

Appendix D - Key Performance Indicators (KPI's)

The Council will maximise the value of the contract by a process of continuous improvement in performance. It will employ the use of Key Performance Indicators (KPIs) to enable contractors and the supply chain to know how they are performing during the period of the contract and on individual projects. In the case of this contract, their use is particularly relevant due to the duration and extent of the works involved.

The overall aim of this process is to generate benefits to all parties by delivering quality, cost and time benefits for the Council while the other parties gain benefits in profitability and competitive market share. As such, contractors will be expected to clearly demonstrate senior management commitment to these processes, an ability to comply with them and experience in their development and use.

The Council may conduct other forms of performance measurement such as benchmarking with other internal or external organisations.

The Council aspires to generate best practice within the contract by,

- Recognising the benefits of shared skills and experience, comparing performance and adopting an innovative approach to problem solving
- Carrying out regular and post project reviews using KPIs
- Seeking sound qualitative/ quantitative information to ensure that projects have achieved their objectives
- Informing the contractors and supply chain how well they are achieving the requirements of the projects and contract
- Ensuring that measures are put in place to resolve any failing areas

As part of the overall process, the Council will review its own performance and ensure they are achieving their own goals and objectives.

Process

Performance information will be collected on a monthly basis from the Contractor and the Council's own records; with reviews being undertaken on a quarterly basis. A formal review meeting will be held every 6 months at the strategic level to assess the performance of the contract. As well as these formal reviews, it is intended that a progressive review policy will be ongoing as part of the projects' and contract's normal project management. This is to ensure that important information and lessons are neither lost nor forgotten and should be a benefit to work in progress where information and experiences can be exchanged.

Key Performance Indicators

The KPIs will be used as the core of the Contract Performance Strategy, and will be used to objectively monitor and assess the Contracts performance against the Council's objectives.

Broadly, the KPIs will cover a range of sectors such as cost, quality, time, customer satisfaction, health and safety and performance in order to provide a definitive cross section of assessment.

Civil Engineering Contract (LOT1)

KPI Reference	Theme	Requirement	Measure	Target
KPI 1	Timely delivery	Emergency Attendance where appropriate action taken within 2 hours	% calculated by dividing total number of Works Orders where appropriate action was taken within 2 hours by the total number of Works Orders.	Commence at 95%. Demonstrate continuous improvement to achieve 100%
KPI 2	Timely delivery	Non-Scheme works completed within 28 days	% calculated by dividing total number of Non-Scheme Works Orders completed within 28 days by the total number of Non-Scheme Works Orders	Commence at 95%. Demonstrate continuous improvement target 100%
KPI 3	Timely Delivery	TMA and permitting requirements	Sites checked for displaying Permit Board, Number and Valid dates.	Demonstrate adherence to TMA requirements 100%
KPI 4	Timely delivery	Reactive maintenance response works completed within 7 days	% calculated by dividing total number of priority works repaired within 7 calendar days by the total number of priority works	Commence at 95%. Demonstrate continuous improvement target 100%
KPI 5	Quality delivery	Single visit fix during Emergency Attendance	% calculated by dividing total number of Emergency Attendance Works Orders completed in first site visit	Commence at 95%. Demonstrate continuous

			by the total number of Emergency Attendance Works Orders	improvement to achieve 100%
KPI 6	Quality delivery	Right first time schemes	% calculated by dividing total number of Scheme based Works Orders requiring no snagging or repeat visits by the total number of Scheme based Works Orders	Demonstrate continuous improvement in excess of 95%
KPI 7	Quality delivery	The satisfaction of the residents and businesses of the London Borough of Hackney, with the way in which Works are carried out.	Percentage (%) of customer satisfaction survey returns indicating overall satisfaction. (The Council will deliver surveys, to those affected by works so as to gauge their levels of satisfaction with the standard of the works and the way in which they were carried out. The survey is structured to enable the Engineer to easily identify overall satisfaction of those surveyed.)	Continuous improvement in excess of 95%
KPI 8	HSE & Process Delivery	Appropriate use of MAYRISE to store record information	% calculated by dividing total number of works orders where the specified before and after photographs are provided in MAYRISE 7 days of completion of the works by the total number of works orders	Demonstrate continuous improvement in excess of 90%
KPI 9	HSE & Process Delivery	Record of Near misses or incidents recorded.	Contractor & Client are encouraged to demonstrate willingness to record incidents and demonstrate subsequent action	Demonstrate evidence of record and actions taken.

