



Shropshire Council  
Legal and Democratic Services  
Shirehall  
Abbey Foregate  
Shrewsbury  
SY2 6ND

Date: Friday, 10 October 2014

:

**Committee:  
Environment and Services Scrutiny Committee**

**Date: Monday, 20 October 2014**

**Time: 2.00 pm**

**Venue: Shrewsbury/Oswestry Room, Shirehall, Abbey Foregate, Shrewsbury, Shropshire, SY2 6ND**

You are requested to attend the above meeting.  
The Agenda is attached

Claire Porter  
Head of Legal and Democratic Services (Monitoring Officer)

**Members of Environment and Services Scrutiny Committee**

Vince Hunt (Chairman)

Keith Roberts (Vice Chairman)

Peter Adams

Ted Clarke

Nigel Hartin

Roger Hughes

Christian Lea

Pamela Moseley

Vivienne Parry

Arthur Walpole

Your Committee Officer is:

**Jane Palmer** Senior Democratic Services Officer

Tel: 01743 252748

Email: [jane.palmer@shropshire.gov.uk](mailto:jane.palmer@shropshire.gov.uk)

# AGENDA

## 1 Apologies for absence and substitutions

## 2 Disclosable Pecuniary Interests

Members are reminded that they must not participate in the discussion or voting on any matter in which they have a Disclosable Pecuniary Interest and should leave the room prior to the commencement of the debate.

## 3 Minutes of the last meeting held on 8 September 2014 (Pages 1 - 4)

To consider the Minutes of the Environment and Services Scrutiny Committee meeting held on 8 September 2014.

## 4 Public Question Time

To receive any questions, statements or petitions from the public of which members of the public have given notice. Deadline for notification for this meeting is Wednesday 15 October 2014.

## 5 Member Question Time

To receive any questions of which members of the Council have given notice. Deadline for notification for this meeting is Wednesday 15 October 2014.

## 6 Performance on the Highways and Environmental Team Service [HETSC] contract: Ringway (Pages 5 - 34)

The Service Manager for Environmental Maintenance will present a report on the performance of the Highways and Environmental Team Service contract [HETSC]: Ringway. A representative from Ringway will also be in attendance at the meeting.

Report to follow

## 7 Date/Time of future meetings

There is a need for an additional meeting of the Committee for consideration of appropriate sections of Q2 Financial Strategy report and the most recent outcome dashboards in order to understand the business plan delivery, the progress and plans for the coming years and to feed back to the Performance

Management Scrutiny Committee which will collate an overall view from scrutiny to feed back to Cabinet in December.

The suggested options for the additional meeting are EITHER Monday 10 November 2014 at 1.00pm OR Monday 17 November 2014 at 2.00pm

The next calendared meeting of the Committee is scheduled to be held at 2.00pm on Monday 8 December 2014.

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Environment and Services Scrutiny Committee
20 October 2014
2.00 pm

Item
<b>3</b>
Public

## MINUTES OF THE ENVIRONMENT AND SERVICES SCRUTINY COMMITTEE MEETING HELD ON 8 SEPTEMBER 2014

**2.00 PM - 4.15 PM**

**Responsible Officer:** Jane Palmer  
Email: jane.palmer@shropshire.gov.uk Tel: 01743 252748

### **Present**

Councillor Vince Hunt (Chairman)  
Councillors Keith Roberts (Vice Chairman), Ted Clarke, Nigel Hartin, Christian Lea,  
Pamela Moseley, Vivienne Parry and Arthur Walpole

### **12 Apologies for absence and substitutions**

Apologies for absence were received from Councillors P Adams and R Hughes.

### **13 Disclosable Pecuniary Interests**

None were declared.

### **14 Minutes 21 July 2014**

#### **RESOLVED**

That the Minutes of the Environment and Services Scrutiny Committee meeting held on 21 July 2014 be approved as a correct record and signed by the Chairman.

### **15 Public Question Time**

No questions had been received from members of the public.

### **16 Member Question Time**

There were no questions from Members.

## 17 Energy Recovery Facility

Two representatives from Veolia, Mr P Lucas and the site manager for the Battlefield Energy from Waste facility, Mr S Ganley, gave a detailed and informative presentation on the new facility and explained what the process involved. Members noted that construction had commenced in October 2012 and the facility would be operational in 2015. A copy of the presentation slides is included with the formal record of this meeting.

The following key points were made:

- The facility would treat approximately 90,000 tonnes of waste from Shropshire every year
- This represents approximately 45% of the municipal waste produced in the county and will produce enough power for 10,000 homes
- The facility is not an alternative to recycling but is intended to complement recycling initiatives
- This facility, together with the increase in recycling in the county, is expected to reduce landfill in the county from 65% of household waste in 2005/6 to 5% by 2015
- Should Shropshire exceed its landfill limit fines will be imposed by Government and this is, ultimately, paid for by the communities of Shropshire
- The facility will deal with municipal waste that has not been reused, recycled or composted and would end up in landfill.

The Veolia representatives outlined the main benefits of the facility including,

- The production of more electricity for the National Grid, providing energy whilst reducing the use of fossil fuel
- Numerous environmental benefits including – sustainable waste management, recovery of energy from waste, reduction in dependence on landfill, avoidance of methane release from landfill
- Up to 20% of the UK's renewable energy targets could be met by energy from waste facilities
- Creation of jobs for local people, where possible, for the construction and then the operation of the facility

Members were provided with a very detailed explanation and description of the process i.e. how the facility would work in future to deal with the residual waste collected from black bags/bins:

- the waste is tipped into a bunker;
- a crane grabs the waste and places it into the feed hopper. It then drops down a feed chute onto the grate;
- the action of the moving grate turns the waste to allow it to burn fully
- the burnt out ash passes through the ash discharger onto an ash handling system, which extracts metal for recycling;
- the remaining ash is suitable for recycling or disposal;
- hot gases produced in the combustion process pass through a water tubed boiler where they are cooled, the exchanged heat converts the boiler water to steam;

- a turbo-generator uses the steam to produce electricity for export to the local network and the National Grid;
- the gases from the boiler go through an extensive flue gas cleaning process which consists of a gas scrubber and a bag filter where particulates are filtered out;
- the resulting material known as flue gas treatment residue which can be sent beneficial use or for disposal at a licensed site; and
- the cleaned gases are finally released to the atmosphere through the chimney.

Following a run through the site safety rules, all present were taken on a tour of the outside of the facility in order to view the progress of the construction of the facility and were given the opportunity to ask questions of the two Veolia representatives.

