

North Yorkshire County Council**Business and Environmental Services****Transport, Economy and Environment
Overview and Scrutiny Committee****21 January 2015****Ringway Performance – 2014/15****Report of the Corporate Director Business & 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 1st April 2014 – 30th September 2014.

2.0 Background

- 2.1 Following a lengthy and robust procurement exercise, HMC 2012 was awarded to Ringway and the contract commenced on 1 April 2012.
- 2.2 As part of the Contract, an Evaluation Panel is held annually in May to determine the Term of the Contract, which is informed by the Contract Performance Indicators (CPIs). The CPIs comprise Primary Performance indicators (PPIs) and Secondary Performance Indicators (SPIs). It is the PPIs which directly affect the Term of the Contract, although the SPIs can also be taken into consideration. The Evaluation Panel is also used to set the rolling 3rd year CPI targets, together with any interim amendments.
- 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.
- Evaluation Panel – 22 May 2013
- 2.4 At the first HMC 2012 Evaluation Panel held 22 May 2013, the decision was taken to retain the Term of the contract as 10 years, until 31 March 2022. This decision was predominantly taken in light of Ringway's performance during 2012/13 regarding their strong winter maintenance performance.

- 2.5 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.
- 2.6 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.

Evaluation Panel – 22 May 2014

- 2.7 The second Evaluation Panel was held on 22nd May 2014.
- 2.8 At the second Evaluation Panel the options available were:
- To reduce the contract period by one year
 - For the contract period to stay the same

Whilst under the contract there is an option to reduce the contract period by two years, this did not apply for the second year due to the passing of the PPIs in relation to Winter Maintenance, Fleet and Street Lighting.

- 2.9 At the Evaluation Panel meeting held 22nd May 2014, Chaired by the Corporate Director (BES), the Key Decision was taken as follows:
- i) The Contract Period, assessed as part of the HMC 2012 Evaluation Panel (22 May 2014) is reduced to 9 years and will expire on 31 March 2021;
 - ii) Targets were agreed for all CPIs for 2015/16 and 2016/17. In addition, specific targets for Streetworks Noticing and Pain/Gain were agreed for 2014/15.
 - iii) Ringway's RAPs to address poor performance will be monitored and managed through the contract governance structure, together with Ringway's Annual Action Plan;
 - iv) The development/agreement of supplementary/replacement CPIs, with Ringway, was delegated to the Corporate Director (BES) and Assistant Director (Highways and Transportation).

Challenge/Scrutiny

- 2.10 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.

2.11 Since the first HMC 2012 Evaluation Panel, Ringway's performance has been further scrutinised by Members at:

- Transport, Economy and Environment Overview and Scrutiny Committee (TEE OSC) – 17 July 2013
- BES Executive Members (with County Councillor David Jeffels in attendance as Chairman of TEE OSC) – 27 November 2013
- TEE OSC – 22 January 2014
- TEE OSC – 16 July 2014

3.0 Consideration

3.1 The first two and a half years of the contract has continued to see the bedding in of people, processes and systems and it is recognised that work continues by both parties to improve performance.

3.2 The Appendices attached to this report set out a summary of 2013/14 Performance, Appendix A, as reported to TEE OSC on 16 July 2014. Appendix B adopts a similar format to Appendix A, for ease of reference, but shows the performance for April 2014 – September 2014, as reported by Ringway. It must be noted that whilst work has already commenced to validate this reported performance, much of this data is still to be validated. Appendix C provides Ringway's Rectification Action Plans, Annual Action Plan and CPI Trend Graphs. It is noteworthy that, subject to final validation, the figures given in Appendix B show an improvement in the number of both PPIs and SPIs showing as a pass, compared to the number at the end of 2013/14.

3.3 During 2014/15, further developments and improvements of contract processes and systems have been undertaken. In addition, a joint 'LEAN Review' has been undertaken of Basic Maintenance as part of the 2020 North Yorkshire programme, which will inform a review of the CPI framework. This CPI review will ensure the contract performance mechanism is updated to drive the right behaviours.

3.4 In anticipation of a CPI Review, it was considered appropriate and proactive to formally delegate this responsibility to the Corporate Director (BES) and Assistant Director (Highways and Transportation) at the Evaluation Panel in May 2014, to allow for such future developments.

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 1st June in each Contract Year.

4.2 The two Key Decisions associated with the Evaluation Panels in May 2013 and 2014 have been published on the County Council's Statutory Forward Plan in accordance with its Constitution.

5.0 Equalities Impact Assessment

- 5.1 Consideration has been given to the relevance of equality and diversity issues in each of the Evaluation Panels. It was the view of officers that the recommendations 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 was reviewed at the end of May 2014 and will be reviewed again in May 2016.

6.0 Finance Implications

- 6.1 Over the first two and a half years of HMC 2012, approximately £113million of works have been delivered.
- 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

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

BARRIE MASON
Assistant Director, Highways & Transportation

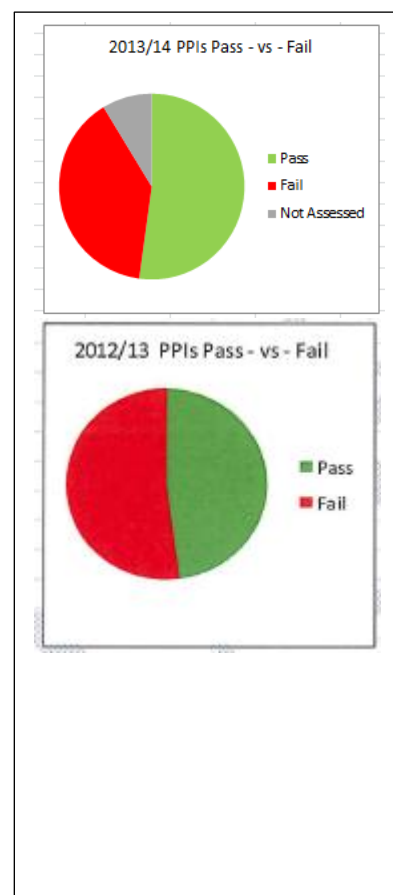
Author of Report: Simon Waller

Background Documents: None

Appendix A – Ringway Performance Summary 2013/14 (NYCC and RIS Assessment)

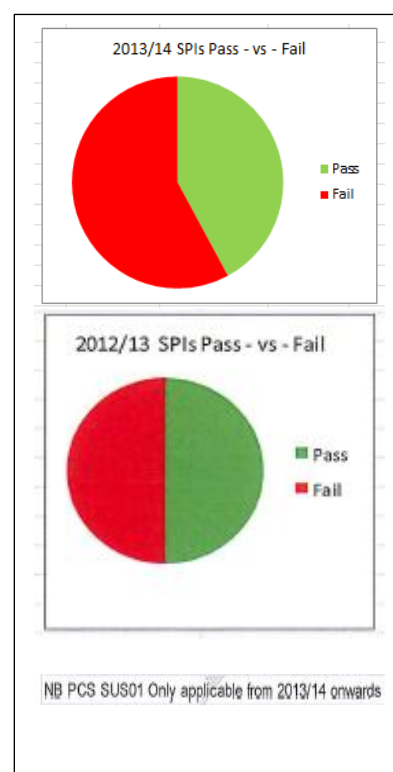
PPIs

CPI Description	NYCC	RIS
WM01 Winter	p	p
S01 Start	p	p
S02 Finish	p	p
S03 Defects (Schemes)	p	p
S04 Streetworks	f	f
S05 Schemes In Gain	Not incl	Not incl
S06 Value of Gain	Not incl	Not incl
RM01 Grass (Urban)	f	p
RM02 Grass (Rural)	f	p
RM03 Weeds	p	p
RM04 Gullies	f	f
RM05 Road Markings	f	f
RM06 Surface Dressing	p	p
RM07 Defects (Routine Maintenance)	p	p
RM08 Defects – CAT 1 (E24s)	f	f
RM09 Emergencies (E1s)	f	f
RM10 GMU Productivity	f	f
HS01 AFR	f	f
FM01 Fleet - Servicing	p	p
FM02 Fleet – MOT pass rate	p	p
SL01 – S/L Fault repair	p	p
SL02 – S/L Cyclical Maintenance	p	p
VFM01 – VFM assessment	p	p
Not included	2	2
Pass	12	14
Fail	9	7
Total	23	23



SPIs

CPI Description	NYCC	RIS
PCS 01 Public Satisfaction Schemes	p	p
PCS 02 Public Satisfaction – S/L schemes	p	p
PCS 03 Compliments	f	f
PCS 04 Complaints Upheld	p	p
PCS 05 Annual Client Survey	f	f
PCS 06 Client Satisfaction - GMUs	p	p
PCS 07 Client Satisfaction – Gullies	f	f
PCS 08 Client Satisfaction – Road Markings	f	f
PCS 09 Client Satisfaction – Winter Maintenance	p	p
PCS 10 Client Satisfaction – Grass (Urban)	f	p
PCS 11 Client Satisfaction – Grass (Rural)	p	p
PCS 12 Client Satisfaction – Fleet	p	p
PCS 13 Client Satisfaction – Schemes	p	p
PCS 14 Client Satisfaction – S/L Maintenance	f	f
AAP01 – Annual Action Plan	f	p
S01 '4 and 2' compliance	f	f
HS01 No. Service Strikes	f	f
HS02 RIDDOR	f	f
SUS 01 Carbon Reduction Measures	f	f
Not assessed	-	-
Pass	8	10
Fail	11	9
Total	19	19



Glossary Of Terms:

CAT1 – Category 1

E – Emergency

GMU – General Maintenance Unit

AFR – Accident Frequency Rate

S/L – Street Lighting

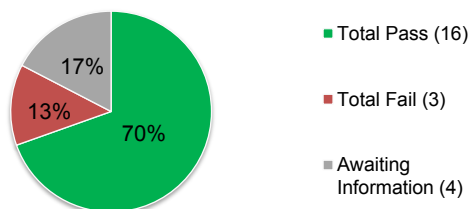
VFM – Value For Money

RIDDOR - Reporting of Injuries, Diseases & Dangerous Occurrences Regulations

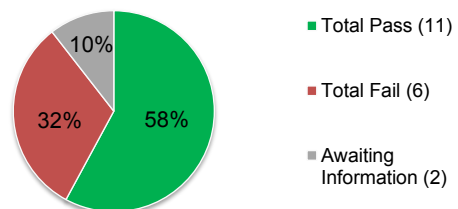
Primary Performance Indicators*			
Reference	Description	2014/15 Target	Performance to Date (Apr-Sep)
PPI WM01	Operational Performance - Winter Gritting Routes	Various	No Data
PPI S01	Start on Time	90%	93.89%
PPI S02	Finish on Time	80%	95.54%
PPI S03	Defects - Impact at Handover	80%	100.00%
PPI S04	Streetworks Noticing	Various	4 out of 5 sub-measures currently below target
PPI S05	Schemes in Gain	45%	No Data
PPI S06	Value of Gain Achieved	13/14 Schemes to show net 'Gain'	No Data
PPI RM01	Achievement of Programme - Grass Cutting Urban	96%	99.29%
PPI RM02	Achievement of Programme - Grass Cutting Rural	96%	100.00%
PPI RM03	Achievement of Programme - Weed Spraying	96%	99.07%
PPI RM04	Achievement of Programme - Gully Emptying	96%	94.36%
PPI RM05	Road Markings	80%	98.97%
PPI RM06	Achievement of Programme - Surface Dressing	97%	100.00%
PPI RM07	Defects	203	16
PPI RM08	Highway Dangerous Defects CAT 1 (E24)	100%	100.00%
PPI RM09	Completion on Time - Emergency Call Outs (E1)	100%	100.00%
PPI RM10	Productivity of GMUs (Planned) Weekly	94%	96.58%
PPI HS01	Accident Frequency Rate	0.5	0.26
PPI FM01	Compliance with Servicing Schedule	85%	100.00%
PPI FM02	MOT Pass Rate	97%	100.00%
PPI SL01	Street Lighting Fault Repair	96%	90.06%
PPI SL02	Achievement of Programme - Street Lighting Cyclical Maintenance	8 Working days	6.67
PPI WFM01	Value for Money	VFM assessment	No data

Secondary Performance Indicators*			
Reference	Description	2014/15 Target	Performance to Date (Apr-Sep)
SPI PCS01	Public Satisfaction - Schemes (excl street lighting)	95%	96.74%
SPI PCS02	Public Satisfaction - Street Lighting Schemes	80%	100.00%
SPI PCS03	Public Compliments - All Services	70	21
SPI PCS04	Public Complaints up held against RIS - All Services	13	0
SPI PCS05	Annual Client Survey	70%	No Data
SPI PCS06	Client Satisfaction - GMU	90%	89.09%
SPI PCS07	Client Satisfaction - Gully Emptying	90%	90.29%
SPI PCS08	Client Satisfaction - Road Marking	90%	78.94%
SPI PCS09	Client Satisfaction - Winter Maintenance	94%	100.00%
SPI PCS10	Client Satisfaction - Grass Cutting Urban	90%	86.06%
SPI PCS11	Client Satisfaction - Grass Cutting Rural	90%	90.17%
SPI PCS12	Client Satisfaction - Fleet	90%	100.00%
SPI PCS13	Client Satisfaction - Schemes [incl. street lighting]	90%	86.04%
SPI PCS14	Client Satisfaction - Street Lighting Maintenance	90%	86.26%
SPI AAP01	Contractor Progress against Annual Action Plan - self evaluation	90%	100.00%
SPI S01	6:4:2 Compliance	90%	76.81%
SPI HS01	Number of Service Strikes	13	6
SPI HS02	RIDDOR	3	1
SPI SUS01	Carbon Reduction Measures	Various	No Data

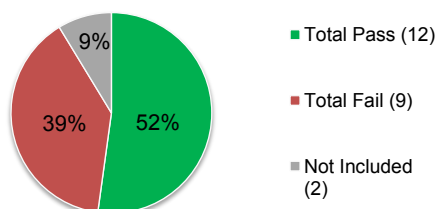
PPI Pass vs Fail Summary end of Q2 2014/15



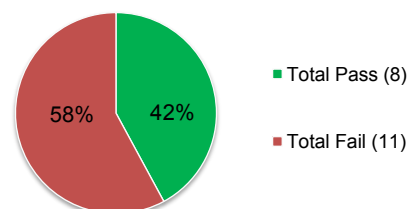
SPI Pass vs Fail Summary end of Q2 2014/15



PPI Pass vs Fail Summary 2013/14 Year End



SPI Pass vs Fail Summary 2013/14 Year End



* Data subject to validation

	ACTION REPORT FORM		PROCESS OWNER: Group IMS Manager
	Issue: 5A	Date: August 2011	Page 1 of 4

Section 1

Business Ref: RIS

 Division and/or
 Location: North
 Yorkshire

 Action Report No:
 RAP02-PPI
 S04(RevSept14)
Section 2

Issued by: P Jepps	Issued to: North Yorkshire	Date: 15 May 2014
Contract Number: MU 5382	Works Order Number: N/A	Delivery Note Number: N/A

Section 3 DESCRIPTION OF ISSUE

Failure of CPI PPI S04, Streetworks Noticing during the contract year 2014/15

Section 4 STATE THE ROOT CAUSE OF THE ISSUE

- 1) Operational requirements are perceived by both Ringway and Client staff as a greater priority to Streetworks conformance.
- 2) Short notice changes to the programme make it challenging to meet both Streetworks and Productivity measures.
- 3) Systems need reviewing to ensure failures aren't occurring by default eg consequences of the PDA being out of range of a mobile signal.
- 4) Not tracking performance to identify trends and reasons for non-conformance

Section 5 WHAT ACTION IS PLANNED TO ADDRESS THE ABOVE ROOT CAUSE?**5a CORRECTIVE ACTION (To address the issue)**

See responsibility chart attached.

5b PREVENTIVE ACTION (To prevent recurrence)

Completion of responsibility chart

5c RESPONSIBILITY CHART REQUIRED (PAGE 2)? **Y**

Note: When you have completed this section please send copy to originator.

Section 6 CONFIRM ACTION HAS BEEN IMPLEMENTED (Supply supporting evidence)**Task No. 1**

Ongoing, The Hub team will continue to review noticing procedures and discuss any short comings with the Street works team at their monthly meeting. This is set for the first Thursday of the month and attended by Steve Fox, Ryan Martin and John Summers from the Streetworks team.

Use of Immediate urgent agreed for use on works with priorities ≤ 7 days.

Task No. 2

This information is now being collated in the Hub. Further work is required to agree the format with Doug Huzzard for validation of the Streetworks data.

Task No. 3

The review has been completed and potential improvements noted. The complexity of the ePI reports mean that a manual check is required each month.

It is anticipated that the Streetworks CPIs will be included in the CPI review (Oct 2014) where a simpler method of measuring this CPI can be discussed and hopefully agreed. Whatever the outcome the ePI report can then be amended to reflect the CPI requirements based on information readily available in eServe negating the need for any manual intervention.

Task No. 4

The first meeting has been set for 23rd Sept 2014 with Doug Huzzard. Future meeting will be set and the process for validation agreed.


Task No. 5

Monthly meeting have been in place since June, attended by Steve Fox, Ryan Martin and John Summers. These are productive meetings where information is shared to improve performance and increase knowledge. PPS have decided to include Representatives from the Area teams in this meeting.

Action closed by: Richard Whitaker

Date: RAP updated 16/9/14 and additional Tasks added

REMEMBER TO UPDATE THE IMPROVEMENT CONFORMANCE LOG

	ACTION REPORT FORM		PROCESS OWNER: Group IMS Manager
	Issue: 5A	Date: August 2011	Page 2 of 4

Business Ref:

Division and/or Location:

**Action Report No:
RAP02-PPI S04**

REMEMBER TO UPDATE THE IMPROVEMENT CONFORMANCE LOG



ACTION REPORT FORM

**PROCESS OWNER: Group
IMS Manager**

Issue: 5A

Date: August 2011

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Date Prepared: 15.05.14		Responsibility of: P Jepps								
Improvement/Concern		Persons Involved						By When	Complete	
Ensure CPI does not fail in future years.		Richard Whitaker	Steve Fox	Ryan Martin	Frank Shepherd	Jill Jephson				
Planned Completion Date:										
Task No	Task Description									
1	Continue the review of Streetworks noticing procedures and the systems used to control them	X	I	I	I				30-6-14	√ Ongoing
2	Track each works order identifying:- Whether a notice is required with reasons Dates when notices are placed CP13 forms received Reason(s) for Early start requests Reason(s) for FPN received	X	I	I	I				From 1-4-14	√ Action complete and records kept in the Hub
3	Improve automated tracking of the Streetworks CPI through the EPI by reviewing the current reports and implementing recommendations.	X	I	I	I				31-7-14	√ Review completed
4	Validate Streetworks CPIs with the Streetworks team at a monthly meeting		X	I	I				From 1-4-14	√ Set for Sept 23rd
5	Review the Streetworks CPIs with the Streetworks team to identify and resolve:- Conflict between Streetworks and Operational requirements.	X	I						Client time table	√ Ongoing at monthly Streetworks meetings
Additional tasks added after Sept 14 review										
6	Agree method of validation of CPI data with Doug Huzzard	X			I					
7	Update the Streetworks ePI reports to reflect any changes required to aid validation of the CPI data.	X			I					
8	Instigate project to undertake all Streetworks noticing in eServe rather than using Symology. The current situation requires that Notices for schemes have to be imputed directly into Symology. This will need client help.	X			I					
Note		ONLY ONE PERSON CAN BE RESPONSIBLE FOR AN ACTIVITY								
		(X = RESPONSIBLE, I = INVOLVED)								

REMEMBER TO UPDATE THE IMPROVEMENT CONFORMANCE LOG

	ACTION REPORT FORM		PROCESS OWNER: Group IMS Manager
	Issue: 5A	Date: August 2011	Page 4 of 4

Distribute to:

REMEMBER TO UPDATE THE IMPROVEMENT CONFORMANCE LOG

**ACTION REPORT FORM****PROCESS OWNER: Group
IMS Manager**

Issue: 5A

Date: August 2011

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Section 1

Business Ref: RIS

Division and/or
Location: North
YorkshireAction Report No:
RAP03-PPI RM01**Section 2**

Issued by: P Jepps

Issued to:
North YorkshireDate:
13.05.14 (Rev Aug 14)

Contract Number: MU 5382

Works Order Number: N/A

Delivery Note Number: N/A

Section 3 DESCRIPTION OF ISSUE**Failure of CPI PPI RM01 Achievement of Programme – Grass Cutting – Urban - during the contract year 2014/15**

The 2013/14 performance of cutting the urban grass sites within 14 days of the programmed date, as per the CPI, was marginally lower than the Target of 95.5%, returning at 94.96%.

The 2014/15 CPI targets at increase to 96.0% for performance against programme.

Section 4 STATE THE ROOT CAUSE OF THE ISSUE

There are several possible root causes to this issue, including but not limited to:

- Lack of effective Ringway Supervision in the Areas
- In effective Sub-contract agreement that doesn't incentivise the contractor to eliminate poor performance
- Some Client staff working to drawings and location plans from the previous contract

Section 5 WHAT ACTION IS PLANNED TO ADDRESS THE ABOVE ROOT CAUSE?**5a CORRECTIVE ACTION (To address the issue)**

1. See responsibility chart attached.
2. Monthly evaluation of PPI to be undertaken retrospectively to address the +/- 14 calendar days of scheduled end of cut

5b PREVENTIVE ACTION (To prevent recurrence)

1. Completion of responsibility chart
2. Review PPI planned Grass Cutting output against planned on a weekly basis

5c RESPONSIBILITY CHART REQUIRED (PAGE 2)? Y

Note: When you have completed this section please send copy to originator.

Section 6 CONFIRM ACTION HAS BEEN IMPLEMENTED (Supply supporting evidence)1 – Sean Close in Post
5 – MARI Introduced

Action closed by:

Date:

REMEMBER TO UPDATE THE IMPROVEMENT CONFORMANCE LOG



ACTION REPORT FORM

**PROCESS OWNER: Group
IMS Manager**

Issue: 5A

Date: August 2011

Page 2 of 2

Business Ref:


Division and/or Location:

**Action Report No:
RAP03-PPI RM01**

Date Prepared: 13.05.14		Responsibility of: P Jepps										
Improvement/Concern		Persons Involved										
Ensure CPI does not fail in 2014/15		Sean Close	Contract Managers	Area Agent	Mike Roberts	Area Managers	Operations Managers	Sodexo Contract Manager	Robert Smith	Richard Whitaker	By When	Complete
Planned Completion Date:												
Task No	Task Description											
1	Dedicated Resource in place to monitor Grass Cutting programme.	I	I	I			I	I		X	April 14	√
2	Area Agents to report weekly on grass cutting performance and address performance with Supply Chain Partner to either increase or decrease resources	I	I	X				I			May 14	√
3	Review plans to ensure plans being worked are as per tender.		X	I	I	I	I				Mar 15	
4	Review Service Level Agreement with Sodexo and invoke penalty clauses for failure to perform						I		X		Mar 15	
5	Nominate Area specific Supervisor responsible and accountable for Grass Cutting performance	I	X	I			I				June 14	√
6	Issue Satisfaction Score Card to Sodexo and each Contract Manager to Score their performance on a monthly basis with results sent to respective Operations Manager		X				I	I			On-going	
7	Nominated Area Agents for Grass Cutting Service to undertake daily site visits. Visits to be recorded using the Ringway site quality inspection form.		X	I			I				On-going	
8	Seek 360 feedback from Sodexo and their management team in order to understand if there are any issues that are acting as blockers to good performance	I	I	I			I	X			Sept 14	
9	Increased Sodexo Supervision and recording of visits		I	I				X			Sept 14	
Note		ONLY ONE PERSON CAN BE RESPONSIBLE FOR AN ACTIVITY										
		(X = RESPONSIBLE, I = INVOLVED)										

Distribute to:

REMEMBER TO UPDATE THE IMPROVEMENT CONFORMANCE LOG

	ACTION REPORT FORM		PROCESS OWNER: Group IMS Manager
	Issue: 5A	Date: August 2011	Page 1 of 2

Section 1
Business Ref: RIS

Division and/or
Location: North
Yorkshire

Action Report No:
RAP04-PPI RM02

Section 2

Issued by: P Jepps	Issued to: North Yorkshire	Date: 13.05.14 (Rev Aug 14)
Contract Number: MU 5382	Works Order Number: N/A	Delivery Note Number: N/A

Section 3 DESCRIPTION OF ISSUE

Failure of CPI PPI RM02 Achievement of Programme – Grass Cutting – Rural - during the contract year 2014/15

The 2013/14 performance of cutting the rural grass sites within 14 days of the programmed date, as per the CPI, was significantly lower than the Target of 95.5%, returning at 50.00%.

The 2014/15 CPI targets at increase to 96.0% for performance against programme.

Section 4 STATE THE ROOT CAUSE OF THE ISSUE

There are several possible root causes to this issue, including but not limited to:

- Lack of effective Ringway Supervision in the Areas
- In effective Sub-contract agreement that doesn't incentivise the contractor to eliminate poor performance
- Some Client staff working to drawings and location plans from the previous contract

Section 5 WHAT ACTION IS PLANNED TO ADDRESS THE ABOVE ROOT CAUSE?

5a CORRECTIVE ACTION (To address the issue)

1. See responsibility chart attached.
2. Monthly evaluation of PPI to be undertaken retrospectively to address the +/- 14 calendar days of scheduled end of cut

5b PREVENTIVE ACTION (To prevent recurrence)

1. Completion of responsibility chart
2. Review PPI planned Grass Cutting output against planned on a weekly basis

5c RESPONSIBILITY CHART REQUIRED (PAGE 2)? Y

Note: When you have completed this section please send copy to originator.

