

PERFORMANCE SCRUTINY COMMITTEE – 25 SEPTEMBER 2014

HIGHWAYS PARTNERSHIP CONTRACT WITH SKANSKA

Report by the Director for Environment and Economy

Introduction

1. The Highways Partnership Contract with Skanska (previously Atkins) is now in its fourth year having commenced in April 2010. Since that time the partnership has evolved significantly and continues to demonstrate on-going improvements in the efficiency of the work it delivers, whilst remaining flexible enough to meet the significant challenges it has faced.
2. Since the contract commenced the Partnership has reduced the number of staff it employs by approximately 85 people (excluding Community Transport) as a result of streamlined processes, contract efficiencies and reprioritisation of works. Notwithstanding this the partnership has continued to deliver similar amounts of works within its operational budgets which have remained largely static over that time.
3. We subscribe to the annual National Highways and Transport survey carried out by IpsosMORI as a means to gauge how well the public believe we are performing across the full range of services we deliver. In common with the majority of authorities in the survey there was a drop in performance on the condition of roads and traffic congestion. In spite of the significant reduction of staff however, Oxfordshire's relative performance has remained reasonable stable and we remain 8th in the ranking of the 21 County Councils that take part. The performance of management of road works in the county and management of Rights of Way were ranked first amongst the county councils taking part. Full results are available on www.nhtsurvey.org.
4. In the last year however, the partnership has seen a significant rise in budgets as a result of successful bids to Government for the City Deal, Pinch Point Funding, Severe Weather Grant, Pot Hole funding and Strategic Economic Plan which have seen Capital budgets almost double compared to previous years and one-off revenue budgets increase by 50%. The partnership has proven to be flexible enough to absorb these pressures both by Skanska securing extra resources through the supply chain and by the County Council becoming a member of the Midlands Highway Alliance enabling the partnership to draw off other contracts to ensure that moneys are able to be spent quickly, efficiently whilst ensuring appropriate governance controls remain in place.
5. The significant increase in funds however has been reflected elsewhere in the local region and is beginning to saturate the market and as a result the Council is beginning to see a significant rise in prices for works which will

reduce the ability of the Partnership to demonstrate real cash savings of the level that it has to date.

6. The County has also suffered several severe weather events in the last four years, including the significant flooding experienced at the beginning of this year, which has required the diversion of staff and budgets away from other core activities. These weather events have also placed the highway asset under significant strain and the rate of deterioration of the highway network is accelerating. This is not a localised problem and is reflected across the country, indeed in the recent Annual Local Authorities Road Maintenance (ALARM) survey it was shown that on average 18% of roads are in poor condition. Oxfordshire is in a better position than the average with only 11% of the network deemed to be in poor condition.
7. This deterioration is however creating increasing pressure on resources as the number of potholes being repaired has increased significantly over the last four years. In order to address this situation the partnership has developed a Highway Asset Management Plan, in conjunction with a working group of the Transport Advisory Panel, to ensure that budgets are spent most effectively to improve the situation.
8. Historically the council as client had not developed robust forward programmes and this had not supported its delivery partners in the way it would like, leading to under spends and a 'feast or famine' approach to work. Over the last two years stronger programme management by the Programme Delivery Group has enabled programmes for 2 – 5 years ahead to be developed. The next step is to use these programmes and the annual programme to better coordinate and manage resources to drive out cost inefficiency. This has been a real challenge with work originating from new developments where short often unpredictable timescales make forward programming difficult. In addition the short notice of funding availability from specialist government grants has stretched our resources and affected our forward programme.
9. The Council had undertaken a Peer Review last year to receive some external critique of its service delivery from senior officers and members of other authorities. The review considered the following;
 - (a) How well highways maintenance is linked into the council structure and its corporate priorities?
 - (b) Is long term asset management embraced by the strategic approach of the council and how does this compare to other highway authorities?
 - (c) How well does the highways service serve customers and how can the customer experience be enhanced?
 - (d) Is the current structure, particularly in the Area Stewardship Team delivering against the local need and can it be improved?
10. This was a positive experience which identified several strengths within the partnership. The review identified that:

- (a) There was strong member and senior management commitment to the service and good support of the highways team.
- (b) The service is keen to learn from the best practice of others.
- (c) There was good evidence of cross cutting involvement with other services.
- (d) The development of a two year programme was a significant strength.
- (e) There were good systems in place to develop the programme of works.
- (f) The management team had set a clear direction of travel for the service.
- (g) Staff want to do a good job and frontline staff are committed to the service.
- (h) Budget planning looked at future years.
- (i) The service had responded well to recent extreme weather events.
- (j) The new defect report system for linking the public to the staff was effective and informative.
- (k) There is no evidence of overall dissatisfaction with the quality of work on the ground.