On returning to the meeting room, the Chairman on behalf of all members of the Committee, thanked the two Veolia representatives for their hospitality and the highly informative presentation and explanation of the facility and its benefits to Shropshire residents in dealing with municipal waste produced in the county in future.

### **RESOLVED**

That, once the facility is in full operation in 2015, a return visit to the Battlefield site be arranged.

## **18 Shropshire Energy and Growth Solutions [SEGS]**

The Waste Contracts Manager provided an update on the alternative waste collection services being trialled for 12 weeks by 206 households in the Bayston Hil, Meole Brace and Hanwood areas. Members noted that the trial was at the half way stage and it would be premature to come to any conclusions at this stage.

He explained the reasons for the selection of the two trial areas:

- the streets offer a good socio-demographic mix representative of the rest of the county
- they allow good access for the waste collection vehicles being used in the trials
- there are good transport links
- they are located in close proximity to Battlefield waste transfer station [where all food waste must be taken]

The Waste Contracts Manager explained that the trials had started in the week beginning 14 July 2014 and were being carried out as part of a review of the waste collection services provided by the Council and its waste contractor, Veolia.

Members noted that the aims of the review to:

- investigate how to provide the best possible service for the residents of Shropshire
- boost the amount of waste recycled
- provide the best value for money for the county's Council Tax payers

- explore ways to reintroduce kerbside collections of cardboard for recycling, and extend collections of food waste.

Households involved in the trial received a leaflet and a visit from Shropshire Council, to explain the changes to their collection service.

The Committee noted that refuse collections and the days of collection had not changed during the trial. The Waste Contracts Manager explained the trial detail, as follows:

**Area 1: Bayston Hill**

Change to existing service: Food waste will be collected separately and weekly; cardboard will be collected with paper in recycling box; plastic, glass and metal will be collected together in one, new, bin.

**Area 2: Hanwood**

Change to existing service: Food waste will be collected with garden waste; cardboard will be collected with paper in recycling box.

The Committee noted that, following the completion of the trial and analysis of the results, a final recommendation would be presented to Cabinet and full Council. If approved, it was anticipated that a new service could be rolled out across the county in mid to late 2015.

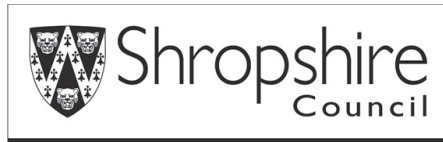
**19 Date/Time of next meeting**

It was noted that the next meeting of the Environment and Services Scrutiny Committee was scheduled to be held at 2.00pm on Monday 20 October 2014.

Signed ..... (Chairman)

Date:





Committee and Date  
Environment and Services  
Scrutiny Committee

Monday 20 October 2014

Item

**6**

Public

**Responsible Officer Steve Brown**

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## **Highways and Environment Term Maintenance Contract - Ringway update.**

### **1. Summary**

1.1. The Highways and Environment Term Maintenance Contract (HETMC) commenced on 1 April 2012. Investment of time, resource and energy in ICT by Ringway and other service improvements are 'beginning to bear fruit'. However there are still improvements and issues to be addressed.

1.2. As stated within in this report:

- Performance Indicators are set to be achieved later this year
- Complaints are in decline
- Street lighting is improving
- There are contract, cultural and operational improvements still to be made individually and collectively.
- Joint contract initiatives are in place such as increasing the scoping level and Information Technology developments.
- Investment in highways depots

### **2. Recommendations:-**

2.1. The Environment and Services Scrutiny Committee is requested to consider the following recommendations:

- To approve this report
- To note the actions taken in 'managing' the contract.
- To note the improvements in recent aspects of performance from Ringway.
- To note the ongoing concerns and issues relating to this contract.
- To receive a further report to reflect performance at the three year point of the contract cycle.

- To expedite the restructure of the Shropshire Council Environment and Transport Group to support the contract and contract outcomes further.

## REPORT

### 3. Risk Assessment and Opportunities Appraisal

3.1. The key service risks and the mitigation and contingency plans in place are identified in the table below

Operational risk	Impact of Risk	Mitigation
Contractor failure	Authority unable to fulfil its statutory Highway's Authority duties.  Authority is subject to potential civil and criminal proceedings	On-going monitoring and development of the client and contractor relationship. Monitoring of 'business' performance.
Contractor fails to comply with the contract conditions and requirements, leading to service not being provided effectively or efficiently	Authority unable to fulfil its statutory Highway's Authority duties, unnecessary delays and an increase in base costs for maintenance, service and works activities.	Performance monitoring is embedded in the contract management with a robust link to the payment mechanisms. Reduced performance will result in deductions of payments to the contractor
Contract performance becomes inadequate.	Councils reputation impacted upon due to inadequate delivery of council works and services affecting the Council's reputation	Constant performance and management review.  Dialogue to resolve or improve issues.
Contract terms ends at six years by agreement. No extension(s) requested or offered by mutual agreement	Re-tender of Highway and Environment Term Maintenance Contract and impact upon the Council plus risk of increased rates and contract preparation cost.	Work relationship and evidence of issue being resolved with Ringway at all levels.

### Human Rights / Equalities Appraisal

The Equalities Impact Needs Assessment is due for re-visiting / revision / re-approval in January 2015.

#### **4. Financial Implications**

- 4.1. There are no direct financial issues arising from this report. However context to the report may provide some perspective. The annual budget for the integrated highways and environment service is approximately £25 million per annum which is funded through the Local Transport Plan's central government settlement and our own revenue budget. The government is due (in the next few months) to announce the funding settlement, based on a three year funding grant. The principle of the three years is welcome and will allow for greater planning and co-ordination. However, the value of the funding settlement is an obvious risk to be cognisant of, once the value of the funding settlement is known.
- 4.2. Current projects such as the Highways Engineering Consultancy contract re-tendering, a new provider is due to start in April 2015. This will require the subsequent TUPE of approximately 12 Shropshire Council staff plus existing consultancy staff if a different provider is appointed. These staff will be crucial in contributing to service efficiency and this will allow for variations in costs to be incorporated going forward.
- 4.3. Efficiencies and savings have already been identified and realised since contract inception, which are in the region of £1,000,000. These are a mixture of savings from joint procurement, awarding of the tender to Ringway, voluntary redundancies for service staff and service efficiencies etc.
- 4.4. Members should also begin to consider what the implications of the budget may be in future years, especially at "contract break points" (which may be as little as 3 years away) and the possible implications therein, of going to a market (which is in upturn) and receiving significantly higher tender rates. This is a possibility to be cognisant of.