Section 6 CONFIRM ACTION HAS BEEN IMPLEMENTED (Supply supporting evidence)

- 1 – Sean Close in place
- 5 – MARI established

Action closed by:

Date:

REMEMBER TO UPDATE THE IMPROVEMENT CONFORMANCE LOG



ACTION REPORT FORM

**PROCESS OWNER: Group
IMS Manager**

Issue: 5A

Date: August 2011

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Business Ref:

Division and/or Location:

**Action Report No:
RAP04-PPI RM02**

Date Prepared: 13.05.14		Responsibility of: P Jepps										
Improvement/Concern		Persons Involved										
Ensure CPI does not fail in 2014/15		Sean Close	Contract Managers	Area Agent	Mike Roberts	Area Managers	Operations Managers	Sodexo Contract Manager	Robert Smith	Richard Whitaker	By When	Complete
Planned Completion Date:												
Task No	Task Description											
1	Dedicated Resource in place to monitor Grass Cutting programme.	I	I	I			I	I		X	April 14	√
2	Area Agents to report weekly on grass cutting performance and address performance with Supply Chain Partner to either increase or decrease resources	I	I	X				I			May 14	√
3	Review plans to ensure plans being worked are as per tender.		X	I	I	I	I	I			Mar 15	
4	Review Service Level Agreement with SCP's and invoke penalty clauses for failure to perform						I		X		Mar 15	
5	Nominate Area specific Supervisor responsible and accountable for Grass Cutting performance	I	X	I			I				June 14	√
6	Issue Satisfaction Score Card to SCP's and each Contract Manager to Score their performance on a monthly basis with results sent to respective Operations Manager		X				I	I			On-going	
7	Nominated Area Agents for Grass Cutting Service to undertake daily site visits. Visits to be recorded using the Ringway site quality inspection form.		X	I			I				On-going	
8	Seek 360 feedback from SCP's and their management team in order to understand if there are any issues that are acting as blockers to good performance	I	I	I			I	X			Sept 14	
9	Increased Sodexo Supervision and recording of visits		I	I				X			Sept 14	
Note		ONLY ONE PERSON CAN BE RESPONSIBLE FOR AN ACTIVITY										
		(X = RESPONSIBLE, I = INVOLVED)										

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**ACTION REPORT FORM****PROCESS OWNER: Group
IMS Manager**

Issue: 5A

Date: August 2011

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Section 1

Business Ref: RIS

Division and/or
Location: North
YorkshireAction Report No:
RAP05-PPI RM04**Section 2**

Issued by: P Jepps

Issued to:
North YorkshireDate:
13.05.14 (Rev Aug 14)

Contract Number: MU 5382

Works Order Number: N/A

Delivery Note Number: N/A

Section 3 DESCRIPTION OF ISSUE**Failure of CPI PPI RM04, Achievement of Programme – Gully Emptying during the contract year 2013/14**

The target for 2013/14 was not achieved, returning 67.51% against a target of 95.5%

The target for 2014/15 has been increased to 96%

Section 4 STATE THE ROOT CAUSE OF THE ISSUE

During 2013/14, all the gullies scheduled were cleaned to the required frequency before year end. In addition, there were a further 5000 plus gullies also cleaned that were not identified on any of the client schedules at frequencies over and above the requirements in the contract.

The root cause of the failing of this CPI were as a result of RIS not amending the programme and reporting on a monthly basis, as required, taking into account additional cleans and additional gullies.

There is also a need to agree a final gully schedule as there are still discrepancies between tendered schedules and schedule being issued by the Areas

Section 5 WHAT ACTION IS PLANNED TO ADDRESS THE ABOVE ROOT CAUSE?**5a CORRECTIVE ACTION (To address the issue)**

1. See responsibility chart attached.
2. Monthly evaluation of PPI to be undertaken retrospectively to address the +/- 14 day gully cleaning period that bridges month end

5b PREVENTIVE ACTION (To prevent recurrence)

1. Completion of responsibility chart
2. Review PPI planned gully cleaning out put against planned on a weekly basis

5c RESPONSIBILITY CHART REQUIRED (PAGE 2)? **Y**

Note: When you have completed this section please send copy to originator.

Section 6 CONFIRM ACTION HAS BEEN IMPLEMENTED (Supply supporting evidence)

- 1 – Sean Close in position
- 2 – PPI now improving
- 3 – Briefings to establish process
- 5 – MARI Introduced

Action closed by:

Date:

REMEMBER TO UPDATE THE IMPROVEMENT CONFORMANCE LOG



ACTION REPORT FORM

**PROCESS OWNER: Group
IMS Manager**

Issue: 5A

Date: August 2011

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Business Ref:


Division and/or Location:

**Action Report No:
RAP05-PPI RM04**

Date Prepared: 13.05.14		Responsibility of: P Jepps											
Improvement/Concern		Persons Involved											
Ensure CPI does not fail in 2014/15		Sean Close	Contract Managers	Area Agent	Mike Roberts	Area Managers	Operations Managers					By When	Complete
Planned Completion Date:													
Task No	Task Description												
1	Dedicated Resource in place to monitor Gully emptying programme.	I	X	I								April 14	√
2	Area Agents to report weekly on gully emptying performance	I	I	X								May 14	√
3	Formalise Gully Cleansing Procedure on gully cleansing reporting	I	I	I			X					June 14	√
4	Finalise gully emptying schedules formalising gully numbers and cleaning frequency				X	I						TBC	
5	Dedicated personnel identified in each Area that will be accountable for gully cleansing performance.	I	X	I			I					June 14	√
6	Programme to be reviewed and agreed monthly with NYCC	I	X	I	I	I	I					On-going	
Note		ONLY ONE PERSON CAN BE RESPONSIBLE FOR AN ACTIVITY											
		(X = RESPONSIBLE, I = INVOLVED)											

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	ACTION REPORT FORM		PROCESS OWNER: Group IMS Manager
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Section 1
Business Ref: RIS

Division and/or
Location: North
Yorkshire

Action Report No:
RAP06-PPI RM05

Section 2

Issued by: P Jepps	Issued to: North Yorkshire	Date: 13.05.14 (Rev Aug 14)
Contract Number: MU 5382	Works Order Number: N/A	Delivery Note Number: N/A

Section 3 DESCRIPTION OF ISSUE

Failure of CPI PPI RM05, Road Markings during the contract year 2013/14

Section 4 STATE THE ROOT CAUSE OF THE ISSUE

Failure to achieve the Road Marking PPI in relation to completing roadmarking schemes within the programmed dates. The biggest failure within 2013/14 was the inability of the roadmarkings to be completed within 21 days of the surface dressing works being completed. Where we have had a specific road marking scheme outside of the surface dressing works, then 100% compliance has been achieved

Section 5 WHAT ACTION IS PLANNED TO ADDRESS THE ABOVE ROOT CAUSE?

5a CORRECTIVE ACTION (To address the issue)

See responsibility chart attached.

5b PREVENTIVE ACTION (To prevent recurrence)

Completion of responsibility chart

5c RESPONSIBILITY CHART REQUIRED (PAGE 2)? Y

Note: When you have completed this section please send copy to originator.

Section 6 CONFIRM ACTION HAS BEEN IMPLEMENTED (Supply supporting evidence)

- 1 – Sean Close in position
- 2 – Ian Smith present in Areas and Hub
- 3 – Management meeting held to establish improvements on previous years and to formalise process for 2014
- 4 – Meetings held to monitor performance and quality issues
- 5 – RAP's briefed out and influenced by Operational Teams

Action closed by:


Date:

REMEMBER TO UPDATE THE IMPROVEMENT CONFORMANCE LOG

Date Prepared: 13.05.14		Responsibility of: P Jepps									
Improvement/Concern		Persons Involved									
Ensure CPI does not fail during 2013/14		Sean Close	Richard Whitaker	Ian Smith (Euromark)	Contract Managers	Paul Gonsev (EST)	Phil Jenns	Operations Managers	Robert Smith	By When	Complete
Planned Completion Date:											
Task No	Task Description										
1	Dedicated programmer dealing specifically with Road marking works	X	I								
2	Euromark Manager co-located within RIS offices to take direct control of Road Marking works	I	I	X	I						
3	Pre surface dressing season meeting held and protocol's reviewed with regards to organising road marking in conjunction with completion of surface dressing.	I	I	I	I	I	X	I			
4	Fortnightly Meetings to be held between Operations, Programming and Euromark to discuss and review progress and quality	I	I	I	I	I	I	X			
5	Brief Expectations of RAP to Ops Teams						X				
6	Submission of timely accurate daily whereabouts	I	I	X	I			I			
7	Review external Provider opportunities						I	I	X		
Note		ONLY ONE PERSON CAN BE RESPONSIBLE FOR AN ACTIVITY									
		(X = RESPONSIBLE, I = INVOLVED)									

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	Issue: 5A	Date: August 2011	Page 1 of 3

Section 1

Business Ref: RIS

Division and/or
Location: North
Yorkshire

Action Report No:
RAP08-PPI RM08

Section 2

Issued by: P Jepps	Issued to: North Yorkshire	Date: 13.05.14
Contract Number: MU 5382	Works Order Number: N/A	Delivery Note Number: N/A

Section 3 DESCRIPTION OF ISSUE

Failure of CPI PPI RM08, Highway Dangerous Defects CAT1 during the contract year 2013/14

Section 4 STATE THE ROOT CAUSE OF THE ISSUE

This PPI failed the 100% target. Significant improvement has been made throughout 2013/14. Specific causes of failure:

- Quality of works orders in respect of should be 'make safe' only.
- RIS personnel undertaking additional works, under instruction, rather than making safe
- RIS failing to 'press the button' upon attending site to confirm attendance in the required timescale.

Section 5 WHAT ACTION IS PLANNED TO ADDRESS THE ABOVE ROOT CAUSE?

5a CORRECTIVE ACTION (To address the issue)

See responsibility chart attached.

5b PREVENTIVE ACTION (To prevent recurrence)

Completion of responsibility chart

5c RESPONSIBILITY CHART REQUIRED (PAGE 2)? Y

Note: When you have completed this section please send copy to originator.

Section 6 CONFIRM ACTION HAS BEEN IMPLEMENTED (Supply supporting evidence)

1 – Meeting held with Supervisory staff
Other tasks on-going

Action closed by:

Date:

REMEMBER TO UPDATE THE IMPROVEMENT CONFORMANCE LOG



ACTION REPORT FORM

**PROCESS OWNER: Group
IMS Manager**

Issue: 5A

Date: August 2011

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REMEMBER TO UPDATE THE IMPROVEMENT CONFORMANCE LOG



ACTION REPORT FORM

**PROCESS OWNER: Group
IMS Manager**

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Date: August 2011

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Business Ref:


Division and/or Location:

**Action Report No:
RAP08-PPI RM08**

Date Prepared: 13.05.14		Responsibility of: P Jepps								
Improvement/Concern Ensure CPI does not fail 2014/15		Persons Involved								
Planned Completion Date:										
Task No	Task Description	Operations Managers	Contract Managers	Hub Manager	Hub Schedulers	Phil Jepps	Anents	Mike Roberts	By When	Complete
1	Re-brief Area teams on requirements of E24 criteria to make safe only in the first instance.	I	I	I	I	X	I		May 2014	√
2	RIS staff to reject orders that do not comply with the criteria of the E24 category defects, including an explanation of the reasons why.	I	I	X	I				On-going	
3	Both parties to report to OMG on performance of orders.			X	I		I		Monthly	
4	RIS to report at weekly meetings E24 performance and works order compliance	I	I		X		I	I	Weekly	
5	RIS to report on a weekly basis on Area Team Scoring Tool	I	I	X	I	I	I	I	Weekly	
6	Operational staff to identify, report and record any additional works through the Hub	I	I		I		X		On-going	
Note		ONLY ONE PERSON CAN BE RESPONSIBLE FOR AN ACTIVITY								
		(X = RESPONSIBLE, I = INVOLVED)								

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	Issue: 5A	Date: August 2011	Page 1 of 2

Section 1
Business Ref: RIS

Division and/or
Location: North
Yorkshire

Action Report No:
RAP09-PPI RM09

Section 2

Issued by: P Jepps	Issued to: North Yorkshire	Date: 13.05.14
Contract Number: MU 5382	Works Order Number: N/A	Delivery Note Number: N/A

Section 3 DESCRIPTION OF ISSUE

Failure of CPI PPI RM009, Completion on Time – Emergency Call Outs during the contract year 2013/14

Section 4 STATE THE ROOT CAUSE OF THE ISSUE

This PPI failed the 100% target. Significant improvement has been made throughout 2013/14. Specific causes of failure:

- Quality of works orders in respect of should be 'make safe' only.
- RIS personnel undertaking additional works rather than making safe
- RIS failing to 'press the button' upon attending site to confirm attendance in the required timescale.

Section 5 WHAT ACTION IS PLANNED TO ADDRESS THE ABOVE ROOT CAUSE?

5a CORRECTIVE ACTION (To address the issue)

See responsibility chart attached.

5b PREVENTIVE ACTION (To prevent recurrence)

Completion of responsibility chart

5c RESPONSIBILITY CHART REQUIRED (PAGE 2)? Y

Note: When you have completed this section please send copy to originator.

Section 6 CONFIRM ACTION HAS BEEN IMPLEMENTED (Supply supporting evidence)

1 – Meeting held with Supervisory staff
Other tasks on-going

Action closed by:

Date:

REMEMBER TO UPDATE THE IMPROVEMENT CONFORMANCE LOG



ACTION REPORT FORM

**PROCESS OWNER: Group
IMS Manager**

Issue: 5A

Date: August 2011

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Business Ref:

Division and/or Location:

**Action Report No:
RAP09-PPI RM09**

Date Prepared: 13.05.14		Responsibility of: P Jepps										
Improvement/Concern		Persons Involved										
Ensure CPI does not fail in 2014/15		Operations Managers	Contract Managers	Hub Manager	Hub Schedulers	Phil Jepps	Agents	Mike Roberts			By When	Complete
Planned Completion Date:												
Task No	Task Description											
1	Re-brief Area teams on requirements of E1 criteria to make safe only in the first instance.	I	I	I	I	X	I				May 2014	√
2	RIS staff to reject orders that do not comply with the criteria of the E1 category defects, including an explanation of the reasons why.	I	I	X	I		I				On-going	
3	Both parties to report to OMG on performance of orders.			X	I		I				Monthly	
4	RIS and NYCC to ensure orders are directed through the HUB or followed up immediately in the event of legitimate emergency.	I	I	X	I		I	I			On-going	
5	RIS to report at weekly meetings E1 performance and works order compliance	I	X	I	I		I				Weekly	
6	Operational staff to identify, report and record any additional works via the Hub	I	X	I	I		I				On-going	
7	RIS to report on a weekly basis on Area Team Scoring Tool	I	I	X	I		I				Weekly	
Note		ONLY ONE PERSON CAN BE RESPONSIBLE FOR AN ACTIVITY										
		(X = RESPONSIBLE, I = INVOLVED)										

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Section 1
Business Ref: RIS

Division and/or
Location: North
Yorkshire

Action Report No:
RAP10-PPI RM10

Section 2

Issued by: P Jepps	Issued to: North Yorkshire	Date: 13.05.14 (Rev Aug 14)
Contract Number: MU 5382	Works Order Number: N/A	Delivery Note Number: N/A

Section 3 DESCRIPTION OF ISSUE

Failure of CPI PPI RM10, Productivity of GMUs contract year 2013/14

Section 4 STATE THE ROOT CAUSE OF THE ISSUE

This PPI failed the target. Significant improvement has been made throughout 2013/14. Specific causes of failure:

- Quality of works orders in respect of specific works not being identified resulting in the inability for RIS to plan and programme works correctly
- Failure to fully report additional works undertaken affecting programmes
- Productivity targets not being administered/adhered to.
- Increased number of Emergency Orders affecting GMU productivity
- Wasted travel time between jobs affecting productivity

Section 5 WHAT ACTION IS PLANNED TO ADDRESS THE ABOVE ROOT CAUSE?

5a CORRECTIVE ACTION (To address the issue)

See responsibility chart attached.

5b PREVENTIVE ACTION (To prevent recurrence)

Completion of responsibility chart

5c RESPONSIBILITY CHART REQUIRED (PAGE 2)? Y

Note: When you have completed this section please send copy to originator.

Section 6 CONFIRM ACTION HAS BEEN IMPLEMENTED (Supply supporting evidence)

- 1 – Protocol written, to be rolled out during October 14
- 4 – Agreement reached through OMG July 14

Action closed by:

Date:

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ACTION REPORT FORM

**PROCESS OWNER: Group
IMS Manager**

Issue: 5A

Date: August 2011

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Business Ref:

Division and/or Location:

**Action Report No:
RAP10-PPI RM10**

Date Prepared: 13.05.14		Responsibility of: P Jepps									
Improvement/Concern		Persons Involved								By When	Complete
Ensure CPI does not fail in 2014/15		Phil Jepps	Mike Roberts	Operations Managers	Hubs Manager	Hub Schedulers	Contracts Managers	Agents	Innovations Group		
Planned Completion Date:											
Task No	Task Description	Phil Jepps	Mike Roberts	Operations Managers	Hubs Manager	Hub Schedulers	Contracts Managers	Agents	Innovations Group	By When	Complete
1	Protocol to be written to define GMU works identifying the specific works criteria	I	X	I	I	I	I	I		Sept 14	√
2	RIS staff to reject orders that do not comply with the GMU works protocol, including an explanation of the reasons why.			I	X	I	I	I		On-going	
3	RIS to report at weekly meetings GMU performance and works order compliance			I	I	I	X	I		On-going	
4	GMU works and Streetworks noticing review required as noticing impacts on ability to undertake GMU works within the 7 day order.	I	X	I	I					July 14	√
5	Operational staff to identify, report and record any additional or changes to works or time via the Hub			I	I	I	I	X		On-going	
6	Non-Compliant GMU orders to be reported through OMG	X	I		I					On-going	
7	Space to be programmed within each weeks programme to accommodate 'Emergency Works'			I	X	I	I	I		September 14	
8	Review of GMU works ordering, productivity and scheduling to be undertaken by Innovations Group					I			X	September 14	
9	Standardisation/consistency of works ordered for GMU's to be established		X							ASAP	
Note		ONLY ONE PERSON CAN BE RESPONSIBLE FOR AN ACTIVITY									
		(X = RESPONSIBLE, I = INVOLVED)									

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**ACTION REPORT FORM****PROCESS OWNER: Group
IMS Manager**

Issue: 5A

Date: August 2011

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Section 1
Business Ref: RISDivision and/or
Location: North
YorkshireAction Report No:
RAP11-PPI HS01**Section 2**

Issued by: P Jepps	Issued to: North Yorkshire	Date: 15.05.14 (Rev Aug 14)
Contract Number: MU 5382	Works Order Number: N/A	Delivery Note Number: N/A

Section 3 DESCRIPTION OF ISSUE

Failure of CPI PPI HS01, Accident Frequency Rate during the contract year 2013/14

Section 4 STATE THE ROOT CAUSE OF THE ISSUE

RIS employees and supply chain partners of RIS on the North Yorkshire contract suffering from incidents, accidents or reportable occurrences

Section 5 WHAT ACTION IS PLANNED TO ADDRESS THE ABOVE ROOT CAUSE?**5a CORRECTIVE ACTION (To address the issue)**

See responsibility chart attached.

5b PREVENTIVE ACTION (To prevent recurrence)

Completion of responsibility chart

5c RESPONSIBILITY CHART REQUIRED (PAGE 2)? **Y**

Note: When you have completed this section please send copy to originator.

Section 6 CONFIRM ACTION HAS BEEN IMPLEMENTED (Supply supporting evidence)

Actions established and being delivered. AFR and LTIFR is significantly improved. AFR is currently below the target.

Action closed by:

Date:

REMEMBER TO UPDATE THE IMPROVEMENT CONFORMANCE LOG



ACTION REPORT FORM

**PROCESS OWNER: Group
IMS Manager**

Issue: 5A

Date: August 2011

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Business Ref:

Division and/or Location:

**Action Report No:
RAP11-PPI HS01**

Date Prepared: 15.05.14		Responsibility of: P Jepps												
Improvement/Concern		Persons Involved												
Ensure CPI does not fail in future years.		Phil Jepps	Operations Managers	Kirsten Grainger	Contracts Managers	Area Staff	Union Representatives	Workforce Reps					By When	Complete
Planned Completion Date:														
Task No	Task Description													
1	Develop and implement Health and Safety Strategy	X	I	I									December 2013	√
2	Robust Investigations undertaken for all incidents	I	I	I	X	I							On-going	√
3	Monthly briefings and Health and Safety Tool Box Talks	I	I	I	X	I							Monthly	√
4	Bi-monthly Contract Health and Safety Meeting now held monthly including staff and union representatives	X	I	I	I	I	I	I					Monthly	√
5	Disciplinary procedure invoked in the event of any breach's in Health and Safety	I	I		X	I							As required	√
6	Senior Managers being more visible on site	X	I	I	I								Monthly	√
Note		ONLY ONE PERSON CAN BE RESPONSIBLE FOR AN ACTIVITY												
		(X = RESPONSIBLE, I = INVOLVED)												

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**ACTION REPORT FORM****PROCESS OWNER: Group
IMS Manager**

Issue: 5A

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Section 1
Business Ref: RISDivision and/or
Location: North
YorkshireAction Report No:
RAP13-SPI
PCS03(RevOct14)**Section 2**

Issued by: P Jepps	Issued to: North Yorkshire	Date: 15.05.14
Contract Number: MU 5382	Works Order Number: N/A	Delivery Note Number: N/A

Section 3 DESCRIPTION OF ISSUE

Failure of CPI SPI S03, Public Compliments – all Services contract year 2014/15

Section 4 STATE THE ROOT CAUSE OF THE ISSUE

RIS are totally reliant on members of the public issuing compliments. RIS failed the 2013/14 target of 65 compliments, only receiving 45.
The target for 2014/15 has increased to 70

Section 5 WHAT ACTION IS PLANNED TO ADDRESS THE ABOVE ROOT CAUSE?

5a CORRECTIVE ACTION (To address the issue)

See responsibility chart attached.

5b PREVENTIVE ACTION (To prevent recurrence)

Completion of responsibility chart

5c RESPONSIBILITY CHART REQUIRED (PAGE 2)? Y

Note: When you have completed this section please send copy to originator.

Section 6 CONFIRM ACTION HAS BEEN IMPLEMENTED (Supply supporting evidence)

- 2 – Briefing undertaken in May
- 2 – Re-briefed Ops Meeting 9 October
- 3 – Part of TSCO Inspector Job description

Action closed by:

Date:

REMEMBER TO UPDATE THE IMPROVEMENT CONFORMANCE LOG



ACTION REPORT FORM

**PROCESS OWNER: Group
IMS Manager**

Issue: 5A

Date: August 2011

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Business Ref:


Division and/or Location:

**Action Report No:
RAP13-SPI PCS03(RevOct14)**

Date Prepared: 15.05.14		Responsibility of: P Jepps														
Improvement/Concern		Persons Involved														
Ensure CPI does not fail during 2014/15		Contract Managers	Phil Jepps	Agents	Operations Managers	TSCO Inspector									By When	Complete
Planned Completion Date:																
Task No	Task Description															
1	Number of Customer Satisfaction Cards distributed on a weekly basis to be monitored	X	I	I	I										June 14	
2	Middle Management to be briefed on the importance of Customer Satisfaction	I	X	I	I										May 2014	√
3	Include distribution of cards in TSCO duties		X		I										With immediate effect	
Note		ONLY ONE PERSON CAN BE RESPONSIBLE FOR AN ACTIVITY														
		(X = RESPONSIBLE, I = INVOLVED)														

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Section 1
Business Ref: RIS

Division and/or
Location: North
Yorkshire

Action Report No:
RAP14-SPI PCS05

Section 2

Issued by: P Jepps	Issued to: North Yorkshire	Date: 15.05.14 (Rev Aug 14)
Contract Number: MU 5382	Works Order Number: N/A	Delivery Note Number: N/A

Section 3 DESCRIPTION OF ISSUE

Failure of CPI SPI S05, Annual Client Survey during the contract year 2013/14

Section 4 STATE THE ROOT CAUSE OF THE ISSUE

The indication from the Annual Survey is not comparable with the Customer Satisfaction monthly audits and as such has to be questioned as to how the survey is conducted and who completes the survey.

Whilst there has been slight improvement from 2012/13, RIS are not assured that the annual survey is carried out in the spirit of the contract and as to what actually occurs on the ground.

Section 5 WHAT ACTION IS PLANNED TO ADDRESS THE ABOVE ROOT CAUSE?

5a CORRECTIVE ACTION (To address the issue)

See responsibility chart attached.

5b PREVENTIVE ACTION (To prevent recurrence)

Completion of responsibility chart

5c RESPONSIBILITY CHART REQUIRED (PAGE 2)? Y

Note: When you have completed this section please send copy to originator.

