Report to the Transport, Environment and Communities Select Committee

Title: TfB Update on KPI's and Customer Journey

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Purpose of Agenda Item
Following an update on the TfB Progress at the Environmental, Transport and Locality Services Select Committee in February 2015 Members requested an update on TfB Contract and customer focus improvements; specifically Key Performance Indicators, and Customer Journey. This report provides members with an update on the KPI's.

Background
Members may recollect that during the TfB transformation process that whilst the existing contract key performance indicators (KPI's) were generally shown as meeting expected performance levels (i.e. green), they were not aligned or achieving the Council's objectives. The contract KPI's have therefore been reviewed and updated under the TfB transformation works stream.

The review process was implemented through a series of facilitated workshops. These workshops included a number of BCC's elected Members, the Client team and TfB. Through discussion, key objectives were determined which were:

- Regular review of indicators to ensure they are meaningful, easily understood to both Members and Client Officers, and directly link to TfB's performance.

- Reducing the number of Contract Indicators.

- Breaking the link between indicators and the automatic award of Contract Extensions.

- Determining whether a monthly or annual measure is appropriate.

The output from this work has provided the basis for the Contract Performance Indicators (CPI's) to be used for 2015/16; *See Appendix A*

Summary

The 2015/16 performance indicators are now split into two types, specifically

- Contract Performance Indicators (CPI's)
- Alliance Performance Indicators (API's)

The CPI's reflect the new TfB structure (i.e. the area based delivery model for cyclic maintenance activities), it retains the fee profit element at risk linked to levels of performance and a recent contract variation has now removed the provision for automatic award of further contract extensions. API's are used to provide supplementary management and performance information to Members and Client Officers.

There are 18 CPI's and 7 API's as detailed in the table below. A number of the indicators relating to cyclic activity (grass cutting/gully cleaning/ weed killing/) are now reported on an area basis (Aylesbury/Wycombe/Amersham and South Bucks) and feed up into the main CPI to ensure that performance between the areas can be measured and understood. In terms of the area based CPI's further work is ongoing to ensure the breakdown of asset (grass square meterage / gullies per area etc) is fully understood in each area. This is currently complicated by the ongoing changing commissioning requirements with regards devolved services such as grass cutting which are outside of TfB's direct control.

Reporting Validation and Governance
Performance targets have been set at challenging but achievable levels, and to drive the right business behaviour to achieve Task Order and delivery outcome and are developed based on past performance and to reflect budget allocation and associated risk.

A contract performance framework has been developed and is reported on at the monthly Task Outcome Monitoring (TOM) reviews where both TfB staff and representatives of the new client team are present.

The individual CPI result for each specific service are presented at the monthly TOMs however they are considered as draft, with final validation and approval being signed off by the Operations Management Board (OMB) the same reporting month, in line with the Contract Governance arrangements.

Each CPI has a comprehensive methodology associated with it to ensure they are measured/ reported as detailed and can be audited. These and the associated proposed targets are currently approximately 90% agreed with the final determination dependent upon the agreed 14/15 KPI results and final agreement with previously unmeasured KPI's. The service is also currently changing over to a new system 'CONFIRM' for the management of all its infrastructure assets, and the opportunity will be taken to further improve and expand upon the reporting mechanisms on an area basis for some key

indicators (% works undertaken without remedial / potholes made safe / street lighting in operation/correspondence). This level of reporting is not currently possible due to the constraints of the existing system.

Key issues

There is significant investment being made in IT to replace Symology with Confirm at the end June. It is expected that Confirm will make things more transparent in the way it generate reports including to Members.

Resource implications

None

Next steps

The KPIs and contract performance will be used to improve the delivery of the service. The Select Committee needs to be aware that although KPI's need to be met before any extension is considered, the final decision will be based on a range of set criteria to be agreed at Strategic Board, i.e. no automatic extension.

To sign off all the methodologies and confirm targets by the end of July 2015 - the new arrangements were put in place and reported upon from 1st April 2015.

An audit programme and process will be established and undertaken to ensure verification is achieved as required by all parties for the reported results.