#### **5. Background**

- 5.1. This report provides an overview of the performance of Ringway up to September 2014, in respect of the services delivered by Ringway on behalf of Shropshire Council. The report continues the debate and narrative since the previous report was discussed and agreed at the last Scrutiny Committee on 12 February 2013. Members of this Committee will recall that a commitment was made to provide an updated report on an annual basis. Therefore this report achieves this action.
- 5.2. Members should be aware that Ringway have been consulted upon this report and are represented at today's meeting. Additionally the Portfolio Holder for Highways & Transport and local Environmental Maintenance Managers have also been involved with and consulted upon this report.

## 6. Pre-Amble:

- 6.1. The Highways and Environmental Term Service Contract (HETSC) was awarded to Ringway on 1 April 2012, initially for a 6 year term, with the ability to increase by individual years for a further four years (maximum of ten years), subject to satisfactory performance thresholds and other performance criteria being achieved. This is an 'offer and acceptance' basis for both parties and the first review of this issue is due to take place in November 2014; for determination.
- 6.2. The integrated contract encompasses such services as:
- Highways maintenance
  - Street Scene and grounds maintenance
  - Vehicle Maintenance
  - Street Lighting
  - Structures and bridges (maintenance)
  - Civil works
  - Emergency and extreme weather responses
  - Signs and lines maintenance
  - Winter maintenance
- 6.3. The contract value is approximately £25 million per annum, with an average expenditure of approximately £2 million per month. Due to the nature of the integrated contract, this has allowed for the following key outcomes to be delivered to date:
- Successful award of £4 million for highway maintenance, improvement and reports from the Department of Transport (DoT), a recent briefing note has been circulated to all members.
  - Efficiencies identified in service delivery and to date savings in the region of £1,000,000 have been realised since contract inception.
  - Changes in culture and practice from a re-design of the service, by developing programmes such as Hedge to Hedge (HtH) which has improved the operation of reactive services in respect of improved end to end times, productivity and cost reduction. HtH has received recognition, culminating in attracting a National Award from the Chartered Institute of Highways and Transport in May 2014.
  - Praise from Britain in Bloom judges and Town and Parish Councils have been received in terms of the contribution towards Britain in Bloom judging for the appearance and cleanliness of towns and communities.
  - Implementation of IT for Council and Ringway staff to improve data and service information, but also to expedite customer issues with local reactive gangs and technicians able to receive and update on work requests direct from the Customer Service Centre. Improvements in IT is also being utilised on Road Masters and Gully Emptying. This has improved local responsiveness and to date is being well received.

- Significantly more asset and defect information being collected to embed an asset based management approach. This will be part of the journey towards a commissioner and provider split. An asset managed approach will improve investment decisions and allow larger and more efficient delivery of schemes across the county in partnership with Ringway.
- Improved management of capital scheme preparation and programming, via improved co-ordination of tripartite responsibilities – the Integrated Programming Team (Shropshire Council, Ringway and Mouchel) for LTP schemes and in-house capital schemes. Developing an even greater visibility of anticipated programmes, linked to budget settlements is a partnership target to receive greater focus.
- Effective delivery of winter maintenance and emergency severe weather response services
- £1,500,000 Environmental Maintenance Depot Improvement Programme is almost complete, with enhancements to Hodnet, Whittington, Craven Arms, Bridgnorth and Manor House Lane now completed. Longden Road Depot needs development to obtain the benefits of joint working and co-location. Initial work has started on this issue.

6.4. This report updates members on the Scrutiny report that was received by this Committee in February 2013 and developments since then in relation to Highways and Street Scene performance as delivered by Ringway. The report focuses on the key issues raised at the previous scrutiny meeting, i.e. Highways, Street Scene and Street Lighting.

## 7. Community / Consultations Appraisal

7.1. There are daily and operational links to Members, Town and Parish Councils and local and national agencies by all levels of Environmental Maintenance staff

## 8. Complaints

8.1. Detail of complaints received via Customer Service Centre relating to Ringway operations from October 2013 until 31 August 2014 (11 months).

	Street lighting	Street scene	Highways	Total
<b>Ringway - operational complaints</b>	3	21	25	49
<b>Upheld</b>	<b>1</b>	<b>8</b>	<b>11</b>	<b>20</b>
Partly upheld		9	6	15
Not upheld	2	2	4	8
No information		2	4	6

8.2 For the time period in question, Ringway generated upheld service complaints at an average of 1.82 complaints per month. Refer to Appendix B for breakdown of upheld complaints.

8.3 Due to a change in the way complaints are recorded and actioned by CSC historical comparison is now open to wider interpretation, however, for reference previous complaint totals are given as follows:

**April 12- March 13 inc:**

Type	Total
Comment	66
Complaint	141
Compliment	2
<b>Grand Total</b>	<b>209</b>

**April 13 – March 14 inc:**

Type	Total
Comment	53
Complaint	196
Compliment	53
<b>Grand Total</b>	<b>302</b>

**April 14 – August 14 inc: \***

Type	Total
Comment	19
Complaint	69
Compliment	37
<b>Grand Total</b>	<b>125</b>

\* Five months figures

8.4 If April 2014 – August 2014 figures are annualised, this would suggest that complaints may have reduced by -31 (or a 15% reduction).

8.5 Using the same annualised approach, compliments would have increase in a full year by 35. Giving a forecast of 66% improvement upon annualised figures.

8.6 Additionally, utilising the same process comments would show a slight decline of 8 (reduction of 15%).

8.7 Overall based upon annualised data of April 2014 – August 2014, compared to the previous period would suggest that:

- Complaints have been reduced
- Compliments have increased
- Comments have reduced

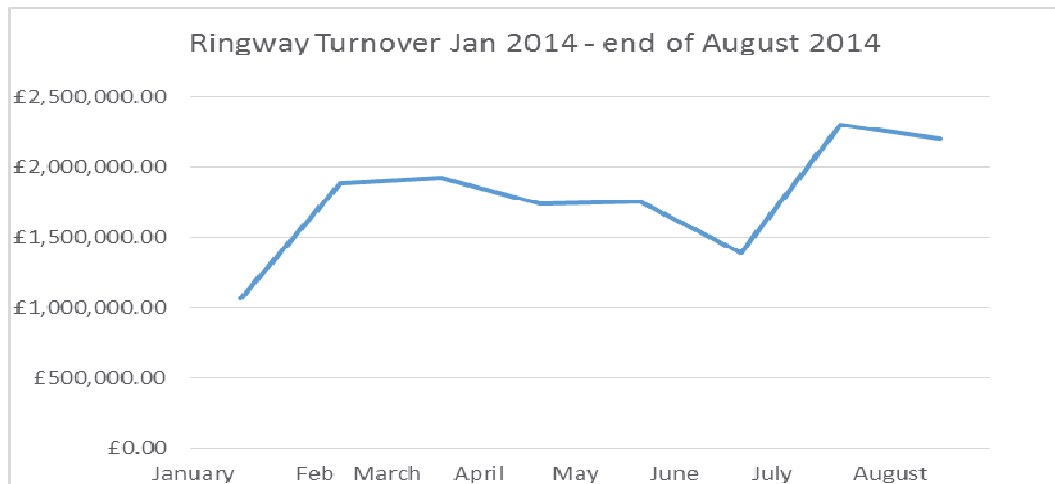
8.8 This (alongside the complaints listed in 8.1) appears to show a declining trend in complaints that should be welcomed and acknowledged.