In addition the Peer review team identified the following areas for potential improvement.

- a) The team could consider how they manage stakeholder expectations better.
- b) More engagement with members forums would be an advantage.
- c) There is a need to move away from a reactive service to a predominantly planned service.
- d) There is opportunity to work closer with corporate colleagues to speed up the change process.
- e) Do people really understand the financial challenge ahead?
- f) The service needs to improve clarity around roles and responsibilities.
- g) Are unwieldy processes stifling delivery, trust and empowerment?
- h) Can the performance management framework be made more effective?
- i) Does organisational capacity and capability align with service objectives?
- j) Are there opportunities that the change from Atkins to Skanska could bring?

- k) Is rigid contract management enforcement affecting performance and service delivery?
- l) Improved structure and communication could enable a more appropriate culture to develop.
- m) Existing systems and processes need to be reviewed to ensure they are efficient.
- n) Certified training would assist in the consistency of performance of Area teams.

The ability of council and provider IT systems to talk to one another needs to be improved.

- 11. Since that time the partnership have developed a Strategic Action Plan (annex 2) to assist it in meeting its ambitions and strengthening areas of weakness. Many of these actions are in progress and the benefits of improvements already.

Service Delivery and Performance

- 12. Performance of the contract is managed using two sets of Key Performance Indicators (KPI's), Operational Performance Indicators (OPI's) and Strategic Performance Indicators (SPI's) The Operational Performance Indicators (OPI's) measure the performance of Skanska in delivery aspects of the integrated service they are accountable for. These indicators are monitored monthly and reviewed annually to ensure it remains fit for purpose and Skanska's performance are linked to the payment of profit as provided under the contract (Annex 1).
- 13. Whilst the Operational Performance Indicators are a direct measure of provider performance because of the way the contract works they are also an indication of how well partnership is working. The annual performance of Operational Performance Indicators in the first four years has been 64.65%, 80.13%, 72.53%, and 61.77%. Despite the financial challenges of recent years and the headcount reduction of staff, there are many successes achieved by the partnership. A draft Oxfordshire Highway Services business plan 2014-2027 was considered by the Strategic Partnership Board at its meeting on 18th September 2014 and this is being further developed following their comments.
- 14. In addition to the Operational Performance Indicators, the Strategic Performance Indicators (SPI's) measure the performance of Skanska and Oxfordshire County Council in jointly delivering highway services. The contract is centred on the integration of Oxfordshire County Council and Skanska, the four headline indicators measure the joint delivery of strategic priorities, how both parties meet customer need, the ability of the staff to work together and how we will meet future challenges around funding.

15. For performance above target additional years are added to the contract up to a maximum of 10 years. Below target performance can lead to any additional years already added being forfeited.
16. For the first 2 years of the contract performance was considered by the Strategic Partnering Board to be below target and no extension was granted. A proposal was put forward at the July 2013 Strategic Partnering Board meeting to defer making a decision on extensions until after 5 years; at that point up to 3 years maximum extension would be awarded based on Strategic Performance Indicators performance. A copy of the Strategic Performance Indicators approved by the Strategic Partnership Board meeting in May this year to inform the Board for a decision relating to awarding extensions for years 3, 4 and 5 of this contract is at Annex 1. It is anticipated that this will be around July 2015 when the data will become available and validated.

