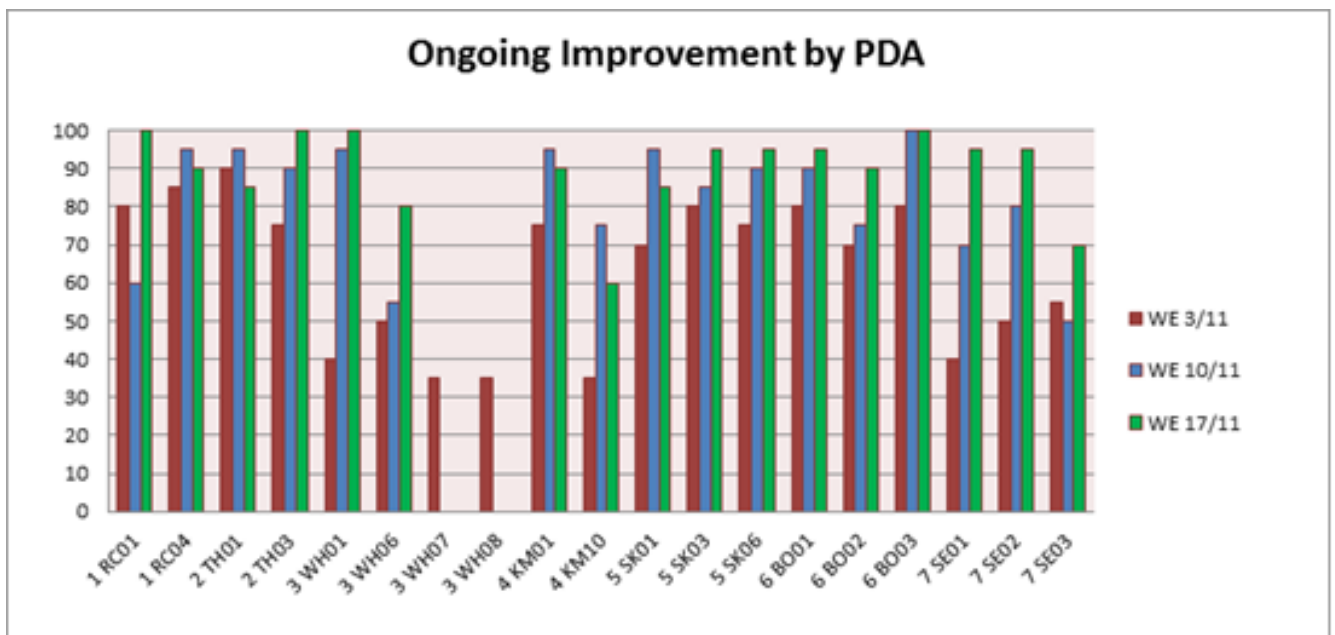
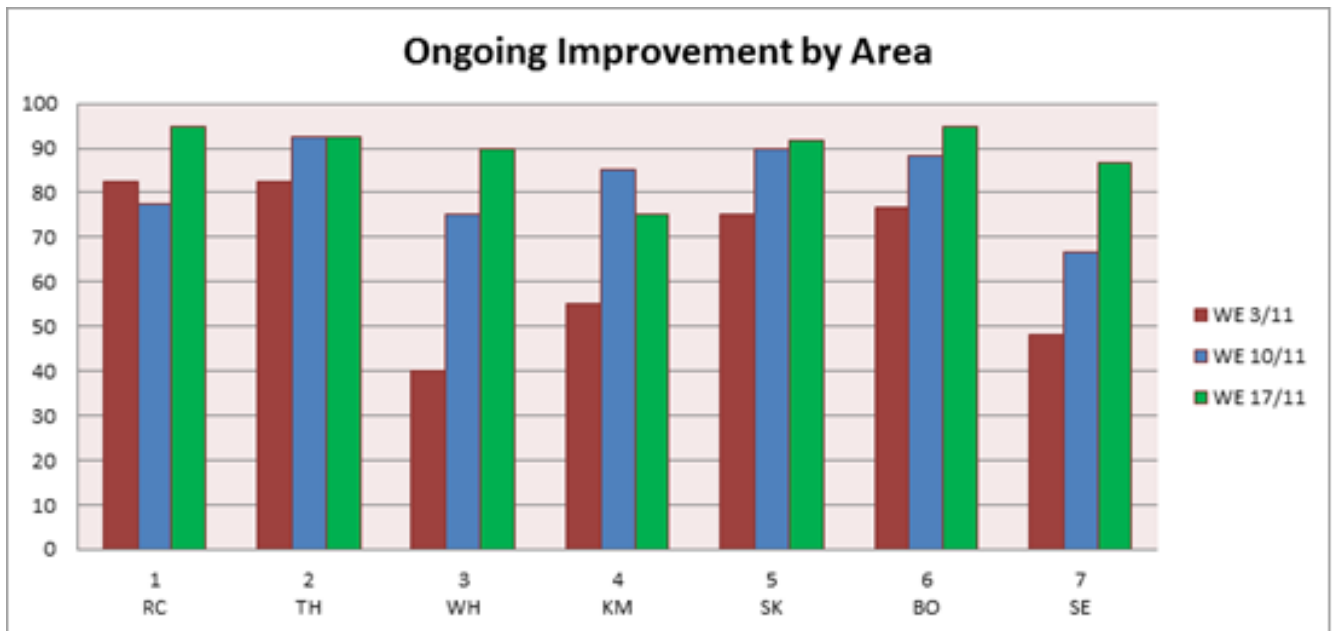