Section 6 CONFIRM ACTION HAS BEEN IMPLEMENTED (Supply supporting evidence)

- 2 – Scoring challenged, awaiting feedback
- 5 – SPI's reviewed at OMG monthly
- 6 – Workshop established 25 Sept 14

Action closed by:

Date:

REMEMBER TO UPDATE THE IMPROVEMENT CONFORMANCE LOG



ACTION REPORT FORM

**PROCESS OWNER: Group
IMS Manager**

Issue: 5A

Date: August 2011

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Business Ref:

Division and/or Location:

**Action Report No:
RAP14-SPI PCS05**

Date Prepared: 15.05.14		Responsibility of: P Jepps								
Improvement/Concern		Persons Involved								
Ensure CPI does not fail in 2014/15		Phil Jepps	Operations Managers	Contract Managers	Agents and Senior	Mike Roberts	Area Managers	Simon Waller	By When	Complete
Planned Completion Date:										
Task No	Task Description									
1	RIS to understand scoring criteria	X	I	I	I	I	I		July 2014	
2	Challenge scoring of Annual Client Survey against monthly Client survey feedback	X				I			June 2014	√
3	Establish Action Plan and protocols based on findings from 2	X	I	I	I				August 2014	
4	Undertake quarterly review of criteria against client perception based on 2013/14 findings	I	I	X					Quarterly	
5	Review Client satisfaction at OMG and SMG	X				I			Monthly/Quarterly	√
6	Establish Workshop to review 13/14 survey and assess the 14/15 performance	X	I	I	I	I	I		August/Sept 14	√
7	Discuss with NYCC option of hNY Partnership Annual Survey as opposed to RIS focused survey	X				I		I	September 14	
8	Importance of accurate, fair and reasonable assessment by NYCC to be delivered					X	I	I	?	
<p>Note ONLY ONE PERSON CAN BE RESPONSIBLE FOR AN ACTIVITY (X = RESPONSIBLE, I = INVOLVED)</p>										

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**ACTION REPORT FORM****PROCESS OWNER: Group
IMS Manager**

Issue: 5A

Date: August 2011

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Section 1

Business Ref: RIS

Division and/or
Location: North
YorkshireAction Report No:
RAP15-SPI
PCS07(RevOct14)**Section 2**

Issued by: P Jepps	Issued to: North Yorkshire	Date: 15.05.14
Contract Number: MU 5382	Works Order Number: N/A	Delivery Note Number: N/A

Section 3 DESCRIPTION OF ISSUE**Failure of CPI SPI PCS07, Client Satisfaction with Gully Emptying during the contract year 2013/14**

Although all gullies in the County were cleaned to the required frequency, RIS still marginally failed the SPI returning 83.5% against a target of 85%%

The 2014/15 target has been increased to 90%

Section 4 STATE THE ROOT CAUSE OF THE ISSUE**NYCC Client not satisfied with RIS Gully Cleaning performance****Section 5 WHAT ACTION IS PLANNED TO ADDRESS THE ABOVE ROOT CAUSE?****5a CORRECTIVE ACTION (To address the issue)**

See responsibility chart attached.

5b PREVENTIVE ACTION (To prevent recurrence)

Completion of responsibility chart

5c RESPONSIBILITY CHART REQUIRED (PAGE 2)? Y

Note: When you have completed this section please send copy to originator.

Section 6 CONFIRM ACTION HAS BEEN IMPLEMENTED (Supply supporting evidence)**Task 3 – Performance Indicators reviewed at OMG and validation meetings****Task 6 – Importance and relevance briefed to RIS and NYCC Reps at hNY Workshop 25/09/14**

Action closed by:

Date:

REMEMBER TO UPDATE THE IMPROVEMENT CONFORMANCE LOG



ACTION REPORT FORM

**PROCESS OWNER: Group
IMS Manager**

Issue: 5A

Date: August 2011

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Business Ref:


Division and/or Location:

**Action Report No:
RAP15-SPI PCS07**

Date Prepared: 15.05.14		Responsibility of: P Jepps												
Improvement/Concern		Persons Involved												
Ensure CPI does not fail in 2014/15														
Planned Completion Date:														
Task No	Task Description	Operation Managers	Phil Jepps	Contract Managers	Agents	NYCC							By When	Complete
1	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 plan to ensure standards are being maintained. Introduce 10 point action Plan.	I	I	X		I							Weekly	
2	NYCC to be specific on Areas that they are dissatisfied in so that they can be specifically addressed through weekly meetings	I	I	X	I	I							Weekly	
3	Client Satisfaction to be reviewed at OMG		X			I							Monthly	√
4	Client Satisfaction Surveys to be completed			I		X							Monthly	√
5	Actions from PPI RAP to be incorporated into SPI RAP		X											√
6	NYCC to understand importance of SPI's and score on current, relevant issues					X								√
Note		ONLY ONE PERSON CAN BE RESPONSIBLE FOR AN ACTIVITY												
		(X = RESPONSIBLE, I = INVOLVED)												

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	Issue: 5A	Date: August 2011	Page 1 of 2

Section 1
Business Ref: RIS

Division and/or
Location: North
Yorkshire

Action Report No:
RAP16-SPI
PCS08(RevOct14)

Section 2

Issued by: P Jepps	Issued to: North Yorkshire	Date: 15.05.14
Contract Number: MU 5382	Works Order Number: N/A	Delivery Note Number: N/A

Section 3 DESCRIPTION OF ISSUE

Failure of CPI SPI PCS08, Client Satisfaction – Road Marking during the contract year 2012/13

Section 4 STATE THE ROOT CAUSE OF THE ISSUE

NYCC Client not satisfied with RIS Road Marking performance

It is accepted by RIS that overall the performance was not as satisfactory as we would have liked.
Against a target of 85%, RIS only achieved 70.67%

The target set for 2014/15 is 90%

Section 5 WHAT ACTION IS PLANNED TO ADDRESS THE ABOVE ROOT CAUSE?

5a CORRECTIVE ACTION (To address the issue)

See responsibility chart attached.

5b PREVENTIVE ACTION (To prevent recurrence)

Completion of responsibility chart

5c RESPONSIBILITY CHART REQUIRED (PAGE 2)? Y

Note: When you have completed this section please send copy to originator.

Section 6 CONFIRM ACTION HAS BEEN IMPLEMENTED (Supply supporting evidence)

Task 3 – Client Satisfaction reviewed at OMG
Task 5 – Meetings on-going with D & A Logs taken to monitor performance
Task 7 – Importance and relevance briefed to RIS and NYCC Reps at hNY Workshop 25/09/14

Action closed by:

Date:

REMEMBER TO UPDATE THE IMPROVEMENT CONFORMANCE LOG



ACTION REPORT FORM

**PROCESS OWNER: Group
IMS Manager**

Issue: 5A

Date: August 2011

Page 2 of 2

Business Ref:

Division and/or Location:

**Action Report No:
RAP16-SPI PCS08(RevOct14)**

Date Prepared: 15.05.14		Responsibility of: P Jepps											
Improvement/Concern		Persons Involved											
Ensure CPI does not fail in future years.													
Planned Completion Date:													
Task No	Task Description	Operation Managers	Phil Jepps	Contract Managers	Agents	NYCC						By When	Complete
1	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 plan to ensure standards are being maintained. Introduce 10 point action Plan	I	I	X	I	I						Weekly	
2	NYCC to be specific on Areas that they are dissatisfied in so that they can be specifically addressed through weekly meetings	I	I	X	I	I						weekly	
3	Client Satisfaction to be reviewed at OMG		X			I						Monthly	√
4	Client Satisfaction Surveys to be completed					X						Monthly	
5	Fortnightly meeting to be held RIS Euromark to review performance	I		X	I							Fortnightly	√
6	Actions from PPI RAP to be incorporated into SPI RAP		X										
7	NYCC to understand importance of SPI's and score on current, relevant issues					X							√
Note		ONLY ONE PERSON CAN BE RESPONSIBLE FOR AN ACTIVITY											
		(X = RESPONSIBLE, I = INVOLVED)											

Distribute to:

REMEMBER TO UPDATE THE IMPROVEMENT CONFORMANCE LOG

	ACTION REPORT FORM		PROCESS OWNER: Group IMS Manager
	Issue: 5A	Date: August 2011	Page 1 of 2

Section 1
Business Ref: RIS

Division and/or
Location: North
Yorkshire

Action Report No:
RAP17-SPI
PCS10(RevOct14)

Section 2

Issued by: P Jepps	Issued to: North Yorkshire	Date: 15.05.14
Contract Number: MU 5382	Works Order Number: N/A	Delivery Note Number: N/A

Section 3 DESCRIPTION OF ISSUE

Failure of CPI SPI PCS10, Client Satisfaction – Grass Cutting Urban during the contract year 2013/14

Section 4 STATE THE ROOT CAUSE OF THE ISSUE

NYCC Client not satisfied with RIS Urban Grass cutting performance
RIS failed to achieve the target of 85%, only achieving a return of 65.56%
The target set for 2014/15 is 90%

Section 5 WHAT ACTION IS PLANNED TO ADDRESS THE ABOVE ROOT CAUSE?

5a CORRECTIVE ACTION (To address the issue)

See responsibility chart attached.

5b PREVENTIVE ACTION (To prevent recurrence)

Completion of responsibility chart

5c RESPONSIBILITY CHART REQUIRED (PAGE 2)? **Y**

Note: When you have completed this section please send copy to originator.

Section 6 CONFIRM ACTION HAS BEEN IMPLEMENTED (Supply supporting evidence)

Task 3 – Satisfaction reviewed at OMG
Task 6 – Importance and relevance briefed to RIS and NYCC Reps at hNY Workshop 25/09/14

Action closed by:

Date:

REMEMBER TO UPDATE THE IMPROVEMENT CONFORMANCE LOG



ACTION REPORT FORM

**PROCESS OWNER: Group
IMS Manager**

Issue: 5A

Date: August 2011

Page 2 of 2

Business Ref:

Division and/or Location:

**Action Report No:
RAP17-SPI PCS10(RevOct14)**

Date Prepared: 15.05.14		Responsibility of: P Jepps											
Improvement/Concern		Persons Involved											
Ensure CPI does not fail in 2014/15		Operation Managers	Phil Jepps	Contract Managers	Agents	NYCC						By When	Complete
Planned Completion Date:													
Task No	Task Description												
1	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 plan to ensure standards are being maintained. Introduce 10 point action Plan	I	I	X	I	I						Weekly	
2	NYCC to be specific on Areas that they are dissatisfied in so that they can be specifically addressed through weekly meetings	I	I	X	I	I						weekly	
3	Client Satisfaction to be reviewed at OMG		X			I						Monthly	√
4	Client Satisfaction Surveys to be completed					X						Monthly	√
5	Actions from PPI RAP to be incorporated through Client Satisfaction												
6	NYCC to understand importance of SPI's and score on current, relevant issues					X							√
Note		ONLY ONE PERSON CAN BE RESPONSIBLE FOR AN ACTIVITY											
		(X = RESPONSIBLE, I = INVOLVED)											

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**ACTION REPORT FORM****PROCESS OWNER: Group
IMS Manager**

Issue: 5A

Date: August 2011

Page 1 of 2

Section 1
Business Ref: RISDivision and/or
Location: North
YorkshireAction Report No:
RAP19-SPI AAP01**Section 2**

Issued by: P Jepps

Issued to:
North YorkshireDate:
15.05.13

Contract Number: MU 5382

Works Order Number: N/A

Delivery Note Number: N/A

Section 3 DESCRIPTION OF ISSUE

Failure of CPI SPI AAP01, Contractor Progress against Annual Action Plan during the contract year 2013/14

Section 4 STATE THE ROOT CAUSE OF THE ISSUE

RIS provided a list of promises, from this RIS failed to provide an action plan or nominate champions to address the actions.

Target set for achievement of Action Plan was 68%. Although never validated, RIS have produced this RAP to address the issues raised by NYCC

Section 5 WHAT ACTION IS PLANNED TO ADDRESS THE ABOVE ROOT CAUSE?**5a CORRECTIVE ACTION (To address the issue)**

See responsibility chart attached.

5b PREVENTIVE ACTION (To prevent recurrence)

Completion of responsibility chart

5c RESPONSIBILITY CHART REQUIRED (PAGE 2)? Y

Note: When you have completed this section please send copy to originator.

Section 6 CONFIRM ACTION HAS BEEN IMPLEMENTED (Supply supporting evidence)Task 1 – Plan Developed
Task 2 – Reviewed at SMG

Action closed by:

Date:

REMEMBER TO UPDATE THE IMPROVEMENT CONFORMANCE LOG



ACTION REPORT FORM

**PROCESS OWNER: Group
IMS Manager**

Issue: 5A

Date: August 2011

Page 2 of 2

Business Ref:

Division and/or Location:

**Action Report No:
RAP19-SPI AAP01**

Date Prepared: 15.05.14		Responsibility of: P Jepps								
Improvement/Concern Ensure CPI does not fail in future years.		Persons Involved								
Planned Completion Date:		Phil Jepps							By When	Complete
Task No	Task Description									
1	Develop achievable rather than aspirational Action Plan	X							June 14	√
2	Action Plan to be reported on through OMG and SMG	X							Monthly/ Quarterly	√
Note	ONLY ONE PERSON CAN BE RESPONSIBLE FOR AN ACTIVITY									
	(X = RESPONSIBLE, I = INVOLVED)									

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**ACTION REPORT FORM****PROCESS OWNER: Group
IMS Manager**

Issue: 5A

Date: August 2011

Page 1 of 2

Section 1
Business Ref: RISDivision and/or
Location: North
YorkshireAction Report No:
RAP20-SPI
HS01(RevOct 14)

Section 2

Issued by: P Jepps	Issued to: North Yorkshire	Date: 15.05.14
Contract Number: MU 5382	Works Order Number: N/A	Delivery Note Number: N/A

Section 3 DESCRIPTION OF ISSUE

Failure of CPI SPI HS01, Number of service strikes during the contract year 2013/14

Section 4 STATE THE ROOT CAUSE OF THE ISSUE

During 2013/14, RIS struck 19 live utility services against a target of 14 for the year

The target set for 2014/15 is 13

Section 5 WHAT ACTION IS PLANNED TO ADDRESS THE ABOVE ROOT CAUSE?

5a CORRECTIVE ACTION (To address the issue)

See responsibility chart attached.

5b PREVENTIVE ACTION (To prevent recurrence)

Completion of responsibility chart

5c RESPONSIBILITY CHART REQUIRED (PAGE 2)? Y

Note: When you have completed this section please send copy to originator.

Section 6 CONFIRM ACTION HAS BEEN IMPLEMENTED (Supply supporting evidence)

Task 1 – 'A' Plant have undertaken preliminary training on RD8000 units – Train the Trainer courses established for 30 October and 4/5 December 2014

Task 2 – GPR pre-booked in advance of schemes

Task 3 – Safe Dig Working Group established – L Taylor Chair

Task 5 – RD8000 units procured for S Lighting. E-Cat 4+ used for highways

Task 6 – Senior Management, both internally and externally to the contract undertake tours

Task 8 - Ultifaspave trialled in Area 3

Action closed by:

Date:

REMEMBER TO UPDATE THE IMPROVEMENT CONFORMANCE LOG



ACTION REPORT FORM

**PROCESS OWNER: Group
IMS Manager**

Issue: 5A

Date: August 2011

Page 2 of 2

Business Ref:

Division and/or Location:

**Action Report No:
RAP20-SPI HS01(RevOct14)**

Date Prepared: 15.05.14		Responsibility of: P Jepps											
Improvement/Concern		Persons Involved											
Ensure CPI does not fail in future years.		Kirsten Granger	Phil Jepps	Operations Manager	Contracts Managers	Anents	NYCC					By When	Complete
Planned Completion Date:													
Task No	Task Description												
1	Operatives to receive training on new cable detection equipment.	I	I	I	I	I						June/July 2014	
2	A Ground Radar to be used in early stage scheme design process.			I	X	I	I					On-going	
3	Service strike incident investigation group to be formed to identify trends and pro-actively monitor and prevent incidents occurring.	I	I	X	I	I	I					April 2014	
4	Additional GPR Units purchased			I	I	X						July 2014	
5	Up spec'd Cable detection equipment procured	I	I	X	I	I						June 2014	
6	Management site visits and safety tours to be established to ensure effective supervision and monitoring of work.	I	X			I						On-going	
7	ECI's to include the provision of trial holes to establish services.		I	X		I						On-going	
8	Look to introduce innovative materials that reduces the need to excavate		X			I						On-going	
Note		ONLY ONE PERSON CAN BE RESPONSIBLE FOR AN ACTIVITY											
		(X = RESPONSIBLE, I = INVOLVED)											

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**ACTION REPORT FORM****PROCESS OWNER: Group
IMS Manager**

Issue: 5A

Date: August 2011

Page 1 of 2

Section 1
Business Ref: RISDivision and/or
Location: North
YorkshireAction Report No:
RAP21-SPI HS02

Section 2

Issued by: P Jepps

Issued to:
North YorkshireDate:
15.05.14

Contract Number: MU 5382

Works Order Number: N/A

Delivery Note Number: N/A

Section 3 DESCRIPTION OF ISSUE

Failure of CPI SPI HS02, RIDDOR during the contract year 2013/14

Section 4 STATE THE ROOT CAUSE OF THE ISSUE

RIS employees and supply chain partners of RIS on the North Yorkshire contract suffering from incidents, accidents or reportable occurrences.

During 2013/14 RIS suffered 4 RIDDOR incidents against a target in the year of 3

Section 5 WHAT ACTION IS PLANNED TO ADDRESS THE ABOVE ROOT CAUSE?

5a CORRECTIVE ACTION (To address the issue)

See responsibility chart attached.

5b PREVENTIVE ACTION (To prevent recurrence)

Completion of responsibility chart

5c RESPONSIBILITY CHART REQUIRED (PAGE 2)? Y

Note: When you have completed this section please send copy to originator.

Section 6 CONFIRM ACTION HAS BEEN IMPLEMENTED (Supply supporting evidence)

Task 1 – Strategy Developed

Task 2 – Full investigations for all RIDDORS and Service Strikes

Task 3 – Briefings and TBT undertaken monthly – Reviewed at RIS SMT

Task 4 – Meetings now held monthly

Task 5 – Disciplinary procedures invoked as and when required

Task 6 – Senior Managers Site visits on a monthly basis

Task 7 – Meetings established – first meeting 23 Sept 2014

Action closed by:

Date:

REMEMBER TO UPDATE THE IMPROVEMENT CONFORMANCE LOG



ACTION REPORT FORM

**PROCESS OWNER: Group
IMS Manager**

Issue: 5A

Date: August 2011

Page 2 of 2

Business Ref:


Division and/or Location:

**Action Report No:
RAP21-SPI HS02**

Date Prepared: 15.05.14		Responsibility of: P Jepps									
Improvement/Concern		Persons Involved									
Ensure CPI does not fail in future years.		Phil Jepps	Operations Managers	Kirsten Grainger	Contracts Managers	Area Staff	Union Representatives	Workforce Reps	Workforce H.S.Reps	By When	Complete
Planned Completion Date:											
Task No	Task Description										
1	Develop and implement Health and Safety Strategy	X	I	I						December 2013	√
2	Robust Investigations undertaken for all incidents	I	I	I	X	I				On-going	√
3	Monthly briefings and Health and Safety Tool Box Talks	I	I	I	X	I				Monthly	√
4	Bi-monthly Contract Health and Safety Meeting now held monthly including staff and union representatives	X	I	I	I	I	I	I		Monthly	√
5	Disciplinary procedure invoked in the event of any breach's in Health and Safety	I	I		X	I				As required	√
6	Senior Managers being more visible on site	X		I						Monthly	√
7	Workforce Safety Reps included in Divisional Health and Safety Forums chaired by MD	X						I		Quarterly	√
Note		ONLY ONE PERSON CAN BE RESPONSIBLE FOR AN ACTIVITY									
		(X = RESPONSIBLE, I = INVOLVED)									

Distribute to:

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	ACTION REPORT FORM		PROCESS OWNER: Group IMS Manager
	Issue: 5A	Date: August 2011	Page 1 of 2

Section 1
Business Ref: RIS

Division and/or
Location: North
Yorkshire

Action Report No:
RAP22-SPI S01

Section 2

Issued by: P Jepps	Issued to: North Yorkshire	Date: 15.05.14
Contract Number: MU 5382	Works Order Number: N/A	Delivery Note Number: N/A

Section 3 DESCRIPTION OF ISSUE

Failure of CPI SPI HS01, 6:4:2 Compliance (Contractor only) during the contract year 2013/14

Section 4 STATE THE ROOT CAUSE OF THE ISSUE

6:4:2 Process used as a minimum
Insufficient forward planning

Section 5 WHAT ACTION IS PLANNED TO ADDRESS THE ABOVE ROOT CAUSE?

5a CORRECTIVE ACTION (To address the issue)

See responsibility chart attached.

5b PREVENTIVE ACTION (To prevent recurrence)

Completion of responsibility chart

5c RESPONSIBILITY CHART REQUIRED (PAGE 2)? Y

Note: When you have completed this section please send copy to originator.

Section 6 CONFIRM ACTION HAS BEEN IMPLEMENTED (Supply supporting evidence)

Task 1 – Jonathan Saint monitoring 2 yr programme

Action closed by:

Date:

REMEMBER TO UPDATE THE IMPROVEMENT CONFORMANCE LOG



ACTION REPORT FORM

**PROCESS OWNER: Group
IMS Manager**

Issue: 5A

Date: August 2011

Page 2 of 2

Business Ref:

Division and/or Location:

**Action Report No:
RAP22-SPI S01**

Date Prepared: 15.05.14		Responsibility of: P Jepps							
Improvement/Concern Ensure CPI does not fail in future years.		Persons Involved						By When	Complete
Planned Completion Date:		TR-Partite Programmer	Richard Whitaker	NYCC	Contracts Manager	Senior Agents	Agents		
Task No	Task Description								
1	Rolling 2 yr programme managed by RIS Programmer		X					On-going	√
2	All teams to utilise schemes portal	X	I	I	I	I		On-going	
3	In line with the 2 year programme new schemes developed a year in advance.	I	I	X				On-going	
4	ECI to take place at least 3 months before scheme start date and be placed on the programme.	I	I	X	I	I		On-going	
7	Schemes information and advance discussions to be held during weekly meetings. Schemes not comply with document requirements to be rejected as incomplete	X	I	I	I	I		On-going	
<p>Note ONLY ONE PERSON CAN BE RESPONSIBLE FOR AN ACTIVITY (X = RESPONSIBLE, I = INVOLVED)</p>									

Distribute to:

REMEMBER TO UPDATE THE IMPROVEMENT CONFORMANCE LOG

**ACTION REPORT FORM****PROCESS OWNER: Group
IMS Manager**

Issue: 5A

Date: August 2011

Page 1 of 2

Section 1
Business Ref: RISDivision and/or
Location: North
YorkshireAction Report No: RAP SPI PCS14
(RevOct14)**Section 2**

Issued by: P Jepps	Issued to: North Yorkshire	Date: 15/5/14
Contract Number: MU 5382	Works Order Number: N/A	Delivery Note Number: N/A

Section 3 DESCRIPTION OF ISSUE

Failure of CPI SPI PCS14 Client Satisfaction Street Lighting Maintenance during the contract year 2013/14

Section 4 STATE THE ROOT CAUSE OF THE ISSUE

NYCC Client not satisfied with RIS Street Lighting Maintenance performance

RIS achieved a return of 78.36% against a target of 85%

The target for 2014/15 has been increased to 90%

Section 5 WHAT ACTION IS PLANNED TO ADDRESS THE ABOVE ROOT CAUSE?

5a CORRECTIVE ACTION (To address the issue)

5b PREVENTIVE ACTION (To prevent recurrence)

5c RESPONSIBILITY CHART REQUIRED (PAGE 2)? Y

Note: When you have completed this section please send copy to originator.