Governance and Structural changes

17. There are two governance groups to ensure that the contract is delivering the planned outcomes and that any contractual issues are raised and resolved in a timely manner. The Highways Contract Operation Board (HCOB) meet monthly and is chaired by Mark Kemp, Deputy Director – Commercial in E&E whilst the Strategic Partnership Board meets quarterly and is chaired by Director of E&E with Cabinet Member for Environment, Deputy leader of the Council, Leader of the Council (Ex-official) and is joined by senior Directors of Skanska.
18. With the success of the City Deal bid and other funding streams, such as Pinch Point funding and Strategic Economic Plan (Growth Deal), it was necessary to create additional capacity to be able to deliver these major projects. These major projects are likely to be delivered by a mix of external partners alongside the Skanska Partnership. In line with the threshold set by the Official Journal of the European Union (OJEU), the contract with Skanska provides the Council the ability to deliver highways schemes up to the value £4.5 million. To support the significant delivery challenge Oxfordshire County Council has introduced a client function, the Major Infrastructure Delivery Team, which will drive delivery and procurement process through partnership working with either individual OJEU tenders or Skanska contract or other framework arrangements such as Midlands Highway Alliance, of which the County is now a member (joined in March 2014).
19. This client function within the Major Infrastructure Delivery Team will be accountable for all aspects of the major projects delivery process ensuring it delivers value for money for the Council and make key decisions to steer those projects and overall programme to timely completion and within agreed budgets. This group regularly monitors individual project risks as projects move through the delivery process and ensure they follow through the relevant gateways in accordance with best practice and comply with the Council's corporate governance guidance.

Financial Implications

20. There are no specific financial implications in this report

Risk Implications

21. Risk registers are maintained at Service, Task Order level and Contract level.

RECOMMENDATION

22. **Performance Scrutiny Committee are recommended to note the performance of the partnership over the past year.**

SUE SCANE
Director for Environment & Economy

Background papers: Annex 1: OPI's and SPI's
 Annex 2: Strategic Action Plan

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September 2014

Annex 1

OPI's and SPI's

Operational Performance Indicators

Defect Repair	
DE-10	Percentage of Category 1A defects made safe within two hours.
DE-20	Percentage of Category 1B defects repaired within 24 hours.
DE-30	Percentage of Category 2 defects repaired within 28 calendar days.
DE-40	Percentage of overdue defects repaired within 28 days of becoming overdue
Health and Safety	
HS-20	Percentage of site inspections completed that pass a Chapter 8 audit (signs and barriers).
HS-30	Accident Incident and Accident Frequency Rates for the Oxfordshire Service (AIR=Accident Incident Rate and AFR=Accident Frequency Rate)
Network Operations	
WS-10	Percentage of precautionary salting of the network completed before the predicted formation of ice.
HD-10	Percentage of drainage infrastructure cleansed against agreed programme.
HV-10	Percentage of vegetation cut to the agreed standard.
SB-10	Percentage of barrier tensioned against the agreed programme.
ST-10	Percentage of bridges and structures maintenance completed as agreed.
Programme Delivery	
SD-11	Percentage of Schemes completing Gateway 3 (end of Final Design) on time
SD-12	Percentage of schemes completing Gateway 5 (Closedown of Schemes) on time
SD-20	Indicator: Percentage of capital budget spent in accordance with Annual Plan.
SD-21	Predictability of Design Fee
SD-22	Accuracy of the Construction Estimate at Gateway 3
SD-23	Accuracy of the Target Price or Cost Reimbursable Cap
CS-10	Overall Customer Satisfaction with the delivery of works.
Network Management	
NM-10	Compliance with Street Works notification process for standard and major works.
HI-21	Provision of Asset Management Information as required by the Service Information
Environmental	
VM-10	Overall Performance of Vehicle Maintenance.
EN-30	Minimise the percentage of construction, demolition and excavation waste sent to landfill
Financial and Insurance	
IN-11	Amount recovered through the Green Claims process.
FI-10	Basket of Financial Indicators to monitor financial compliance with the contract.