PPI SL02- Achievement of Programme - Street Lighting Cyclical Maintenance



Month

Appendix H – PDA Improvement



Appendix I – Proposed Member Communications

Overview

This document details what Ringway North Yorkshire can offer to assist in communicating effectively to Members and other key stakeholders.

All information would be controlled through a communication Plan agreed between North Yorkshire and Ringway. The Ops Hub would produce the information to the frequencies agreed with a nominated owner of the process and data within Ringway to oversee the Ops Hub.

All of the information is currently generated through Ringway scheduling, programming, undertaking works and recording within the eServe MIS. The proposal is based on our experience in other contracts.

Interface Options

1. Use existing client Website.

The existing North Yorkshire website could be used to include a Members Portal, with secure login, to store information for communication to Members. Ringway could submit this information to the authorised owners of each section of the website. North Yorkshire SharePoint environment, if public facing, could also be used. <http://www.northyorks.gov.uk/resident>

2. Use secure login pages to www.ringway.co.uk website

Use the new Ringway website which is going live in January 2014. This will allow specific page to be set up for North Yorkshire members with their own usernames and passwords. Control of the site would remain with Ringway employees and could not be updated by North Yorkshire employees. We have created Members Portals for our Hounslow Highways and Island Roads PFI Contracts.



3. Use new specific highways North Yorkshire web pages.

An individual hNY domain and website could be bought and purchased for communication internally to all partners as well as to key stakeholders such as Members. The site could have a holding page for general information and then secure username and password for access to separate sections. This does bring an administrative burden on the Partnership to maintain the website.

www.hounslowhighways.org

www.islandroads.com

Content Options

Each of the content options below can be generated for Members and key stakeholders and published through various formats to the various interface options detailed.

Consideration must always be given as to what we are communicating and in particular personal details and scheduled dates which may be changed due to weather. Our sister company, RingwayJacobs, has spent a lot of time working with Essex County Council defining clearly what information is communicated on their Essex website and ensuring that a controlled version of jobs information is communicated.

View it, Track it, Report it

Before you report your problem, please check to see if we already know about it. Enter the location details and click on the issue type you wish to report. If it appears on the map, then we are aware of the problem, however, if it does not appear, please go to 'Report a Problem' and let us know the details. If you have already reported a problem, enter your enquiry reference in 'Track a Problem' to check its progress.

The screenshot shows a web application interface for reporting and tracking road defects. At the top, there are two buttons: "Report a problem" and "View or track a problem". Below these is a search bar labeled "Find a Location" with a "View" button. A dropdown menu is open, showing a "Select..." option. Below the search bar is a list of issue types with corresponding icons: Potholes (blue circle), Bollards and Railings (purple triangle), Drainage or flooding (blue square), Grass verge damage (green diamond), Kerb damage (red square), Pavement damage (grey square), Public Rights of Way (green circle), Road Lining - missing or worn (orange triangle), Signs damage (yellow square), and Vegetation overgrowth (green triangle). There is also a "Select / Clear all" button. Below the list is a "Track a Problem" section with a "Submit" button. The main part of the interface is a map showing a road network. A pop-up window is open over a specific location, displaying details for a pothole: "Pothole Or Other Road Defects", Reference Number: 2272632, Enquiry: POTHOLE OR OTHER ROAD DEFECT, Last Update Date: 12/11/2013 11:52:13, Status: ASSESSED. Below the details, there is a message: "The POTHOLE OR OTHER ROAD DEFECT at TERLING HALL ROAD, CHELMSFORD has been inspected and assessed." and a link: "Click here for more information on Potholes (opens in a new window)".

1. Jobs

- Job Status Reports by Contract Code Type. Total numbers per job type against the various status.
- Works done in my area in past 2 weeks.


This is job information, with coordinates, which is pulled from CPA through our standard reporting tools. It can be published to a mapping interface on the website as points, via MS Excel which can be interrogated, pdf, MS Word or through a Microsoft Sharepoint type list

if held on ePI hNY. This information can be broken down to locations, districts or Areas. The information is also available to the Authority through their Symology tool as job updates are given from eServe within the Ringway environment back to Symology when the status is updated. These jobs could include planned and GMU works.

