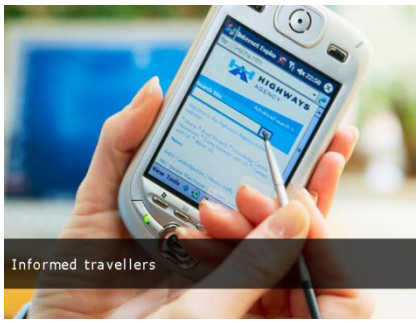
Ops Supply Chain Performance

Collaborative Performance Framework (CPF) Metrics Handbook



Document Control

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1.0	01/04/2015	First Issue	Arup
1.1	01/04/2015	Minor comments incorporated	Arup
1.2	17/04/2015	Minor clarifications	Arup
2.0.1	01/10/2015	Version Number Alignment 1.3a Invoices – Variance target amended to 0 to score Blue 1.3b Cost Capture Data – Reference to timescales (last day of month) 1.3d Scheme Post Completion Reviews - Clarification about threshold, (in excess £250,000), reference to timescales (last day of the month), wording to reflect each scheme has two forms to be submitted as well as the target being amended to 0 1.3e (All) Handling of Third Party Claims – Clarification on where admin fees are to be included. DCP Data Standard revised to include examples of N/A. 1.3e)ii) Handling of Third Party Claims – to qualify there must be one eligible claim 1.3e)iii) Handling of Third Party Claims – to qualify there must be one eligible claim 1.3e)v) Handling of Third Party Claims – to qualify there must be one eligible claim 2.1a % of accidents/incidents where the final investigation report was uploaded to Airsweb – adjusted from 21 days to 14 days. Minor wording revision Latest version of IAN used (IAN 128/15/AR) 2.1b Live Lane Crossings by foot (LLCbf) has been renamed to - Live Carriageway Crossings and Live	Peter Newell

		Lane working by foot data is provided with revisions made 2.1c Near Misses data is provided has been added as a new metric within CPF 2.3a)iii)Delivery of Road Safety Audits (RSAs) – Enhanced wording to aid suppliers in the completion of returns 3.2c)Fences – wording enhanced regarding description and data source clarified (Provider Inspection Summaries) 3.2f)i) Flood Events – Methodology wording enhanced and data source to include AMOR definitions 3.2f)ii)Flood Events – Count of flood events not set to closed includes open flood events from prior reporting periods, HADDMS definition enhanced 5.1a)Variance in design time between forecast and actual – Variance in no of days revised across all RAGs 5.1b)Variance in construction start dates - Variance in no of days revised across all RAGs 5.1c)Variance in construction finish dates - Variance in no of days revised across all RAGs 5.1d)Variance in construction duration - Variance in no of days revised across all RAGs 5.2c) Paved areas – description wording changed from identified to verified 5.2e)Precautionary Salting – to achieve a Green a salting run must have occurred 5.2i Road Markings and Road Studs defects are rectified has been added as a new a metric within CPF	
2.0.2	01/04/2016	All metrics updated and amended	Charlotte Brampton
3.0	01/10/2016	A re-ordering of themes (aspects) to reflect HE's corporate imperatives. New themes have been introduced: Collaboration, Customer and Stakeholder, Client Feedback. Collaboration and Client Feedback introduce new metrics. Customer and Stakeholder includes; Litter and SRW metrics from version 2.0.2 as well as a new customer correspondence metric. New metrics added and scoring ranges updated	Christina Brown, Charlotte Brampton

3.0.1	01/12/2016	Metrics updated	Christina Brown
4.0	01/04/2017	Metrics updated through the CPF April refresh	Ashley Sutherland, Christina Brown, Charlotte Brampton
5.0	01/10/2017	Metrics updated through the CPF October refresh	Charlotte Brampton, Megan Ricks
201804	01/04/2018	Metrics updated through the CPF April refresh	Charlotte Brampton

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Approvals

Name	Title	Date of issue	Version
Chris Bethel & Angelica Rice	Team Leaders –Ops Supply Chain Performance	01/04/2018	201804

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INTRODUCTION

CPF is the primary tool for monitoring the effectiveness of service levels across the Area based contracts, reporting monthly to senior management to provide an in-depth assessment of how well the supplier is meeting requirements and where interventions are necessary.

Highways England aims to achieve consistent performance measurement on all contracts using the Collaborative Performance Framework (CPF) system. All new Highways England contracts will implement performance measurement in accordance with the principles established through CPF and existing ones will move on to, in order to:

- Determine level of achievement of pre-defined outcomes
- Within known timeframes and cost
- Ensure appropriate supplier conduct and drive improved performance

CPF gives us a standard approach to capturing performance data in order to achieve:

- Visibility of Service Provider performance
- Consistency in the data we capture on Service Provider performance
- Benchmarking of Service Provider performance results.

See the CPF Methodology document and the Performance Management Manual (PMM) for further details.

PURPOSE

This handbook details the metrics that provide the evidential performance assessment under the Collaborative Performance Framework (CPF).

These metrics draw on Operational Data (OD), Highways Data (HD) Provider Data (PD) and the AD Scorecards details of each are all contained within the appendices to the Performance Management Manual (PMM).

This document shows how each of the CPF metric scores are calculated, giving the information fields within the Data used to do so.

COLLABORATIVE PERFORMANCE FRAMEWORK

CPF standard themes of measure are:

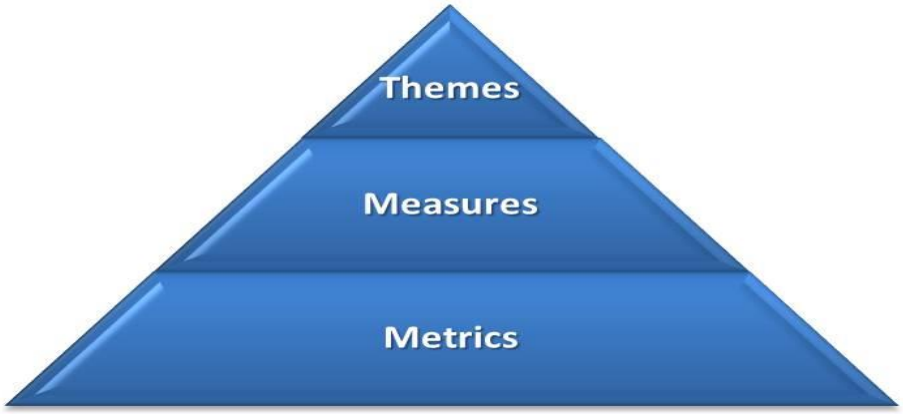
- Health and Safety
- Customer Service
- Sustainability
- Quality
- Time
- Cost
- Client Feedback

Performance is measured through application of performance indicators within CPF at Theme, Measure and Metric level.

Within each theme there are a number of measures and within each measure there are a number of metrics.

Each metric is scored on a Black (0) Red (2), Amber, (4) Green, (6) Blue (8) or Blue+ scale (10). The Blue level recognises a level of performance that is above the contract requirement.

A metric that is not scored in the reporting period (e.g. winter service delivery in July) is rated White (N/A for this period).



For each reporting period, ASC suppliers are required to submit Operational Data. There are five forms of Operational Data – Incident, Scheme, Oracle Fusion, Quality Management Points/Quality Warning Notice and Third Party Claims (Damage to Crown Property).

Operational data is used, along with Highways Data for the scoring of metrics in CPF. The suppliers are required to provide finance data to Highways England in order to populate Oracle Fusion. Data is extracted from Oracle Fusion using the WD6 report.

Provider Data metrics are scored directly by the supplier.

APPLICABILITY OF METRICS BY CONTRACT TYPE

The following table indicates the metrics that will be applicable to each main contract type:

Theme	Measure	Metric Ref	Metric Title	ASC	Asset Delivery				RTMC
					M&R	Design	CWF	SG&S	
1. Health and Safety	1.1 Effective management of workforce health and safety	1.1b	The number of joint Safety tours or audits undertaken and actions raised are effectively actioned		✓		✓	✓	
		1.1c	Effective Site access inductions				✓		
		1.1d	Effective and timely completion of H&S files to support delivery projects			✓	✓		
		1.1e	Percentage of scheduled Road Safety Audits (RSAs) with all outstanding actions completed to programme	✓					
	1.2 Minimise accidents	1.2a	RIDDOR accident frequency rate (AFR)	✓	✓	✓	✓	✓	✓
		1.2b	Severity-weighted Accident Frequency Rate (SWAFR) of the supply chain	✓	✓	✓	✓	✓	✓
3.Customer Service	3.1 Minimise Customer Delay	3.1a	Incident response/clearance: HE-led	✓	✓				
		3.1b	Incident response/clearance: Emergency Services-led	✓	✓				
		3.1c	NOMs: Measured management of Network Occupancy	✓	✓		✓		
		3.1g	Severe Weather: Appropriate precautionary salting provided	✓	✓				
		3.1h	Severe Weather: Instances of running lanes being available in accordance with the Severe Weather Plan	✓	✓				
	3.3 Driving Customer Satisfaction	3.3a	Litter clearance is undertaken in accordance with AMOR requirements (ASC) or the accepted programme set out in CRMDP (AD)	✓	✓				
		3.3h	Percentage of sampled correspondence that meets HE quality assessment criteria	✓					
		3.3i	Workforce Understanding of Customer Service	✓	✓	✓	✓		✓
		3.3j	Customer satisfaction - Litter	✓	✓				
		3.3k	Customer satisfaction - Personal injury and vehicle damage	✓					
		3.3l	Customer Feedback	✓	✓		✓		
		3.3m	Maintenance Requirements Plan Delivered						✓
4. Sustainability	4.1 Manage environmental sustainability	4.1a	Measure carbon emissions	✓	✓		✓		
	4.2 Manage social sustainability	4.2a	Throughout the life of the contract employment intelligence is gathered and analysed and acted upon to identify opportunities to improve the inclusiveness of the working culture and diversity of the workforce.	✓	✓	✓			
		4.2b	Throughout the life of the contract customer and community intelligence is gathered, analysed and acted upon to	✓	✓	✓			

			deliver a more socially sensitive SRN and be a better neighbour to communities impacted by the contract						
	4.3 Manage economic sustainability	4.3a	Pay via the Project Bank Account	✓					✓
5. Quality	5.2 Effectiveness of quality management system	5.2a	The number of Quality Management Points or valid Quality Warning Notice	✓	✓	✓	✓		✓
		5.2c	Establishing Collaboration Principles, Processes and Plans	✓	✓	✓	✓		
		5.2d	Updating asset databases						✓
	5.4 Maintenance and operational service is delivered to the required quality	5.4f	Planned work is defect-free or service is fit for purpose				✓	✓	
6. Time	6.1a Forecast timescales accurately (including change management)	6.1a	Variance in construction duration from baseline	✓					
		6.1b	Variance in scheme or task delivery duration			✓	✓	✓	
		6.1c	Third party claims - substantiated estimates are accurate and final costs are submitted to HE on time	✓					
	6.4 Delivery of milestones	6.4a	All asset rectification activities are completed within the required timescales	✓	✓				
		6.4b	All Cyclic activities are completed within the required timescales		✓				✓
		6.4d	Average Response Time to Technical/Design Queries			✓			
		6.4i	Faults are kept to a minimum						✓
7. Cost	7.1 Manage schemes to budget	7.1a	Alignment with budget profile in terms of a cumulative indicator (YTD)	✓					
		7.1d	Design of schemes to the agreed design costs			✓			
		7.1e	Delivery of schemes within the target cost				✓		
	7.4 Ensure well-costed key financial and commercial information	7.4a	Invoices – variance between the invoice amount and the total from the timely back-up information provided	✓					✓
		7.4b	Cost capture data – timely submission and resolution of issues	✓	✓				
8. Client Feedback	8. Client Feedback	8.1	Driving of Health and Safety Improvement	✓	✓	✓	✓	✓	✓
		8.2	Improvement of Customer Experience	✓	✓	✓	✓	✓	✓
		8.3	Timely Payment	✓	✓	✓	✓	✓	✓