## 9. Ringway Performance Summary

9.1 Members should be aware of key performance issues relating to this contract.

9.2 Performance Indicators – it is forecast that by November 2014, all Ringway's agreed performance indicators will be achieved. This will be the first time since the contract inception. This has obvious consequences. Performance deductions have been implemented to the value of £340,340.00 (April 2013 – March 2014).

9.3 Ringways' turnover since January 2014 has increased significantly, this demonstrates that the finances are reflecting increases in works and services being delivered, i.e. more repairs. This will assist with their cash flow and allow Highways / Street scene offices to 'commit' expenditure more easily in order to ensure increased volume of works and services and prevent any potential year end underspend. Contingency plans are in place to prevent this occurring, but this risk still remains. However supervision of contractors' workforce is an issue at present as detailed later in this report.



9.4 Scoping and quotation register – the historical backlog on the schemes has now been removed and managed out of the system up to and including 31<sup>st</sup> March 2014. Further, a joint initiative to increase the scoping level up to £5,000 will assist in expediting works being delivered. Further initiatives and proposals are being discussed jointly to improve outcomes in this critical area.

9.5 Ringway have restructured their entire operation, from contract managers, operations manager, supervisors and operatives. New posts are in place with a focus on delivery. The re-structure intention is to focus on high quality staff, and removal of a significant proportion of staff. It is hoped that new posts and focussed staff will galvanise performance delivery. However, at present all of these posts are not yet filled and concern is raised later in this report.

## 10 Contract Management

10.1 With regard to contract management, issues regarding attention or concern from either Shropshire Council or Ringway have been raised, this is a formal contract procedure, known as Early Warnings (EWs). These EWs could be a mixture of operational, contract interpretation, financial implications etc. The majority of these early warnings were raised at the beginning period of the contract. From January 2014 to date, these 'Early Warnings' have amounted to:

- Shropshire Council has raised 14 early warnings (11 contract, 3 commercial) 13 of which have been resolved
- Ringway have raised 1 early warning (TUPE issue, not yet resolved)

10.2 This demonstrates that issues are being resolved and the majority of the contract 'legacy issues' are now being removed, which is beginning to have a

positive impact and reflects a positive working approach by Ringway and Shropshire Council.

- 10.3 With regard to Ringway’s performance it is appropriate to state that there have been improvements since the previous report delivered to this committee. These have been Street Scene / Grounds Maintenance, Surface Dressing, Lines and Street Lighting. The last report stated that ‘there has been a mixed and in some areas disappointing performance from Ringway particularly in the important area of Information and Communication Technology (ICT)’. Also, other areas such as Grounds Maintenance were of concern to this committee and the wider aspects of the Council. This to a degree “negatively tainted” and set the perception of Ringway and the contract.
- 10.4 Members can be assured there has been a sustained effort and commitment by Ringway to improve and the outcomes of this effort are emerging.... Members should note the use of the adjective “emerging” rather than embedded or sustained at this moment in time. Latter parts of this report will raise the ongoing and emerging concerns.
- 10.5 Members should also be aware that the improvements by Ringway have been developed from a combination of ‘hard’ and ‘soft’ contract management tools following discussion, dialogue and collaboration as appropriate. Typically, this can be summarised as:

Hard Management	Soft Management
<p>Deduction of approximately £400,000 April 2013 – June 2014 in Performance deductions (KPIs)*</p> <p>Removing part of the Council’s Capital Programme for 2014 / 15, (approximately £4,000,000) and procuring externally</p> <p>Placing directly out to tender the Governments adverse weather fund of £1.7 million</p> <p>Compensation notices being sent</p> <p>Early warnings issued</p> <p>Use of external providers</p>	<p>Joint partnership on developing IT improvements</p> <p>Developing improvements in refurbishing and upgrading local highways depots.</p> <p>Developing joint training of staff</p> <p>Typically a graduated approach from Shropshire Council has led to the potential for an additional £1 million of income to Ringway by March 2015. Should this be achieved the £5 million capital programme will be returned to Ringway (based upon their performance) This will further support improvement initiatives.</p> <p>Portfolio holder, Director and Area Commissioner meetings with Ringways Managing Director to discuss improvements, concerns, etc.</p>

\* This is subject to an ongoing contract dispute.



## 10.6 Street lighting – Ringway’s Performance update

10.6.1 The recruitment of a permanent Street lighting Manager, site supervisor, 2 additional electricians and the use of 4 new Sub-Contractors has seen improved performance on the Contractors side with the majority of works being completed within target. Further improvement will be expected now the resource issue raised has been resolved.

10.6.2 Since the issue of the 6 Street lighting Early Warnings Notifications (EWN) back in April 2014 raising concern over Ringway’s poor performance, progress across the service provided has been significantly improved with 5 now closed.

10.6.3 EWN58 for Planned works still remains active; although improvements have been made the number of jobs exceeding the targeted 28 days has levelled off just about keeping up with the new jobs added daily (figure 1). Ringway have now employed two additional electricians to pick the backlog up and reduce the number to an acceptable level of service.

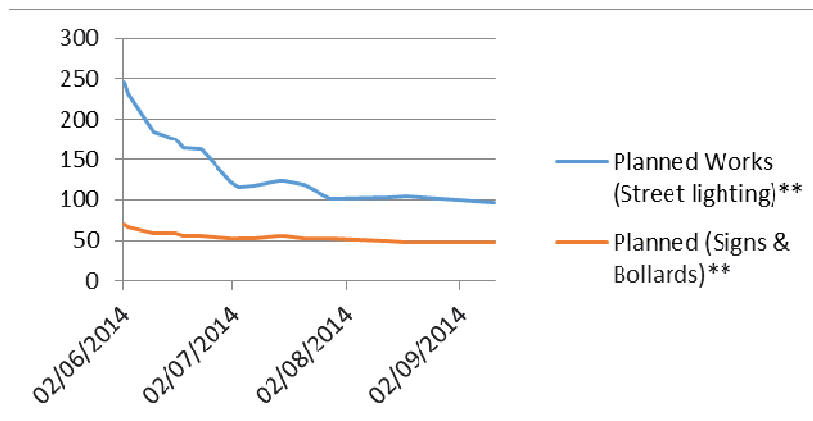


Figure 1 - Planned Works

10.6.4 Reactive maintenance (5 day faults) which was where the majority of complaints were received from members of the public due to delays on repairs is now within an acceptable level of service and needs to be maintained.