Section 6 CONFIRM ACTION HAS BEEN IMPLEMENTED (Supply supporting evidence)

Task 3 – Reviewed at OMG

Task 5 – Temporary Manager in place prior to permanent position

Task 5 – Formal offer for permanent Manager made (Neil Jackson)

Action closed by:

Date:

REMEMBER TO UPDATE THE IMPROVEMENT CONFORMANCE LOG



ACTION REPORT FORM

**PROCESS OWNER: Group
IMS Manager**

Issue: 5A

Date: August 2011

Page 2 of 2

Business Ref:

Division and/or Location:

**Action Report No:
RAP SPI PCS 14(RevOct14)**

Date Prepared: 15/05/14		Responsibility of: P Jepps														
Improvement/Concern		Persons Involved														
Ensure CPI does not fail in 2014/15		Street Lighting Manager	Phil Jepps	Senior Agent	Agents	NYCC									By When	Complete
Planned Completion Date:																
Task No	Task Description															
1	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 plan to ensure standards are being maintained. Introduce 10 point action Plan	I	I	X	I	I									Weekly	
2	NYCC to be specific on Areas that they are dissatisfied in so that they can be specifically addressed through weekly meetings	I	I	X	I	I									weekly	
3	Client Satisfaction to be reviewed at OMG		X			I									Monthly	√
4	Client Satisfaction Surveys to be completed					X									Monthly	
5	RIS to establish Street Lighting Manager		X												October	√
6																
<p>Note ONLY ONE PERSON CAN BE RESPONSIBLE FOR AN ACTIVITY (X = RESPONSIBLE, I = INVOLVED)</p>																

Distribute to:

REMEMBER TO UPDATE THE IMPROVEMENT CONFORMANCE LOG

Ref No	Project		Target Date	Status	Lead Manager	EFQM Ref No	Completion Date	April 2014/March 2015				Bullet pointed actions to be implemented next quarter to progress close out Completed Actions Actions within next quarter
	General Heading	Detail						Progress				
								Qtr 1	Qtr 2	Qtr 3	Qtr 4	
1.0	Delivery of Programme											
1.01	Supply Chain	Under take 'Supply Chain Day' to brief out contract requirements	Sept 14		AF			√				Workshop planned for Sept 9 th 2014
1.02	Programme Delivery	Undertake quarterly schemes portal refresher training	March 2015		RW		√					Additional training undertaken in Area 1 and a 'mop up' session with Jacobs
1.03	Resources	Establish a contract 'Succession Plan'	July 2014		PJ				√			Succession Plan to be established once Organisational structure is substantially complete
1.04	Resources	Extend Supply Chain Resource to deliver additional Works	July 2014		PJ/M C/MW		√					Additional resource has commenced additional funding works Lafarge Tarmac D Lewis DTS P & T Specialist Surfacing Lane Rental
1.05	Programme Delivery	Complete Additional Budgeted Works	March 2015		PJ		√					All additional works programmed in some Areas.
1.06	Client Satisfaction	Deliver NYCC/RIS Workshop to establish improvements of Client satisfaction	Sept 2014		PJ							Workshop took place 25 September 2014
1.07	Resources	Obtain 'Investors in People' accreditation	August		PJ		√					RIS have successfully retained IIP for a further three years

Ref No	Project		Target Date	Status	Lead Manager	EFQM Ref No	Completion Date	April 2014/March 2015				Bullet pointed actions to be implemented next quarter to progress close out Completed Actions Actions within next quarter
	General Heading	Detail						Progress				
								Qtr 1	Qtr 2	Qtr 3	Qtr 4	
2.0	Customer Focus											
2.01	Corporate Social Responsibility	Deliver a minimum of 1 CSR Project in each of the 7 Areas	March 2015		RW			√				Planned/completed in Q1 April – 3 x Projects Area 5 May – 1 x Project Area 7 Oct - 1 x Project Area 3
2.02	Contract Performance Indicators	Rectification Action Plans reviewed at SMG	Quarterly		PJ			√	√	√	√	Reviewed and submitted to July SMG
2.03	Resources	Establish Street Lighting Manager	Sept 2014		PJ					√		Second candidate refused position. Other CV's being reviewed but a short term solution with support from RJ imminent 4 th offer currently out and hopeful of acceptance
2.04	Corporate Social Responsibility	Safe to School Initiative – School Bag Reflective Stickers	October 2014		RW							Subject to NYCC Approval
2.05	Contract Communication	Quarterly 'Newsletter' to be developed and initiated within the Contract	July 2014		PJ			√				Q2 in draft
2.06	Project Smarter	Expand 'Project Smarter' ethos	July 2014		PJ/IW							Review to be undertaken with IW
2.07	Service Continuity	Review Service Continuity Plan	Oct 2014		PJ					√		Review due in August 2014
2.08	Corporate Social Responsibility	Deliver 4 school/college events per year	March 2015		RW				√			July 2014 – Apprentice Open Day - Askam Byram College Sept 2014 – 'Beep Beep/Safety Days at one school in each of the 7 Areas.
2.09	Communications	Provide input for hNY News	Oct 2013		PJ					√		Draft received 10 October 2014
2.10	Staff Development	Staff Appraisals delivered and training matrix to be established	Oct 2013		All					√		

Ref No	Project		Target Date	Status	Lead Manager	EFQM Ref No	Completion Date	April 2014/March 2015				<p>Bullet pointed actions to be implemented next quarter to progress close out</p> <p>Completed Actions</p> <p>Actions within next quarter</p>
	General Heading	Detail						Progress				
								Qtr 1	Qtr 2	Qtr 3	Qtr 4	
3.0	Value for Money											
3.01	Procurement	Procure salt below market value	On-going		AF			√	√	√	√	Rates fixed for three years from commencement of the contract. Rates to be re-negotiated
3.02	Commercial	Undertake Commercial Review after 30 weeks for potential sign off of 2013/14 schemes	Oct 2014		RS					√		
3.03	Commercial	Close out 2013/14 Account	April 2015		RS						√	
3.04	Operations	Review and Agree GMU/Planned Maintenance protocols	July 2014		PJ/ RS					√		Draft protocol agreed and Commercial agreement concluded RS/HP. Requires 'knitting together' to roll out to Areas.
3.05	Operations	Review Scheme Preparation protocol to expedite additional works	June 2014		PJ			√				'Walk and Talk' procedure agreed and in action for works to be completed by September. Works beyond September yet to be agreed. Separate 'pots' of additional monies now amalgamated into one with a commitment to spend budgets by year end
3.06	Street Lighting	Deliver LED lighting programme for 2014/15	March 2015		TBC					√		Designs underway and funding made available.
3.07	Commercial	Close out 2012/2013	Sept 2014		RS							Subject to RIS and NYCC agreement
3.08	Compliance	BSI Audits to be undertaken and Minor Non-Conformances to be signed off by end of Q2	Sept 2014		RW			√				- BSI Audit completed 11/12/13 June 2014
3.09	Contract Performance Indicators	Establish RACI (Responsible, Accountable, Consulted, Informed) monitoring tool for Operations personnel	July 2014		RW			√				- Draft Spread sheet established - Meeting held with Ops team to establish accountable personnel

CPI Report

Senior Management Group Meeting

Wednesday 22 October 2014

Performance Graphs

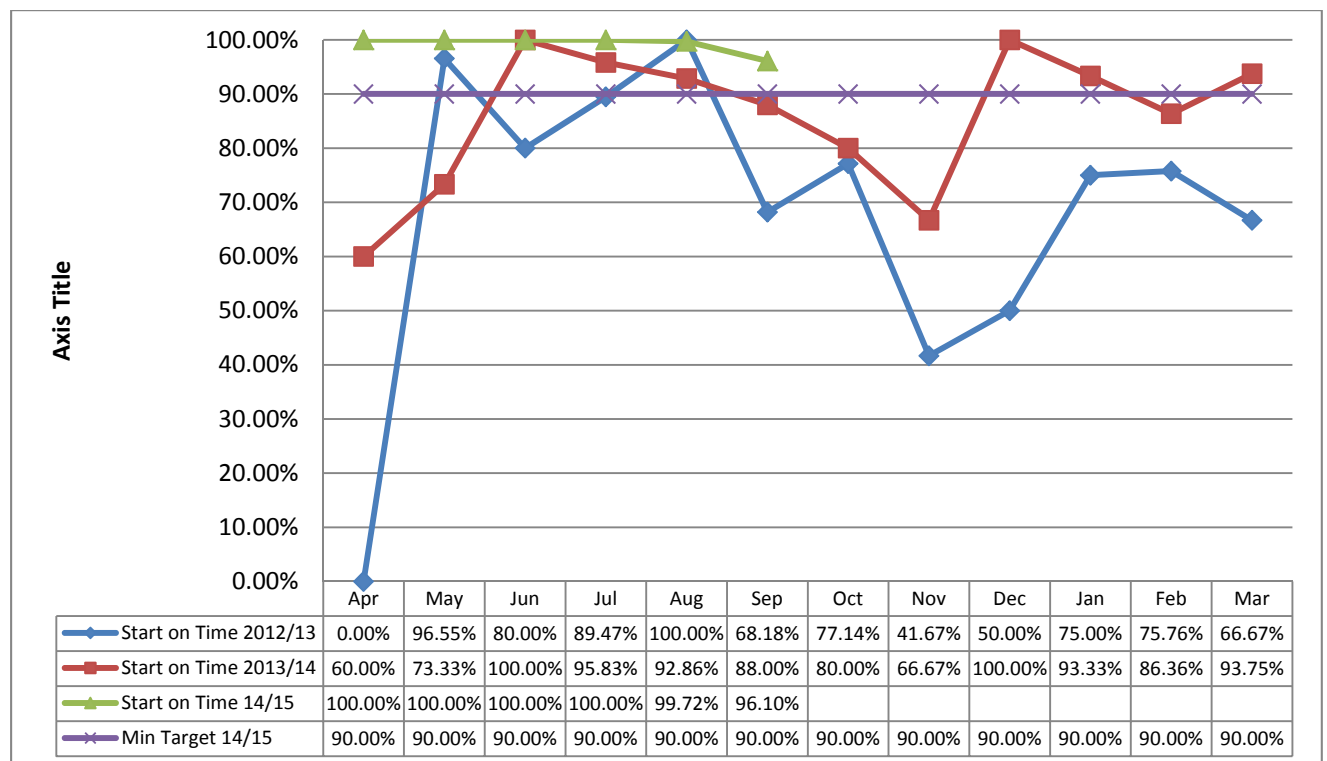
Introduction

This report consists of PPI's and SPI's in graph format comparing the performance of the Contract Performance Indicators for 2012/13, 2013/14 and 2014/15.

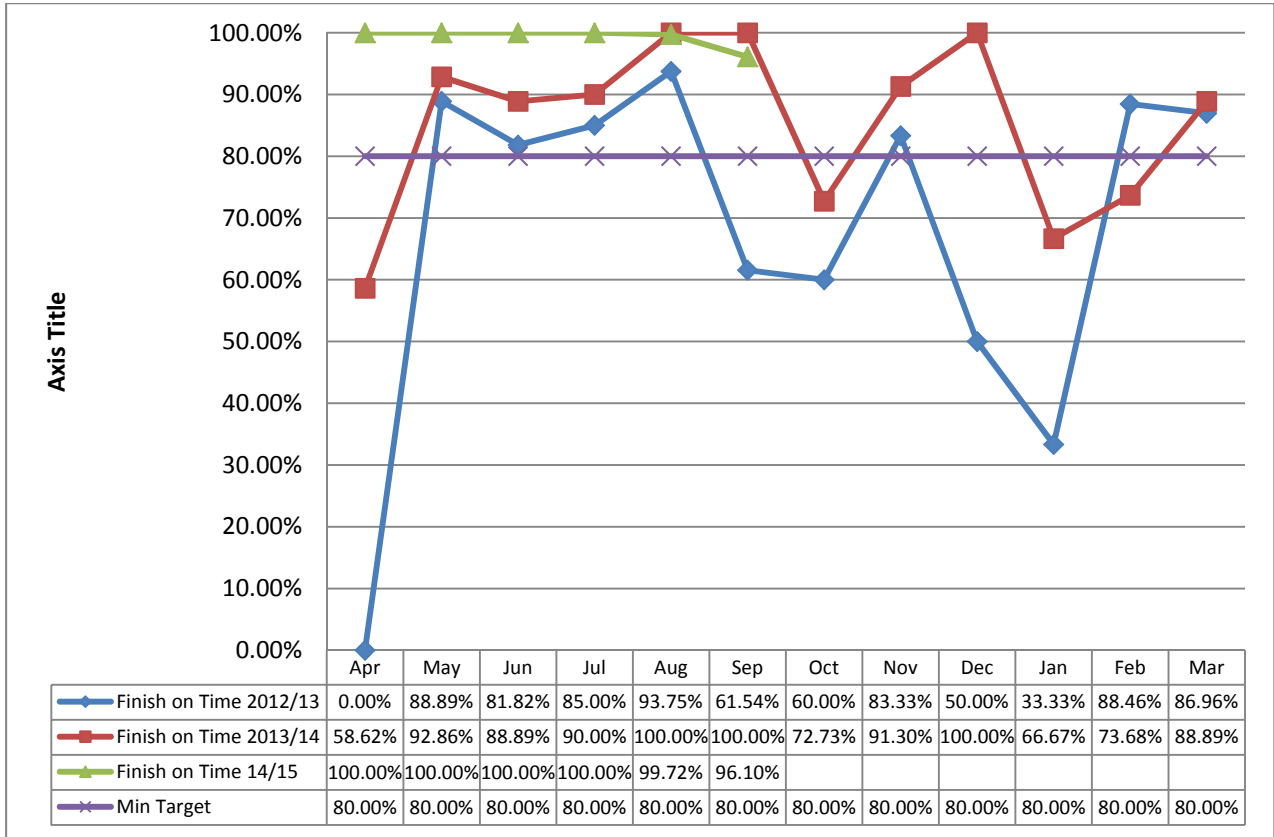
The information for 2014/15 shows actual results although it has to be noted that these figures have yet to be validated between RIS and NYCC so these may change upon completion of the validation.

Overall the results indicate improvements on 2013/14, however on some of the CPI's the targets have yet to be achieved although the indications are promising

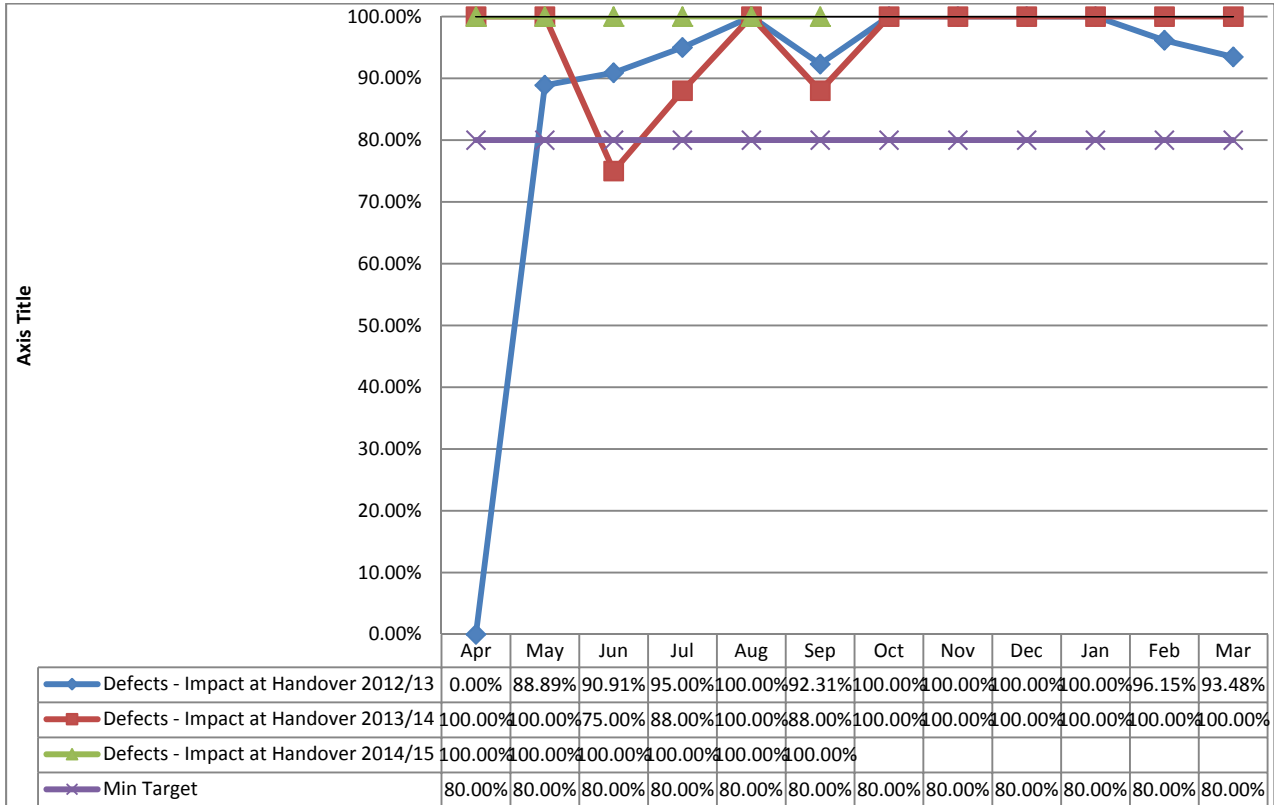
PPI S01 – Start on Time



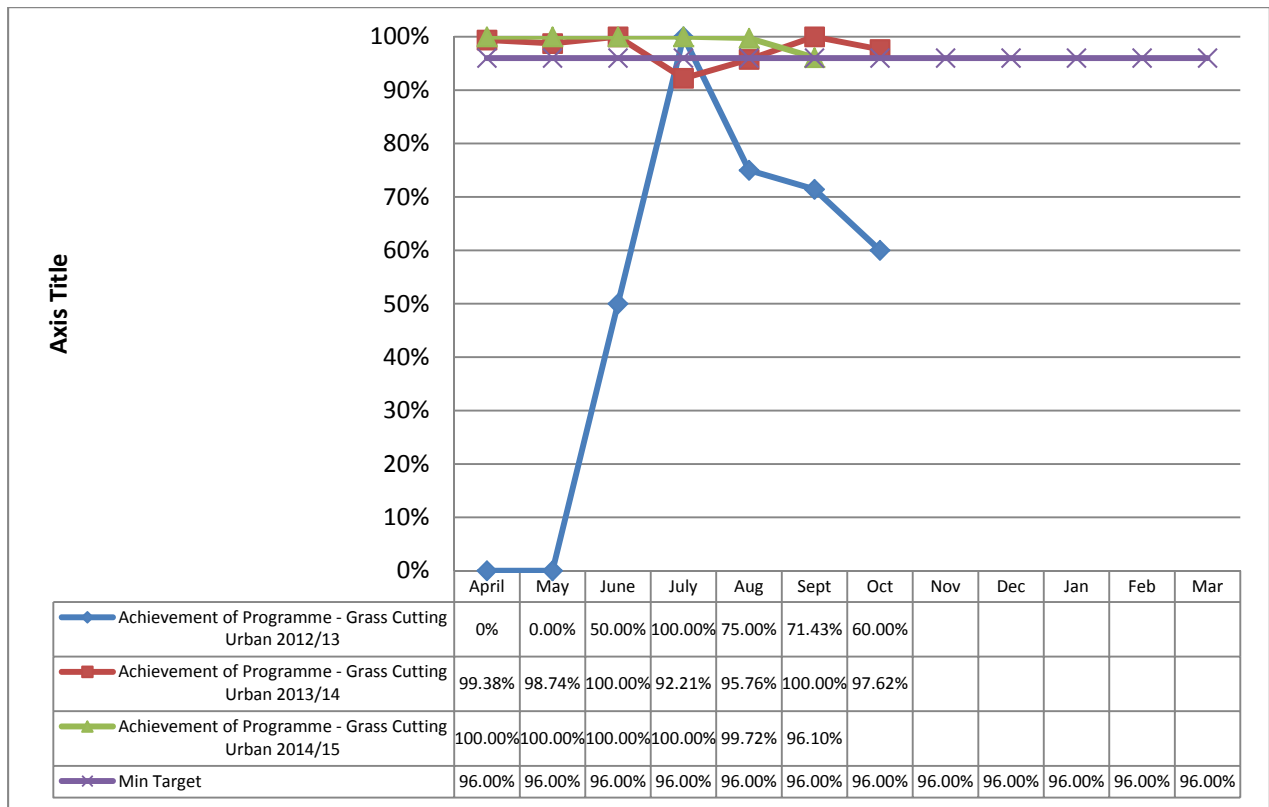
PPI S02 – Finish on Time



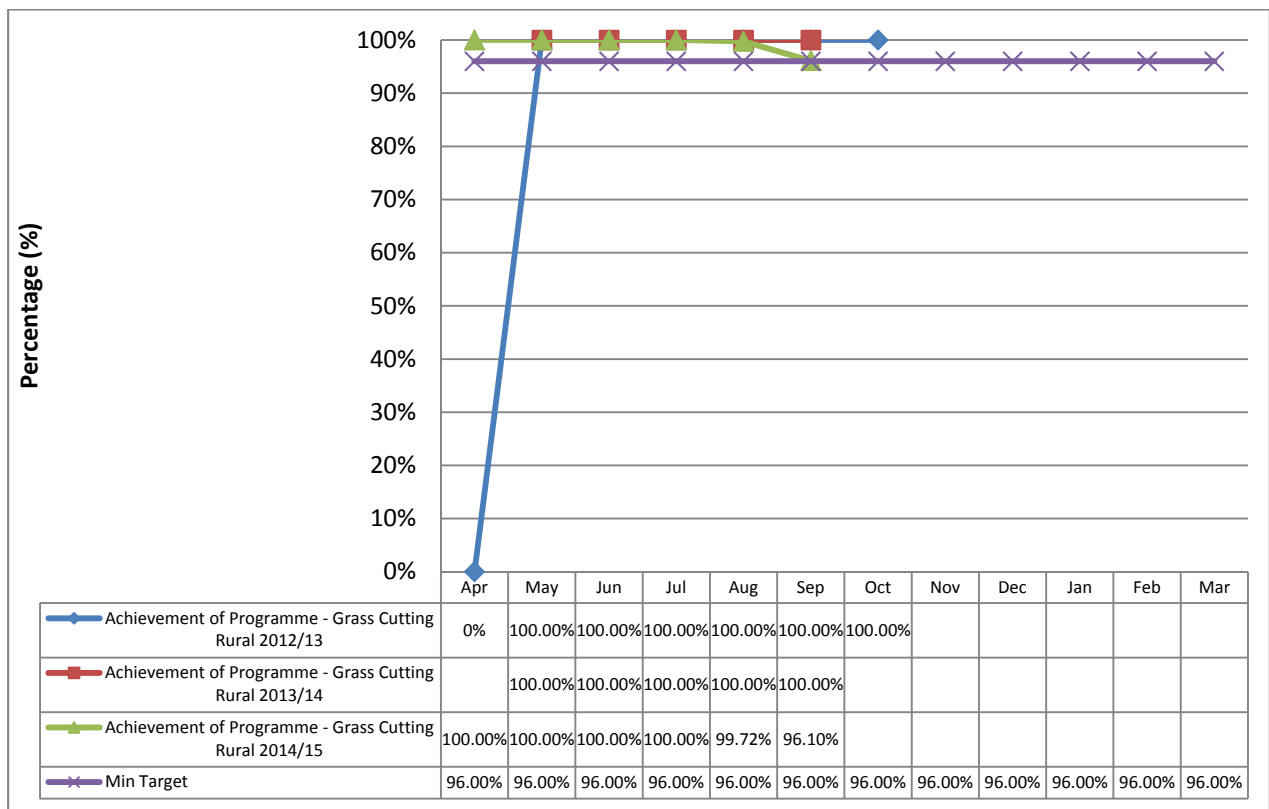
PPI S03 – Defects at Handover



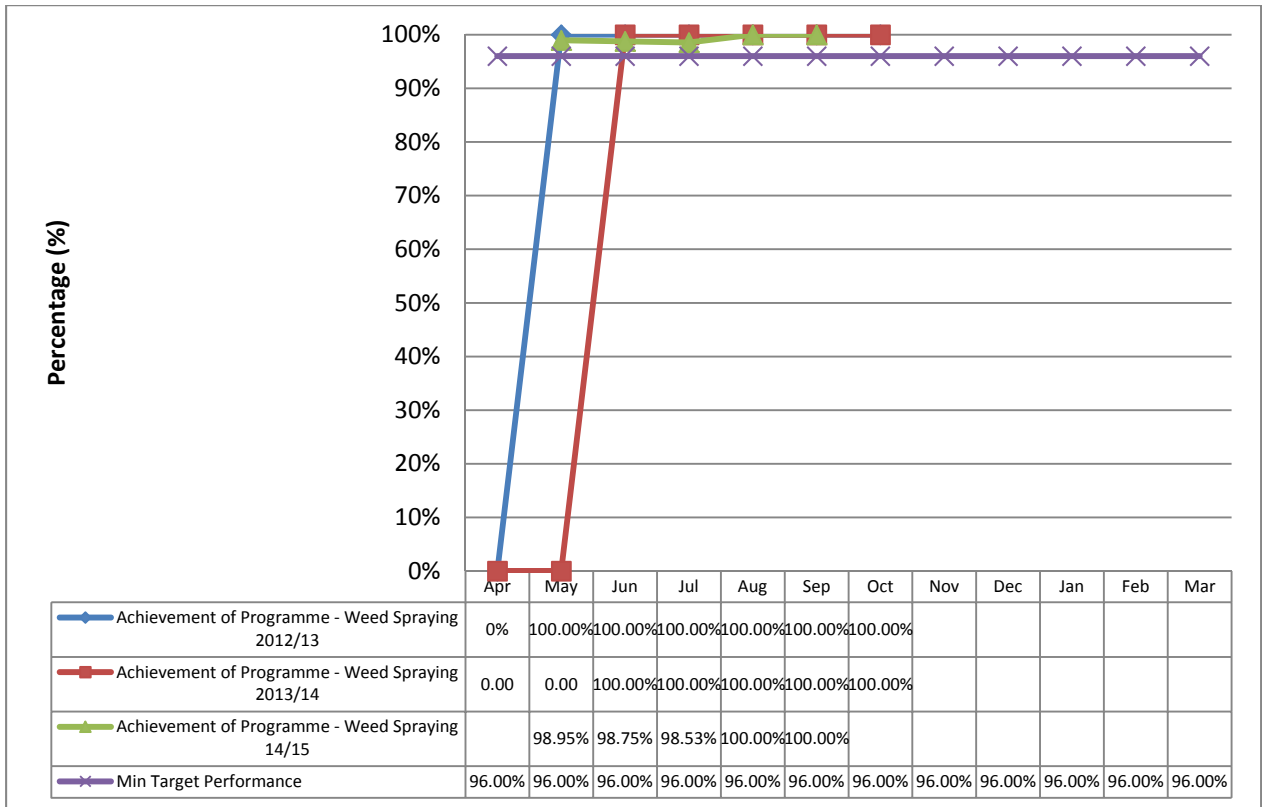
PPI RM01 – Achievement of Programme – Grass Cutting Urban



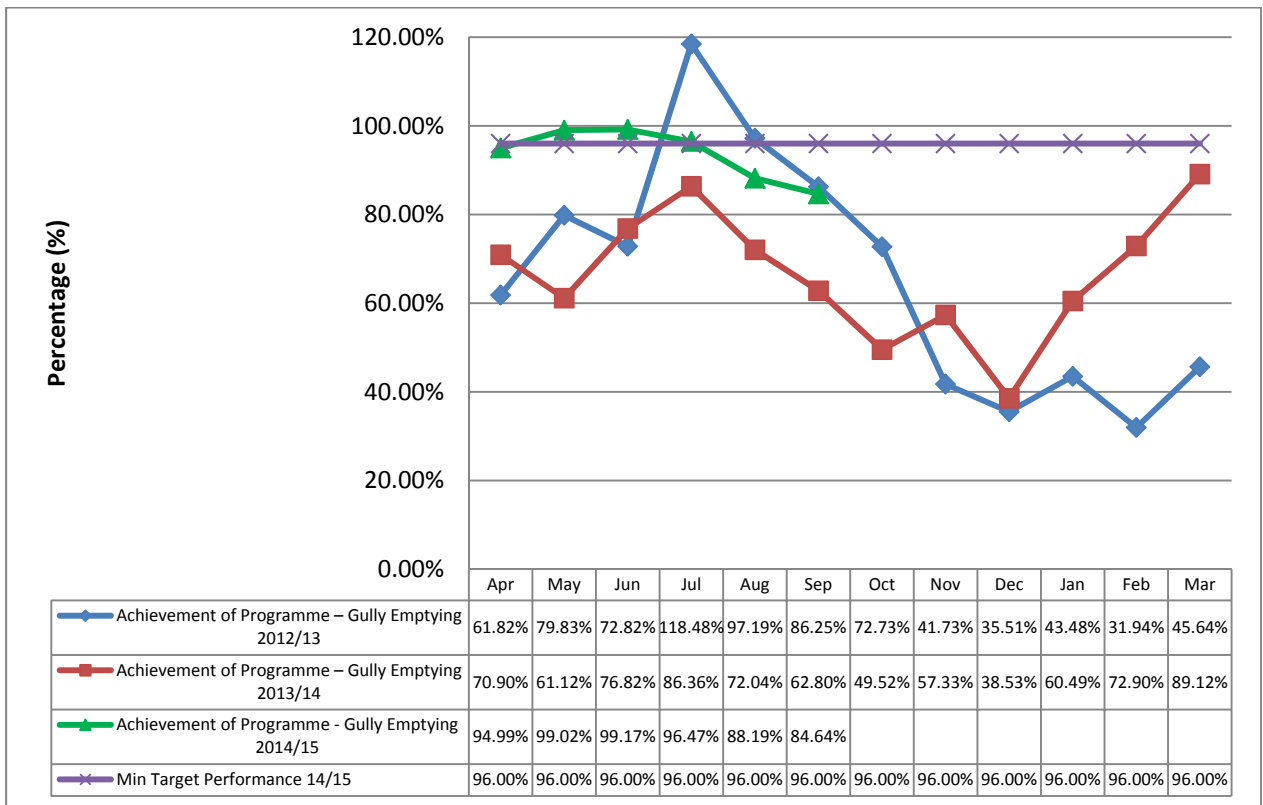
PPI RM02 – Achievement of Programme – Grass Cutting Rural