Construction Works Framework (CWF) – Not on the network this period

Where CWF suppliers are not on the network in month a scorecard is still required to be submitted. The MetricResult column should be scored as 999 to identify that the supplier was not on the network in month. There are some metrics, however, that are still required to be scored even when the supplier is not on the network. These are as follows:

Metric	When to score the metric if not on the network that month	Reasoning
1.1d) Effective and timely completion of H&S files to support delivery projects.	Where health and safety files are due or submitted in a month where the supplier is not on the network.	
1.2a) RIDDOR Accident Frequency Rate (AFR)	Every submission, regardless of if on the network.	Ensures continuous visibility of health and safety data. An incident may occur at the end of the month and is not recorded in time for the scoring round where the supplier was on the metric.
1.2b) Severity-weighted Accident Frequency Rate (SWAFR) of the supply chain.	Every submission, regardless of if on the network.	
3.3i) Workforce Understanding of Customer Service	Where the supplier was on the network in the quarter being scored against. E.g. was on the network in January to March and the current scoring round is April.	
3.3l) Customer Feedback	Where the supplier was on the network in the quarter being scored against. E.g. was on the network in January to March and the current scoring round is April.	
4.1a) Measure carbon emissions	Where the supplier was on the network in the quarter being scored against. E.g. was on the network in January to March and the current scoring round is April.	
5.2a) The number of Quality Management Points or valid Quality Warning Notice.	Every submission, regardless of if on the network.	Quality management points or a quality warning notice may be applied when the supplier is not on the network.
5.2c) Establishing Collaboration Principles, Processes and Plans	Where the supplier was on the network in the quarter being scored against. E.g. was on the network in January to March and the current scoring round is April.	
5.4f) Planned work is defect-free or service is fit for purpose	Every submission, regardless of if on the network.	Defects may be identified in a month where the supplier is not on the network.
7.1e) Delivery of schemes within the target cost	Every submission, regardless of if on the network.	Final accounts may complete in months where the supplier is not on the network.

1. HEALTH AND SAFETY

1.1 Effective management of workforce health and safety

The Supplier is managing the health and safety of the workforce and is completing RSAs within the required timeframe with resultant actions being completed.

Metric Title	**1.1b) The number of joint safety tours or audits undertaken and actions raised are effectively actioned**				
Metric Contracts	**AD-M&R, AD-CWF, AD-SG&S**				
Description	The number of joint safety tours or audits that are undertaken and completed, along with the resolution of actions raised				
Methodology	Suppliers and contractors are to report and record their participation at joint site safety tours or site audits. The joint site tours or site audits must be with at least one other community member or a Highways England Representative with the visit being formally recorded on the day by the hosting supplier. Records, of whom the visiting parties were, outcomes and subsequent actions, if any, are to be made available for auditing by Highways England's if requested. Should the visiting supplier, or Highways England representative, be unable to attend and participate in a prearranged joint safety tour or audit it is expected that this would be formalised by a communication to the hosting supplier outlining the reason for non-attendance. This may be a consideration on the local area finalisation of the supplier quarterly score. The scoring will be on a quarterly rolling basis. The measure supports community collaboration and learning together with the sharing of good health and safety practice.				
Data Source	Supplier Data				
Data Standard	AD Scorecard Data Standard - About this file tab in the AD scorecard				
Data Input Frequency	Quarterly				
Calculations (Individual Monthly Performance)					
Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
1.1b)	Integer	-	0	Unspecified	1 per quarter

Metric Title	**1.1c) Effective site access inductions**
Metric Contracts	**AD-CWF**
Description	The percentage of operatives sent to the Principal Contractors induction, passes the induction and fulfils the criteria to permit entry to site.
Methodology	The effective achievement of a successful induction for CWF Contractors when attending site. The reasons for failures could include the lack of CSCS card, D&A test failure or turning up unannounced and not being booked onto the induction session. The measure combines a mixture of the operatives' competence, their ability to complete the site induction and the supplier's administrative processes. Scoring is presented as a percentage.
Data Source	Supplier Data The CWF suppliers are to provide the data on the number of site inductions undertaken by their staff, the number sent, the number successful in passing the induction and providing the correct documentation to be allowed onto site, the number not being allowed onto site after the induction has been completed, the reason for any failure and subsequently not being allowed on site
Data Standard	AD Scorecard Data Standard - About this file tab in the AD scorecard
Data Input Frequency	Monthly

Calculations (Individual Monthly Performance)

Field		**Type**	**Calculation**	**Decimals**	**Range**
Total number of staff passed site induction	(A)	Integer	-	0	unspecified
Total number of staff due to enter site	(B)	Integer	-	0	unspecified
Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
1.1c)	Percentage	(A / B)*100	2	0-100	100%

Metric Title	1.1d) Effective and timely completion of H&S files to support delivery projects.
Metric Contracts	**AD-Design, AD-CWF**
Description	The completion and timeliness of the supply of the H&S files on completion of the project or scheme.
Methodology	The metric measures the timing of the submission of the project/scheme Health and Safety files on completion of the project/scheme in order to ensure supplier collaboration, compliance and good practice. The Construction Works Framework partners, subcontractors and suppliers are to provide the Principal Contractor with the relevant information for the health and safety file to ensure timely submission. The Principal Contractor is to provide their own information and supply information from CWF partners, subcontractors and suppliers to the Principal Designer in order that the health & safety file can be continually updated via the as-built records. The Principal Designer then compiles final health & safety file to include as-built records, design information, operation and maintenance manuals and other related as-built information required for the successful completion of the health & safety file. Health and Safety File deadlines (deadlines include testing) • The Construction Works Framework partners, subcontractors and suppliers to provide the Principal Contractor with all relevant information within **two weeks** of completion of the project or scheme. • The Principal Contractor to provide all relevant information to the Principal Designer within **two weeks** of receipt of all information from The Construction Works Framework partners and suppliers . • The Principal Designer to provide all relevant information to Highways England within **four weeks** of receipt of all information from the Principle contractor . The health and safety file is defined as a file appropriate to the characteristics of the project, containing relevant health and safety information to be taken into account during any subsequent project. The file must contain information about the current project likely to be needed to ensure health and safety during any subsequent work, such as maintenance, cleaning, refurbishment or demolition.
Data Source	Supplier Data The Principal Contractor and Principal Design Contractor will supply data on the timing of the delivery of the health and safety file
Data Standard	AD Scorecard Data Standard - About this file tab in the AD scorecard
Data Input Frequency	Monthly

Calculations (Individual Monthly Performance)					
Field		**Type**	**Calculation**	**Decimals**	**Range**
Date submitted	(A)	Integer	-	0	unspecified
Deadline date	(B)	Integer	-	0	unspecified
Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
1.1d)	Number	Average (A - B)	0	-	0 days (met deadline)

Metric Title	**1.1e) Percentage of scheduled Road Safety Audits (RSAs) with all outstanding actions completed to programme**
Metric Contracts	**ASC**
Description	The percentage of scheduled and outstanding RSAs completed to programme along with outstanding actions due in the period
Methodology	Service Provider provides number of scheduled RSAs, and the percentage of RSAs completed to programme for RAG scores. Additionally, the proportion of resulting actions that have been completed on time is required to satisfy Blue (8) and Blue+ (10). This relates to all resulting actions – ones that were due in the period and the backlog. The Service Provider submits evidence of a backlog plan being in place to deal with any outstanding actions. Where no audits are required in month enter -999999 against the 'Percentage of scheduled RSAs' completed row. Similarly, if there are no actions due to be completed in month then enter -999999 against the 'Percentage of actions from scheduled RSAs completed' row.
Data Source	Service Provider's RSA records
Data Standard	Provider Data Standard
Data Input Frequency	RSAs: reported each calendar month

Calculations (Rolling 12 Month Performance) i.e. current month + preceding 11 months, ending in the last month of the reporting period.					
Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
1.1e	Percentage	-	0	0 - 100	100% audits complete AND <90% actions complete

1.2 Minimise accidents

The Supplier is measuring the frequency of accidents and incidents.

Metric Title	**1.2a) RIDDOR Accident Frequency Rate (AFR)**				
Metric Contracts	**ASC, AD-M&R, AD-Design, AD-CWF, AD-SG&S, RTMC**				
Description	The current RIDDOR accident frequency rate for the Service Provider's/Supplier's organisation				
Methodology	AFR information is supplied as stated in IAN 128/15/AR via AIRSWeb. AFR is calculated as all accidents reportable under RIDDOR in the rolling 12 month period, divided by the total number of hours worked in that period by the Service Provider's/Supplier's organisation, multiplied by 100,000 Reporting incidents under RIDDOR are: • Reportable deaths and major injuries • Reportable over-seven-day injuries • Reportable disease				
Data Source	AIRSWeb records				
Data Standard	Highways Data Standard AD Scorecard Data Standard - About this file tab in the AD scorecard				
Data Input Frequency	RIDDOR: this measure reflects performance on a rolling 12 month basis ending in the last month of the reporting period. The metrics are continuous across contract renewals, where the supplier remains the same.				
Field		**Type**	**Calculation**	**Decimals**	**Range**
Total number of hours worked in the month	(A)	Integer	-	0	unspecified
Total number of all accidents and incidents reportable under RIDDOR in the month	(B)	Integer	-	0	unspecified
Calculations Rolling 12 Month Performance i.e. current months + preceding 11 months, ending in the last month of the reporting period.					
Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
1.2a	Number	(ΣB / ΣA) *100000	2	unspecified	≤0.08
Note: $\sum$ = the aggregation of input data for the current month and the preceding 11 months.					

Metric Title	1.2b) Severity-weighted Accident Frequency Rate (SWAFR) of the supply chain.
Metric Contracts	**ASC, AD-M&R, AD-Design, AD-CWF, AD-SG&S, RTMC**
Description	The severity-weighted accident frequency rate over a 12 month rolling average per 100,000 hours worked that includes non-RIDDOR minor injuries. SWAFR focuses on the outcome of accidents in terms of the severity of injury.
Methodology	Severity Weighted Accident Frequency Rate is a broader measure of safety performance by also incorporating non-RIDDOR (Minor) reported accidents and numerating them in order of magnitude and impact; whereby: • Fatality (RIDDOR-reportable) = 200 • Specified (RIDDOR-reportable) = 20 • Lost Time > 7 days (RIDDOR-reportable) = 1 • Minor Injuries (Non-RIDDOR) = 0.2 o Lost Time ≥ 1day and ≤7 days The implication of this scale is that the measure considers a major injury as the equivalent of 20 over seven-day reportable injuries. A fatality will be considered as the equivalent of 10 major injuries and 200 over seven-day reportable injuries. The relative scale used for the SWAFR is determined by the (societal) costs of injuries provided in the Department for Transport's (DfT's) Transport analysis Guidance (WebTAG) guidelines (WebTAG). The benchmark figure for green is based on the national rolling 12 month average of 1.37 in January 2018 and red is based on 2011-12 of 1.71.
Data Source	AIRSWeb records
Data Standard	Highways Data Standard AD Scorecard Data Standard - About this file tab in the AD scorecard
Data Input Frequency	SWAFR: this measure reflects performance on a rolling 12 month basis ending in the last month of the reporting period. The metrics are continuous across contract renewals, where the supplier remains the same.

Field		Type	Calculation	Decimals	Range
Total number of hours worked in the month	(A)	Integer	-	0	unspecified

Number of Fatalities (RIDDOR-reportable) = 200	(B)	Integer	B * 200		
Specified (RIDDOR-reportable) = 20	(C)		C * 20		
• Lost Time > 7 days (RIDDOR-reportable) = 1	(D)		D * 1		
• Minor Injuries (Non-RIDDOR) = 0.2	(E)		E * 0.2		

Calculations (Rolling 12 Month Performance) i.e. current month + preceding 11 months, ending in the last month of the reporting period.