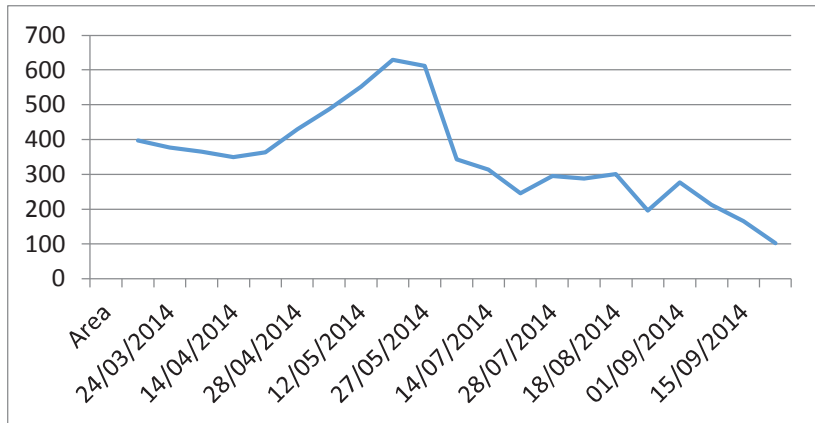


Figure 2 - Reactive Faults

- 10.7 The value of payments received and not processed has seen a significant improvement being reduced down from in excess of £100,000. Ringway still need to action (delete, amend, request partial payment of original application) an estimated £23,000 worth of works to meet the achievable target of £10,000 by the end of December 2014.
- 10.8 Payments on hold / payment requests are at a historical low. They now average less than £200,000 per month from a high point of above £700,000.
- 10.9 SC Street lighting and Ringway are currently looking at further ways to introduce a more lean working approach with the introduction of tablets for night patrols and Reactive Faults and the processes in how they are handled with the Contactor having the ability to raise jobs directly through Confirm.

## 11 Contract Management Conclusion

- 11.1 Members should view Ringway's improvement as welcomed and necessary, but belated and delayed. This has undoubtedly caused operational, reputational, contractual and financial issues since contract start. These 'legacy' issues are slowly being resolved and improvements are now beginning to emerge. Conversely it should also be recognised that it is still not sufficient in all respects.
- 11.2 It should be noted that there is a feeling (anecdotal and objective) that at present, Ringway have turned a corner, however, this does not 'mask' the issues still affecting this contract; this is detailed below and continued monitoring of contract performance will continue to maximise benefits for Shropshire tax payers.
- 11.3 The impending re-structure and review of the Environmental Maintenance and Transport Team (see 15.1) will further galvanise and support the contract and allow for further cultural, operational and joint initiative work to develop and flourish.

## **12 Weaknesses**

### **12.1 Permitting**

- Permitting has been adopted by this Council and operationally it has required both Ringway and SC to amend their approach and delivery. There have been operational issues and the transition to the permit process is ongoing and there is more collaborative work to be undertaken in terms of process, work flows and programming.
- A review of the operational impact of permitting works will be held, with both Ringway and Shropshire Council. The review will consider the approach and work flow in order to ensure that systems, processes and staff move towards the discipline that this system now requires. Long term planning and programming is relatively straight forward in terms of permits, however developing how small, reactive or response work is programmed, ordered and packaged for delivery is a joint piece of work. This work has already started with initial reviews being undertaken by all parties.
- Permitting has imposed a discipline that has to be recognised, in that the utility companies are also required to comply with the permit process, and therefore all parties need to have a sense of equitable treatment.
- There have been operation issues, exacerbated by permits and these have galvanised the need for a joint review and approach. Where there have been operational issues such as informing the general public or other compliance issues, the permit team are closely monitoring the situation.
- It is important to note that as Ringway are Shropshire Council's term maintenance contractor and any failure of permit conditions is / will be reported as a Shropshire Council failure. Therefore SC has a vested interest in working in partnership with Ringway to ensure overall performance improvement. This will be achieved by the key themes emerging in this report delivering on joint restructures, improving works ordering and programming and joint reviews to further identify improvements to technology, systems, processes and people.

### **12.2 ICT Systems**

- ICT systems have proved to be stable during 2014; however, some people and process issues still remain and SC and Ringway are working to improve this. In particular, requests for quotations that are needed to start work are not reliably being picked up by Ringway leading to delays in the progression of work overall. Significant monitoring work remains to be needed to ensure that the payments are robustly dealt with. The recent re-structure by Ringway and the appointment of Senior Supervisors and Supervisors will contribute to improving this process, as will be the case for the Council's Environmental Maintenance Team and Transport Teams.
- In April, Shropshire Council launched its permits scheme. The rules of this scheme apply to all parties working on Shropshire's roads. Working in partnership with the Council's Permits team and Ringway, the existing iPad-

based solution has been further developed to provide a workable permitting solution for gangs doing reactive maintenance that does not unduly impact on their productivity.

- There is still fundamental issues relating to IT, in regard to integrated systems. This situation is due to improve but is still not satisfactory. ETON (Electronic transfer of notices) is still not fully compliant. A map assisted programme to assist in scheduling is due to be rolled out by Ringway across all of their contracts.
- There are improvements in IT as indicated within this report and imminent roll-out of EPI E-serve project internet has been provided and is now available.