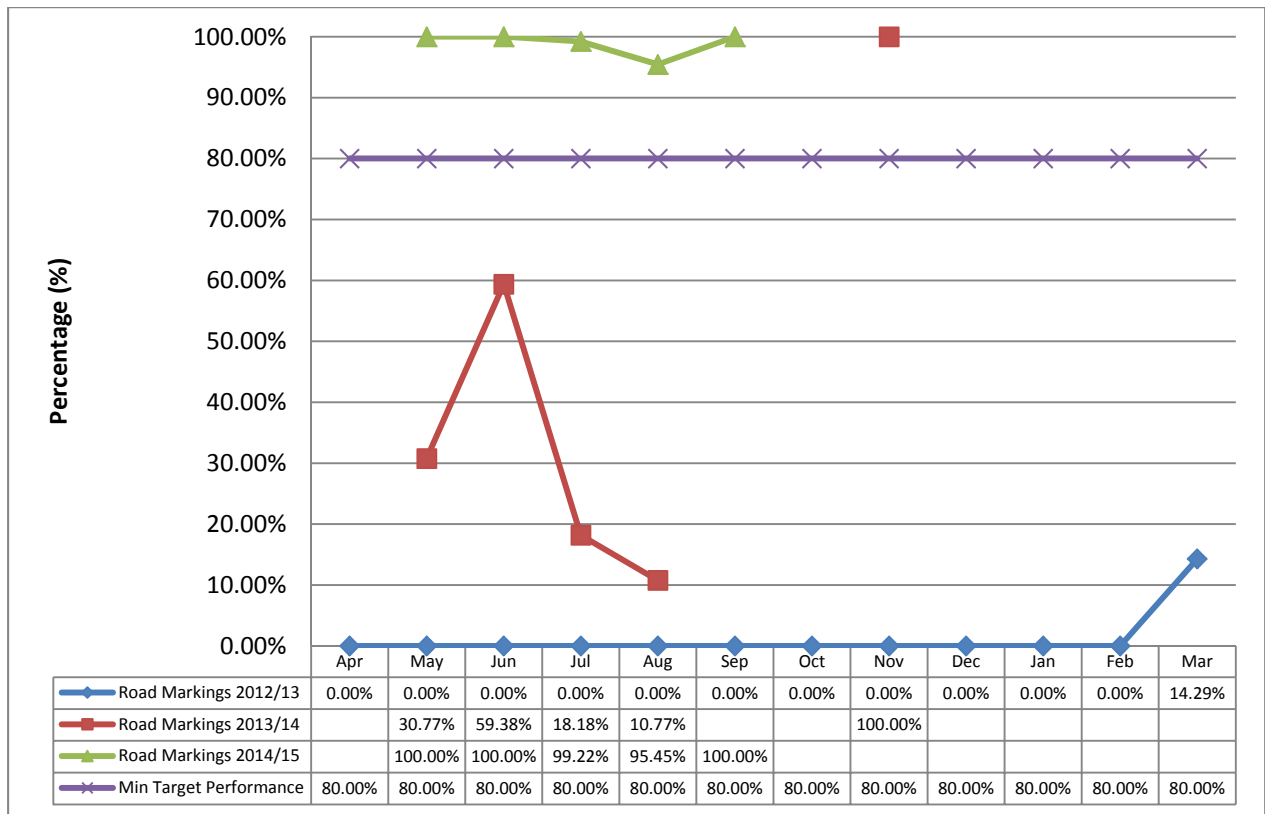
PPI RM03 – Achievement of Programme – Weed Spraying



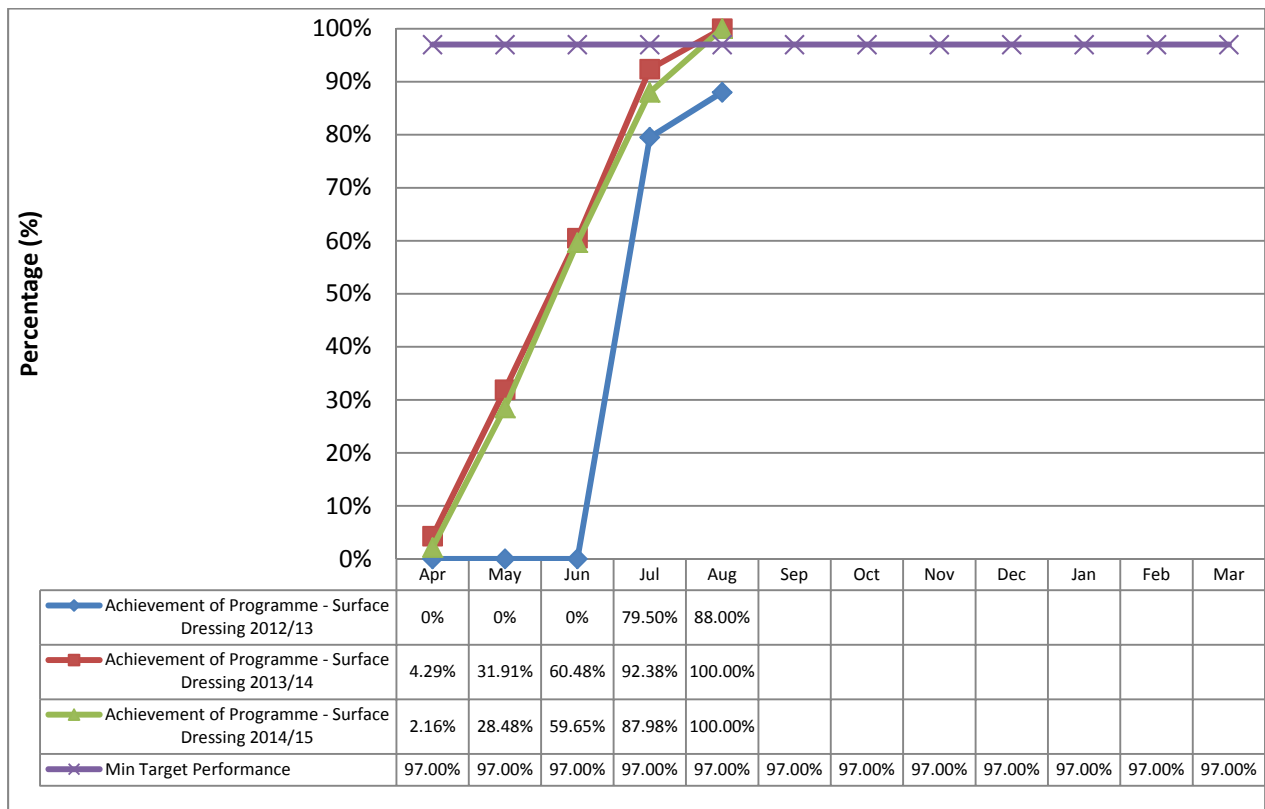
PPI RM04 – Achievement of Programme – Gully Emptying



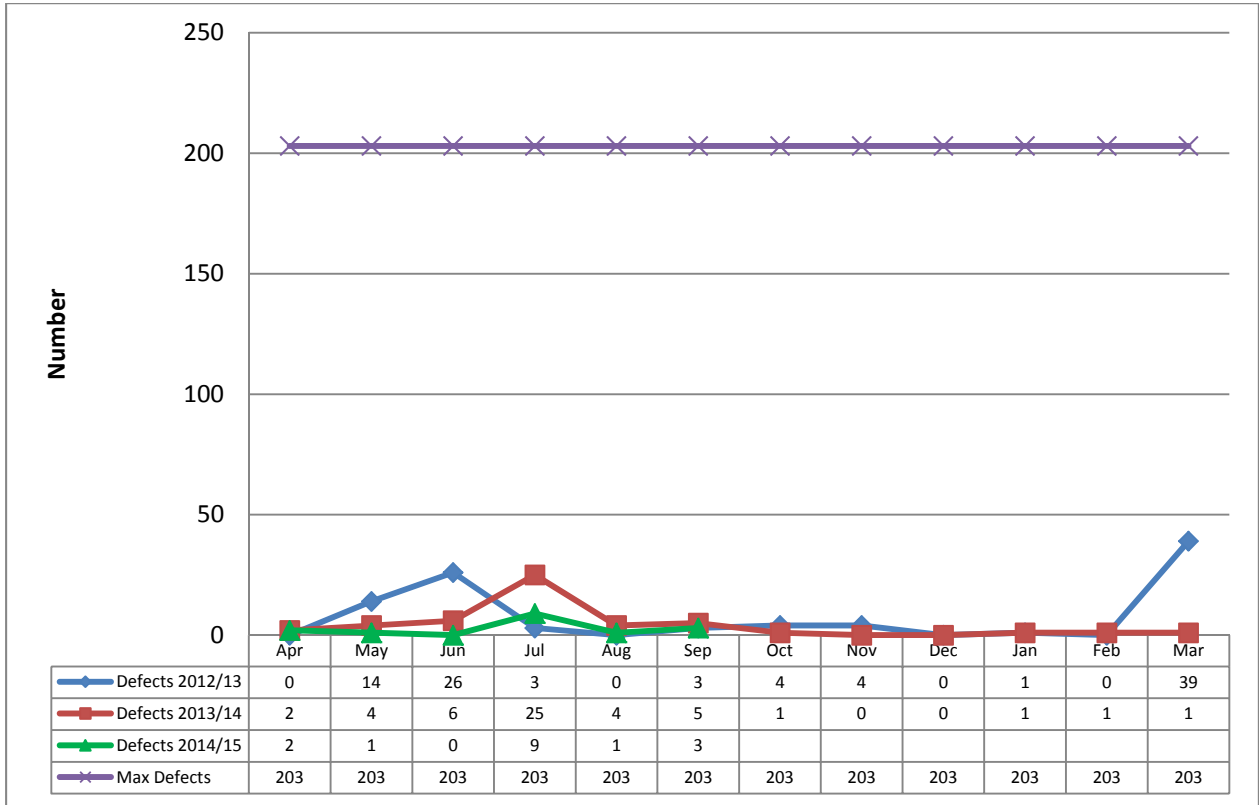
PPI RM05 – Road Markings



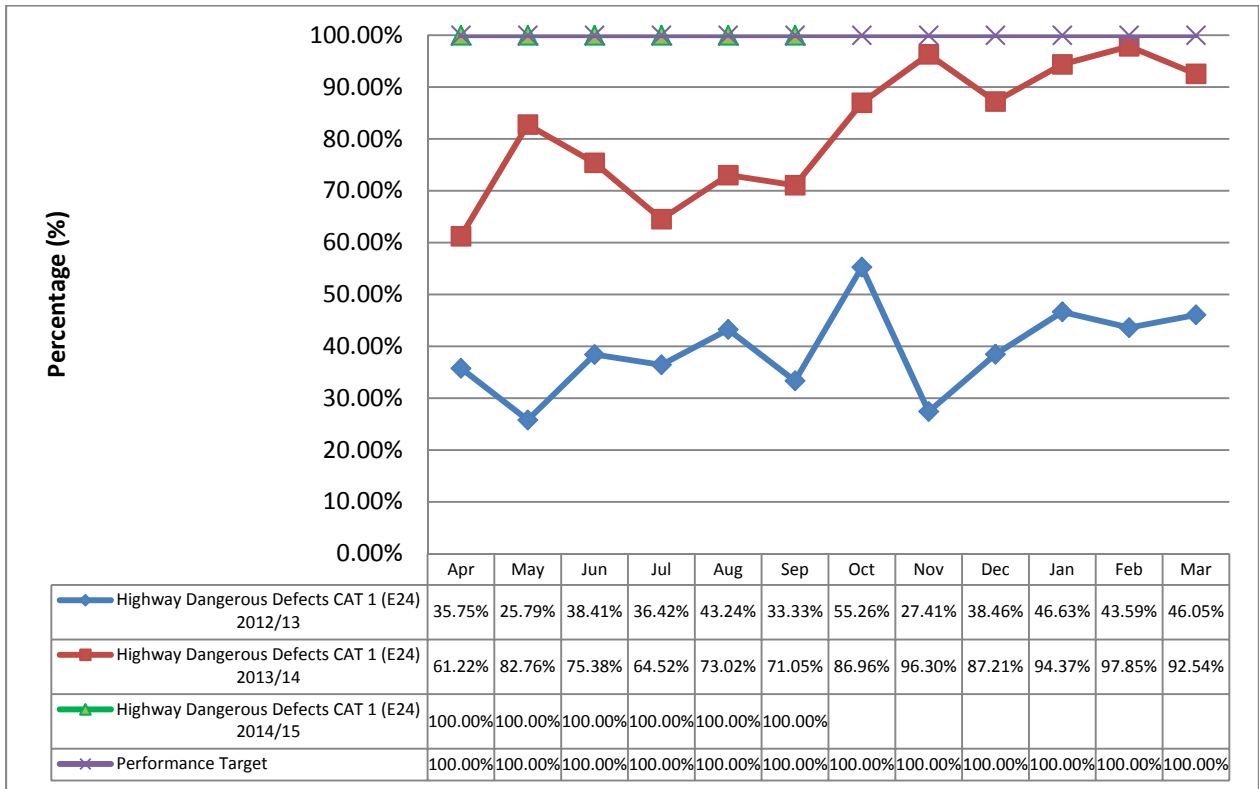
PPI RM06 – Achievement of Programme – Surface Dressing



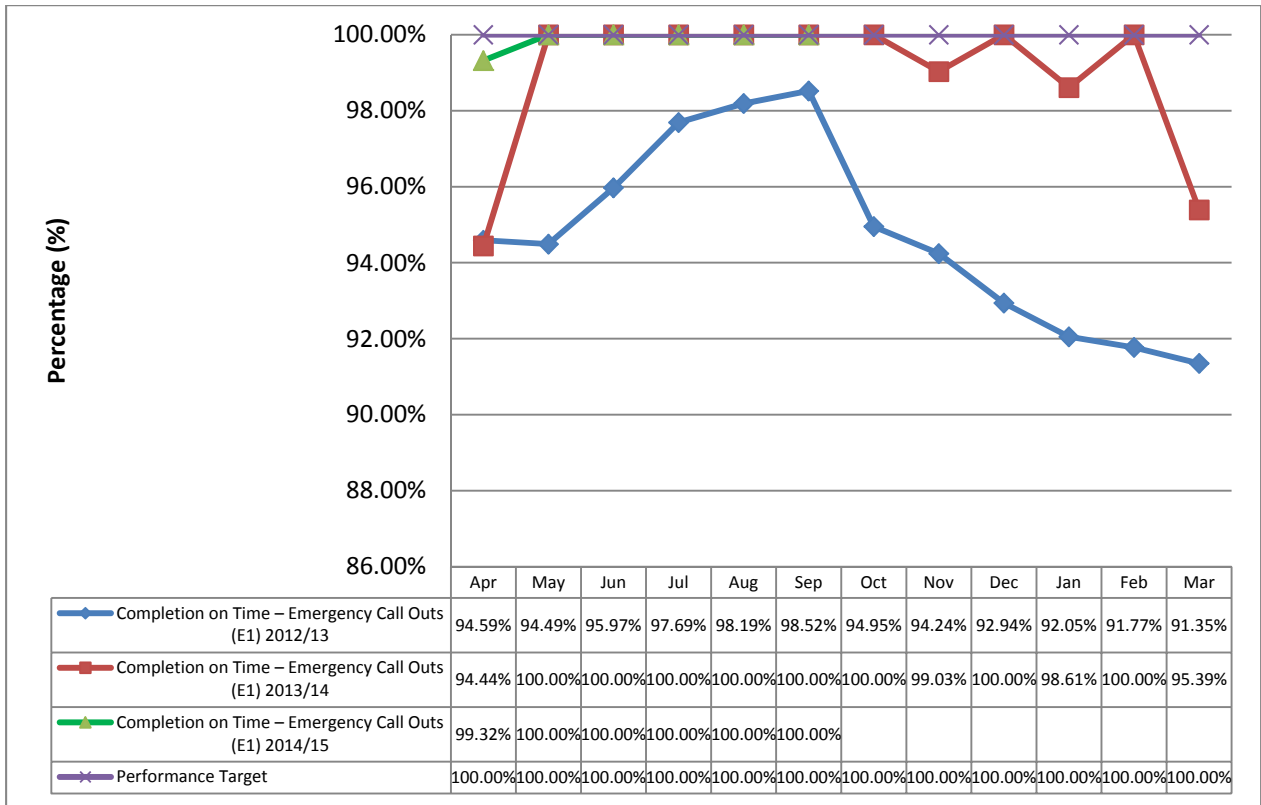
PPI RM07 - Defects



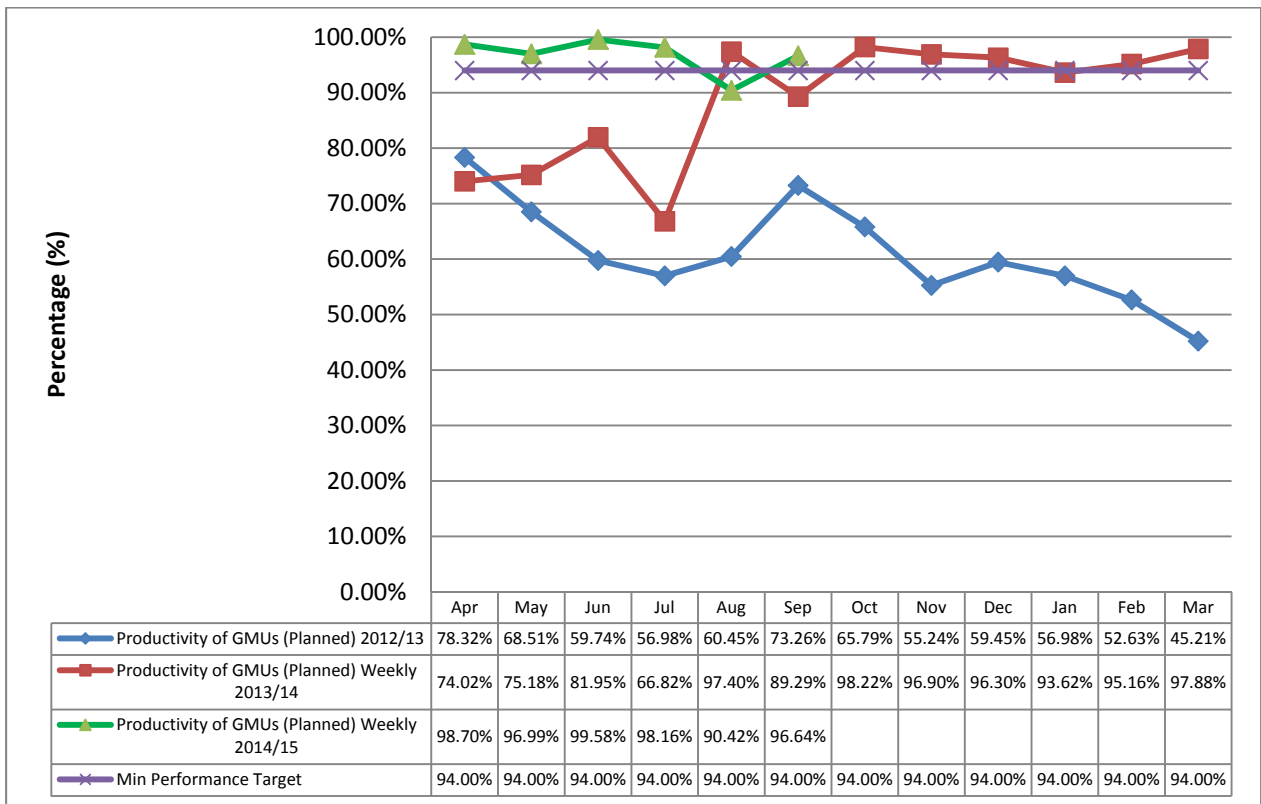
PPI RM08 – Highway Dangerous Defects Cat 1 (E24)



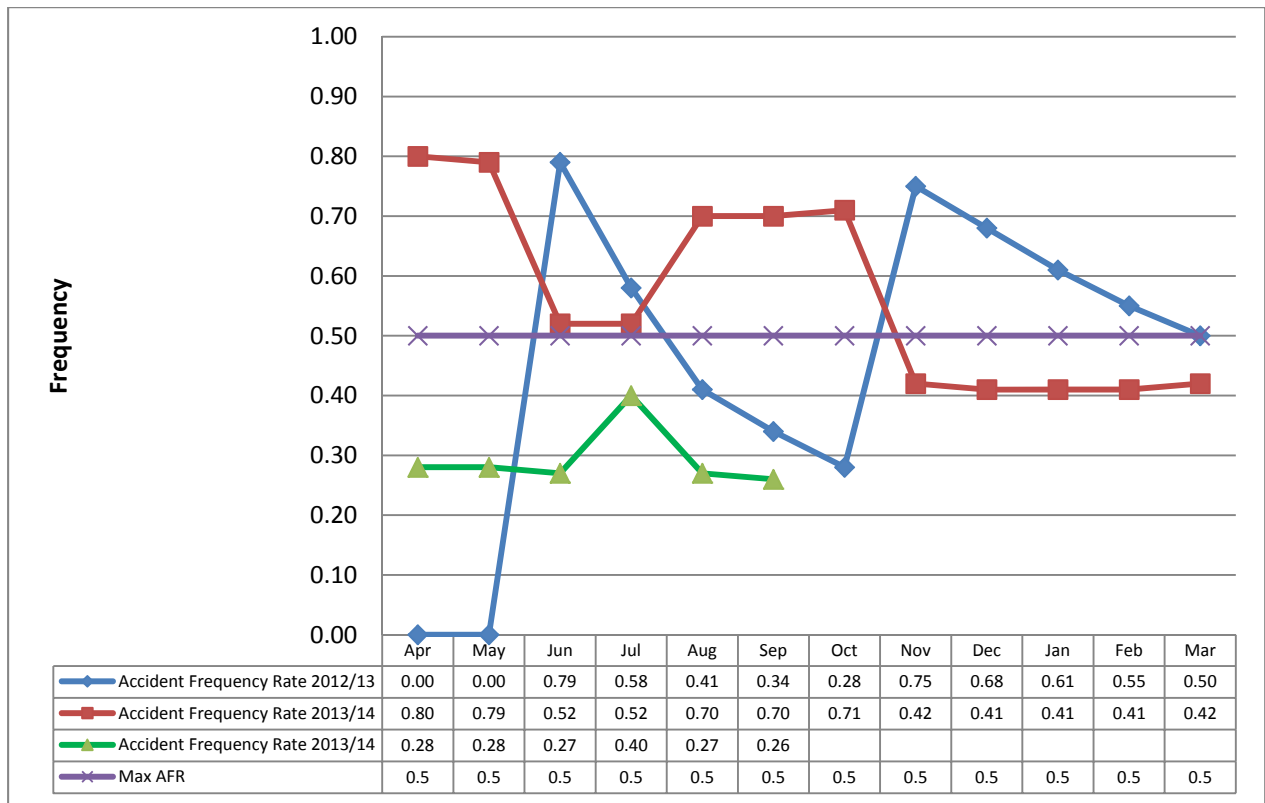
PPI RM09 – Highway Dangerous Defects Cat 1 (E1)