2. Performance and Utilisation Reporting:

- GMU Report per area
- Planned Works per Area

This is number of jobs completed by GMU or planned works category per area. It will show no. of jobs completed against the different priorities instructed. It is based on depot poster data.



REACTIVE WORKS PERFORMANCE - ALL DEPOTS

Week Ending 16/11/2013

	GMU		Planned			
	Last Weeks Target	Last Weeks Achievement	This Weeks Target	Last Weeks Target	Last Weeks Achievement	This Weeks Target
Work in Progress Start of Wk		1,318	1,413		455	470
Jobs Received		274	200		76	70
Jobs Completed		153	255		24	45
No of Gangs		17.0	17		9.0	9
Av.Jobs Done per Gang Day		1.8	3		0.5	1
Work In Progress End of Wk		1,413	1,358		470	495
WIP Value in Gang Weeks		81	78		0	0

Av. Calendar Days : Received to Complete 19.30

.Jobs Received Planned/Completed

3. Post Code Look Up - Programmes

- Post Code Look Up for Schemes – 2 Year Programme
- Post Code Look up for Programmed Works – Sean Close Programme
- Post Code Look up for Routine and Cyclical Works.

All programmed information is held within MS project Server and communicated through ePI. This allows us to control and communicate more effectively programming information to Ringway and North Yorkshire Officers.

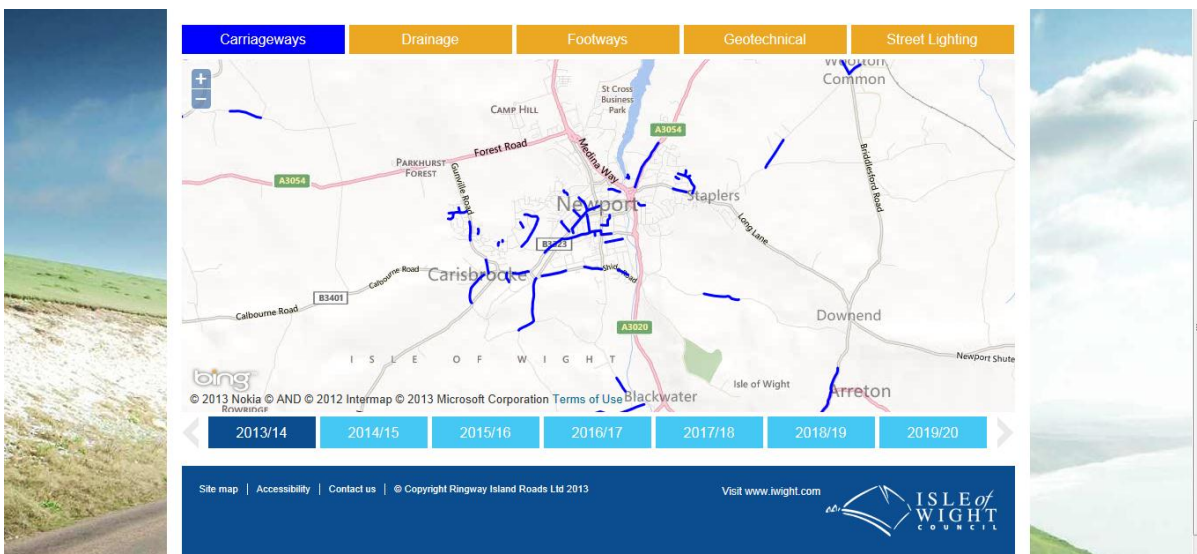
ID	Mode	Task Name	Duration	Start	Finish	% Complete
1		Area 1	415d	24/09/2012	25/04/2014	65%
91		Area 2	389d	02/04/2013	26/09/2014	47%
153		Area 3	326d	01/04/2013	30/06/2014	57%
154		Revenue	260d	02/04/2013	31/03/2014	74%
162		Capital	326d	01/04/2013	30/06/2014	53%
163		Aberdeen Walk Footway Flagging	11d	09/09/2013	23/09/2013	100%
164		Bankside Footway Reconstruction	55d	06/01/2014	21/03/2014	0%
165		Blacksmith Hill Resurfacing	10d	11/11/2013	22/11/2013	0%
166		Bracken Hill Footway Reconstruction	40d	06/01/2014	28/02/2014	0%
167		Briercliffe concrete carriageway Re	10d	03/03/2014	14/03/2014	0%
168		Burniston Road landslip Remedials	15d	01/04/2014	21/04/2014	0%
169		Oriel Bank Jointing Only	2d	26/07/2013	29/07/2013	100%
170		Briercliffe Jointing Only	2d	26/07/2013	29/07/2013	100%
171		A64 Seamer Road Jointing Only	2d	26/07/2013	29/07/2013	100%
172		Carriageway Patching Original	215d	20/05/2013	14/03/2014	41%
173		Coach Road Sleights	10d	03/03/2014	14/03/2014	0%
174		Vernon Road Scarborough	15d	02/12/2013	20/12/2013	0%
175		Folkton Brow Bottom	10d	03/03/2014	14/03/2014	0%
176		A171 Pond Hill (funded from S/D	1d	20/05/2013	20/05/2013	100%
177		Loders Green, Scarborough	1d	03/03/2014	03/03/2014	0%
178		Coldyhill Lane, Newby	5d	04/11/2013	08/11/2013	0%
179		Pre-Surface Dressing Patching Ar	4d	28/05/2013	31/05/2013	100%
180		B1261 Irton Patching	2d	21/05/2013	22/05/2013	100%
181		A170 Ayton patching	2d	23/05/2013	24/05/2013	100%
182		Pre-Surface Dressing Patching Ar	4d	28/05/2013	31/05/2013	100%
183		A64 Seamer Road, Scarborough	10d	17/07/2013	08/10/2013	80%