Metric	Type	Calculation	Decimals	Range	Target
1.2b	Number	[(B + C +D + E)/A]*100000	2	unspecified	≤1.37

3. CUSTOMER SERVICE

3.1 Minimise Customer Delay

To optimise journey times for customers by providing good information to road-users thus enabling effective decision-making. When incidents do occur, react promptly and return network to use as soon as practicably possible to reduce the impact upon the travelling public.

Metric Title	**3.1a) Incident response/clearance: HE-led**
Metric Contracts	**ASC, AD-M&R**
Description	Incidents - Achieving the performance requirement levels in Table 3.1 for all Supplier attended Highways England led incidents, duration from lane closure through to lane opening (**Performance Metric 2**).
Definitions	
Performance Metric 2	Monthly mean: for all Service Provider-attended Highways England-led incidents, duration from lane closure through to lane opening
Service Provider incident identification/notification from TOS/emergency services	Incident data field: LOG_DATE_TIME

Lane Closure	Describes the situation when a live running lane is partially or fully obstructed by an incident. Incident data field: Earliest of - LANE_CLOSURE_DATE_TIME FIRST_RESTRICTION_ON_DATE_TIME NOTIFIED_FIRST_ON_DATE_TIME				
Lane Opening	Incident data field: Later of - LANE_OPENING_DATE_TIME LAST_RESTRICTION_OFF_DATE_TIME NOTIFIED_LAST_OFF_DATE_TIME				
Methodology	Incident response & clearance: AMOR Part 3, Table 3.1, outlines the different combinations of the fields Road Type/Emergency Services Present/Time of Day/Road Traffic Levels against which Incidents are cleared rapidly can be scored. All combinations may not occur during the qualifying period, in which case those combinations not occurring should be excluded from calculations. Each of the combinations is assessed to determine if the Service Provider has met the relevant target, and an overall score of the targets met as a percentage of the total applicable combinations is calculated. ***Performance Metric 2*** For each combination (maximum 9, does not apply to incidents where Emergency Services present) the mean of (Lane Opening) – (Lane Closure) for incidents in the qualifying period is compared to the target time and a pass or fail is awarded ***Note:*** ASC to refer to the Asset Support Contract (ASC) Incident table and AD to refer to Asset Delivery Incident table.				
Data Source	Incident logs and performance reports				
Data Standard	Incident Data Standard AD Scorecard Data Standard - About this file tab in the AD scorecard				
Data Input Frequency	Calendar month				
Field		**Type**	**Calculation**	**Decimals**	**Range**
Number of AMOR 3.1 combinations applicable for Performance Metric 2	(A)	Integer	-	0	0-9
Of (A), number of combinations meeting target	(B)	Integer	-	0	0-9
Incident clearance duration result	(C)	Integer	Average of all individual incident result durations	0	-
Incident clearance target time	(D)	Integer	Average of all individual incident clearance target times	0	70-120 mins

Calculations (Individual Monthly Performance)					
Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
3.1a)	Percentage	(B/A) * 100	2	0-100	100
3.1a) Blue / Blue+	Percentage	[1 – (C / D)] * 100	1	0-100	50-60% Ahead of target

Metric Title	**3.1b) Incident response/clearance: Emergency Services-led**
Metric Contracts	**ASC, AD-M&R**
Description	Incidents - Achieving the performance requirement levels in Table 3.1 from incident command handover from the Emergency Services to Highways England, through to lane opening (**Performance Metric 3**)
Definitions	
Performance Metric 3	Monthly mean: from incident command handover from the emergency services to Highways England, through to lane opening
Service Provider incident /identification/ Notification from TOS/Emergency Services	Incident data field: LOG_DATE_TIME
Lane Closure	Describes the situation when a live running lane is partially or fully obstructed by an incident. Incident data field: Earliest of - LANE_CLOSURE_DATE_TIME FIRST_RESTRICTION_ON_DATE_TIME NOTIFIED_FIRST_ON_DATE_TIME
Lane Opening	Incident data field: Later of - LANE_OPENING_DATE_TIME LAST_RESTRICTION_OFF_DATE_TIME NOTIFIED_LAST_OFF_DATE_TIME
Incident command handover	Incident data field: CMD_HANDOVER_DATE_TIME
Methodology	Incident response & clearance: AMOR Part 3, Table 3.1, and outlines the different combinations of the fields Road Type/Emergency Services Present/Time of Day/Road Traffic Levels against which Incidents are cleared rapidly can be scored. All combinations may not occur during the qualifying period, in which case those combinations not occurring should be excluded from calculations. Each of the combinations is assessed to determine if the Service Provider has met the relevant target, and an overall score of the targets met as a percentage of the total applicable combinations is calculated. ***Performance metric 3*** For each combination (maximum 9, applies to incidents where Emergency Services present only) the mean of *(Lane Opening) – (CMD_HANDOVER_DATE_TIME)* for incidents in the qualifying period is

	compared to the target time and a pass or fail is awarded ***Note :** ASC to refer to the Asset Support Contract (ASC) Incident table and AD to refer to Asset Delivery Incident table.				
Data Source	Incident logs and performance reports				
Data Standard	Incident Data Standard AD Scorecard Data Standard - About this file tab in the AD scorecard				
Data Input Frequency	Calendar month				
Field		**Type**	**Calculation**	**Decimals**	**Range**
Number of AMOR 3.1 combinations applicable for Performance Metric 3	(A)	Integer	-	0	0-9
Of (A), number of combinations meeting target	(B)	Integer	-	0	0-9
Incident clearance duration result	(C)	Integer	Average of all individual incident result durations	0	-
Incident clearance Target time	(D)	Integer	Average of all individual incident clearance target times	0	70-120
Calculations (Individual Monthly Performance)					
Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
3.1b)	Percentage	(B/A) * 100	2	0-100	100
3.1b) Blue / Blue+	Percentage	[1 – (C / D)] * 100	1	0-100	50-60 Ahead of target

Metric Title	3.1c) NOMs: Measured management of Network Occupancy
Metric Contracts	**ASC, AD-M&R, AD-CWF**
Description	'Consolidated' measure summarising performance against the six operational level indicators: KPI 1: Real time updating of Network Event Manager (NEM) for Starts KPI 2: Real time updating of Network Event Manager (NEM) for Stops KPI 3: Overruns KPI 4: Postponements KPI 5: Cancellations KPI 6: Network Event Manager (NEM) not updated
Methodology	Measures the supplier's cumulative performance of a series of six KPI levers that individually indicate effective management of the key components for co-ordinating the NOMs system and therefore managing occupancy on the network. The 'umbrella' performance metric is an average of the discrete operational indicators, which are detailed in the supporting guidance: *Basic scoping of the 24/7 and non-24/7 KPI reports* [linked] sets out criteria*:* **KPI 1** - measures the timeliness of capturing the recorded actual **start time** of a scheduled item(s) in a network event. * NOMs to be updated with actual start time within a period between 20min before / 5min after recorded start time. **KPI 2** - measures the timeliness of capturing the recorded actual **stop time** of a scheduled item(s) in a network event. * NOMs to be updated with actual stop time within a period between 5min before / 20min after recorded stop time. **KPI 3** - measures that the system is updated with a revised Schedule Item Stop Time when the latest Planned Schedule Stop Time is known to be going to **overrun.** * Planned Schedule Stop-time to be updated prior to, or up to 5mins after the Planned Schedule Stop time. **KPI 4** - measures the timeliness of capturing a **postponement** of any Scheduled Item (s) in a network event. ***** NOMs to be updated with a revised planned start time no later than 20mins after the latest planned start time. **KPI 5** - measures the timeliness of capturing a **cancellation** of any Scheduled Item(s) in a network event. ***** Cancel schedule action to be executed no later than 20mins after the latest planned start time.

	KPI 6 - measures the number of instances where **Network Event Manager** (**NEM) should have been updated** for any of the above KPIs, **but was not updated** (excluding any update required which resulted in a failure of KPIs 3, 4 and 5). ***** Refers to a Planned Schedule Start and/or Planned Schedule Stop that is more than 20mins in the past and does not have an Actual Start, Actual Stop or Cancel date/time associated with it. **AD -** Joint delivery of the NOMs metric between HE and suppliers will be recognised through the RAG score therefore responsibility is then not solely with the supplier, and will aid with representing the end to end customer experience to which all parties may contribute towards. The metric will be measured at area level not by individual supplier, therefore, M&R and CWF within Asset Delivery will share their overall performance score. For this metric, where scores represent an Area score, rather than a score which is attributed purely to an individual supplier, then QMPs and NCRs should not be raised for Asset Delivery contracts (only). ***Note:*** Network Event Manager (NEM) is a component of the Network Occupancy Management (NOMs) system and is measured at area level. NOMs has superseded Schedule of Roadworks (SRW).
Data Source	Network Occupancy Management (NOMs)
Data Standard	Highways Data Standard AD Scorecard Data Standard - About this file tab in the AD scorecard
Data Input Frequency	Calendar month

Field		**Type**	**Calculation**	**Decimals**	**Range**
Combined KPI Result	(A)	Percentage	(Number of schedules that are conformant in the KPI Reports/number of schedules in the KPI Report)*100	2	0-100

Calculations (Individual Monthly Performance)

Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
3.1c)	Percentage	(A)	2	0-100	≥ 95%

Metric Title	**3.1g) Severe Weather: Appropriate precautionary salting provided**
Metric Contracts	**ASC, AD-M&R**
Description	The percentage of precautionary treatments for each route (including turnaround where applicable) delivered within the precautionary treatment and turnaround time as stated within the Severe Weather Plan
Methodology	In the winter period these metrics should always be scored. To achieve a green a salting run must have been carried out. Outside of the Winter period it should be scored N/S unless severe winter weather conditions were experienced in which case it should be scored as per the RAG guidance. All occurrences of routes not treated within target time must be included. If it is felt that the occurrence was outside of the Service Provider's/Supplier's control, this should be reflected in the scoring and the associated comments. To achieve blue (8) or blue+ (10), 2 or 4 months consecutive performance at the green standard is required. Blue (8) and blue+ (10) will be reset over the summer period; any green standard scored in the preceding winter will not contribute to the blue (8) or blue+ (10) scoring in the following winter.
Data Source	Supplier records
Data Standard	Provider Data Standard (ASC) AD Scorecard Data Standard - About this file tab in the AD scorecard
Data Input Frequency	Calendar month

Field		**Type**	**Calculation**	**Decimals**	**Range**
Percentage of Route treated within target time	(A)	Percentage	(Number of routes treated within target time/number of routes requiring treatment)* 100	2	0-100

Calculations (Individual Monthly Performance)

Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
3.1g)	Integer	A	2	0-100	100

Metric Title	3.1h) Severe Weather: Instances of running lanes being available in accordance with the Severe Weather Plan
Metric Contracts	**ASC, AD-M&R**
Description	Percentage of instances where running lanes were available in accordance with the Severe Weather Plan as provided by the Supplier
Methodology	In the Winter Period these metrics should always be scored. Outside of the Winter Period it should be scored N/S unless severe weather conditions were experienced in which case it should be scored as per the RAG guidance All incidences of running lane unavailability must be included. If it is felt that the incident was outside of the Service Provider's/Supplier's control, this should be reflected in the scoring and the associated comments. Highways England regions should check reported instances against known issues.
Data Source	Supplier records
Data Standard	Provider Data Standard (ASC) AD Scorecard Data Standard - About this file tab in the AD scorecard
Data Input Frequency	Calendar month

Calculations (Individual Monthly Performance)

Field		Type	Calculation	Decimals	Range
Lane availability	(A)	Number	(Available lanes/Total lanes)*100	0	0-100
Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
3.1h)	Percentage	-	0	0-100	100

3.3 Driving customer satisfaction

Ensuring that aspects of maintenance and management on the network have been highlighted in surveys as being significant influences on customer satisfaction are effectively managed. Driving good correspondence with our customers when they engage with Highways England.