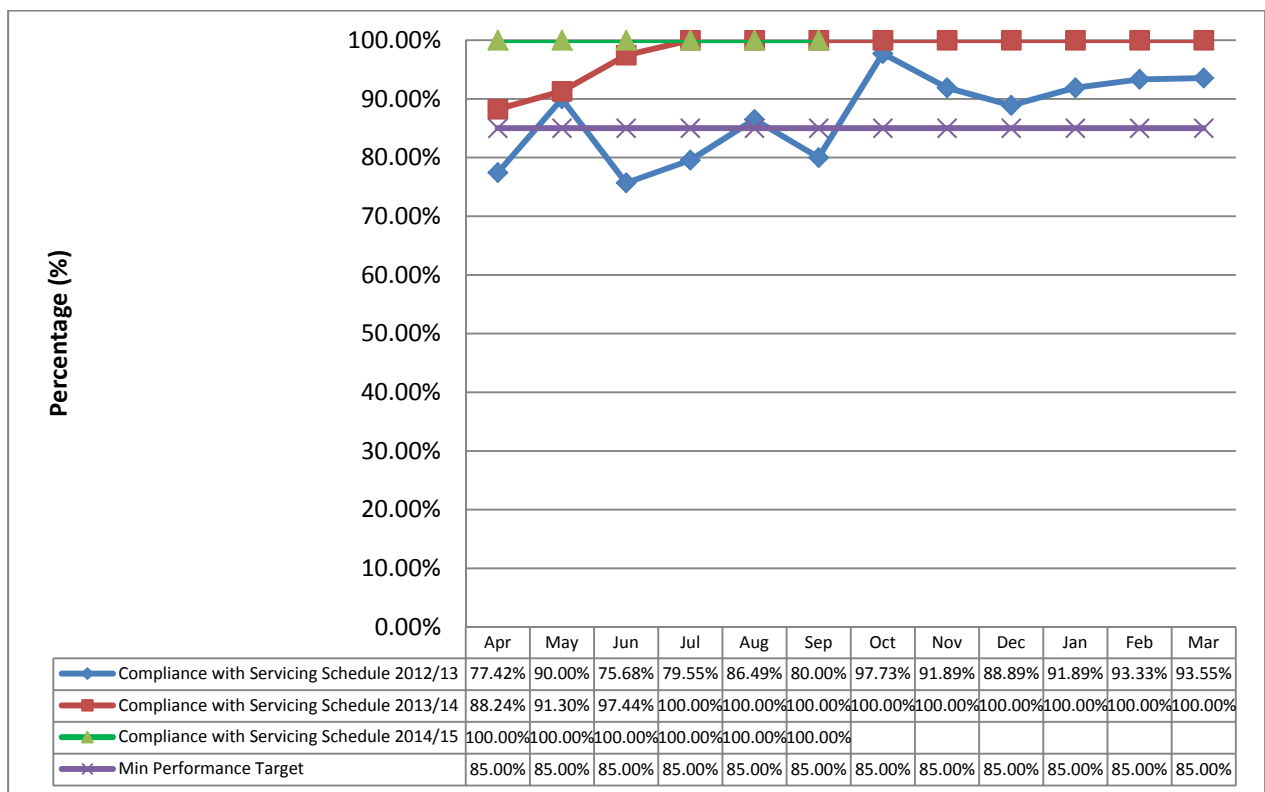
PPI RM10 – Productivity of GMU's



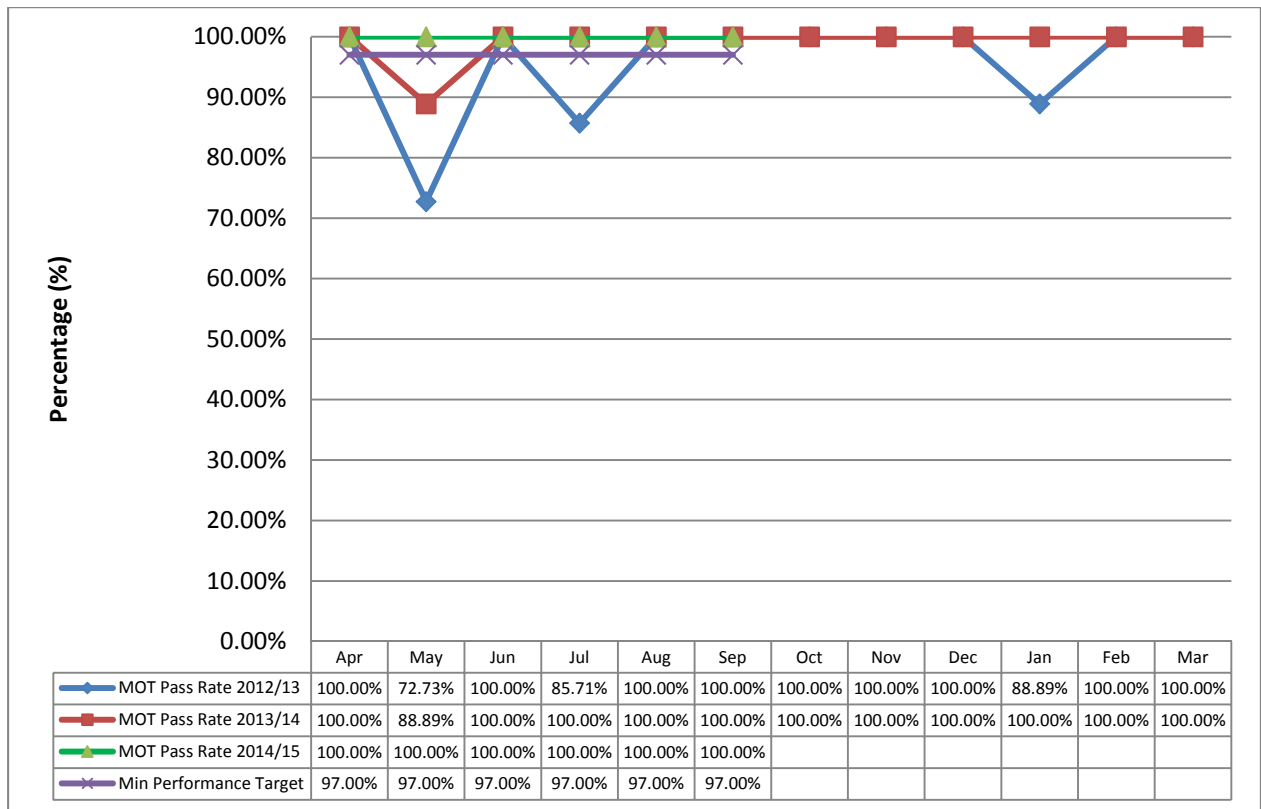
PPI HS01 – Accident Frequency Rate



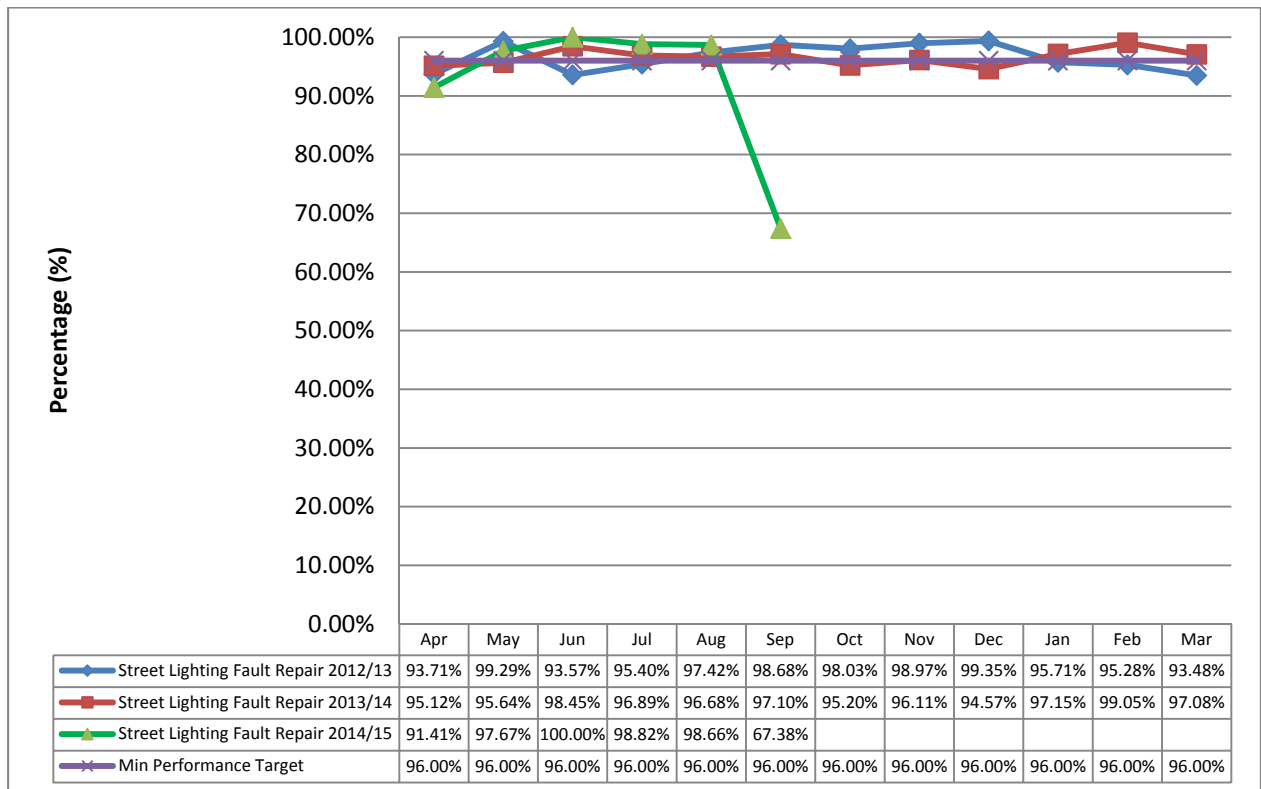
PPI FM01 – Compliance with Servicing Schedule



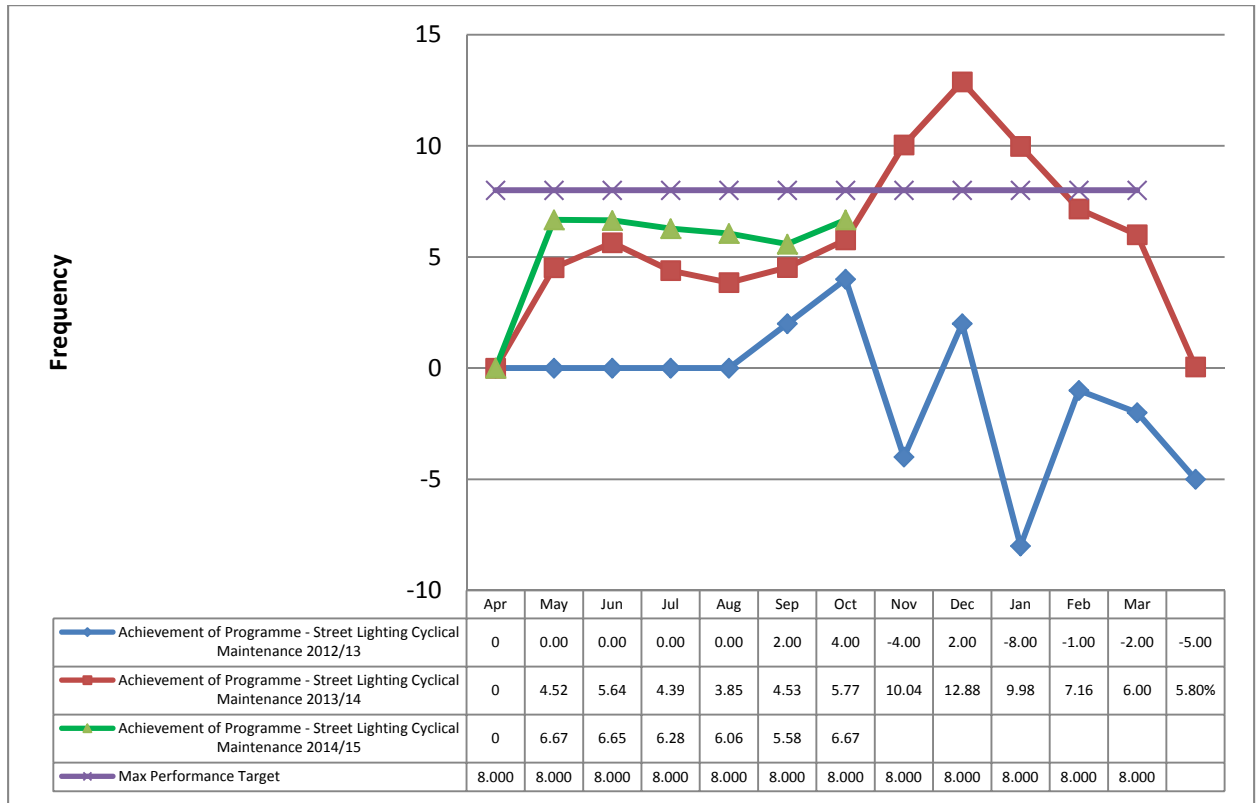
PPI FM02 – MOT Pass Rate



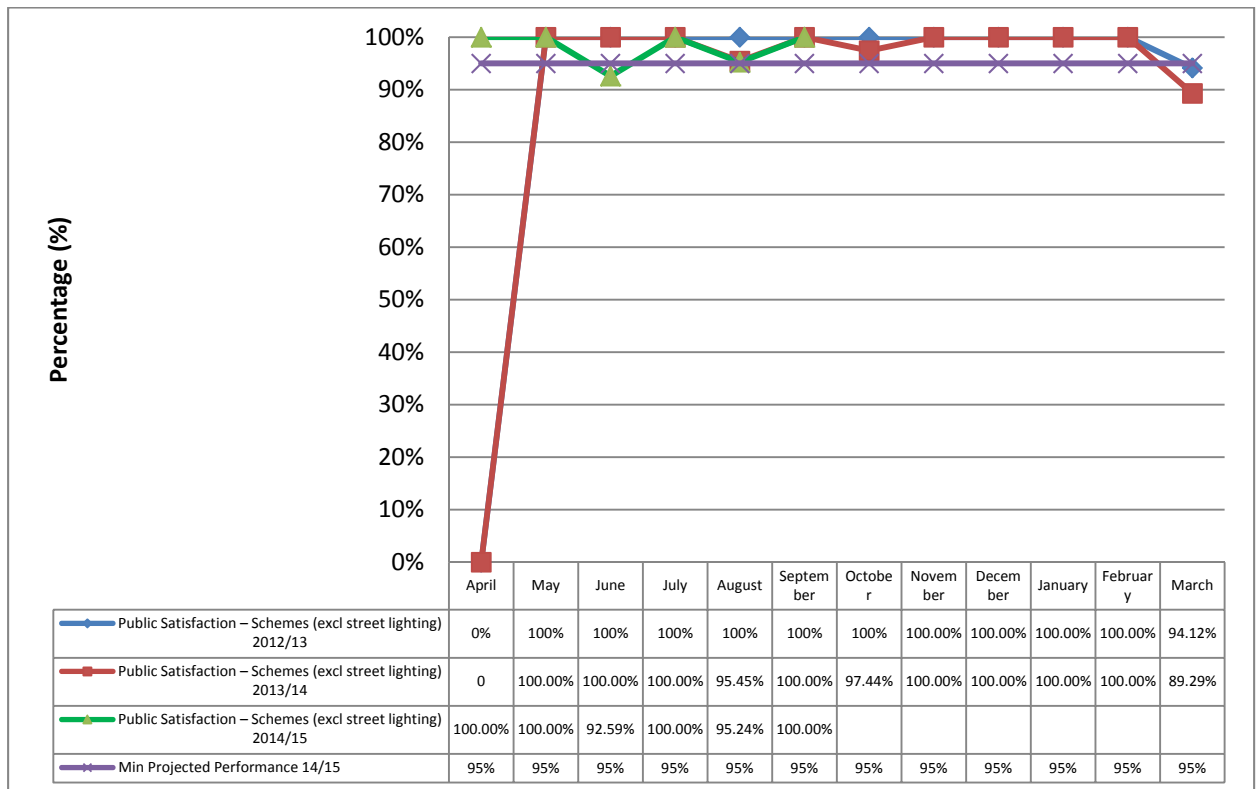
PPI SL01 – Street Lighting Fault Repair



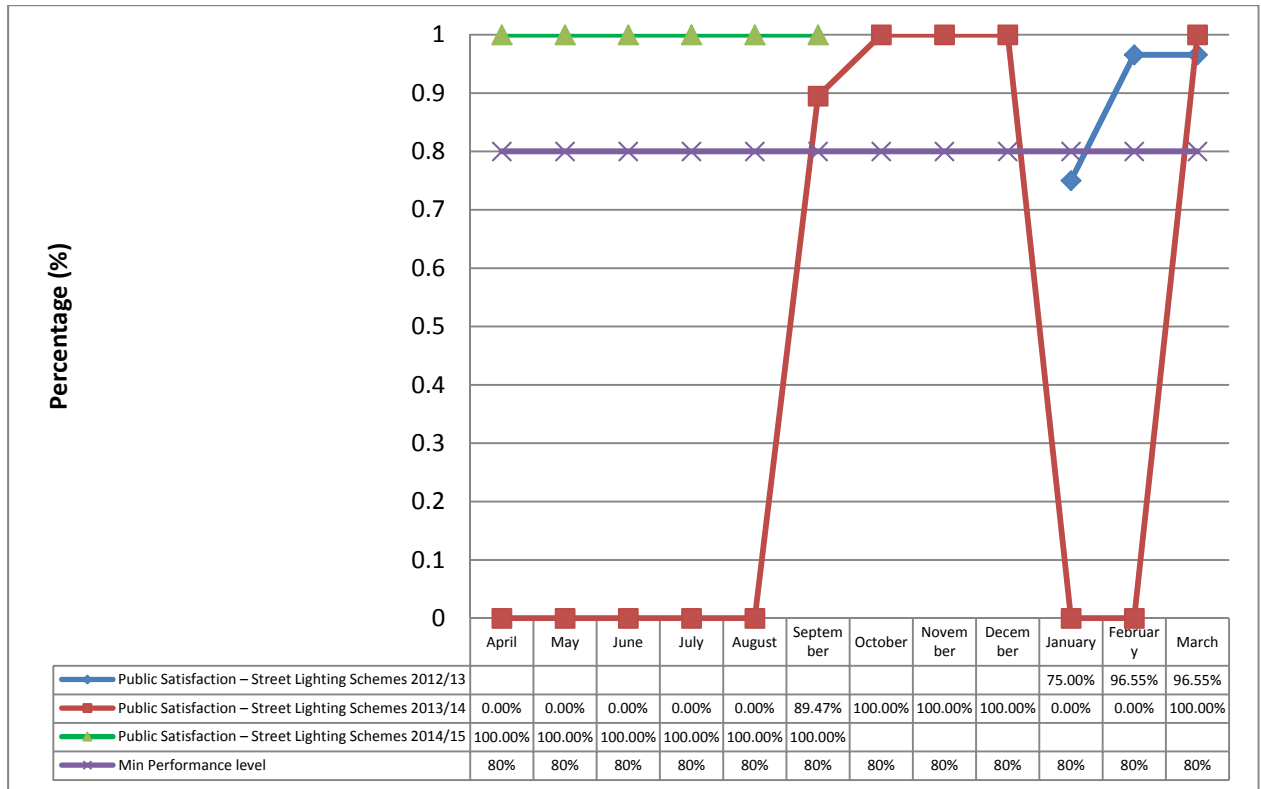
PPI SL02 – Achievement of Programme – Street Lighting Cyclic Maintenance



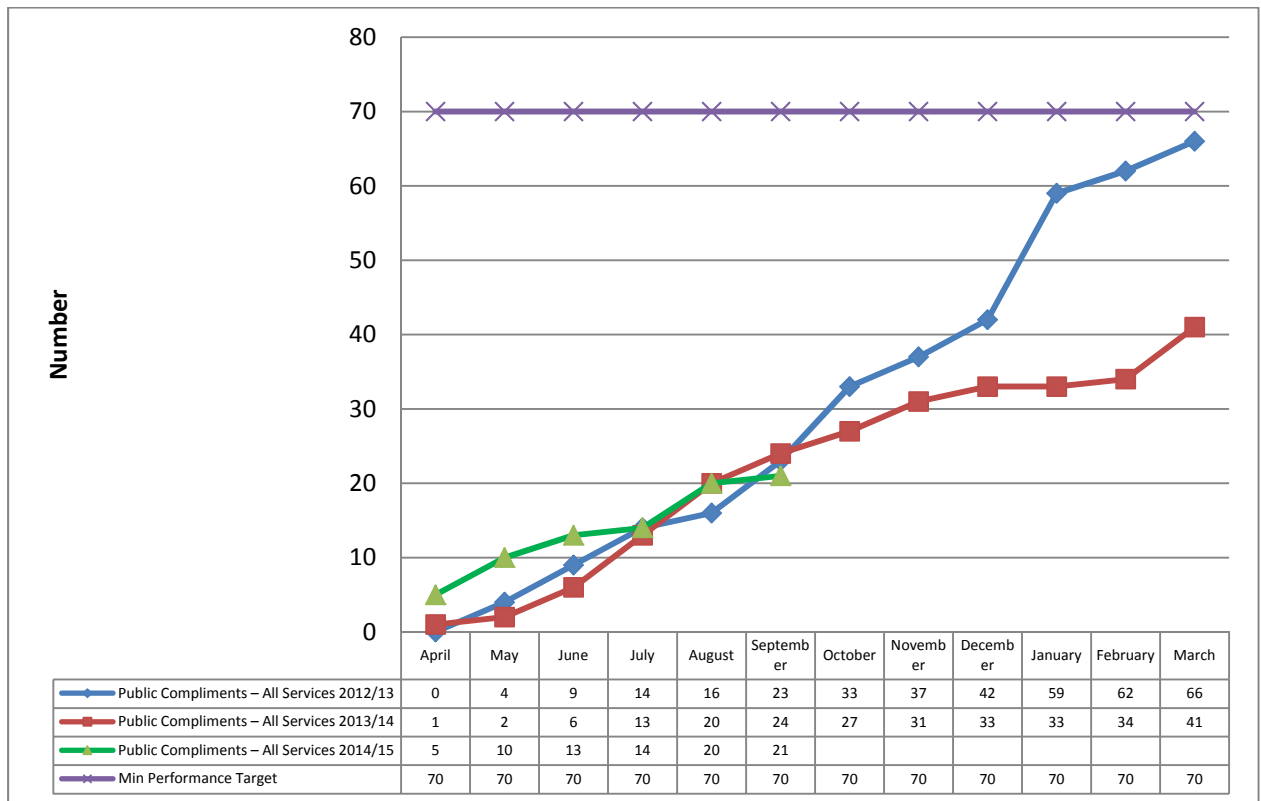
SPI PCS01 – Public Satisfaction - Schemes



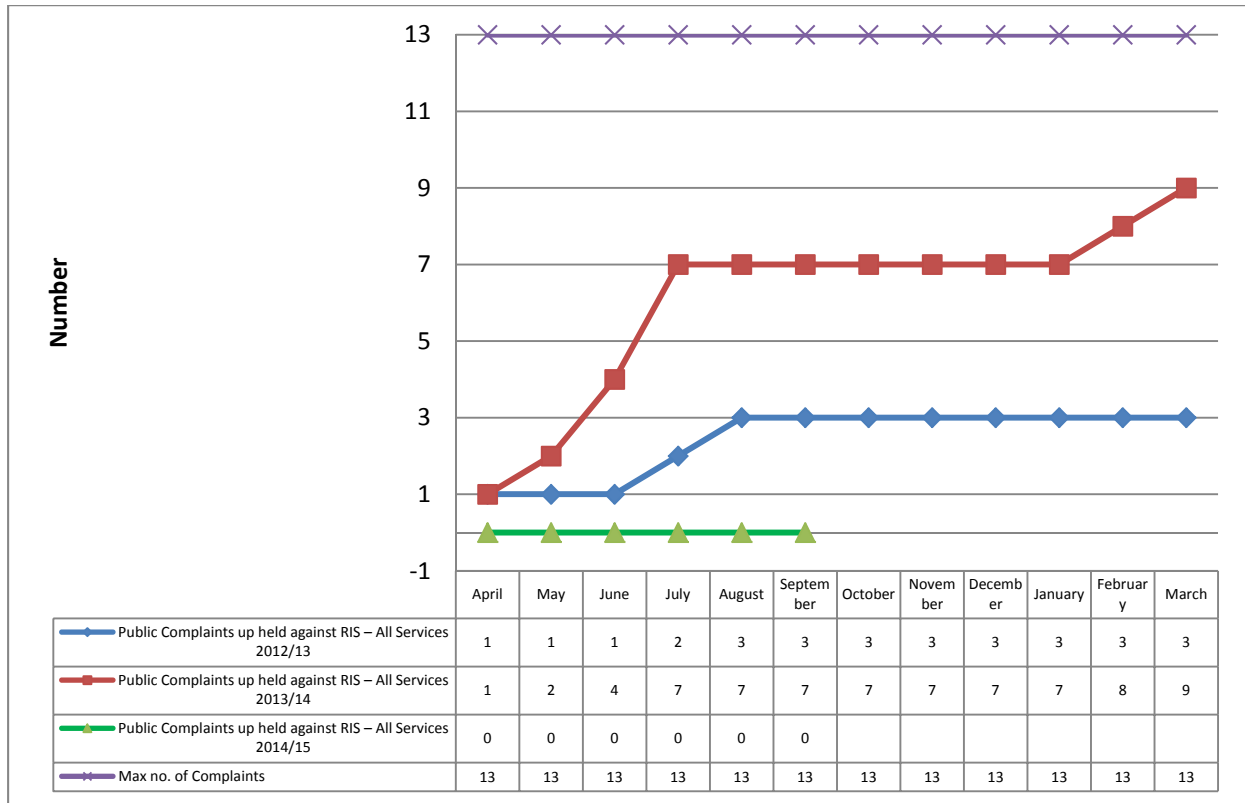
SPI PCS02 – Public Satisfaction – Street Lighting Schemes