Through our experience on the PFI's, we have developed "Post Code Look Up" tools to communicate our programmes more effectively to members of the public. This allows us to take our programmed information and then upload periodically to the Post Code Look Up tool on the website. The tool could be visible to members only or it could be put on any of the public facing websites. There is a cost involved to generate this tool for North Yorkshire but Ringway have already invested substantial amounts in the tool which North Yorkshire could get the benefits so the costs are less than they would have been.

This process requires an owner to publish the information periodically as agreed in the Communication Plan. It also requires GIS expertise within the organisation to render the programme information in a map format.

<http://www.hounslowhighways.org/44-my-works.html>

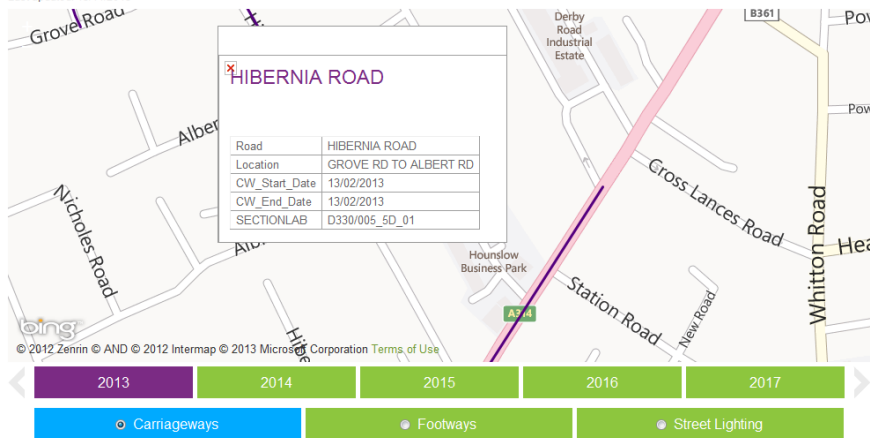
<http://www.islandroads.com/32-works-in-your-district.html>



your area

Click the years below the map to see what's happening in your area over the next five years.

To find out what is happening in your street, type your post code into the 'Works in your Area' bubble at the bottom of the page. To view dates of the planned works, please click on the coloured line on your street to bring up more information. Purple lines represent works that are already completed, and the blue lines are upcoming works.
Disclaimer: Please note that the My Works feature is indicative of planned schemes and may be subject to change.
Last updated: 15/11/2013



4. Works Scheduled

- Elgin Report

This information is already communicated on the North Yorkshire website. It shows all scheduled works up to 3 months ahead. It includes not just hNY works but also other utility works. It should also include items should as skip and scaffold licences going forward.

<http://www.northyorks.gov.uk/26662>

North Yorkshire County Council

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Map search

Map layers Alerts and Search

- ✓ Traffic incidents and roadworks
 - ✓ Live incidents
 - ☐ Live traffic congestion
 - ✓ Road closures and diversions
 - ✓ Roadworks
 - Today Next two weeks Next 12 months
 - From 20/11/201 To 20/11/201 Go
- Public transport
- Base map
- Advanced

5. CPI's, Assets Refreshed and Resources Used

The authority could, using their Symology tool, give quantities and type of assets updated. Ringway could provide this information by using the Schedule of rate quantities as the basis for quantity and type of works and assets renewed or refurbished.

Information on number of crews with plant, equipment and materials used by Area could be published to show what resources each member has been assigned to maintain their environment.

Primary and Secondary CPI reports/ dashboards could be populated on the Members Portal to give visibility to performance of the contract.