Metric Title	**3.3a) Litter clearance is undertaken in accordance with AMOR requirements (ASC) or the accepted programme set out in CRMDP (AD)**
Metric Contracts	**ASC, AD-M&R**
Description	Percentage of planned litter clearance activities that were actually completed as required by AMOR / CRMDP
Methodology	**ASC** - refer to AMOR Part 15 to understand what elements of sweeping and cleaning are in and out of scope. This requirement is defined as delivering full litter clearance of motorway hard shoulders, verges, paved areas and amenity areas to Grade A of EPA Code of Practice on Litter and Refuse. Compliance with this standard of cleanliness on the network is determined by the Maintenance Requirements Plan (MRP). **AD** - refer to the Cyclic and Reactive Maintenance Delivery Plan and the Required Level of Service (CRMDP).
Data Source	Service Provider's/Supplier's inspection, sweeping and cleaning records. Evidence of approval from the National Litter Working Group is required for blue (8) and blue+ (10) scores. One piece of approved best practice applies for 3 months of scoring. After the three month duration, a new piece of evidence is required to maintain blue (8) or blue+ (10) scores.
Data Standard	Provider Data Standard (ASC) AD Scorecard Data Standard - About this file tab in the AD scorecard
Data Input Frequency	Calendar month

Calculations (Individual Monthly Performance)

Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
3.3a)	Integer	-	2	0-100	100
3.3a) Blue	Boolean	-	-	Y/N	
3.3a) Blue +	Boolean	-	-	Y/N	

Metric Title	**3.3h) Percentage of sampled correspondence that meets HE quality assessment criteria**				
Metric Contracts	**ASC**				
Description	Percentage of randomly sampled customer correspondence that satisfies the Correspondence Quality Scorecard requirements.				
Methodology	As per the Highways England writing reactive customer correspondence guidance document. Percentage of randomly sampled customer correspondence that satisfies the Correspondence Quality Scorecard requirements.				
Data Source	Highways England customer development team				
Data Standard	Highways Data Standard				
Data Input Frequency	Calendar month				
Calculations (Individual Monthly Performance)					
Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
3.3h	Percentage	-	2	0-100	90

Metric Title	**3.3i) Workforce Understanding of Customer Service**
Metric Contracts	**ASC, AD-M&R, AD-Design, AD-CWF, RTMC**
Description	Percentage of workforce completing customer service survey
Methodology	**"Customer service is intrinsically linked to customer satisfaction - it's important that our entire workforce are aware of who our customers are, their needs, and how to address those needs"** The supplier workforce will complete a short online customer service survey, comprising of a series of multiple-choice questions. The survey is expected to take around 15 minutes to complete, and supplier staff and workers will complete the test once-a-year. Highways England will collate and communicate the number of surveys completed each quarter, and the supplier is expected to demonstrate the total size of its workforce - the number of staff and workers associated with HE works for over one month within the preceding 12 months - and to provide evidence if requested (which may be audited by HE). The supplier will be recognised for the proportion of staff/workers who have completed the survey to date at the time of scoring (not the score achieved). The green standard will be attained by those who have a quarter of their workforce complete it, with a view that 100% would complete within 12 months (personnel will not be required to complete the test more than once every 12 months). Higher scores will be attained for exceeding this threshold and including Tier 2 workforce (where applicable). ***Note:*** Link to the survey is as follows:- https://www.surveymonkey.co.uk/r/R7V5DY7
Data Source	HE customer survey data
Data Standard	Highways Data Standard AD Scorecard Data Standard - About this file tab in the AD scorecard
Data Input Frequency	Rolling quarterly, the same score applies for 3 months.

Calculations (Quarterly Performance)

Field		**Type**	**Calculation**	**Decimals**	**Range**
Total number of staff completed the survey since October 2017	(A)	Integer	-		Unspecified
Total number of staff - associated with HE works for over one month, within the preceding 12 months	(B)	Integer	-		Unspecified

Metric	Type	Calculation	Decimals	Range	Target
3.3i)	Percentage	(A / B) * 100	2	0-100	25

Metric Title	3.3j) Customer satisfaction - Litter
Metric Contracts	**ASC, AD-M&R**
Description	Customer litter contact score, based on customer compliments, notifications and complaints through the Customer Contact Centre divided by traffic volume
Methodology	**"Litter management is a high profile issue that has a significant impact on customer satisfaction, which is reflected in the interactions that HE has with our customers through the Customer Contact Centre"** The volume of litter-related customer compliments, notifications and (stage one) complaints handled by the Highways England Customer Contact Centre will be tracked per Area. Points will be assigned to each type of customer contact, in accordance with the impact and significance (compliment = 5 points, complaint = -3 points). HE will calculate a weighted customer litter contact score by aggregating the total points for the preceding 12 months (in order to account for seasonal variations) and dividing this by the traffic volume for the area (for comparability); this score (per billion vehicles) will be communicated with service providers/suppliers on a quarterly basis. The supplier will be recognised for increasing the customer litter contact score, with an emphasis on delivering positive customer outcomes - keeping down the number of complaints while maximising the number of compliments - and the highest scores will be attained where the score has been significantly improved quarter-on-quarter. ***Note:** Traffic volume will be based on 12 months traffic volume to account for seasonal variation.
Data Source	Customer Call Centre log
Data Standard	Highways Data Standard AD Scorecard Data Standard - About this file tab in the AD scorecard
Data Input Frequency	Rolling quarterly, the same score applies for 3 months.

Calculations (Quarterly Performance)					
Field		**Type**	**Calculation**	**Decimals**	**Range**
Compliments score: Number of compliments in preceding 12 months	(A)	Decimal	A * 5	2	Unspecified
Complaints score Number of complaints in preceding 12 months	(B)	Decimal	B * -3	2	Unspecified
Traffic volume (per billion vehicles)	(D)	Decimal	12 months traffic volume / 1 billion	2	Unspecified
Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
3.3j	Integer	(A + B) / D		-	> -10

Metric Title	**3.3k) Customer satisfaction - Personal injury and vehicle damage**
Metric Contracts	**ASC**
Description	Number of customer claims (cumulative 12-month total) passed on to the service provider divided by area traffic volume
Methodology	**"Significant customer dissatisfaction results from personal injury, damage caused to vehicles and property, which can be alleviated by addressing the root cause of the damage, and will result in fewer 'red claims"** The number of claims made by our customers and passed on to the service provider (the point at which the handling of the claim is taken on by the service provider to deal with, having not provided adequate evidence to refute the claim) is tracked HE will calculate a red claim score by aggregating this data for the preceding 12 months and dividing it by traffic volume for the given area, and will be communicated on a periodic basis The service provider will be recognised for keeping the number of red claims, to a minimum, and for substantial improvements over that period. ***Note:*** Traffic volume will be based on 12 months traffic volume to account for seasonal variation.
Data Source	Red claims data
Data Standard	Highways Data Standard
Data Input Frequency	Rolling quarterly, the same score applies for 3 months.

Calculations (Quarterly Performance)

Field		**Type**	**Calculation**	**Decimals**	**Range**
Number of red claims	(A)	Integer			Unspecified
Traffic volume (per billion vehicles)	(B)	Decimal	12 months traffic volume / 1 billion	2	Unspecified
Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
3.3k)	Decimal	A / B	2	-	≤ 2

Metric Title	**3.3l) Customer Feedback**
Metric Contracts	**ASC, AD-M&R, AD-CWF**
Description	Customer feedback score based on cumulative 12-month weighted total of customer compliments and complaints through the CCC divided by traffic volume
Methodology	**"Customer feedback is a clear indicator of satisfaction (or dissatisfaction) - with the root cause of a compliment or complaint often not limited to the customer responsible– and there is an opportunity to address this"** The volume of customer compliments and (stage one) complaints handled by the Highways England Customer Contact Centre will be tracked per area. Points will be assigned to each in accordance with the impact and significance of the feedback - with 5 points for each compliment and -3 points for a complaint. The CPF will calculate a weighted customer feedback score by aggregating the total points for the preceding 12 months (in order to account for seasonal variations) and dividing it by the traffic volume for the area (for comparability); this score (points per billion vehicles) will be communicated to service providers/suppliers on a quarterly basis. The supplier will be recognised for the total customer feedback score, with an emphasis on delivering positive customer outcomes - keeping number of complaints down to a minimum, and maximising compliments - and the highest scores will be attained where the score has been significantly improved quarter-on-quarter. **AD -** Joint delivery of the customer feedback metric between suppliers will be recognised through the RAG score therefore responsibility is then not solely with individual suppliers, and will aid with representing the end to end customer experience to which all parties may contribute towards. The metric will be measured at area level not by individual supplier, therefore, M&R and CWF within Asset Delivery will share their overall performance score. For this metric, where scores represent an Area score, rather than a score which is attributed purely to an individual supplier, then QMPs and NCRs should not be raised for Asset Delivery contracts (only). ***Note:*** Traffic volume will be based on 12 months traffic volume to account for seasonal variation.
Data Source	Customer Call Centre log
Data Standard	Highways Data Standard AD Scorecard Data Standard - About this file tab in the AD scorecard

Data Input Frequency	Rolling quarterly, the same score applies for 3 months.				
Calculations					
Field		**Type**	**Calculation**	**Decimals**	**Range**
Compliments score: Number of compliments in preceding 12 months	(A)	Decimal	A * 5	2	Unspecified
Complaints score Number of complaints in preceding 12 months	(B)	Decimal	B * -3	2	Unspecified
Traffic volume (per billion vehicles)	(C)	Decimal	12 months traffic volume / 1 billion	2	Unspecified
Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
3.3l	Integer	(A + B) / C		-	> -100

Metric Title	3.3m) Maintenance Requirements Plan Delivered
Metric Contracts	**RTMC**
Description	Measure reflects asset availability, not fault rectification. 15 assets identified in TMMM – Percentages determined on cumulative availability of all assets
Methodology	This metric requires evidence to support that all relevant elements of the TMMM have been delivered for the below 15 asset types. Evidence for this metric revolves around the monthly availability report provided by ITD. • Close Circuit Television, • Close Circuit Television Mast Ancillary Equipment, • Emergency Roadside Telephones, • Digital Enforcement Cameras, • Weather Information Service, • In station Equipment (including Traffic Learning Centre), • Matrix Signs, • Message Signs, • Motorway Incident Detection and Automatic Signalling, • NTIS Automatic Number Plate Recognition cameras, • NTIS Traffic Appraisal Monitoring and Economics sites, • NTIS Traffic Monitoring Unit sites, • Overweight Detectors, • Tidal Flow Equipment, • Road Traffic Signals ***Note** • All 15 asset types should have been maintained in line with the requirements of the Maintenance Requirements Plan, not fault rectification **Evidence** - Maintenance/Improvement Plans - Tracking of delivery against Plans

Data Source	Supplier Data				
Data Standard					
Data Input Frequency	Quarterly				
Calculations (Quarterly Performance)					
Field		**Type**	**Calculation**	**Decimals**	**Range**
Assets available	A	Integer	-	0	
Total assets	B	Integer	Available assets + unavailable assets	0	
Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
3.3m)	Number	(A / B) * 100			<=95%

4. SUSTAINABILITY

4.1 Manage environmental sustainability

To measure the use of natural resources and the amount of waste that is generated.