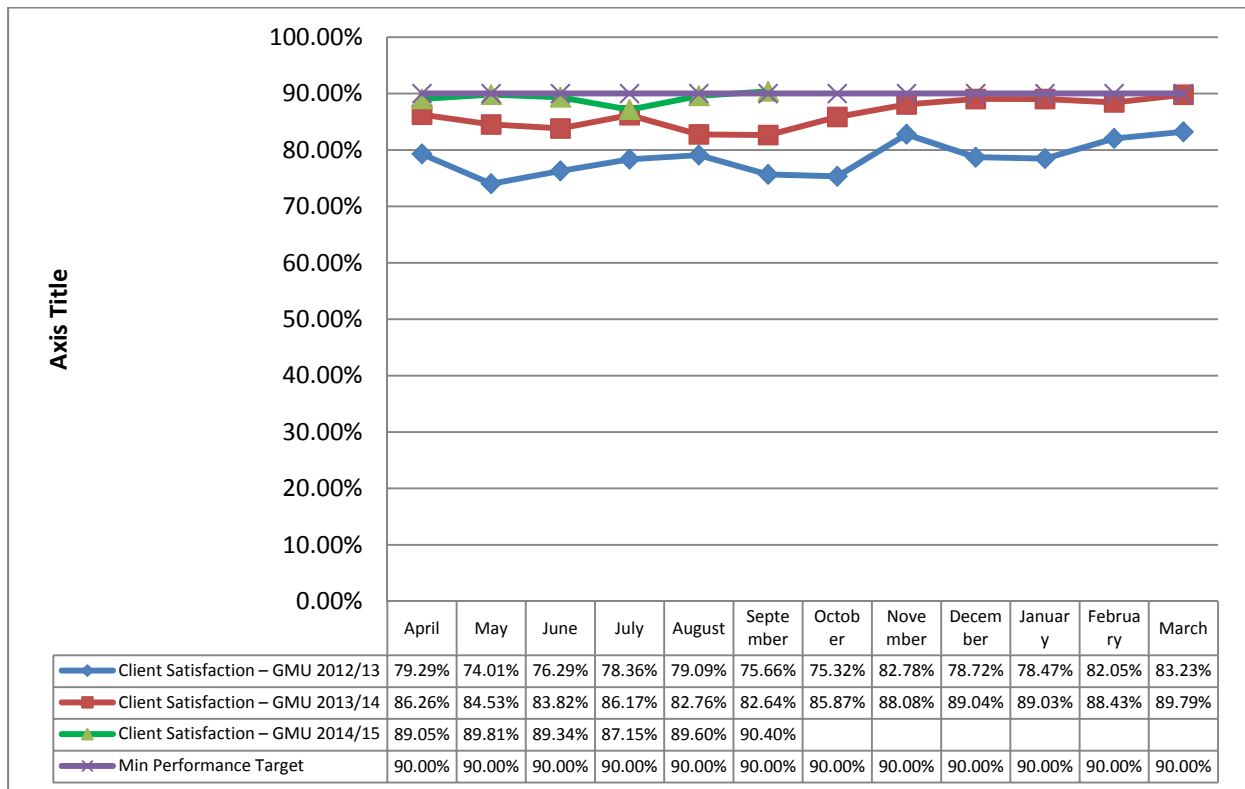
SPI PCS03 – Public Compliments – All Services



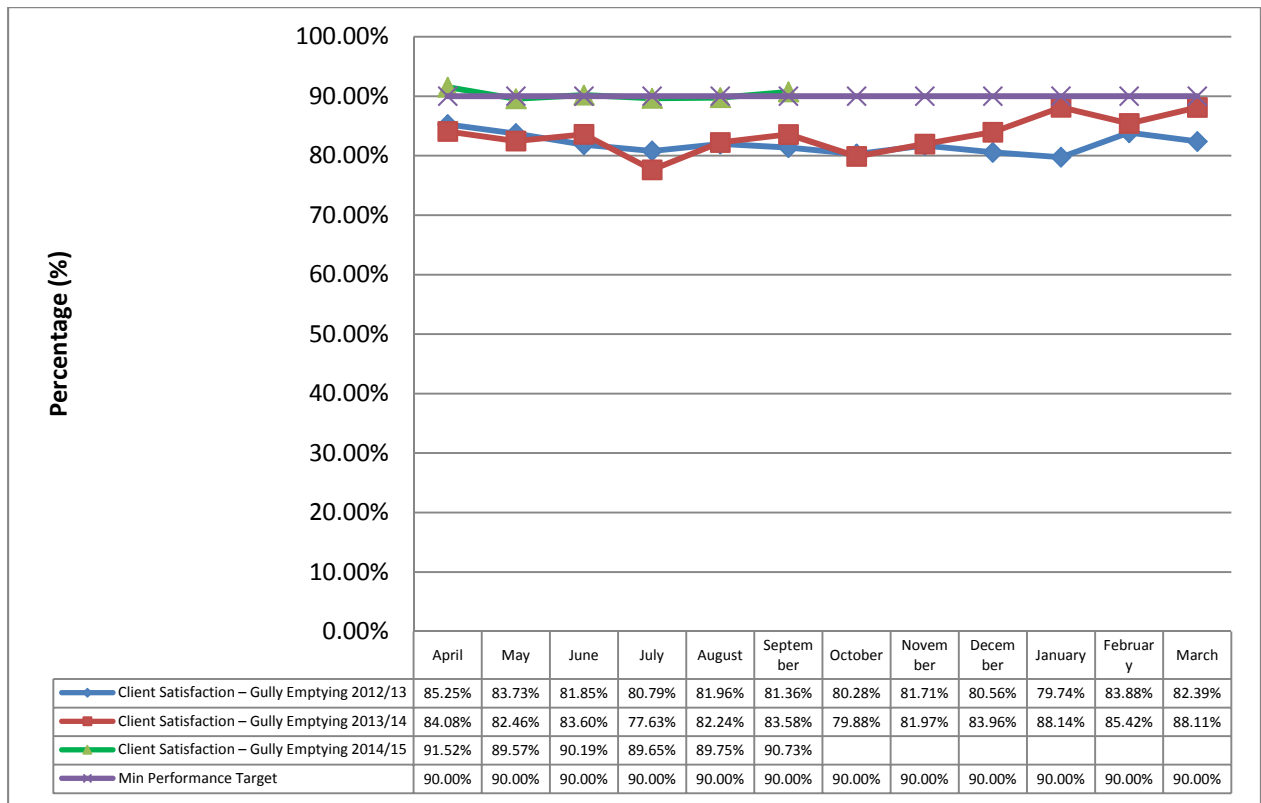
SPI PCS04 – Public Complaints Upheld against RIS – All Services



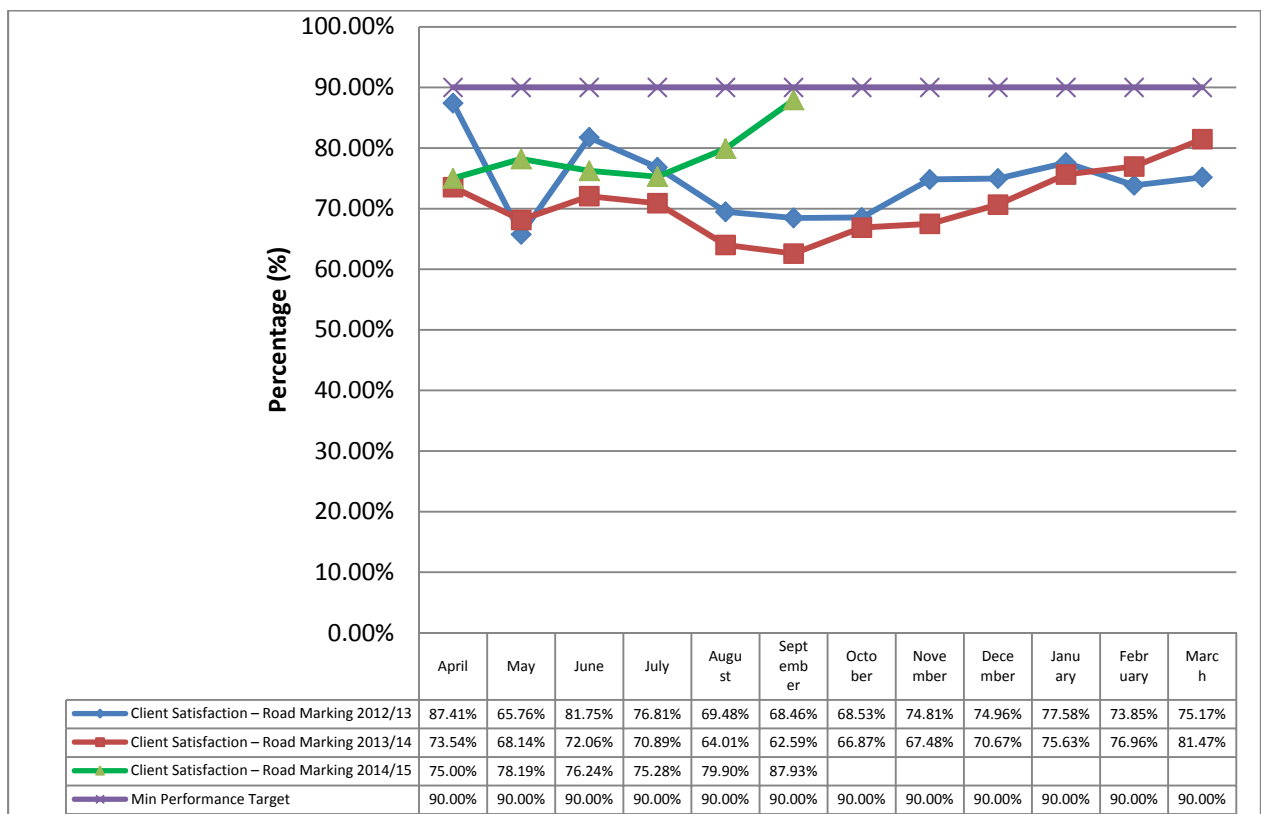
SPI PCS06 – Client Satisfaction - GMU



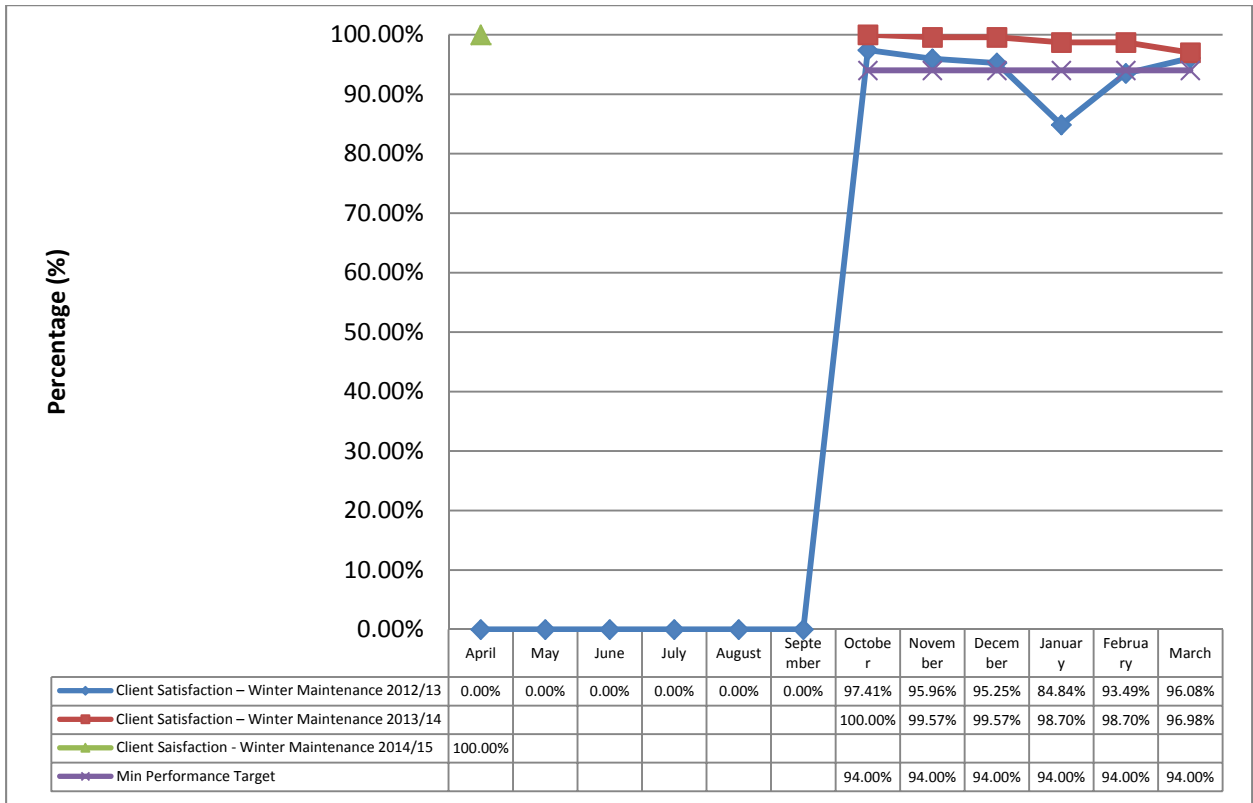
SPI PCS07 – Client Satisfaction – Gully Emptying



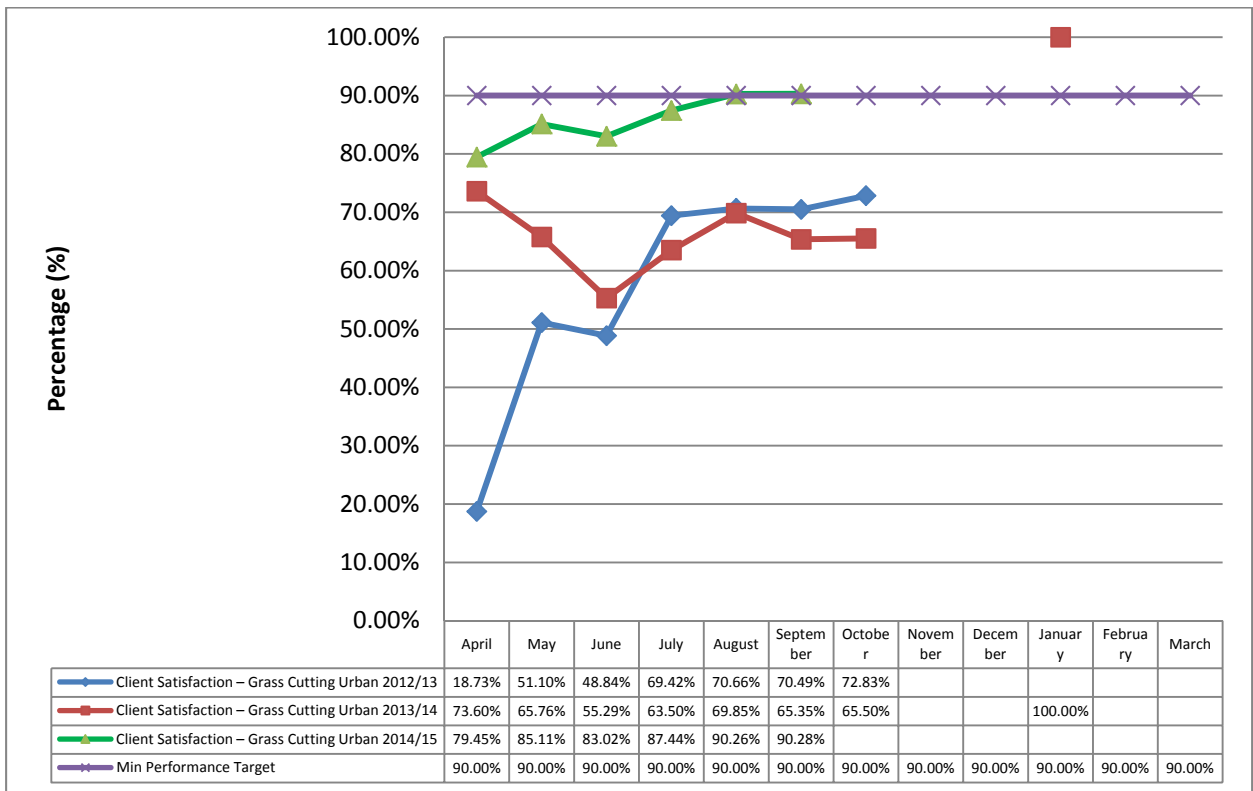
SPI PCS08 – Client Satisfaction – Road Marking



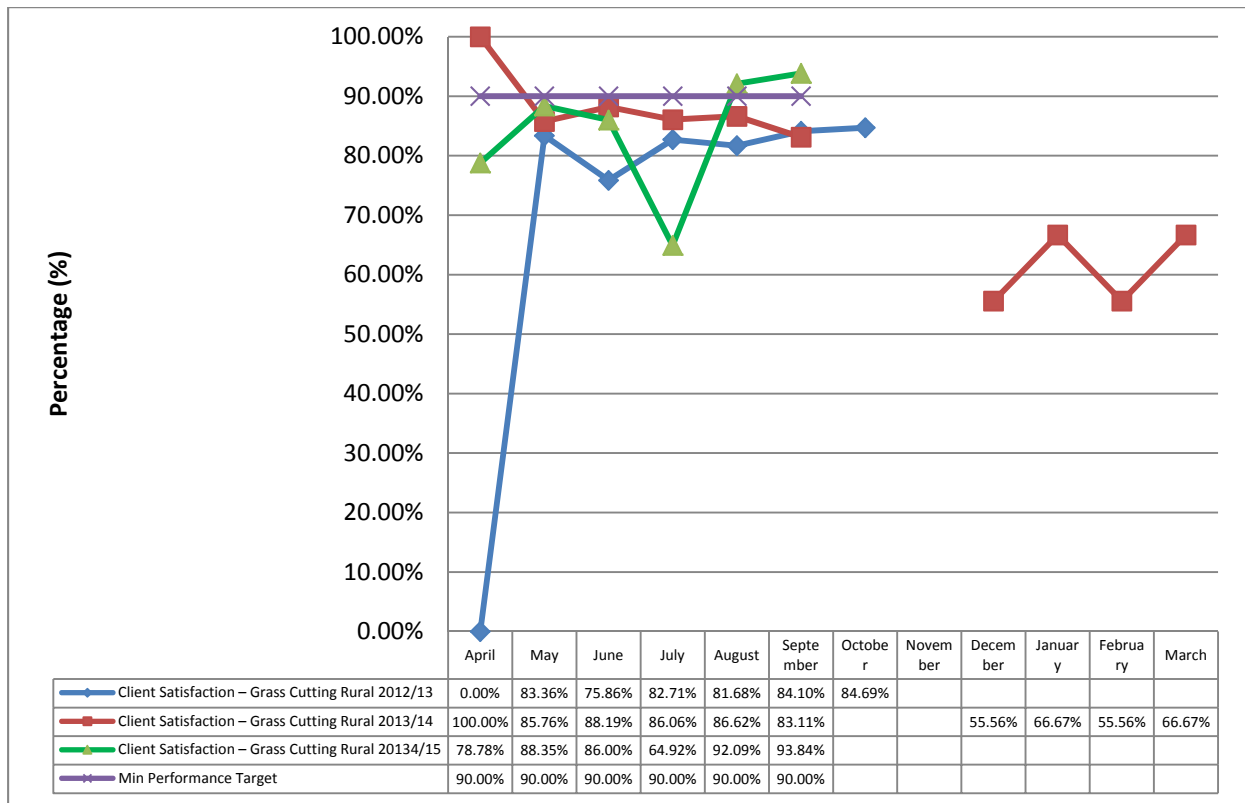
SPI PCS09 – Client Satisfaction – Winter Maintenance



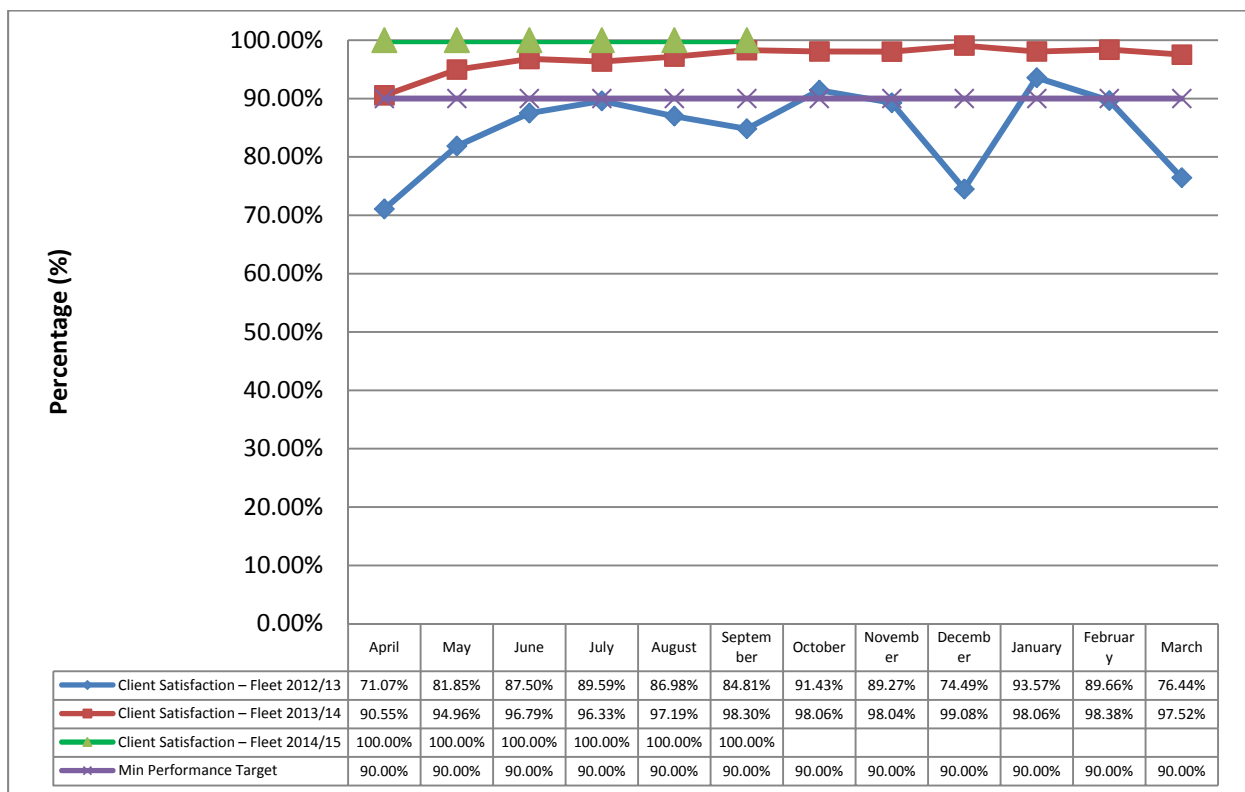
SPI PCS10 – Client Satisfaction – Grass Cutting Urban



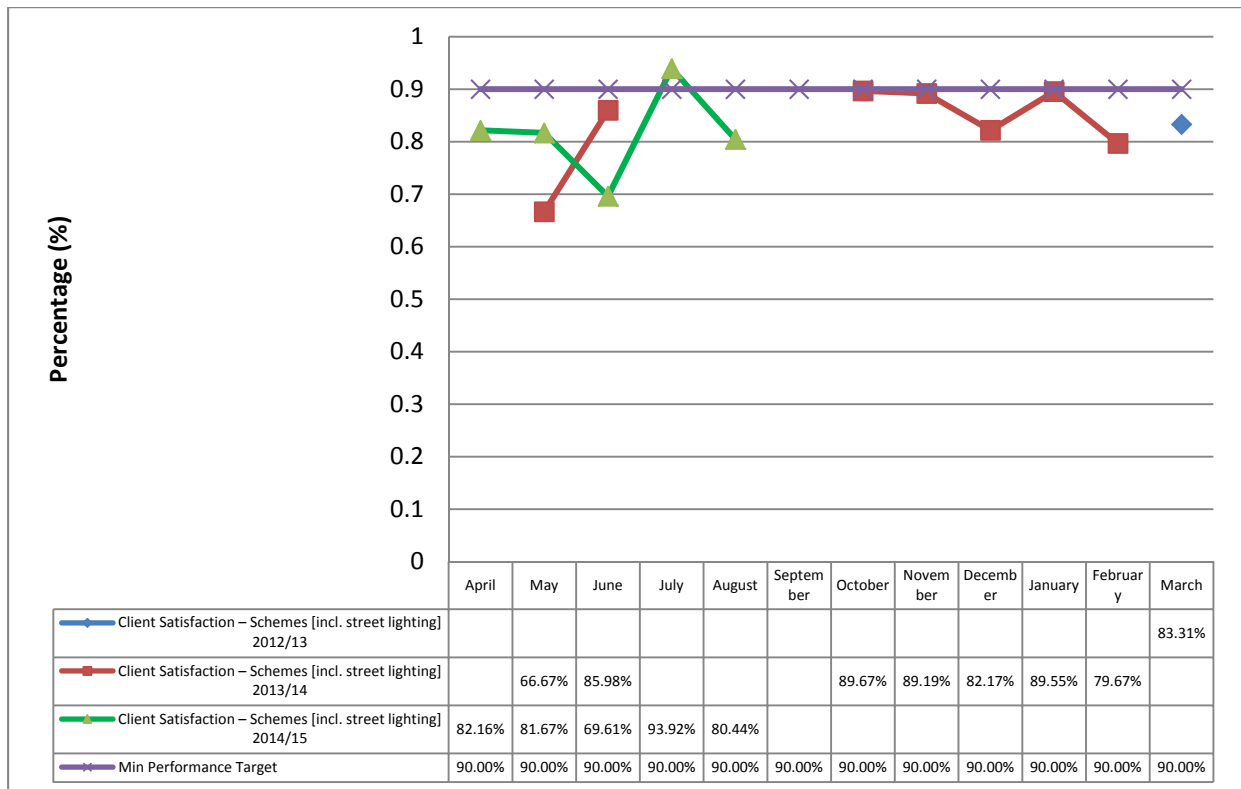
SPI PCS11 – Client Satisfaction – Grass Cutting Rural