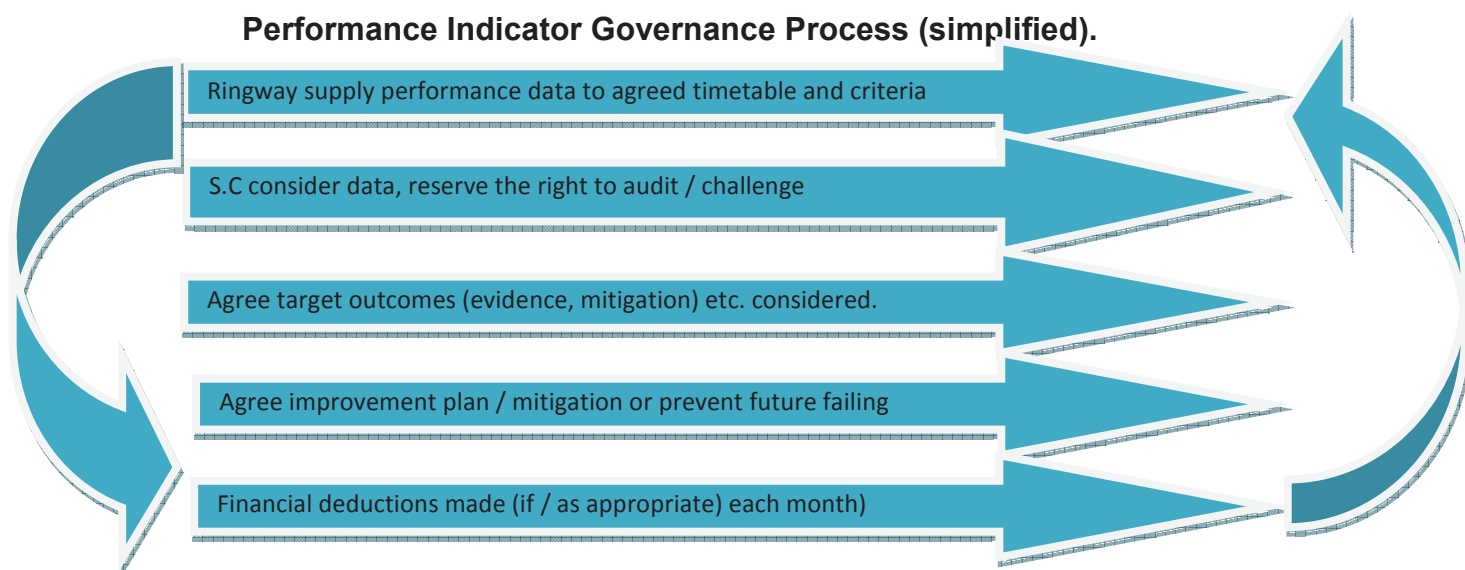
### 12.3 Ringway Staff Turnover

- Ringway staff turnover – there has been a recent restructure and reorganisation of Ringway staff. This was supported by Shropshire Council. However, the concerns are (at present):
  - The level of supervision and senior supervisors in post, to drive local operations is currently insufficient. Ringway state that this problem will be rectified. Shropshire council has issued a contract EW and assurances from Ringway have been sought and received. New appointments are anticipated imminently. Thus, there is a concern that the transition from the old to the new Ringway structure has caused some operational concerns (volume of work, committing revenue and capital budgets and noticing inconsistencies).
  - The current Ringway Contract Manager for Shropshire is leaving. A new Contract Manager will be appointed. The new appointment will be the fourth appointment into post (average of every 7.5 months).
  - Shropshire council supported the restructure and indeed a Shropshire council re-structure is imminent, to provide focus and support for contract management and operational improvements.

## 13 Performance monitoring

- 13.1 Formal performance monitoring was applied in year two of the contract; this was an agreed condition of the contract at the tender stage, prior to contract award. Actual **performance reports are attached in Appendix 1** of this report. Members will identify that the report is based upon a R.A.G (Red, Amber and Green) reporting system. Therefore acceptable and poor performance can be easily determined. Members should note that the Performance Indicators (PIs) have all been agreed, and monthly performance board meetings are held with Ringway to discuss performance.

13.2 The decision making process is summarised below:



13.3 Members will note from the report where improvements in current performance are required. These areas are being focused upon at Service Delivery, Commercial and Joint Board Meetings. This has the consequence of financial penalties being imposed upon Ringway. The financial deductions for 2013 / 2014 financial year made by Shropshire Council are £340,340. From April 2014 until June 2014 performance deductions were £73,000. Thus there is incentive for performance to improve, obviously as performance improves and financial deductions will decrease and hopefully cease. The financial deductions remain with the service and are reinvested into improvements in training, technology, maintenance to further support an improvement in service outcomes, thus there is an opportunity to invest in improving.

13.4 However, the Performance Indicators as demonstrated are showing an increasing improving trend. **It is forecast that Ringway will achieve all performance targets and thresholds by November 2014.** This will be the first time since the contract started. This will reduce performance deductions in theory to £0.

13.5 Members should also note that the PIs also act as a ‘trigger’ to extend the contract. As the performance threshold (as previously raised in this report) has to be achieved.

13.6 Members should also note that there is ongoing contractual dispute relating to the KPIs from Ringway.

## **14 Operations and Delivery**

14.1 Although there has been recent increases in the volume of work undertaken, in Shropshire council’s view this is still insufficient. This may leave the council

at risk of underutilised budgets at financial year end. Contingency plans are in place to mitigate or prevent this.

- 14.2 Sub-contractors in respect of securing sufficient quality sub-contractors into the supply chain. Where sub-contractors have been identified there have been delays or 'churn' of contractors. Currently there is a joint approach to improve these issues.
- 14.3 Sub-contractors, particularly with surface dressing and lining have previously delivered poor quality works in some cases. This has now been rectified by Ringway and improvements made and the service has now come 'in-house' and delivered directly by Ringway. Some nominated contractors have been removed from the approved suppliers list. The performance in this area is now high.
- 14.4 Part of the 2014 /15 Capital Programme of approximately £5 million was not awarded to Ringway and was externally tendered due to performance issues. However, it is more than likely that the 2015 /16 programme will return as progress on schemes has improved, especially in delivering a proportion of the £4,000,000 (DoT) programme.
- 14.5 Ringway's inability to provide detailed information restricts the ability to 'close down' works orders, thus leaving financial sums on hold and respective cash flow problems. However, this has been addressed as part of the legacy issue. Presently 'on hold' accounts are at their lowest financial value since contract start. This issue is being improved jointly.
- 14.6 Supervision of some works provided by Ringway, particularly in street lighting, depots and reactive gangs have raised some concern. These issues have been raised and where appropriate increased monitoring and auditing of works and services has been implemented. Operationally, there have been notable improvements, these can be listed as:
  - Hedge to Hedge (as previously mentioned in this report)
  - Scoping visit process now in place to quantify and cost work programmes. Historical and legacy issues have now been 'managed out of the system'.
  - Financial 'legacy' issues improving and will allow managers time to focus on continual improvement rather than contract and performance negotiations.
  - Sustained high performance in Street Scene since the last report
  - Some ICT initiatives such as Confirm on Demand, EPI, iPads etc.
- 14.7 It should be noted that Ringway received written praise from Shrewsbury Town Council following their commitment to assist in the 'Britain in Bloom' preparations. Also other market towns and villages received positive comments within their judge's reports relating to the cleanliness and presentation of towns and villages.
- 14.8 Shropshire Council's Officers have worked with Ringway to ensure there is improvement in the service and this will continue through joint workshops, European Foundation for Quality Management assessments and joint 'Lean'

reviews etc. There is also collaborative working being undertaken to move the service teams towards co-location and a one team approach between the council, Ringway and our term engineering consultants (Mouchel).