Annex 1

OPI's and SPI's

OCC Strategic Objective	Partnership SPI Objective	Suggested Measure
Championing a World Class Economy	Successful delivery of all schemes between £1m and OJEU threshold	KPI's being developed between Skanska and OCC Contracts Team
	In-service delivery of all schemes below the OJEU threshold	Agree commercial protocol and deliver in-line with this document. Outturn report to be developed for Bix, Kennington and Shrivenham.
Supporting Healthy and Thriving Communities	Maximise spend through local/regional supply chain	15% of base budget to be delivered through local/regional supply chain
	Minimise network disruption relating to the additional capital expenditure due between 2013/14 and 2016/17	Agreed capital programme for all works
Enhancing the Environment	Acceptable long term salt storage solution	Deliver options/feasibility report in 2014 and agree options for delivery
	Link in with the Skanska 'Journey to Deep Green' initiative	1 'Green' initiative per year (as agreed) e.g. Jointly agree long-term salt storage solution
Delivering Efficient Public Services	Successful performance in relation to NHT performance metrics	Highways metrics KBI 23 - Conditions of Highways and KBI 24 - Highways Maintenance
	Ongoing improvements in the delivery of operations	1 'Innovation' per year (as agreed) e.g. Alternative pothole repair treatment
Providing Leadership and Enabling Partnership Working	Overall improvements in delivery of highways activities	Joint annual report on performance to be produced and agreed by SPB
	Happy and engaged partnership employees	Cultural survey to be undertaken in 2014 to baseline