Metric Title	**4.1a) Measure carbon emissions**
Metric Contracts	**ASC, AD-M&R, AD-CWF**
Description	Quantity of carbon emissions per £million of contract spend
Definitions	
Carbon Emissions	The total carbon emissions (tonnes) are measured using the Carbon Calculation Tool (CCT) and recorded for the reporting period
Contract Spend	The total spend within the reporting period (three months). For ASC this data is obtained from the Oracle Fusion WD6 report for each of the three months. For AD use the spend figure entered into the Carbon Calculation Toolkit.
Methodology	Use Highways England's Carbon Calculation Tool (CCT) to assess the carbon emissions that have been generated in the delivery of the Services during the period. *Divide the total carbon emissions by the contract spend in the period to calculate the tonnes of carbon/£m spend.
Data Source	Service Provider's information submitted in the HE Carbon Calculation Tool (CCT), Oracle Fusion WD6 report (for ASC contract spend, for AD use the spend figure entered into the Carbon Calculation Toolkit) For ASC Carbon Capture Tool returns should be submitted to the Highways England Sustainability inbox by the 20th calendar date of the month directly following each quarter: **sustainability@highwaysengland.co.uk**. For AD submit the Carbon Calculation Toolkit into your local Highways England Area team. Carbon Calculation Toolkits will be aggregated into a single toolkit for the area for submission to the sustainability team.
Data Standard	Highways Data Standard Oracle Fusion Data Standard AD Scorecard Data Standard - About this file tab in the AD scorecard
Data Input Frequency	Rolling quarterly, the same score applies for 3 months. New scores applied in the reporting period which starts a new quarter of the financial year: YYYY04, YYYY07, YYYY10, YYYY01. For example, Jan-March data submitted to the sustainability team by the 20th April. The Jan-March result is then used to score reporting periods 201804 (as submitted at the start of May), 201805 and 201806.

Metric Title	**4.1a) Measure carbon emissions**				
Metric Contracts	**ASC, AD-M&R, AD-CWF**				
Field		**Type**	**Calculation**	**Decimals**	**Range**
Actual amount of carbon produced in the period (tonnes)	(A)	Decimal	-	2	Unspecified
Contract spend (£m)	(B)	Decimal	SUM(Current Period) + SUM(CurrentPeriod-1) + SUM(CurrentPeriod-2)	2	Unspecified
Rolling 12 month	(C)	Decimal	Averaged carbon per million spend result (4.1a) for the prior four quarters*	2	

Calculations (Individual Quarterly Performance)

Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
4.1a)	Number	(A)/(B)	2	Unspecified	<=150
4.1a) Blue + Calculation	Percentage	4.1a result is <=150t/£m AND [(4.1a result – C) / C]*100		0-100	<= -10

***Note**: The rolling 12 month previous result does not include the current quarter. For example, April 2018 would average the 4.1a results for April-June 2017, July-September 2017, October - December 2017 and Jan – March 2018.

New result reporting periods for carbon are YYYY04, YYYY07, YYYY10 and YYYY01. The results in these reporting periods should replicate over the following months in the quarter. The average rolling 12 month average is, therefore, taken from the initial month of the quarter.

4.2 Manage Social Sustainability

Measure the performance of the Supplier in attracting, retaining and enabling a diverse workforce and in delivering an inclusive service to diverse customers and communities.

Metric Title	**4.2a) Throughout the life of the contract employment intelligence is gathered and analysed and acted upon to identify opportunities to improve the inclusiveness of the working culture and diversity of the workforce**
Metric Contracts	**ASC, AD-M&R, AD-Design**
Description	Opportunities to improve diversity and inclusion across the contract workforce as a whole are identified through analysis of employment intelligence. Inclusion Action Plan based on analysis of intelligence is being delivered and making a difference
Definitions	The Road Investment Strategy, Construction 2025 and Highways England's Public Sector Equality Duty Objectives set out requirements to drive improved programme outcomes through a focus on diversity and inclusion. The three priority performance areas are: • To develop an inclusive working culture across all organisations involved in the contract • To attract, retain and develop a greater diversity of people from a wider talent pool to meet the resourcing needs of the sector • To deliver a more socially sensitive Strategic Road Network (SRN) that is a better neighbour to communities impacted by the contract - including delivery of the Accessibility Strategy. This metric requires the delivery of an intelligence-based Inclusion Action Plan that makes a difference, taking manageable but stretch steps to improve performance in these areas.
Methodology	Throughout the contract, employment intelligence on all tiers and organisations working on the contract is sought and analysed to identify opportunities and an intelligence based inclusion plan is developed to improve the inclusiveness of the working culture and the diversity of the workforce across pay quartiles & occupational groups. The dataset in the initial reporting period is used as a baseline. Data is shared with Highways England on request. • Basic intelligence includes data on levels of inclusion experienced (evidenced through cultural/engagement/behavioural surveys including HE's collaborative behavioural measurement) • Good intelligence also includes data on changes in workforce profile (recruitment, promotion, exits) • Robust intelligence also includes disaggregation of the above by age, gender, disability and race The appropriate Highways England department will validate the Opportunities identified

Data Source	Supply chain employment, service delivery intelligence and Inclusion Action Plan
Data Standard	Provider Data Standard (ASC) AD Scorecard Data Standard - About this file tab in the AD scorecard
Data Input Frequency	Rolling quarterly, the same score applies for 3 months. **Blue (8) and Blue+ (10) scores require approval from the Social Sustainability team.**

Calculations (Individual Quarterly Performance)

Metric	Type	Calculation	Decimals	Range	Target
4.2a)	Integer	-	0	0-10	6

Metric Title	**4.2b) Throughout the life of the contract customer and community intelligence is gathered, analysed and acted upon to deliver a more socially sensitive SRN and be a better neighbour to communities impacted by the contract**
Metric Contracts	**ASC, AD-M&R, AD-Design**
Description	Opportunities to address diversity and inclusion needs of customers and communities impacted by the contract are identified through analysis of intelligence. Inclusion action Plan based on analysis of intelligence is being delivered and making a difference
Definitions	As 4.2a
Methodology	Throughout the contract, intelligence on customer and communities is gathered and analysed to identify opportunities and an intelligence based inclusion action plan is developed to deliver a more socially sensitive SRN and be a better neighbour to communities impacted by the contract - particularly those who are vulnerable as a result of a protected characteristic. The dataset in the initial reporting period is used as a baseline. Data is shared with Highways England on request. • Basic intelligence includes data on: - demographic composition of those affected by the contract - the specific needs of particular groups (including those with protected characteristics) affected by the contract - The specific locations on the stretch of SRN covered by the contract where inclusive design and accessibility are a relevant consideration. Highways England's Equality, Diversity and Inclusion Tool (EDIT) has been designed to support contracts with the community aspects of the above • Good intelligence also incorporates the outputs from direct liaison with groups identified above. • Robust intelligence also incorporates learning from relationships built with groups identified above. Where it is agreed that a specific contract does not provide an opportunity

	to influence this area, it will be marked not applicable. The appropriate Highways England department will validate the Opportunities identified. **Note** - Equality impact assessments and Highways England's Equality, Diversity and Inclusion Tool (EDIT) have been designed to support contracts with the community aspects of the above.
Data Source	Supply chain employment, service delivery intelligence and Inclusion Action Plan
Data Standard	Provider Data Standard (ASC) AD Scorecard Data Standard - About this file tab in the AD scorecard
Data Input Frequency	Rolling quarterly, the same score applies for 3 months. Blue and Blue+ scores require approval from the Social Sustainability team.

Calculations (Individual Quarterly Performance)

Metric	Type	Calculation	Decimals	Range	Target
4.2b)	Integer	-	0	0-10	6

4.3 Manage Economic Sustainability

Improved sustainability of the supply chain; promoting economic growth through small and medium enterprises (SMEs) timeliness and security of payment for Tier 2+ supply chain

Metric Title	**4.3a) Pay via the Project Bank Account**
Metric Contracts	**ASC, RTMC**
Description	The percentage of the supply chain, by value, paid directly via the Project Bank Account
Definitions	Project Bank Accounts are a Cabinet Office and contractual requirement with significant effects on sustainability through Supplier cash flow. RIS Performance Specification PI: Meet the Government target of 25% Small and Medium sized Enterprise (SME) direct and indirect spend. * Payment is defined as cleared funds being available to the supplier. * Suppliers should demonstrate that a Project Bank Account (PBA) is being operated effectively, with view only access enabled for Highways England. The project bank account is being used to pay the supply chain promptly in accordance with Highways England Fair Payment Charter. * Should the Tier 1 contractor go into insolvency, the monies in the PBA due for payment to the signed up supply chain is secured and can only be paid to them.
Methodology	* Monitors the proportion of the supply chain by value that are being paid via the PBA within one calendar month of the application for payment being submitted to Highways England. * The value of work performed by Tier 2+ Suppliers that have declined to join the PBA (having been offered the opportunity) is excluded from the calculation and written evidence needs to be provided to HE on why they do not want to sign up to be paid via the PBA. Highways England will at any time contact that tier 2/3 directly to improve their knowledge and understanding of PBAs so they understand the benefits of getting paid directly via the PBA. * Additional scores will be awarded to tier 1 to get tier 3 to sign Joining Deed. The Tier 2 can demonstrate the prompt payment going out from there account to their Tier 3 once tier 1 pays them. This information/evidence is to be submitted directly to Commercial at Highways England by Tier 2. * Monitors the length of time in calendar days that it takes for the Supplier to pay its supply chain (including Tier 2 and Tier 3+) joined to the PBA, following Highways England deposit of funding into the PBA. Commercial Intelligence calculates the score by when a majority of the funds have been deposited into the PBA by Highways England. * Payments outside the PBA are made in accordance with the Fair Payment target: 26 calendar days (7 from Assessment Date + 19 from due date) for tier 2, and 30 calendar days (7 from Assessment Date + 23 from due date) for tier 3. *The Assessment/application/invoice date is as specified in Tier 2/3 contract produced by the Tier 1.

	* SMEs are defined by the European Commission as having <250 FTE staff and either an annual turnover of ≤€50m or an annual balance sheet total of ≤€43m. * The Government target cited in the Delivery Plan is 25%. * Ramboll can be excluded from the calculation where their deployment is directly instructed by Highways England. No other supplier at this stage will be excluded, however other similar examples should be highlighted * Commercial Intelligence calculates the SME percentage from the full application amount (not from Tier 2/3 only). ***Note: An aggregated score of all of the above is calculated through the PBA Tracker**
Data Source	PBA Tracker and additional evidence as below: - Monthly management reports from the Provider (PBA Tracker)/Tier 2 reporting data - Project Bank Account records (PBA trackers and bank statement) - Main bank account statements / BACs receipt / Remittance receipts - Signed prompt payment charter - Joining Deeds - Documented process to encourage SME procurement and to make SMEs appropriate amendments to the subcontracts.
Data Standard	Provider Data Standard
Data Input Frequency	Calendar month Score is calculated from monthly submission of the Project Bank Account Tracker

Calculations (Individual Monthly Performance)					
Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
Average % of supply chain, by value paid directly via the PBA	Percentage	[Amount paid to PBA suppliers / Amount paid to entire supply chain (excluding Tier 1)] * 100		0-100	≥80% (CPF score 6)
Payment Days to PBA Suppliers	Decimal	Weighted proportion of single payment relative to total payments to all signed up suppliers * days to pay supplier from date PBA funded		-	4 days (CPF score 6)
Payment Days to Non-PBA Suppliers (Tier 2, Tier 3 and Material Suppliers)	Integer	Average payment days		-	On target or 1-2 days ahead of fair payment target. (CPF score 6)
Percentage of spend to SME's	Percentage	(Spend to SME's / total certified amount funded to the PBA) * 100		-	≥25% (CPF score 6)
4.3a) Overall score	Decimal	Average CPF score result of the four aspects above.	2	0 - 10	Average CPF score ≥ 6
Note: Payment Days to PBA Suppliers – More than two bank holidays in a row will be excluded from the number of calendar day calculations. Such as Christmas day and Boxing day for example.					