- 14.9 Shropshire Council, with Ringway has sought to encourage improvement by;
- Holding regular high level meetings which include Portfolio Holder, Director, Area Commissioner and Ringway Managing Director discussing, monitoring responses and prioritisations, work programmes, i.e. all operational and commercial issues as appropriate with Ringway and determining a way forward on service delivery
  - Extending or refurbishing highways depots to encourage integration of staff and to foster a joint working culture and implementing a £1,500,000 million improvement programme.
  - Initiating and hosting improvement workshops for operations with all levels of staff from Shropshire Council and Ringway to improve processes, planning, and understanding and developing improvements in operation and delivery. Workshops have been held on an annual basis in order to identify and sustain service improvement. The workshops directly link to service issues experienced and demonstrate how jointly these issues are being managed jointly.
  - Applying effective contract management thus:
    - Issue of early warnings
    - Performance deductions
    - Removal of capital programme
    - Raising issues at Managing Director level with Ringway
    - Providing management 'insight'
    - Creating an improvement process to encourage delivery
    - Challenging staff
    - Challenging management practices
    - In short acting as an 'intelligent client'

**15** SC has a further role to play in improving its advanced programme of work. This work has commenced with the Integrated Programme Team which is developing programmes for 2015 /16 delivery. SC, both independently and in collaboration with Ringway needs to expedite the entire spectrum of this work to contribute to improved contract outcomes.

## **16 Future Plans**

16.1 A review of Environmental Maintenance in being discussed and prepared with the business improvement team, this review will identify improvements to the service in approach, systems and processes. This will have the outcome of developing a three year improvement plan in redesigning the way services are approached and delivered.

16.2 Develop an integrated management team of the strategic highways functions to further drive efficiencies, savings and improvement in the operation and overview of Ringway across the highways and transport portfolio. An

improved Shropshire Council structure has been developed and subject to approval will provide for new and revised posts to further support contract and contractor delivery. This increased focus and move towards commissioning performance based work will allow further improvements to be gained.

- 16.3 The implementation of Confirm on Demand will assist all staff in electronic ordering, sourcing historical information etc. This development by SC will have increased managerial and operational benefits.

**List of Background Papers (This MUST be completed for all reports, but does not include items containing exempt or confidential information)**

Minutes of Protecting and Enhancing the Environment Scrutiny Committee

January 2013

**Cabinet Member (Portfolio Holder)**

Councillor Claire Wild

**Local Member**

All Members

**Appendices**

Appendix 1 – Performance Reports

Appendix 2 – Upheld Ringway Operational Complaints



Service KPI Matrix - Monthly RAG Output (January 2014)		KPI											Count of Services using this KPI		KPI Weighting	
Contract Objective	KPI	Measurement Frequency / year	a	b	c	d	e	g	h	i	k					
1 Right first time	1.1 No defects in Works & Services on leaving site or at stated completion	12		+3.0%	+4.0%	+2.0%	+8.0%	+3.0%	x	x	+6.0%	8	13.50%			
1 Right first time	1.2 No defects in Works & Services during maintenance period (latent defects)	12		+6.0%	+6.0%	+2.0%					+6.0%	4	7.50%			
1 Right first time	1.3 No defects in Data, Records & Reports	12	+1.0%	+0.0%	+4.0%	+2.0%	+3.0%	+5.0%	x	x	+7.0%	9	9.00%			
2 On time	2.1 On time Works & Service delivery	12		+3.0%	-10.0%	+0.0%	+8.0%	+5.0%	x	x	+6.0%	8	10.00%			
2 On time	2.2 On time Callout availability and attendance	12		+0.0%		+0.0%	+0.0%	+0.0%	x	x	+0.0%	7	2.50%			
2 On time	2.3 On time Data, Records and Reports	12	+0.0%	+0.0%	+1.0%	+1.0%	+7.0%	+0.0%	x	x	+0.0%	9	7.50%			
2 On time	2.4 On time TMA Notices	12			-1.0%						+0.0%	1	2.50%			
2 On time	2.5 On time Quality Inspections and Audits	12	x			x						2	2.50%			
3 At agreed price	3.1 Invoices accurately reflect agreed measures and quotations	12		+0.0%							+0.0%	2	10.00%			
4 Without Injury	4.1 Satisfactory H&S Audit reports	12		+0.0%							+0.0%	2	4.00%			
4 Without Injury	4.2 On time H&S Audit reports	12		+0.0%							+0.0%	2	1.00%			
4 Without Injury	4.3 On time H&S training delivery	12		+0.0%								1	2.50%			
4 Without Injury	4.4 Declining annual accident rate	1	x									1	2.50%			
5 User satisfacto	5.1 User satisfaction confirmed by questionnaire	12						x				5	7.50%			
5 User satisfacto	5.2 Satisfaction with asset availability	12	x			-0.2%		x				3	7.50%			
6 Environmental I	6.1 Waste minimisation	1	x									1	4.00%			
6 Environmental I	6.2 Reduction of total CO <sub>2</sub> emissions	1	x									2	3.00%			
6 Environmental I	6.3 Satisfactory Environmental Audit reports	12		+4.0%							+10.0%	2	3.00%			
Count of KPIs		18	12	6	7	8	6	7	6	5	12	69	100.00%			

Key

- +2.0%
  - 3.0%
  - 3.0%
  - 7.0%
  - x
- KPI Score for Service-KPI exceeded Target by this value  
 KPI failed target by this value (but was within tolerance with respect to extensions)  
 KPI failed target by this value (but assigned "Green" by KPI Core Group)  
 KPI failed target by this value (AND exceeded tolerance with respect to extensions)  
 Not scored / no data available