Annex 1

Current OPI Performance

Oxfordshire County Council Highways & Transport OPI Results for 2013/14																					
Service Area	Ref	Indicator	Target	Threshold	Apr-13 Actual	May-13 Actual	Jun-13 Actual	Jul-13 Actual	Aug-13 Actual	Sep-13 Actual	Oct-13 Actual	Score Actual	Nov-13 Projected	Score Projected	Dec-13 Projected	Q3 Score	Jan-14 Projected	Feb-14 Projected	Mar-14 Projected	Q4 score	Year End Projected
Defect Repair	DE-10	Percentage of Category 1A defects made safe within two hours.	100.00%	98.00%	99.62%	99.56%	100.00%	100.00%	100.00%	100.00%	100.00%	7.00%	100.00%	7.00%	100.00%	7.00%	100.00%	99.00%	99.00%	4.67%	5.89%
	DE-20	Percentage of Category 1B defects repaired within 24 hours.	100.00%	98.00%	85.28%	85.94%	93.58%	94.87%	100.00%	100.00%	100.00%	6.00%	100.00%	6.00%	100.00%	6.00%	100.00%	100.00%	99.00%	5.00%	3.25%
	DE-30	Percentage of Category 2 defects repaired within 28 calendar days.	90.00%	80.00%	45.03%	61.12%	77.70%	84.92%	95.34%	96.10%	95.64%	7.00%	99.00%	7.00%	99.00%	7.00%	99.00%	99.00%	99.00%	7.00%	4.95%
	DE-40	Percentage of overdue defects repaired within 28 days of becoming overdue	100.00%	95.00%	74.73%	84.47%	28.00%	n/a	100.00%	100.00%	53.00%	0.00%	100.00%	3.00%	100.00%	2.00%	100.00%	100.00%	100.00%	3.00%	2.00%
DEFECT REPAIR												20.00%		23.00%		22.00%				19.67%	16.09%
	HS-20	Percentage of site inspections completed that pass a Chapter 8 audit (signs and barriers).	95.00%	80.00%	89.66%	n/a	92.31%	n/a	90.63%	90.00%	100.00%	5.00%	90.00%	3.33%	90.00%	3.89%	90.00%	90.00%	90.00%	3.33%	3.58%
	HS-30	Accident Incident and Accident Frequency Rates for the Oxfordshire Service (AIR=Accident Incident Rate and AFR=Accident Frequency Rate)	1373	1373	569.00	380.00	380.00	569.00	949.00	759.00	759.00	4.83%	500.00	5.00%	500.00	4.94%	500.00	500.00	500.00	5.00%	4.82%
			0.3	0.6	0.25	0.16	0.16	0.24	0.40	0.32	0.31	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
HEALTH & SAFETY												9.83%		8.33%		8.83%				8.33%	8.40%
Winter Service	WS-10	Percentage of precautionary salting of the network completed before the predicted formation of ice.	100.00%	90.00%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	0.00%	100.00%	7.00%	100.00%	7.00%	100.00%	100.00%	100.00%	7.00%	7.00%
Highway Drainage	HD-10	Percentage of drainage infrastructure cleansed against agreed programme.	100.00%	75.00%	52.00%	61.00%	83.00%	67.00%	100.00%	100.00%	77.00%	0.48%	90.00%	3.60%	90.00%	2.56%	90.00%	90.00%	90.00%	3.60%	2.70%
Highway Verges	HV-10	Percentage of vegetation cut to the agreed standard.	100.00%	80.00%	100.00%	100.00%	84.60%	100.00%	100.00%	100.00%	100.00%	4.00%	100.00%	4.00%	100.00%	4.00%	100.00%	100.00%	100.00%	4.00%	3.74%
Safety Barriers	SB-10	Percentage of barrier tensioned against the agreed programme.	100.00%	90.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	4.00%	100.00%	4.00%	100.00%	4.00%	100.00%	100.00%	100.00%	4.00%	4.00%
Structures	ST-10	Percentage of bridges and structures maintenance completed as agreed.	100.00%	75.00%	84.62%	100.00%	93.33%	100.00%	100.00%	100.00%	100.00%	4.00%	100.00%	4.00%	100.00%	4.00%	100.00%	100.00%	100.00%	4.00%	3.71%