5. QUALITY

5.2 Effectiveness of Quality Management System

To measure the effectiveness and collaborative nature of the Service Provider's/Supplier's Quality Management System.

Metric Title	**5.2a) The number of Quality Management Points or valid Quality Warning Notice**
Metric Contracts	**ASC, AD-M&R, AD-Design, AD-CWF, RTMC**
Description	The total number of Quality Management Points not cleared at the time of reporting OR Quality Warning Notice was issued or in effect during the period
Definitions	
Quality Management System(QMS)	Organisational structure, procedures, processes and resources needed to implement quality management.
Methodology	If the Supplier fails to comply with his Quality Management System (including the failure to correct non-conformities in the agreed timescales), the Service Provider /Supplier accrues Quality Management Points in line with the Quality Table in Contract Data Section 4. ***Note:** When QMPs are submitted in more than one reporting period the following aspects should be kept consistent in all data sheet submissions of that QMP: o QMP reference number, Award type, Awarded against, Sub-process, Awarded in date. Additionally, each new QMP that is raised should be given a unique QMP reference number – reference numbers of resolved QMPs should not be re-used. i) The total number of Quality Management Points not cleared at the time of reporting. In the event that any QMPs have been cleared in the month, you should also be submitting a new line item that indicates that the area has 0 QMPs with no clear date. Any month thereafter where QMPs are awarded you will clear the previous active 0 and replace it with the newly awarded QMP value. ii) Quality Warning Notice issued or in effect during the period. In the event of any quality warning notice being issued the Data Standard should state an award type of "WARNING" resulting in quality management points being awarded therefore leave QMP value blank as points are awarded via CPF.

Data Source	Service Provider's/Supplier's records, QMP register				
Data Standard	QMP Data standard AD Scorecard Data Standard - About this file tab in the AD scorecard				
Data Input Frequency	Monthly				
Field		**Type**	**Calculation**	**Decimals**	**Range**
The total number of Quality Management Points not cleared at the time of reporting	(A)	Integer	-	0	unspecified
Quality Warning Notice issued or in effect during the reporting period	(B)	Integer	-	-	Y/N

Calculations (Individual Monthly Performance)

Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
Quality Management System Performance	Integer	A	0	unspecified	15
Quality Warning Notice	Boolean	B	-	Y/N	N

Metric Title	**5.2c) Establishing Collaboration Principles, Processes and Plans**
Metric Contracts	**ASC, AD-M&R, AD-Design, AD-CWF**
Description	Robust business practices enabling collaborative behaviours to underpin a fully integrated project team are evident
Methodology	The expectations are that both suppliers and clients will: • Agree the scope of the collaborative relationship. • Set out the core principles, values, beliefs and behaviours which will contribute to a collaborative culture to enable leaders to communicate a consistent and clear message about how business will be conducted (e.g. on conflict resolution and decision making). • Agree how collaborative capability and behaviours will be developed and supported. This will ensure that training on the nature of collaboration, and the relationships and behaviours necessary to achieve it, is delivered to relevant people. This will require deliberate efforts and continuing commitment from the leadership of all the organisations involved, which must be reaffirmed when new partners join, and reviewed at the start of each project Phase. • A Collaborative Behavioural Improvement Plan is essential to help the team understand how behaviours impact delivery and drive improvements in performance. The plan will initially scope the delivery of, and subsequently be derived from the outputs from, a Collaborative behavioural maturity assessment, such as the 'Behavioural Maturity Framework' (BMF). That must then be undertaken by all parties within the delivery team on a regular basis to ensure collaboration behaviours develop. The assessment should identify the extent to which collaboration behaviours are being demonstrated, and collaboration principles and values are being adopted. • Engagement on collaborative projects which will pursue and generate tangible benefits, which are likely to cover an innovation, product or service that was not in scope • The 'appropriate team' for validating benefits in this metric (for higher scores) can vary depending on the nature of the example being cited. In some cases it would be the HE Project Team in others it may be a peer review. It is the responsibility of the supplier to obtain written confirmation of this team's agreement/concurrence and submit this with the CPF submission.
Data Source	Service Provider /Supplier Data and Evidence
Data Standard	Provider Data Standard (ASC) AD Scorecard Data Standard - About this file tab in the AD scorecard
Data Input Frequency	Rolling quarterly, the same score applies for 3 months. **Blue (8) or Blue + (10) scores require a piece of evidence or case study from the past six months.**

Calculations (Individual Monthly Performance)

Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
5.2c)	Integer	-	0	0-10	6

Metric Title	**5.2d) Updating asset databases**
Metric Contracts	**RTMC**
Description	Ensure asset database reflects the current condition intelligence by updating and maintaining the system
Methodology	- The capture, completion and maintenance of all fields in the asset database, as defined in the contract, relating to all regional assets in a complete, current, accurate and timely manner. - The Provider must capture the data necessary to do this as a result of, amongst other things: • any surveys undertaken or commissioned by the Provider • any Provider inspections • any Schemes including those not designed or supervised by the Provider **Evidence** - Provider is audited on the capture, completion and maintenance of regional asset data - Reports agreed between the Service Manager & HE. - Sample Checks undertaken - TPMS / Accuracy status of the data
Data Source	Service Provider / Supplier Data
Data Standard	
Data Input Frequency	Quarterly

Calculations (Individual Monthly Performance)

Field		**Type**	**Calculation**	**Decimals**	**Range**
Database updates since last CPF review	A	Number	(Updates completed since last CPF review / Updates required since last CPF review) * 100	2	0-100
Backlog exists	B	Boolean	Y / N	-	
Backlog increased	C	Boolean	Y /N	-	

Metric Title	**5.2d) Updating asset databases**				
Metric Contracts	**RTMC**				
Action plan in place and on track	D	Boolean	Y / N	-	
Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
5.2d)		A	2	0-100	100%
5.2d)		B	-		N
5.2d)		C	-		N
5.2d)		D	-		-999999 (N/A) Action plan not required as no backlog.

5.4 Maintenance and operational service is delivered to the required quality

To monitor maintenance and operational services and ensure delivery is in accordance with Highways England quality requirements.

Metric Title	**5.4f) Planned work is defect-free or service is fit for purpose**
Metric Contracts	**AD-CWF, AD-SG&S**
Description	Percentage of schemes/task orders reported with defects requiring remedial work during the defects period
Definitions	**Defect** NEC3 definition: This is a part of the works which is not as stated in the Works Information or not in accordance with applicable law or the accepted design. There is a reciprocal obligation on both the supervisor and contractor to notify each other as soon as they are aware of a Defect. At an agreed date, the project supervisor will list any uncorrected defects or certify that there are no defects (defects certificate). **Completion of works** An agreed point in time with Highways England that the contractor has completed their task or task order. If task order completion certificates are in use then completion of works can be set once issued with the task order completion certification. **Defects date** A specified duration of time, after completion of works, where the contractor is liable to rectify any defects in works.
Methodology	Planned work is defect-free. The metric is concerned with defects that arise, or are still outstanding, at completion of works, up until the defects date. Supplier submits total number of task orders that require defect rectification out of the total number of task orders that are in their defects period (i.e. between completion of works and the defects date) during the reporting period as a percentage. If there is only one supplier for the scheme then the defect period starts at the end of the scheme (CWF). Where there are multiple CWF suppliers on a scheme the defect period, for the purposes of CPF, will start at the end of that supplier's part of the works (i.e. task order). The defect period initiates directly after the work has been completed. **Note: Where there are no task orders or schemes within the defects period score the metric N/A.**
Data Source	Supplier Data Proof of work completed by the Supplier and supporting inspection reports, AD Asset Repair records
Data Standard	AD Scorecard Data Standard - About this file tab in the AD scorecard
Data Input Frequency	Calendar month

Calculations (Individual Monthly Performance)					
Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
5.4f)	Percentage	(Number of task orders which have defects reported on / task orders **in their defects period** during the month) * 100	0	0 – 100	No defects

6. TIME

6.1 Forecast timescales accurately

6.1a) To measure the accuracy of time predictions on all live Capital Schemes which have reached Actual Completion of Construction (Milestone 6). The measure is designed to reflect the impact on customers and Highways England of changes to programme for the delivery of schemes.

6.1b) To measure programme delivery in terms of the forecasted scheme completion against the actual.

Metric Title	**6.1a) Variance in construction duration from baseline**
Metric Contracts	**ASC**
Description	Average variance in days, for all eligible schemes, in the period between Milestones 5 and 6 as predicted at Milestone 4 compared to the actual period between Milestones 5 and 6.
Definitions	
Oracle Fusion	Oracle Fusion has replaced Highways England's System for Managing (SfM) as their financial database.
Baseline Programme	The baseline programme is the programme of forward work that is produced prior to the commencement of the financial year.
Completion of detailed design	As set out in Annex 20, Stage 2
Milestones	1. Baseline programme 2. Completion of detailed design 3. Agreement of Cost 4. Agreement of predicted start and finish dates (following M3) 5. Actual start of Construction 6. Actual Completion of Construction 7. Agreement of final account
Eligible Scheme	Scheme currently approved by Highways England (including DCP schemes) In terms of database calculations, a scheme is live if: 1. REPORTING_PERIOD >= DATE_OF_DESIGN_COMMITMENT_M1 2. The ACTUAL_COST_FINAL_ACCOUNT_M7 has not been populated OR the ACTUAL_COST_FINAL_ACCOUNT_M7 is populated, but the month within ACTUAL_DATE_1ST_VALUATION matches the current reporting month

	In other words, a scheme stays on the submission up to and including the month in which the data is entered for it reaching the final milestone of ACTUAL_COST_FINAL_ACCOUNT_M7. The scheme is then scored on this milestone figure. In the following month the scheme may then be considered no longer 'Live' in terms of this data standard reporting and removed 3. SCHEME_STOPPED_FLAG = N
Methodology	**Valid for all live Capital schemes** The Service Provider provides milestone dates for entry into Oracle Fusion. The CPF+ database will score each of the metrics only once for each PIN, at the month the milestone concerned is entered into Oracle Fusion. The baseline design dates for a scheme raised in-year are those initially entered into Oracle Fusion for the scheme. Oracle Fusion will be used on a monthly basis to extract planned dates. HOWEVER changes (re-baselines) will only be taken into account if accompanied by an 'authorised change' entry within the Scheme data standard for re-baseline type of 'TIME' (or 'BOTH' where the Scheme has also been re-baselined for cost). A metric that has already been scored is not revised when data is re-baselined. Where unauthorised changes are made a data quality flag is raised and the re-baseline rejected On any scheme the variance between actual and predicted dates for each metric is negative if an actual date is earlier than predicted and positive if an actual date is later than predicted. The variance between actual and predicted durations is negative if the actual duration is shorter than predicted and positive if the actual duration is longer than predicted. Where schemes may be entirely outside of Service Provider control the Regional Team may provide a list of PINs to Ops Supply Chain Performance to be removed from calculations. Reasons for exclusion are as follows: 1. No Service Provider involvement at any stage e.g. contract-dependent schemes which are delivered through PSF/ASF/CDF 2. No Service Provider involvement at any stage e.g. schemes delivered by Major Projects (e.g. SMART Motorways) 3. No Service Provider involvement at all e.g. routine maintenance/resource PINs that are managed and forecast by Highways England such as local authority payments etc. 4. When a scheme is designed by the Service Provider but handed over to SMART Motorways (or other contractor) to deliver the construction element and no supervision or other

	duties are being carried out by the Service Provider during construction. **Note:** these schemes may only be excluded after hand over from the Service Provider Any exclusions from this metric must have been approved by the Service Manager. The baseline may be updated for: • An instructed change of scope • Very extreme weather (not simply heavy snow in winter). A Red Alert from the Met Office is required to qualify • Instructions by the Service Manager, e.g. politically sensitive Schemes being bought forward and therefore delaying other works • Emergency works taking priority and delaying other works Highways England failure to respond to key governance, e.g. ROB approvals. The Service Provider must demonstrate they have done everything possible to proceed and not simply waited for Highways England response. • Delay due to interaction with others, such as local authority/ Major Projects, which is totally out of the Service Provider's control • Agreement of predicted construction dates at milestone M4. AND All of these changes have been documented and then approved by the Service Manager The Service Provider is to report the re-baseline
Data Source	Scheme programme data - Oracle Fusion
Data Standard	Oracle Fusion Data Standard, Scheme Data Standard (used for re-baselining)
Data Input Frequency	Calendar month