KPI 10	Economic Delivery	Application accuracy	% calculated by dividing total number of works orders where the final value exceeds the agreed final application on final measure by more than 10% by the total number of works orders	Demonstrate continuous improvement in excess of 90%
KPI 11	Economic Delivery	Final application on final measure presented on time	% calculated by dividing the total number of final applications on the final measure submitted within 30 days of completion of a scheme by the total number of schemes.	Demonstrate continuous improvement in excess of 95%
KPI 12	Health & Safety	Reduce injuries	This Performance Indicator will measure both the Accident Incidence Rate (AIR) and the Accident Frequency Rate (AFR) for injuries to Contractors (and Road Users) that take place at sites at which the Contractor is providing the service. AIR	Demonstrate continuous improvement against Industry baseline agreed during mobilisation period to be Agreed
KPI 13	Environment	To monitor the reduction in the contractors' vehicle and plant emissions.	The contractor in the first year is to provide total emissions from all vehicles and plant as a base figure. Yearly reductions are required from this base figure.	Reduce by 10% for each subsequent year
KPI 14	Sustainability	Construction waste reused or recycled	% calculated by dividing total volume of construction waste reused or recycled by the total volume of construction waste	Demonstrate continuous improvement percentage to be agreed during mobilisation (ultimate target 99%)

Road Surfacing Contract (LOT2)

KPI Reference	Theme	Requirement	Measure	Target
KPI 1	Timely delivery	Task / Work completed within Contracted (or extended) period	% calculated by dividing total number of Works Orders by those completed within contracted time	95% improved to 100% by end year 2
KPI 2	Timely Delivery	TMA and permitting requirements	Sites checked to display Permit Board, Number and Valid dates.	Demonstrate adherence to TMA requirements 100%
KPI 3	Quality delivery	Rectification of Defects within agreed timescale	Logged defects	Defect(s) cleared within agreed timescale to be agreed during mobilisation
KPI 4	Quality delivery	All TM and signage cleared within 48hrs of cleared site	Un-cleared sites divided by completed sites (i.e. 2 un-cleared sites / 8 sites)	Less than 1 site in 10 no. or pro rata
KPI 5	Quality delivery	The satisfaction of the residents and businesses of the London Borough of Hackney, with the way in which Works are carried out.	Percentage (%) of customer satisfaction survey returns indicating overall satisfaction. (The Council will deliver surveys, to those affected by works so as to gauge their levels of satisfaction with the standard of the works and the way in which they were carried out. The survey is structured to enable the Engineer to easily identify overall satisfaction of those surveyed.)	Continuous improvement in excess of 95%

KPI 6	HSE	All employees on site have correct training and competencies (evidenced)	Check randomly 1:4 sites.	100% compliance
KPI 7	Economic Delivery	Finalise and agreed Final accounts (per works order)	% calculated by dividing total number of works orders where the work is complete and the where the final account has been agreed and logged on Hackney Database.	Demonstrate continuous improvement in excess of 95%
KPI 8	Health & Safety	Reduce injuries	This Performance Indicator will measure both the Accident Incidence Rate (AIR) and the Accident Frequency Rate (AFR) for injuries to Contractors (and Road Users) that take place at sites at which the Contractor is providing the service. AIR	Demonstrate continuous improvement against Industry baseline agreed during mobilisation period TBA
KPI 9	HSE & Process	Record of Near misses or incidents recorded.	Contractor & Client are encouraged to demonstrate willingness to record incidents and demonstrate subsequent action	Demonstrate evidence of record and actions taken.
KPI 10	Environment	To monitor the reduction in the contractors' vehicle and plant emissions.	The contractor in the first year is to provide total emissions from all vehicles and plant as a base figure. Yearly reductions are required from this base figure.	Reduce by 10% for each subsequent year
KPI 11	Sustainability	Construction waste reused or recycled	% calculated by dividing total volume of construction waste reused or recycled by the total volume of construction waste	Demonstrate continuous improvement percentage TBA

Street Lighting Contract (LOT3)

KPI Reference	Theme	Requirement	Measure	Target
KPI 1	Timely delivery	Emergency Attendance where appropriate action taken within 2 hours	Emergency Attendance where appropriate action taken within 2 hours	% calculated by dividing total number of Works Orders where appropriate action was taken within 2 hours by the total number of Works Orders.
KPI 2	Timely delivery	Fault repairs completed within Contract timescales,	Number completed divided by those recorded to be completed (%)	Demonstrate a minimum of 97% completion.
KPI 3	Timely Delivery	TMA and permitting requirements	Sites checked to displaying Permit Board, Number and Valid dates.	Demonstrate adherence to TMA requirements 100%
KPI 4	Timely delivery	Priority response works completed within 3 days	% calculated by dividing total number of priority works repaired within 7 calendar days by the total number of priority works	Demonstrate continuous improvement in excess of 90%
KPI 5	Quality delivery	Fault repairs completed within Contract requirements	% calculated by dividing total number of faults against those recorded to be completed.	95% year 1 97.5% year 2 99% subsequent years
KPI 6	Quality delivery	The satisfaction of the residents and businesses of the London Borough of Hackney, with the way in which	Percentage (%) of customer satisfaction survey returns indicating overall satisfaction. (The Council will deliver surveys, to those affected by works so as	Continuous improvement in excess of 95%