NETWORK OPERATIONS												12.48%		22.60%		21.56%				22.60%	21.15%
Scheme Delivery	SD-11	Percentage of Schemes completing Gateway 3 (end of Final Design) on time	80.00%	70.00%	n/a	n/a	n/a	44.44%	40.00%	0.00%	n/a	3.00%	80.00%	3.00%	80.00%	3.00%	80.00%	80.00%	80.00%	3.00%	1.50%
	SD-12	Percentage of schemes completing Gateway 5 (Closedown of Schemes) on time	80.00%	70.00%	n/a	n/a	n/a	0.00%	0.00%	0.00%	n/a	3.00%	60.00%	0.00%	70.00%	1.00%	80.00%	90.00%	100.00%	3.00%	1.00%
	SD-20	Indicator: Percentage of capital budget spent in accordance with Annual Plan.	80.00%	75.00%	92.00%	100.00%	82.00%	99.58%	92.83%	100.00%	n/a	2.00%	80.00%	2.00%	80.00%	2.00%	80.00%	80.00%	80.00%	2.00%	2.00%
	SD-21	Predictability of Design Fee	80.00%	70.00%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2.00%	75.00%	1.00%	75.00%	1.33%	75.00%	75.00%	75.00%	1.00%	0.58%
	SD-22	Accuracy of the Construction Estimate at Gateway 3	95.00%	90.00%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2.00%	92.00%	0.80%	95.00%	1.60%	100.00%	100.00%	100.00%	2.00%	0.90%
	SD-23	Accuracy of the Target Price or Cost Reimbursable Cap	95.00%	90.00%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	2.00%	96.00%	2.00%	96.00%	2.00%	98.00%	98.00%	98.00%	2.00%	1.00%
Customer Service	CS-10	Overall Customer Satisfaction with the delivery of works.	85.00%	65.00%	90.50%	n/a	n/a	88.30%	89.10%	70.50%	n/a	0.00%	90.00%	4.00%	90.00%	4.00%	90.00%	90.00%	90.00%	4.00%	3.76%
PROGRAMME DELIVERY												14.00%		12.80%		14.93%				17.00%	10.74%
Network Management	NM-10	Compliance with Street Works notification process for standard and major works.	95.00%	85.00%	81.50%	77.60%	77.00%	81.70%	84.62%	64.00%	90.40%	2.70%	80.00%	0.00%	80.00%	0.90%	80.00%	80.00%	80.00%	0.00%	0.23%
Highways Asset Inventory Collection	HI-21	Provision of Asset Management Information as required by the Service Information	98.00%	93.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	0.00%	50.00%	0.00%	50.00%	50.00%	50.00%	0.00%	0.00%
NETWORK & ASSET MANAGEMENT												2.70%		0.00%		0.90%				0.00%	0.23%
Vehicle Maintenance	VM-10	Overall Performance of Vehicle Maintenance.	95.00%	90.00%	95.55%	97.00%	95.89%	96.42%	97.67%	97.00%	99.28%	5.00%	97.00%	5.00%	97.00%	5.00%	97.00%	97.00%	97.00%	5.00%	5.00%
Environmental	EN-30	Minimise the percentage of construction, demolition and excavation waste sent to landfill	20.00%	30.00%	20.01%	18.85%	22.02%	15.10%	13.94%	18.51%	8.40%	4.00%	18.00%	4.00%	18.00%	4.00%	18.00%	18.00%	18.00%	4.00%	3.93%
ENVIRONMENTAL												9.00%		9.00%		9.00%				9.00%	8.93%
Green Claims	IN-11	Amount recovered through the Green Claims process.	£100,000	£50,000	£0	£0	£9,700	£9,700	£13,719	£14,463	£21,482	0.00%	£31,482	0.00%	£41,482	0.00%	£51,482	£61,482	£71,482	0.69%	0.32%
INSURANCE												0.00%		0.00%		0.00%				0.69%	0.32%
Financial	FI-10 NEW	Basket of Financial Indicators to monitor financial compliance with the contract.	90.00%	80.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	85.00%	85.00%	1.00%	0.00%
FINANCIAL														0.00%		0.00%				1.00%	0.00%