To bring into implementation and fully understand the further options that the new management system 'CONFIRM' will enable in terms of ongoing CPI reporting on an area basis.
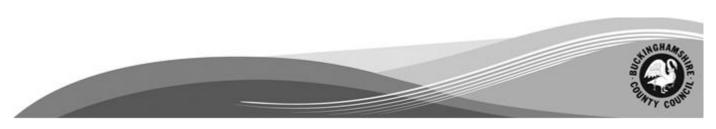
Appendix 1

Team		Performance Indicators	Reporting Frequency	Proposed Target	Fee Calculated
Contract Performance Indicators					
Our Transport Links					
T12-1	CP11	Delivery of the cyclic maintenance programme. (Urban Grass/ Rural Grass/Gullies/Weeds)	Monthly	90-95%	Annually
RM21M		Annual Gully maintenance programme completed to specification and time line			
RM38MU		Urban Grass cutting to programme (self-delivery areas) completed			
RM38MR		Rural Grass cutting to programme (self-delivery areas) completed			
RM46M		Countywide Weed programme completed			
T12-1	CP12	% of inspected defect repairs compliant with quality requirements	Monthly	90-95%	Monthly

T12-1	CP13	% of Category 1 defects made safe Next Working Day (6pm)	Monthly	95-98%	Monthly
T02-1	CP14	% of BCC street lights in lighting across the network	Quarterly	90-95%	Quarterly
T11-1	CP15	Delivery of the Capital Maintenance Programme	Monthly	85-90%	Monthly
T12-1	CP16	Delivery of countywide programme of maintenance works (LATS/Area Based Gangs)-On going changing programme	Monthly	50-60%	Annually
T02-1	CP17	Average number of days to repair lighting outage	Monthly	14 - 12	Monthly
T05-2	CP18	Delivery of programme of LAF schemes	Monthly	85-90%	Monthly
T12-1	CP19	% of two hour emergency call outs attended on time	Monthly	90-95%	Monthly
T03-1	CPI10	% of completion of winter salting routes on time	Monthly	95-99%	Monthly
Getting Involved					
CM	CPI11	% of customer requests responded to and actioned on time	Monthly		Monthly
		28 Day Correspondance		80-85%	
		VIP Correspondance		65-70%	
		FOI's		65-70%	

		Value for Money			
CM	CPI12	Across contract benchmarking report on: Basket of work unit rates (7 items, year on year comparison,RJ contract comparison) Overall management efficiency indicator (ratio of management inputs to value of outputs for a.) works, b.) professional services (Two months after quarter), c.) Overall)	Quarterly	4	Quarterly
CM	CPI13	Benchmarking- Results of annual market testing exercise for CMP schemes	Annually	1	Annually
T11-1	CPI14	Predictability of cost-CAPITAL comparison of costs at target cost stage to final measure costs with EWN's.	Annually	103-100%	Annually
		Value for Money			
CM	CPI15	Health and Safety-Managers and Senior Staff undertake 1 site audit per month	Monthly	80-85%	Monthly
		A Thriving Economy			
T04-2	CPI16	Statutory sample inspections SB & SC after works completed and reinstatement quality	Monthly	45-60%	Monthly
T04-2	CPI17	Statutory sample inspections SA (whilst work undertaken Signs, Lighting and Guarding)	Monthly	9-12%	Annually

T04-1	CPI18	Effective management of the NSL Parking Contract Compliance with indicators	Monthly	80-85%	Annually
Alliance Performance Indicators					
	API19	NI168% Principal roads where structural maintenance should be considered			
	API20	NI169% Non-principal classified roads where structural maintenance should be considered			
	API21	BV224b.05% Unclassified Roads requiring structural maintenance			
	API22	NHT Survey Customer Satisfaction with highway maintenance KBI24 3 year average			
	API23	Member satisfaction with the TfB service			
	API24	Net customer satisfaction with public transport information (NHT Survey KBI 08) 3 year average			
	API25	Satisfaction with congestion (NHT Survey KBI17) 3 year average			

Reporting Validation and Governance