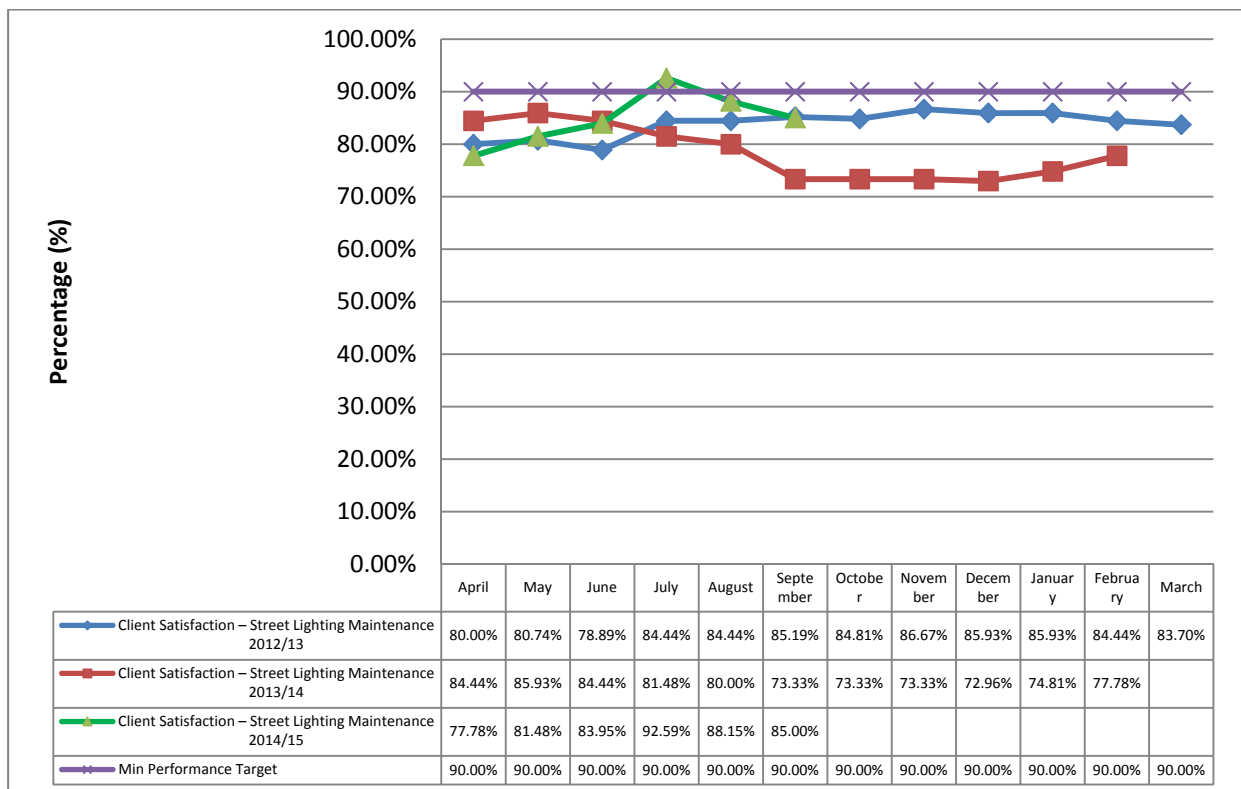
SPI PCS12 – Client Satisfaction – Fleet



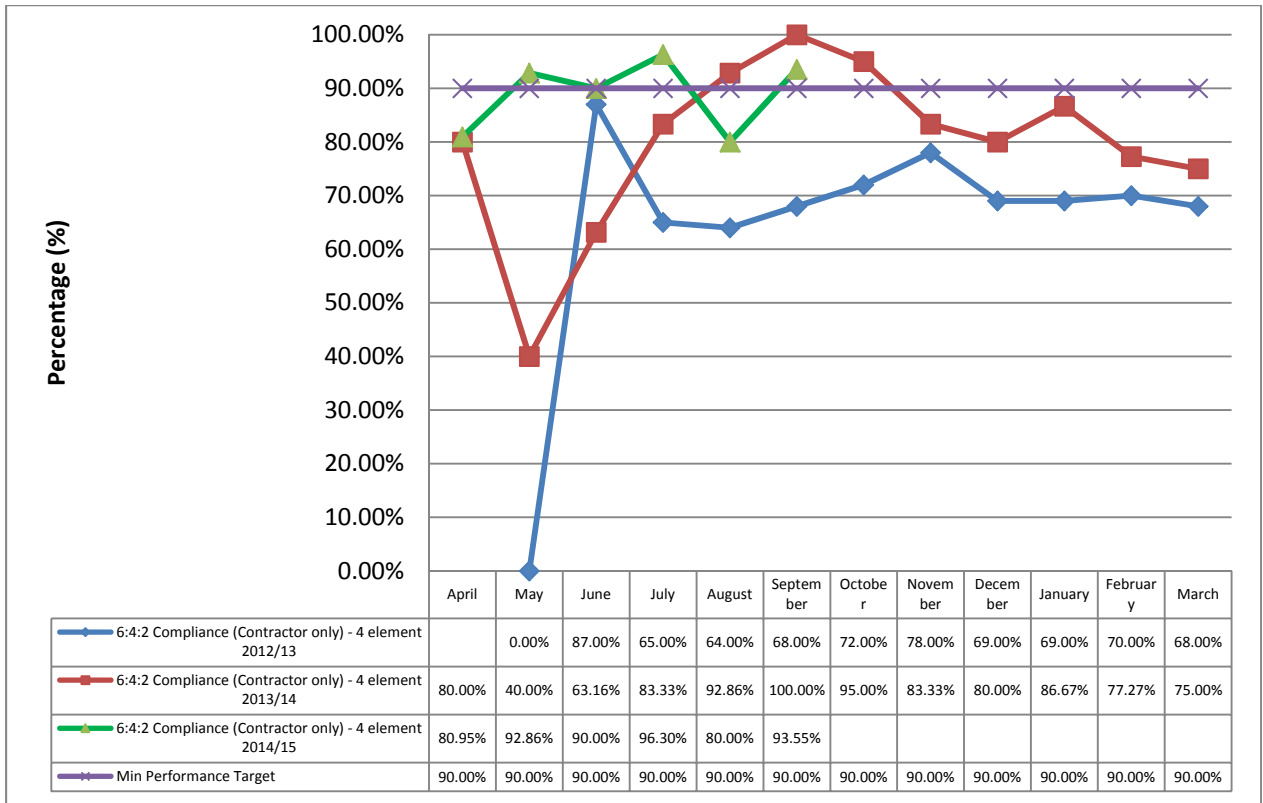
SPI PCS13 – Client Satisfaction – Schemes (Inc Street Lighting)



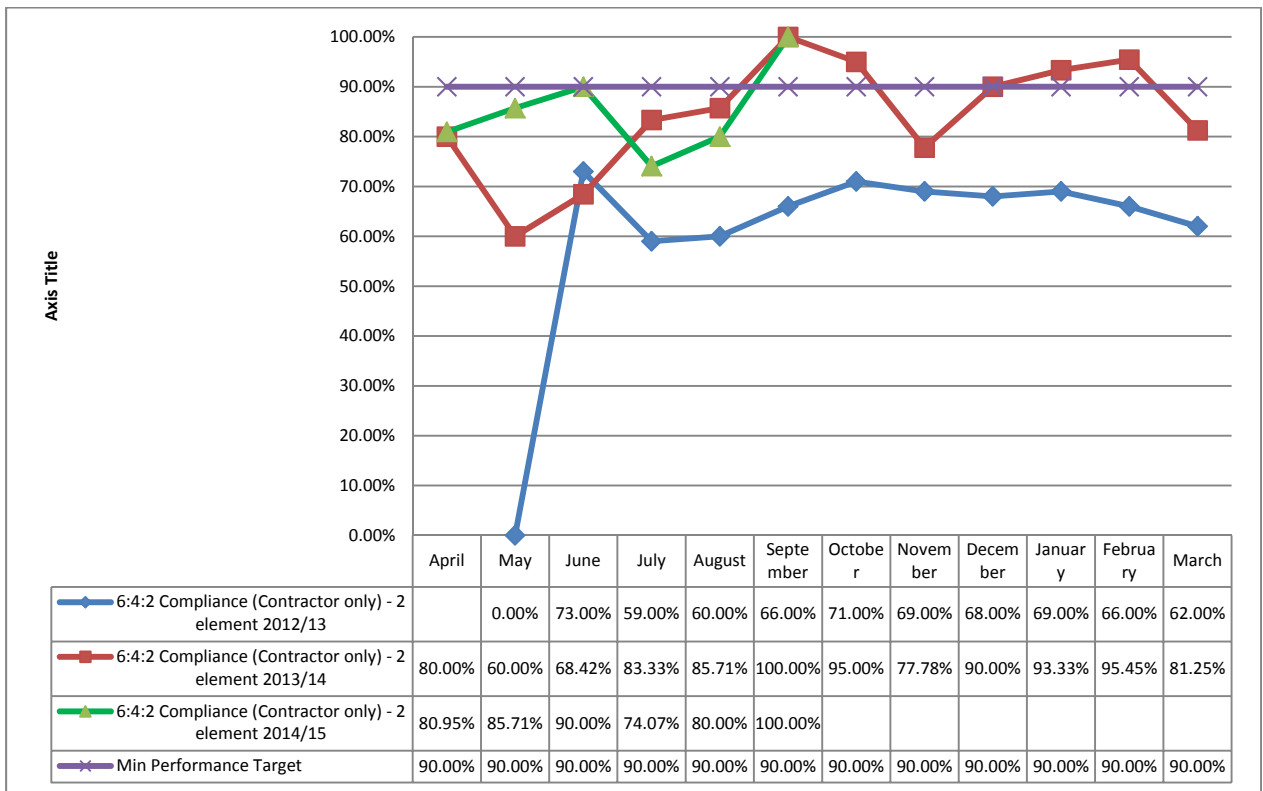
SPI PCS14 – Client Satisfaction – Street Lighting Maintenance



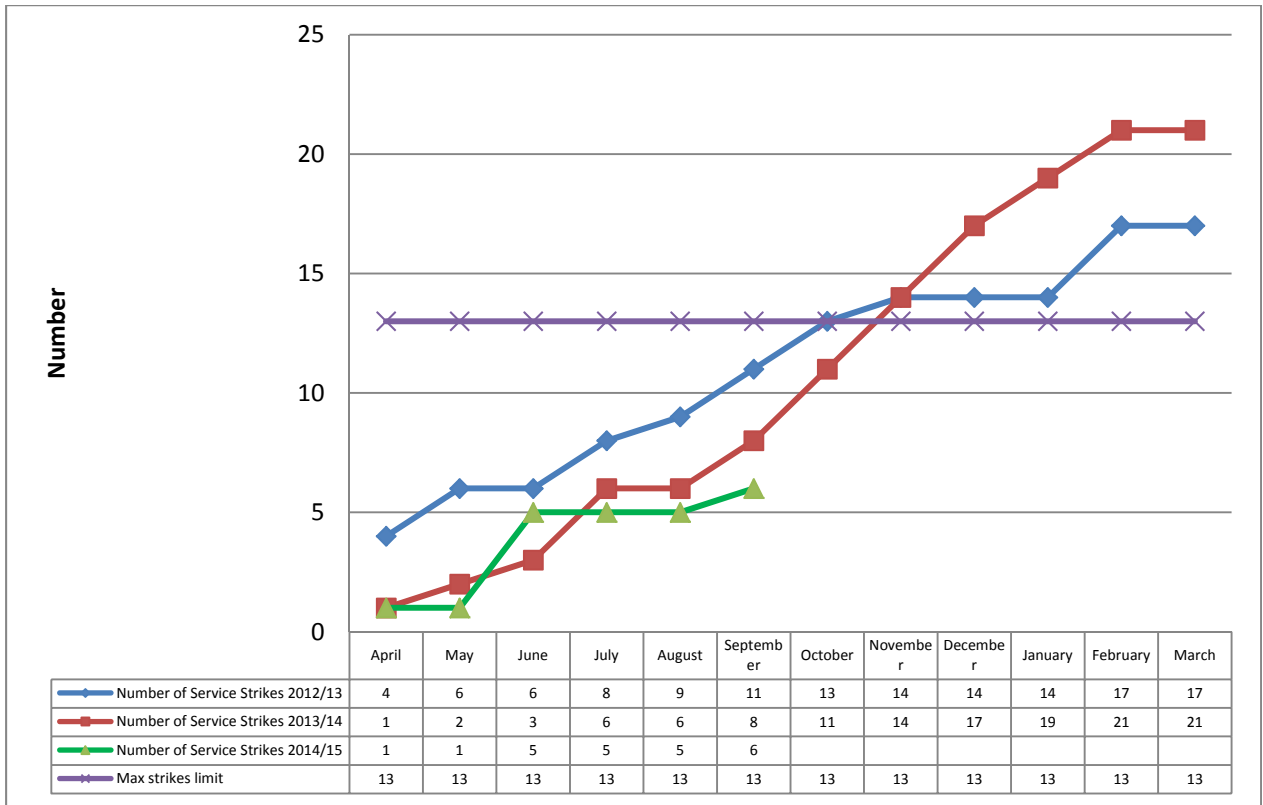
SPI S01 – 6:4:2 Compliance (Contractor Only) – 4 Element



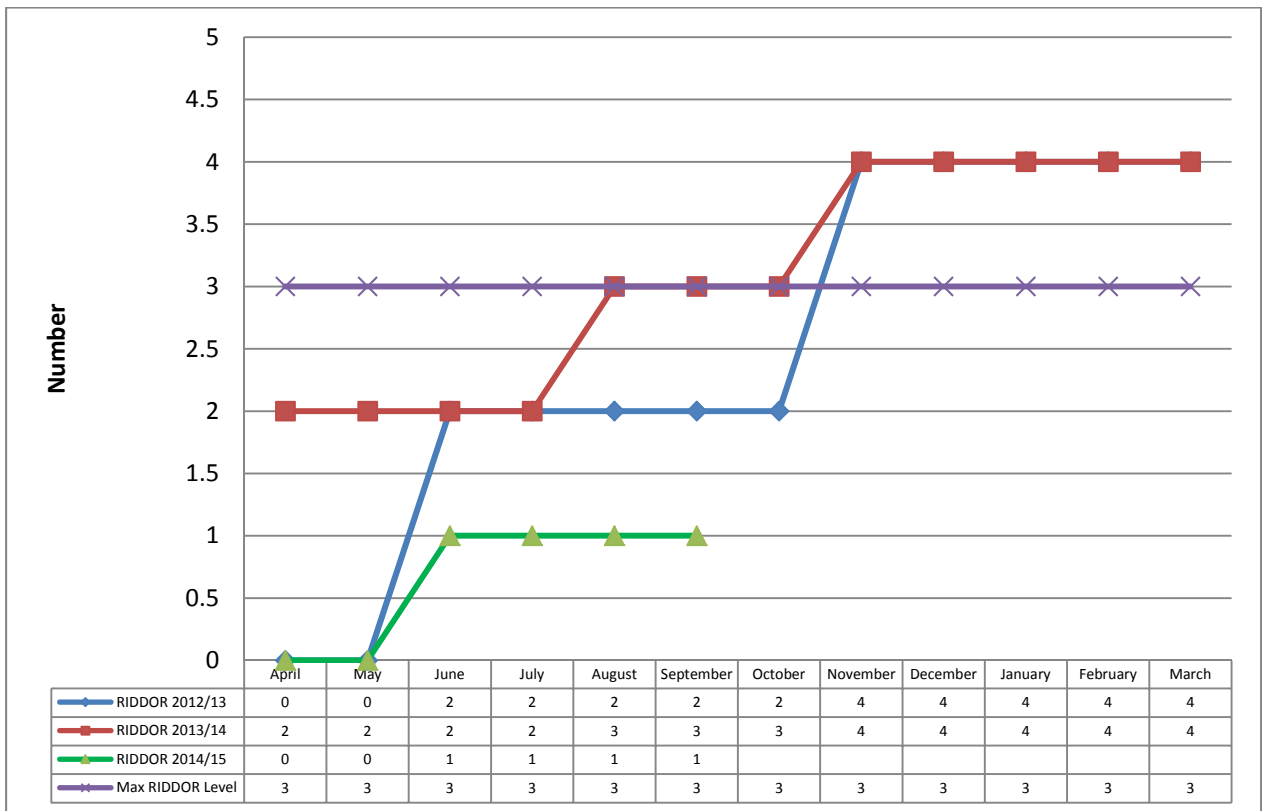
SPI S01 – 6:4:2 Compliance (Contractor Only) – 2 Element



SPI HS01 – Number of Service Strikes



SPI HS02 – Number of RIDDOR's

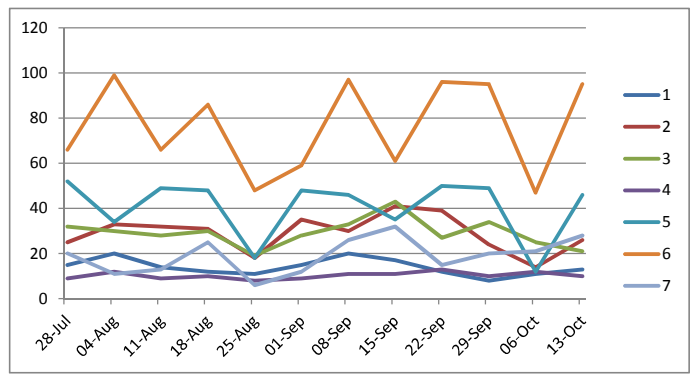


hNY Area Team Scoring System

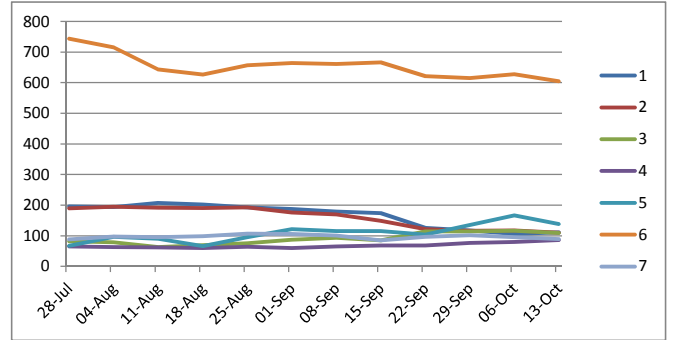
Item 6
WC 06/10/14

Work Type	Owner	Sub Detail	Detail	Area 1	Area 2	Area 3	Area 4	Area 5	Area 6	Area 7
GMU	NYCC	New orders received	Priority 1 (In hours)	1	0	1	0	0	4	3
GMU	NYCC		Priority 1 (Out of hours)	0	0	4	0	4	3	0
GMU	NYCC		Priority 2 (24 Hours)	1	2	1	0	0	1	0
GMU	NYCC		Priority 3 (1 Week)	3	4	8	6	4	9	11
GMU	NYCC		Priority 4 (1 Month)	2	19	18	17	32	64	9
GMU	NYCC		Priority 5 (3 Months)	0	2	2	0	15	26	0
GMU	NYCC / RIS	Complete works	Works complete	11	14	25	12	12	47	21
GMU	NYCC / RIS		Percentage completed within priority	0%	36%	60%	50%	100%	36%	76%
GMU	NYCC / RIS	Performance	Average jobs completed per gang per day	1.10	0.93	1.67	1.20	1.20	1.57	1.40
GMU	RIS		PDA Performance	96%	96%	91%	96%	90%	95%	98%
GMU	NYCC / RIS	Works pending	Total number of orders	106	117	116	80	166	627	95
GMU	NYCC / RIS		Priority 3 (1 Week)	31%	12%	10%	18%	7%	11%	20%
GMU	NYCC / RIS		Priority 4 (1 Month)	55%	77%	78%	80%	39%	56%	73%
GMU	NYCC / RIS		Priority 5 (3 Months)	14%	11%	12%	3%	54%	33%	7%
GMU	NYCC / RIS		Orders beyond priority date	81%	67%	27%	56%	7%	52%	61%
GMU	RIS	Site / Quality inspections	Quality checks undertaken	2	0	1	1	5	3	6
GMU	RIS		Passed quality checks	2	0	1	1	5	3	6
Option B	NYCC / RIS	New orders received	Priority 2 (24 Hours)	1	0	3	0	1	0	1
Option B	NYCC / RIS		Priority 3 (1 Week)	1	1	0	0	0	0	4
Option B	NYCC / RIS		Priority 4 (1 Month)	1	4	7	8	6	2	1
Option B	NYCC / RIS		Priority 5 (3 Months)	1	0	2	0	1	0	5
Option B	NYCC / RIS	Works pending	Total number of orders	32	61	100	101	22	54	61
Option B	NYCC / RIS		Priority 3 (1 Week)	6%	2%	7%	3%	5%	6%	15%
Option B	NYCC / RIS		Priority 4 (1 Month)	66%	49%	63%	79%	45%	52%	25%
Option B	NYCC / RIS		Priority 5 (3 Months)	16%	44%	30%	15%	45%	37%	54%
Option B	NYCC / RIS		Orders beyond priority date	66%	85%	71%	85%	50%	76%	87%
Option B	RIS	Site / Quality inspections	Quality checks undertaken	1	0	0	0	0	2	0
Option B	RIS		Passed quality checks	1	0	0	0	0	2	0
Option B	RIS	Measure Entry	Job Complete but no Measure Entry	54	55	66	26	26	6	34

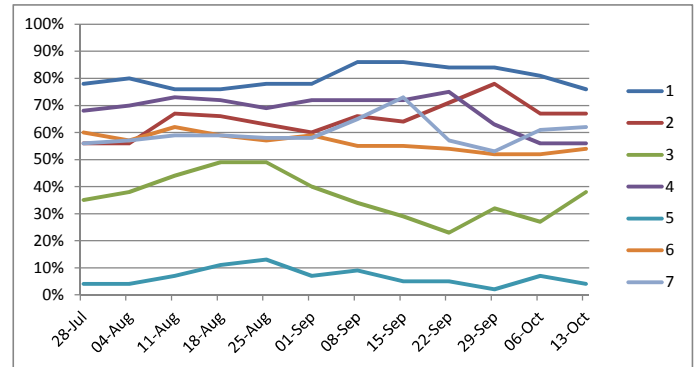
		Works Complete						
		1	2	3	4	5	6	7
13-Oct	13	26	21	10	46	95	28	
06-Oct	11	14	25	12	12	47	21	
29-Sep	8	24	34	10	49	95	20	
22-Sep	12	39	27	13	50	96	15	
15-Sep	17	41	43	11	35	61	32	
08-Sep	20	30	33	11	46	97	26	
01-Sep	15	35	28	9	48	59	12	
25-Aug	11	18	19	8	18	48	6	
18-Aug	12	31	30	10	48	86	25	
11-Aug	14	32	28	9	49	66	13	
04-Aug	20	33	30	12	34	99	11	
28-Jul	15	25	32	9	52	66	20	



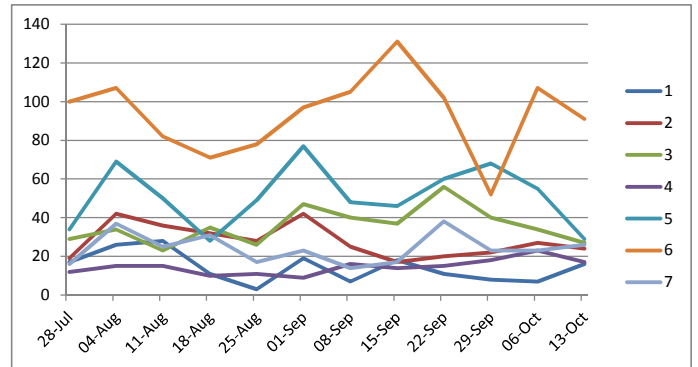
		Total Number of Orders						
		1	2	3	4	5	6	7
13-Oct	111	110	109	86	138	605	89	
06-Oct	106	117	116	80	166	627	95	
29-Sep	117	116	114	76	135	615	102	
22-Sep	126	122	114	68	104	621	96	
15-Sep	174	149	85	68	115	666	85	
08-Sep	179	170	93	65	115	661	101	
01-Sep	187	176	87	60	121	664	106	
25-Aug	193	193	75	64	95	657	107	
18-Aug	202	190	69	60	66	626	98	
11-Aug	207	192	63	62	90	643	95	
04-Aug	194	195	79	63	96	715	97	
28-Jul	196	189	82	65	67	744	88	



		Orders Beyond Priority						
		1	2	3	4	5	6	7
13-Oct	76%	67%	38%	56%	4%	54%	62%	
06-Oct	81%	67%	27%	56%	7%	52%	61%	
29-Sep	84%	78%	32%	63%	2%	52%	53%	
22-Sep	84%	71%	23%	75%	5%	54%	57%	
15-Sep	86%	64%	29%	72%	5%	55%	73%	
08-Sep	86%	66%	34%	72%	9%	55%	65%	
01-Sep	78%	60%	40%	72%	7%	59%	58%	
25-Aug	78%	63%	49%	69%	13%	57%	58%	
18-Aug	76%	66%	49%	72%	11%	59%	59%	
11-Aug	76%	67%	44%	73%	7%	62%	59%	
04-Aug	80%	56%	38%	70%	4%	57%	57%	
28-Jul	78%	56%	35%	68%	4%	60%	56%	



		New Orders Received						
		1	2	3	4	5	6	7
13-Oct	16	24	27	17	29	91	26	
06-Oct	7	27	34	23	55	107	23	
29-Sep	8	22	40	18	68	52	23	
22-Sep	11	20	56	15	60	102	38	
15-Sep	18	17	37	14	46	131	17	
08-Sep	7	25	40	16	48	105	14	
01-Sep	19	42	47	9	77	97	23	
25-Aug	3	28	26	11	49	78	17	
18-Aug	11	32	35	10	28	71	31	
11-Aug	28	36	23	15	50	82	25	
04-Aug	26	42	34	15	69	107	37	
28-Jul	17	19	29	12	34	100	16	



		Difference in Received vs Complete						
		1	2	3	4	5	6	7
13-Oct	-3	2	-6	-7	17	4	2	
06-Oct	4	-13	-9	-11	-43	-60	-2	
29-Sep	0	2	-6	-8	-19	43	-3	
22-Sep	1	19	-29	-2	-10	-6	-23	
15-Sep	-1	24	6	-3	-11	-70	15	
08-Sep	13	5	-7	-5	-2	-8	12	
01-Sep	-4	-7	-19	0	-29	-38	-11	
25-Aug	8	-10	-7	-3	-31	-30	-11	
18-Aug	1	-1	-5	0	20	15	-6	
11-Aug	-14	-4	5	-6	-1	-16	-12	
04-Aug	-6	-9	-4	-3	-35	-8	-26	
28-Jul	-2	6	3	-3	18	-34	4	