		Works are carried out.	to gauge their levels of satisfaction with the standard of the works and the way in which they were carried out. The survey is structured to enable the Engineer to easily identify overall satisfaction of those surveyed.)	
KPI 7	HSE & Process Delivery	Appropriate use of MAYRISE system to store record information	% calculated by dividing total number of works orders where the specified before and after photographs are provided in MAYRISE within 7 days of completion of the works by the total number of works orders	Demonstrate continuous improvement in excess of 90%
KPI 8	HSE & Process Delivery	Record of Near misses or incidents recorded.	Contractor & Client are encouraged to demonstrate willingness to record incidents and demonstrate subsequent action	Demonstrate evidence of record and actions taken.
KPI 9	Economic Delivery	Application accuracy	% calculated by dividing total number of works orders where the final value exceeds the agreed final application on final measure by more than 10% by the total number of works orders	Demonstrate continuous improvement in excess of 90%
KPI 10	Economic Delivery	Final application on final measure presented on time	% calculated by dividing total number of final applications on final measure submitted within 30 days of completion of a scheme by the total number of schemes.	Demonstrate continuous improvement in excess of 95%

KPI 11	Health & Safety	Reduce injuries	This Performance Indicator will measure both the Accident Incidence Rate (AIR) and the Accident Frequency Rate (AFR) for injuries to Contractors (and Road Users) that take place at sites at which the Contractor is providing the service. AIR	Demonstrate continuous improvement against Industry baseline agreed during mobilisation period TBA
KPI 12	HSE & Process	Record of Near misses or incidents recorded.	Contractor & Client are encouraged to demonstrate willingness to record incidents and demonstrate subsequent action	Demonstrate evidence of record and actions taken.
KPI 13	HSE	All employees on site have correct training and competencies. (Evidenced)	Check randomly 1:4 sites.	100% compliance
KPI 14	Environment	Monitor and record compliance with WEEE regulations	Evidence record at monthly meetings details of storage and disposal of Electronic materials and equip.	100% compliance to satisfaction of the Client (evidenced records)

Road Marking Contract (LOT4)

KPI Reference	Theme	Requirement	Measure	Target
KPI 1	Timely delivery	Emergency Attendance where appropriate action taken within 2 hours	Emergency Attendance where appropriate action taken within 2 hours	% calculated by dividing total number of Works Orders where appropriate action was taken within 2 hours by the total number of Works Orders.

KPI 2	Timely delivery	Fault repairs completed within Contract timescales,	Number completed divided by those recorded to be completed (%)	Demonstrate a minimum of 97% completion.
KPI 3	Timely Delivery	TMA and permitting requirements	Sites checked to displaying Permit Board, Number and Valid dates.	Demonstrate adherence to TMA requirements 100%
KPI 4	Timely delivery	Priority response works completed within 3 days	% calculated by dividing total number of priority works repaired within 7 calendar days by the total number of priority works	Demonstrate continuous improvement in excess of 90%
KPI 5	Quality delivery	Fault repairs completed within Contract requirements F	% calculated by dividing total number of faults against those recorded to be completed.	95% year 1 97.5% year 2 99% subsequent years
KPI 6	Quality delivery	The satisfaction of the residents and businesses of the London Borough of Hackney, with the way in which Works are carried out.	Percentage (%) of customer satisfaction survey returns indicating overall satisfaction. (The Council will deliver surveys, to those affected by works so as to gauge their levels of satisfaction with the standard of the works and the way in which they were carried out. The survey is structured to enable the Engineer to easily identify overall satisfaction of those surveyed.)	Continuous improvement in excess of 95%
KPI 7	HSE & Process Delivery	Appropriate use of MAYRISE system to store record information	% calculated by dividing total number of works orders where the specified before and after photographs are provided in MAYRISE	Demonstrate continuous improvement in excess of 90%

			within 7 days of completion of the works by the total number of works orders	
KPI 8	HSE & Process Delivery	Record of Near misses or incidents recorded.	Contractor & Client are encouraged to demonstrate willingness to record incidents and demonstrate subsequent action	Demonstrate evidence of record and actions taken.
KPI 9	Economic Delivery	Application accuracy	% calculated by dividing total number of works orders where the final value exceeds the agreed final application on final measure by more than 10% by the total number of works orders	Demonstrate continuous improvement in excess of 90%
KPI 10	Economic Delivery	Final application on final measure presented on time	% calculated by dividing total number of final applications on final measure submitted within 30 days of completion of a scheme by the total number of schemes.	Demonstrate continuous improvement in excess of 95%
KPI 11	Health & Safety	Reduce injuries	This Performance Indicator will measure both the Accident Incidence Rate (AIR) and the Accident Frequency Rate (AFR) for injuries to Contractors (and Road Users) that take place at sites at which the Contractor is providing the service. AIR	Demonstrate continuous improvement against Industry baseline agreed during mobilisation period TBA
KPI 12	HSE & Process	Record of Near misses or incidents recorded.	Contractor & Client are encouraged to demonstrate willingness to record incidents and demonstrate subsequent action	Demonstrate evidence of record and actions taken.

KPI 13	HSE	All employees on site have correct training and competencies. (Evidenced)	Check randomly 1:4 sites.	100% compliance
KPI 14	Environment	Monitor and record compliance with WEEE regulations	Evidence record at monthly meetings details of storage and disposal of Electronic materials and equipment.	100% compliance to satisfaction of the Client (evidenced records)