Field		**Type**	**Calculation**	**Range**	**Target (in days)**
Construction Start Baseline	(A)	Integer	-	0	Any date
Construction End Baseline	(B)	Integer	-	0	Any date

Construction Start Actual	(C)	Integer	-	0	Any date
Construction End Actual	(D)	Integer	-	0	Any date
Predicted Length Construction duration	(E)	Integer	(B) – (A)	0	Unspecified
Actual Length Construction duration	(F)	Integer	(D) – (C)	0	Unspecified
Number of Eligible schemes	(G)	Integer	-	0	Unspecified

Calculations

Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target (in days)**
6.1a)	Integer	Average (F-E)	0	Unspecified	<±5

Metric Title	**6.1b) Variance in scheme or task delivery duration**
Metric Contracts	**AD – Design, AD – CWF, AD-SG&S**
Description	Average variance in days, for all eligible schemes or programmes of work, between forecast and actual date duration.
Methodology	Capture the differential between actual delivery date duration against the original forecast to determine the variance and present as an average across the reporting period. The scoring range encourages more efficient delivery. CWF & SG&S suppliers are measured against the Principal Contractor's schedule, which defines what programme / activity each supplier worked on in-month and the planned timeframe for delivery. Design suppliers are measured against the Principal Designer's schedule.
Data Source	Local scheme schedule data (Principal Contractor / Designer)
Data Standard	AD Scorecard Data Standard - About this file tab in the AD scorecard
Data Input Frequency	Calendar month

Field		**Type**	**Calculation**	**Decimals**	**Range**
Actual date	(A)	Integer	Actual date end – actual date start	0	unspecified
Planned date	(B)	Integer	Planned date end – Planned date start	0	unspecified

Calculations (Individual Monthly Performance)

Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
6.1b)	Integer	Average (A – B)	0	unspecified	Between -3 and 0

Metric Title	**6.1c) Third party claims - substantiated estimates are accurate and final costs are submitted to HE on time**
Metric Contracts	**ASC**
Description	Percentage of claims where the final cost is submitted late to Highways England or they are inaccurate.
Methodology	Percentage of final claim costs for which the deviation between substantiated costs and final costs is greater than 20% OR where claims are late (where the difference between the works completion date and final account date is greater than 13 weeks). ***Note:** This metric will only be scored where there is at least one eligible claim (within the scope of the measure) during the reporting period. Months that are not scored will not impact on the ability to score Blue (8) or Blue+(10), where this relies on good performance demonstrated over 3 or 6 months; the 'not scored' month will be disregarded from the calculation.
Data Source	Third Party Claims or TR430 and Evidence checklist
Data Standard	DCP Data Standard
Data Input Frequency	Calendar month

Calculations (Individual Monthly Performance)

Field		**Type**	**Calculation**	**Decimals**	**Range**
Inaccurate or late	(A)	Integer	Count if: (Final account value – substantiated estimate / final account value) = > 20 OR Works completion date – final account date = >13 weeks (see note)		Unspecified
Total final accounts in the current reporting period	(B)	Integer	Count		Unspecified

Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
5.5b)	Percentage	(A / B) * 100	2	0-100	<10%

***Note**: Each row is only counted once in the calculation. For example, if an incident is classed as inaccurate *and* late then that incident row will only incur a count of one, rather than two.

6.4 Delivery of milestones

Activities completed within required timescales

Metric Title	**6.4a) All asset rectification activities are completed within the required timescales**
Metric Contracts	**ASC, AD – M&R**
Description	Percentage of asset activities undertaken to rectify asset defects on the network that are completed within the required timescales.
Methodology	6.4a) Capture all deployments against the relevant asset type / activity. Score the differential (as a percentage) between the actual delivery time against the required timescale defined in AMOR (ASC) and CRMDP (AD). The following defect rectifications need to be included for each contract: **ASC:** Paved area defects are made safe within the target time Road Markings and Road Studs defects are rectified. Road Restraint Systems defects are rectified Lighting defects are rectified Sign defects are rectified Sweeping and Cleaning - instances of offensive graffiti that have been removed from sight within target time (24 hours) Fences - number of defects identified that are related to safety performance **M&R** Paved area defects are made safe within the target time Road Markings and Road Studs defects are rectified. Road Restraint Systems defects are rectified Lighting defects are rectified Sign defects are rectified Soft estate defects are rectified Reactive sweeping and cleaning actions (excluding graffiti) are completed Sweeping and Cleaning - instances of offensive graffiti that have been removed from sight within target time Fences - number of defects identified that are related to safety performance Drainage asset defects are rectified

	Geotechnical asset defects are rectified Structures defects are rectified Within this metric scores are aggregated up over a number of assets. It should be noted, however, that 100% of defect rectification should happen within the required timescales, for each asset type, in order to meet contractual requirements.
Data Source	Service Provider Data (ASC). Confirm or Supplier Records where Confirm data is not available (AD)
Data Standard	Provider Data Standard (ASC) AD Scorecard Data Standard - About this file tab in the AD scorecard
Data Input Frequency	Calendar month

Calculations (Individual Monthly Performance)

Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
6.4a)	Integer	-	0	unspecified	>=95

Metric Title	6.4b) All-Cyclic activities are completed within the required timescales
Metric Contracts	**AD – M&R, RTMC**
Description	Percentage of Cyclic works that are completed within the required timescales
Methodology	Capture all cyclic activities against the relevant asset type / task. Score the differential (as a percentage) between the actual delivery time against the planned cyclic programme. **Blue and Blue+ scores:** To optimise journey times for customers by providing information to road users thus enabling effective decision making, where practically possible, to reduce the impact on the customer. The measure demonstrates the effective use of programme tools across the M&R network to maximise the working activities (outputs) per closure whilst not compromising Health and Safety. The measure will take into consideration if there is little or no local area opportunity to conduct working activities (outputs) and occurrences outside the providers' control. This should be reflected in the scoring range and supported by associated commentary. Where an activity (output) per closure is defined as conducting and completing work on an asset.
Data Source	Confirm or Supplier Records where Confirm data is not available
Data Standard	AD Scorecard Data Standard - About this file tab in the AD scorecard
Data Input Frequency	Calendar month

Field		**Type**	**Calculation**	**Decimals**	**Range**
Count of cyclic activities completed on time in month	(A)	Integer	-	-	Unspecified
Count of all cyclic activities (outstanding and completed) in month	(B)	Integer	-	-	Unspecified

Calculations (Individual Monthly Performance)

Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
6.4b	Percentage	(A / B) *100	2	Unspecified	100%

Metric Title	**6.4d) Average Response Time to Technical/Design Queries**				
Metric Contracts	**AD - Design**				
Description	Amount of time taken in days to respond to Technical/Design Queries				
Methodology	The service provider provides data on the average response time to technical/design queries. The measure is designed to ensure a prompt response to all technical/design queries. In this instance a technical/design query is defined as a request made by a supplier/contractor working on the scheme to the design team for information or clarification on design related issues that were not resolved prior to starting works. All technical/design queries will be registered on the designers queries log but are subject to HE sample checks/verification and will inform of the lessons learnt.				
Data Source	Supplier Data				
Data Standard	AD Scorecard Data Standard - About this file tab in the AD scorecard				
Data Input Frequency	Monthly, but technical/design queries received three days before submission should be forwarded to the following monthly scoring				
Calculations (Individual Monthly Performance)					
Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
6.4d	Integer	-	0	Unspecified	<2 Calendar Days

Metric Title	**6.4i) Faults are kept to a minimum**
Metric Contracts	**RTMC**
Description	Proportion of responses to hard faults (>15 minutes) that are a 2nd response to a fault initially occurring no more than 1 calendar month before hand.
Methodology	**Demonstrate** -Number of faults kept to a minimum **Measure** Proportion of responses to hard faults (>15 minutes) that were a 2nd response to a fault initially occurring no more than 1 calendar month before hand. This measure it designed to prevent the "power down reset" mentality and essentially measures reoccurring faults. **Evidence** TPMS reports should provide this data.
Data Source	Service Provider / Supplier Data / TPMS
Data Standard	
Data Input Frequency	Quarterly

Calculations (Individual Monthly Performance)

Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
6.4i	Number	(Number of responses to hard faults that are a second response to fault initially occurring no more than 1 calendar month before hand / Total number of responses to hard faults) * 100	0	0-100	95%

7 COST

7.1 Manage schemes to budget

Measures the predictability of the Service Provider's/Supplier's budget profile with respect to the monthly actuals. The measure monitors how closely actual spend reflects the budget profile spend year to date.

Metric Title	**7.1a) Alignment with budget profile in terms of a cumulative indicator (YTD)**
Metric Contracts	**ASC**
Description	The percentage difference between each month's financial outturn compared with the forecast made as at the start of the financial year for Capital Renewals only.
Definitions	Obtain the Oracle Fusion WD6 report from Finance (Duncan Edmonds) – shows budgets, forecast and spend for each Service Provider cost centre. Use the data from BR03a (closedown report) for the relevant month. The report contains actuals up to the current month with the remaining months being forecasts. The report includes all data for all cost centres but deletes S278 schemes as these should net off against the income (but income is not captured against the PINs). All data is classified as any active PIN, i.e. the PIN has any actual costs, forecast costs or a budget. The calculation is not restricted to PINs which have a budget profile set for that financial year. If there is spend against the PIN, without their being a budget profile set, then this is a deviation from profile for that particular PIN. The score, however, is based on aggregate over all PINs, so deviation on one PIN may be counteracted with another, and still result in a good score. As all data is present this will also include Managed Works. However, this is still expenditure under the Service Provider's control. Where schemes may be entirely outside of the Service Providers control the Regional Team may provide a list of PINs to Ops Supply Chain Performance to be removed from calculations. Reasons for exclusion are as follows: 1. No Service Provider involvement at any stage e.g. contract-dependent schemes which are delivered through PSF/ASF/CDF 2. No Service Provider involvement at any stage e.g. schemes delivered by Major Projects (e.g. SMART Motorways) 3. No Service Provider involvement at all e.g. routine maintenance/resource PINs that are managed and forecast by Highways England such as local authority payments etc. 4. When a scheme is designed by the Service Provider but handed over to SMART Motorways (or other Contractor) to deliver the construction element and no supervision or other duties are being carried out by the Service Provider during construction. Note: these schemes may only be

	excluded <u>after</u> hand over from the Service Provider. 5. If a scheme has been included in a forecast and then pulled by Highways England this should be added to the exclusion list. Any exclusions from this metric must have been approved by the Service Manager
Methodology	A simple percentage of the degree of alignment between each month's financial outturn compared with the forecast made at the start of the financial year for Capital Renewals only. Scheme exclusions are removed from this calculation. ***Note: Advice Ops Supply Chain Performance Team of instances where HE are responsible for the budget changing, in order that the relevant variance is removed from consideration and does not adversely skew the metric. This <u>does</u> <u>not</u> get added to the Scheme Exclusion Sheet.**
Data Source	Oracle Fusion
Data Standard	Oracle Fusion Data Standard
Data Input Frequency	Calendar month