77.23%

78.29%

65.86%

Oxfordshire County Council Highways & Transport

Financial Indicators - Proposals for 2012-13

Service Area	Ref	Indicator	Purpose / Aim	Description	Formula	Target	Threshold	Oct 2013	Score
INVOICING									
INVOICING	A1 NEW	Timeliness of Certificate	This indicator measures the timeliness of certificate submission against the agreed programme for submitting the certificate.	This indicator measures the performance of Atkins in submitting the Certificate on or before the dates given in a programme of submission dates agreed in advance. The monthly timescales for submission of the certificate are set out in Clause 2 of the Contract with the Assessment Date being defined in Section 1.2 as the last day of the calendar month. In Annex 4 of the Service Information a monthly timetable for budget monitoring is set out in Appendix 4. The agreed programme of submission dates ensures that adequate time is allowed to update the council's financial monitoring system SAP.	$(X / Y) \times 100$ Where X = Number of certificates submitted on or before the programmed date Y = Total number of certificates due to be submitted (up to a maximum of 12 per year)	100.00%	80.00%	5/7	71%
	A2 NEW	Corrective Actions	This indicator measures the number of agreed changes as identified by budget holders that are corrected on the financial systems before the next certificate.	This indicator measures the Atkins' performance in processing the transfer requests that accompany the certificate assessment. A transfer request instigates making agreed changes to Atkins financial systems before the issue of next certificate. A request is classed as closed once marked as 'closed' on the Transfer Tracker sheet. This indicator ensures that budget holders and project managers are reviewing and approving up to date cost information.	$(X / Y) \times 100$ Where X = Number of change requests completed before the issue of the next certificate Y = Total number of change requests submitted within the financial year	100.00%	80.00%	0/0	100.00%
	A3 NEW	Accuracy of certificate compared to INFORM	This indicator measures the accuracy of the financial information contained on the certificate against the information contained in INFORM	The monthly certificate and the monthly certificate (Application for Payment) should give a single view on the same data as at the Assessment Date. This information is used by Budget Holders and Project Leads to monitor the monthly spend and forecast future spend. Accuracy of the figures builds confidence in the financial management and improves financial control. On receipt of the certificate the Contracts Team carry out a number checks totalling the certified amount on the certificate and comparing with the total values contained within INFORM. This Indicator will measure the difference between the two values; if all the systems are correct should be zero.	$(X / Y) \times 100$ Where X = Number of Certificates received where there is no difference between the assessed amount on the certificate and on INFORM Y = Total number of certificates due to be submitted (up to a maximum of 12 per year)	80.00%	60.00%	7/7	100%
PRICING									
PRICING	B1 NEW	Task Order Quotations	This indicator measures the success of the Partnership in submitting task order quotations within the agreed timescales	This is a measurement of standard deviation from the agreed delivery timescales pertaining to submission of task order quotations that may reasonably be assessed under the contract. The OPI is designed to promote an out-perform delivery from all aspects of the the partnership and measures the average completion rate over a period of defined time. An LPI measures the performance of the employer in the same regard.	$(X / Y) \times 100$ Where X = Number of task order quotations delivered within the agreed timescales within a [x] defined period Y = Total number of task order quotations required in a [x] defined period	90.00%	80.00%		
	B2 NEW	Estimates	This indicator measures the success of the Partnership in submitting estimates within the agreed timescales	This is a measurement of standard deviation from the agreed delivery timescales pertaining to submission of estimates that may reasonably be assessed under the contract. The OPI is designed to promote an out-perform delivery from all aspects of the the partnership and measures the average completion rate over a period of defined time. An LPI measures the performance of the employer in the same regard.	$(X / Y) \times 100$ Where X = Number of estimates delivered within the agreed timescales within a [x] defined period Y = Total number of estimates required in a [x] defined period	90.00%	80.00%		
	B3 NEW	Accuracy of Quotations	This indicator measures whether quotations are compliant with the contract	This indicator measures the Atkins' performance in providing Task Order quotations that are compliant with the Derived Prices submitted at Tender. The indicator will be based on the number of Task Order quotations that are rejected for non-compliance.	$(X / Y) \times 100$ Where X = Number of Task Order Quotations that are fully compliant with the contract Y = Total number of quotations received	100.00%	80.00%	80%	80%
FINANCIAL INFORMATION									
	C1 NEW	Accuracy of Certificate Cost Capture	This indicator measures the accuracy of the cost capture information within the monthly certificate by measuring the number of agreed changes as identified by budget holders or project leads.	This indicator measures the quality of the cost capture behind the financial information provided by Atkins on the monthly certificate. The indicator is based on the number of Task Orders on each certificate where the value assessed by Atkins does not equal the amount as assessed and certified by the budget holder / project lead.	$(X / Y) \times 100$ Where X = Number of task order quotations where the value assessed by Atkins does not equal the amount certified by the budget holder or project lead Y = Total number of open task orders on the monthly certificate	100.00%	80.00%	344/368	93.48%
REPORTING VARIATIONS									
REPORTING VARIATIONS	D1 NEW	Compensation Events	This indicator measures the timeliness of the submission of CE's by the partnership against the agreed timescales.	This indicator measures the performance of the provider in notifying a compensation event in accordance with contract requirements and associated agreements. An LPI measures the performance of the employer in the same regard.	$(X / Y) \times 100$ where X = Number of compensation events submitted within the agreed timescales within a [x] defined period Y = Number of CE's required in a [x] defined period	100.00%	90.00%		
	D2 NEW	Change Management	This indicator measures the compliance of the processes of Change Management, Early Warnings and Compensation Events within the partnership.	This indicator measures the performance of the provider in compliance with the agreed processes set out in the IMS when compiling and submitting Early Warnings and Compensations Events. An LPI measures the performance of the employer in the same regard.	$(X / Y) \times 100$ where X = Number of Early Warnings & Compensation Events submitted in a month in accordance with the agreed processes in a [x] defined period Y = Number of Early Warnings & Compensation Events required in a [x] defined period.	100.00%	90.00%		
AUDITS									
REPORTING VARIATIONS	E1 NEW	Implementation of Audit Management Actions.	This indicator measures the success of the Service in implementing actions specified to address issues identified in audits undertaken within the Service.	This indicator measures the performance of Atkins in implementing and appropriately evidencing improvements of identified weaknesses following OCC Corporate Audit investigations which either a) an Atkins Officer is the identified lead in the original report or b) requires implementation within the Delivery arm of the Service. Actions should be completed to deadline to agreed timescales within HTLT Action Plan unless otherwise agreed by HTLT.	$(X / Y) \times 100$ where X = Number of actions completed to deadline Y = Total number of actions due to be completed (ie 23 by end of year)	100.00%	90.00%		
	E2 NEW	Auditable Financial Systems	This indicator measures the success of the Service in maintaining robust and auditable systems of working which align with governance requirements of Oxfordshire County Council.	This indicator measures the performance of Atkins in maintaining robust financial systems. Future corporate audits on works and systems of Highway & Transport should not identify any weaknesses in of financial systems or governance with respect to process or application of process for which Atkins are either a) entirely responsible or b) weaknesses identified within the Delivery arm of the Service	The OPI will be deemed to have failed if either any Priority 1 or more than 2 Priority 2 weaknesses are identified.	N/A	N/A		