Field		**Type**	**Calculation**	**Decimals**	**Range**
Financial Year to Date Actual Spend	(A)	Decimal	Sum actual spend: April to current reporting period	2	Unspecified
Financial Year to Date Budget Profile	(B)	Decimal	Sum budget profile: April to current reporting period	2	Unspecified

Calculations (Individual Monthly Performance)

Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
7.1a)	Percentage	[SUM(A) – SUM(B)/SUM(B)] *100	2	Unspecified	<=5%variance from profile (i.e. >=95% alignment)

Metric Title	**7.1d) Design of schemes to the agreed design costs**
Metric Contracts	**AD - Design**
Methodology	The report includes all Ops Supply Chain Performance data for all cost centres but deletes S278 schemes as these should net off against the income (but income is not captured against the PINs). This includes changes in scope, additional task orders and compensation events Any exclusions from this metric must have been approved
Data Source	Supplier's scheme records (AD)
Data Standard	AD Scorecard Data Standard - About this file tab in the AD scorecard
Data Input Frequency	Calendar month

Calculations (Individual Monthly Performance)

Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
7.1d)	Percentage	[(Sum of final account cost – sum of target cost) / sum of target cost]*100	2	0-100	Average variance 0
7.1d) Blue and Blue+	Percentage	Aggregate of all costs in month: [(Sum of final account cost – sum of target cost) / sum of target cost]*100 is ≤0 AND [(final account cost – target cost) / target cost] * 100 for each final account cost in month is no greater than 10% than the target cost.	2	0-100	Individual variance ≤10%

Metric Title	**7.1e) Delivery of schemes within the target cost**
Metric Contracts	**AD - CWF**
Methodology	As all data is present this will also include Managed Works. However, this is still expenditure under the Supplier's control. This includes changes in scope, additional task orders and compensation events Any exclusions from this metric must have been approved .
Data Source	Supplier's scheme records (AD)
Data Standard	AD Scorecard Data Standard - About this file tab in the AD scorecard
Data Input Frequency	Calendar month

Calculations (Individual Monthly Performance)

Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
7.1e)	Percentage	[(Sum of final account cost – sum of target cost) / sum of target cost]*100	2	0-100	Average variance 0
7.1e) Blue and Blue+	Percentage	Aggregate of all costs in month: [(Sum of final account cost – sum of target cost) / sum of target cost]*100 is ≤0 AND [(final account cost – target cost) / target cost] * 100 for each final account cost in month is no greater than 10% than the target cost.	2	0-100	Individual variance ≤10%

7.4 Ensure well-costed key financial and commercial information

To demonstrate the timeliness and accuracy of the Service Provider's invoices and cost capture data.

Metric Title	**7.4a) Invoices - variance between the invoice amount and the total from the timely back-up information provided.**				
Metric Contracts	**ASC, RTMC**				
Description	Provision of invoices on time, in the correct format and with accurate back-up information				
Definitions					
On time	The date each month agreed by the Service Manager for the submission of invoices				
Required Format	As per prescribed data standard				
Invoice to Time	Invoice and back up are submitted on time				
Invoice to Format	Invoice and back up are submitted in the correct format				
Invoice Accuracy	Invoice and back up are accurate – variance (%) between the invoice total and the amount in the back up information provided (Ops Supply Chain Performance note – enter this value on HD sheet)				
Methodology	Use the Invoice Checking Tool to assess the timeliness and the accuracy of invoices and the back-up information that is submitted (a month in lieu of the current reporting period) and ensure they are submitted in the correct format and on time. Where the Service Provider does not have access to the Tool (for reasons outside the Service Provider's control), this may be scored by the Regional Team providing Operations Supply Chain Performance with information by email.				
Data Source	Service Provider invoices via the Invoice Checking Tool				
Data Standard	Highways Data Standard				
Data Input Frequency	Calendar month. Scores will be based on one month in arrears of the current reporting period.				
Field		**Type**	**Calculation**	**Decimals**	**Range**
Invoice and back up to Time	(A)	Boolean	-	-	Y/N
Invoice and back up to Format	(B)	Boolean	-	-	Y/N

Invoice and back up Accuracy	(C)	Percentage	-	-	Unspecified
Calculations (Individual Monthly Performance)					
Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
Invoice and back up provided on time	Boolean	A	-	Unspecified	Y
Invoice and back up in correct format	Boolean	B	-	Unspecified	Y
Variance between invoice and back up	Percentage	C	-	Unspecified	<=0.01

Metric Title	**7.4b) Cost capture data - timely submission and resolution of issues**
Metric Contracts	**ASC, AD – M&R**
Purpose / Description	Provision of cost capture data on time and timely resolution of issues
Definitions	
PCR	Post Completion Review
Issues overdue	Number of issues not resolved by the agreed date. The agreed date is the last calendar day of the month.
Submission on Time	Whether in month submission was on time or late
Work in Progress Issues	Number of work in progress issues i.e. issues being resolved which have not yet passed the agreed date for resolution
Methodology	From the Service Providers/Suppliers Work Cost (PWC) report, the commercial team will analyse the forms, log them, log if the submission was late, log any issues including agreed date for resolution, log any issues which are overdue and log completed issues (by comparing to last month's report). Where the Service Providers/Supplier request for clarification confirms the issue to be an error then the cost capture data needs to be corrected. These are known as work in progress issues. Cost capture reports are to be submitted by the last working day of the month following the report month. For example, a report for January's data would be required to be submitted by the end of February. Blue (8) and blue+ (10) scores will be achievable if data is submitted ahead of this deadline with all other green standard criteria met. Blue (8) is achieved by submitting data more than two weeks, up to three weeks after the reporting month. I.e. ~1 week ahead of deadline. Blue+ (10) is achieved by submitting data up to two weeks after the reporting month. I.e. ~2 weeks ahead of deadline.
Data Source	Highways England QS Commercial Team assessments of PWC report submitted by Supplier
Data Standard	Highways Data Standard, AD Scorecard Data Standard - About this file tab in the AD scorecard
Data Input Frequency	Calendar month

Calculations (Individual Monthly Performance)

Metric	**Type**	**Calculation**	**Decimals**	**Range**	**Target**
Issues Overdue	Integer	-	0	Unspecified	0
Submission on Time	Boolean	-	-	Y/N	Y
Work in Progress issues	Integer	-	0	Unspecified	0

8 CLIENT FEEDBACK

Mechanism to identify issues, opportunities and trends to help focus improvement efforts across Highways England.

Metric Title	8.1) Health and Safety: Driving of Health and Safety Improvement
Description	• Organisational commitment from Highways England to ensure H&S is the top priority in all its activities. • Explicit dedication to safe working practices (e.g. inductions) and the safety of the public. • Supportive of supply chain H&S initiatives and facilitates best practice sharing. • Undertakes and encourages preventative activities. • Responsive to H&S incidents and learning lessons.
Methodology	Measures Highways England's performance as a client. (i) This feedback is for Highways England as a whole, including other directly procured Suppliers (ii) Where specific scoring criteria are not included in a client metric, generic scoring criteria should be used for scoring, as shown below. • 0 - Totally Dissatisfied At least one aspect is unacceptable to the extent that major improvement is required by the client. The Supplier has escalated this concern in writing to the Highways England Divisional Director on more than one occasion • 2 - Very dissatisfied At least one aspect is unacceptable to the extent that the Supplier considers significant improvement is required from the client. The Supplier has escalated this concern in writing to the SRO. • 4 - Slightly dissatisfied At least one minor aspect is unacceptable to the extent that the Supplier seeks improvement from the client. This concern has been raised with the Highways England project team • 6 – Satisfied Client performance is generally satisfactory. • 8 - Highly satisfied Some aspects of client performance are exceeding expectation. Client is proactively supporting the Supplier and working beyond their expected duties and responsibilities. • 10 - Exceptionally satisfied All aspects of client performance considerably exceed expectation. Innovation and best practice is being fully supported and championed for mutual benefit.

Data Source	Provider Data
Data Standard	Provider Data Standard AD Scorecard Data Standard - About this file tab in the AD scorecard
Data Input Frequency	Quarterly

Calculations (Quarterly Performance)

Metric	Type	Calculation	Decimals	Range	Target
8.1)	Integer		0	0-10	6

Metric Title	8.2) Customer: Improvement of Customer Experience
Description	• Organisational commitment from Highways England to ensure Customer satisfaction is a priority in all its activities. • Supportive of supply chain Customer improvement initiatives and facilitates best practice sharing. • Highways England creates an enabling environment to encourage Customer focused activities.
Methodology	As per 8.1)
Data Source	As per 8.1)
Data Standard	As per 8.1)
Data Input Frequency	As per 8.1)

Calculations (Quarterly Performance)

Metric	Type	Calculation	Decimals	Range	Target
8.2)	Integer	-	0	0-10	6

Metric Title	8.3) Delivery: Timely Payment
Description	Supplier to consider: • Highways England meets requirements for main Supplier and facilitates prompt and correct payment across the wider supply chain. • Score is the average number of working days it took from receiving an agreed certificate/invoice to payment being made. Allowance needs to be made for receipt of invoices.
Methodology	As per 8.1)
Data Source	As per 8.1)
Data Standard	As per 8.1)
Data Input Frequency	As per 8.1)

Calculations (Quarterly Performance)

Metric	Type	Calculation	Decimals	Range	Target
8.3)	Integer	-	0	0-10	6

5. EXAMPLE OF RE-BASELINING A SCHEME FOR CHANGE MANAGEMENT

The following worked example provides a detailed build-up to the scheme-level information that is used to assess measure 6.1-Forecast timescales accurately (including change management).
The approach is to firstly assess the delivery of each eligible scheme within the period, utilising the data from each scheme to assess the variance at scheme level. The results for each scheme are then combined as set out in the Metrics Handbook and Scoring Guidance to calculate the metric for the reporting period.
The Metrics Handbook defines the circumstances under which the scheme forecasts may be re-baselined as a result of changes to a scheme and the example below shows the operation of this re-baselining at scheme level. The calculations for each individual scheme (after re-baselining as applicable) are combined to assess the score for the metrics.

Scenario – information relating to re-baselining for time
The initial forecast design period for the scheme to install drainage was 5 weeks, commencing on 15th April 2014, due to complete on 20th May 2014.
Highways England instruction to include a new safety barrier and boundary fence was issued on 24th April and the design period was extended by 2 weeks (to 3rd June 2014) to allow the change to be designed. The actual completion of detailed design was on 31st May 2014.
In June 2014 it was agreed that the construction could go ahead with a predicted start date of 16th August 2014 and a predicted finish date of 27th September 2014 (6 weeks duration). When Highways England instructs that work is suspended for the G8 summit, it is agreed that the predicted finish date will be adjusted by 4 days to 1st October 2014.
Work on site starts on 17th August 2014. The actual scheme finish date is 2nd October 2014.

The table on the next page shows the month–by-month steps for the scheme in the build-up to the assessment of the time metrics.

Scheme build-up to the data for time metrics

Month	Milestone					Re-baseline?	Contrib. to Metric 5.1a)	Contrib. to Metric 5.1b)	Contrib. to Metric 5.1c)	Contrib. to Metric 5.1d)
	M1	M2	M4	M5	M6					
April 2014	3rd June 2014					Y (M1 forecast design complete)	-	-	-	-
May 2014	3rd June 2014	31st May 2014				N	-3 days	-	-	-
June 2014			16th August - 27th September 2014			-	-	-	-	-
July 2014			16th August - 1st October 2014			Y (M4 construction completion)	-	-	-	-
August 2014			16th August - 1st October 2014	17th August 2014		N	-	1 day	-	-
September 2014			16th August - 1st October 2014			N	-		-	-
October 2014			16th August - 1st October 2014		2nd October 2014	N	-	-	1 day	0 days
November 2014						-	-	-	-	-
December 2014						-	-	-	-	-