Service KPI Matrix - Monthly RAG Output (February 2014)		Key											Count of KPIs	
Contract Objective	KPI	Measurement Frequency / year	a	b	c	d	e	g	h	i	k	Count of Services using this KPI	KPI Weighting	
1 Right first time	1.1 No defects in Works & Services on leaving site or at stated completion	12		+2.0%								8	13.50%	
1 Right first time	1.2 No defects in Works & Services during maintenance period (latent defects)	12		+6.0%	+6.0%	+2.0%						4	7.50%	
1 Right first time	1.3 No defects in Data, Records & Reports	12	+0.0%	+0.0%	+6.0%	+0.0%	+5.0%					9	9.00%	
2 On time	2.1 On time Works & Service delivery	12		+0.0%	-8.0%	-25.0%						8	10.00%	
2 On time	2.2 On time Callout availability and attendance	12		+0.0%		+0.0%						7	2.50%	
2 On time	2.3 On time Data, Records and Reports	12	+2.0%	+0.0%	+3.0%	+0.0%	+7.0%	+2.0%				9	7.50%	
2 On time	2.4 On time TMA Notices	12			+0.0%							1	2.50%	
2 On time	2.5 On time Quality Inspections and Audits	12	x									2	2.50%	
3 At agreed price	3.1 Invoices accurately reflect agreed measures and quotations	12		+0.0%								2	10.00%	
4 Without Injury	4.1 Satisfactory H&S Audit reports	12		+0.0%								2	4.00%	
4 Without Injury	4.2 On time H&S Audit reports	12		+0.0%								2	1.00%	
4 Without Injury	4.3 On time H&S training delivery	12		+0.0%								1	2.50%	
4 Without Injury	4.4 Declining annual accident rate	1	x									1	2.50%	
5 User satisfactio	5.1 User satisfaction confirmed by questionnaire	12										5	7.50%	
5 User satisfactio	5.2 Satisfaction with asset availability	12	x									3	7.50%	
6 Environmental I	6.1 Waste minimisation	1		x								1	4.00%	
6 Environmental I	6.2 Reduction of total CO <sub>2</sub> emissions	1		x								2	3.00%	
6 Environmental I	6.3 Satisfactory Environmental Audit reports	12		+5.0%								2	3.00%	
Count of KPIs			12	6	7	8	6	7	6	5	12	69	100.00%	

Key  
+2.0% KPI Score for Service-KPI exceeded Target by this value  
-3.0% KPI failed target by this value (but was within tolerance with respect to extensions)  
-7.0% KPI failed target by this value (AND exceeded tolerance with respect to extensions)  
x Not scored / no data available

Service KPI Matrix - Monthly RAG Output (March 2014)		Contract Administration											Count of Services using this KPI	KPI Weighting
Contract Objective	KPI	Measurement Frequency / year	a	b	c	d	e	g	h	i	k			
1 Right first time	1.1 No defects in Works & Services on leaving site or at stated completion	12		+3.0%									8	13.50%
1 Right first time	1.2 No defects in Works & Services during maintenance period (latent defects)	12		+6.0%		+2.0%							4	7.50%
1 Right first time	1.3 No defects in Data, Records & Reports	12	+0.0%	+0.0%	+6.0%	+2.0%							9	9.00%
2 On time	2.1 On time Works & Service delivery	12		+3.0%	+0.0%	-5.0%							8	10.00%
2 On time	2.2 On time Callout availability and attendance	12		+0.0%		+0.0%							7	2.50%
2 On time	2.3 On time Data, Records and Reports	12	+2.0%	+0.0%	+3.0%	+0.0%							9	7.50%
2 On time	2.4 On time TMA Notices	12			+0.0%								1	2.50%
2 On time	2.5 On time Quality Inspections and Audits	12	+3.0%										2	2.50%
3 At agreed price	3.1 Invoices accurately reflect agreed measures and quotations	12	+0.0%										2	10.00%
4 Without Injury	4.1 Satisfactory H&S Audit reports	12	+0.0%										2	4.00%
4 Without Injury	4.2 On time H&S Audit reports	12	+0.0%										2	1.00%
4 Without Injury	4.3 On time H&S training delivery	12	+0.0%										1	2.50%
4 Without Injury	4.4 Declining annual accident rate	1	-80.0%										1	2.50%
5 User satisfactio	5.1 User satisfaction confirmed by questionnaire	12	x										5	7.50%
5 User satisfactio	5.2 Satisfaction with asset availability	12											3	7.50%
6 Environmental I	6.1 Waste minimisation	1	+23.7%										1	4.00%
6 Environmental I	6.2 Reduction of total CO <sub>2</sub> emissions	1	-5.0%										2	3.00%
6 Environmental I	6.3 Satisfactory Environmental Audit reports	12	+5.0%										2	3.00%
Count of KPIs		18	12	6	7	8	6	7	6	5	12	69	100.00%	

Key

- +2.0% KPI Score for Service-KPI exceeded Target by this value
- 3.0% KPI failed target by this value (but was within tolerance with respect to extensions)
- 3.0% KPI failed target by this value (but assigned "Green" by KPI Core Group)
- 7.0% KPI failed target by this value (AND exceeded tolerance with respect to extensions)
- x Not scored / no data available

Service KPI Matrix - Monthly RAG Output (April 2014)			a	b	c	d	e	g	h	i	k	Count of Services using this KPI	KPI Weighting
Contract Objective	KPI	Measurement Frequency / year	Contract Administration	Reactive Highway Works	Programmed H'way Works & Schemes	Street Lighting	Grounds Maintenance	Street Cleansing	Winter Service	Emergency Response Service	Vehicle & Equip Maintenance		
1 Right first time	1.1 No defects in Works & Services on leaving site or at stated completion	12		+3.0%	+0.0%	+0.0%	X	X	X	X	X	8	13.50%
1 Right first time	1.2 No defects in Works & Services during maintenance period (latent defects)	12		+4.0%	+5.0%	+2.0%					+4.0%	4	7.50%
1 Right first time	1.3 No defects in Data, Records & Reports	12	+1.0%	+0.0%	+0.0%	+0.0%	+2.0%	+5.0%	X	X	+5.0%	9	9.00%
2 On time	2.1 On time Works & Service delivery	12		+4.0%	+1.0%	-58.0%	+5.0%	+3.0%	X	X	+5.0%	8	10.00%
2 On time	2.2 On time Callout availability and attendance	12		+0.0%		+0.0%	+0.0%	+0.0%	X	X	+0.0%	7	2.50%
2 On time	2.3 On time Data, Records and Reports	12	+1.0%	+0.0%	+0.0%	-5.0%	X	+0.0%	X	X	+0.0%	9	7.50%
2 On time	2.4 On time TMA Notices	12			+0.0%				X			1	2.50%
2 On time	2.5 On time Quality Inspections and Audits	12	+2.0%			-98.0%						2	2.50%
3 At agreed price	3.1 Invoices accurately reflect agreed measures and quotations	12	+0.0%								+0.0%	2	10.00%
4 Without Injury	4.1 Satisfactory H&S Audit reports	12	+0.0%								+0.0%	2	4.00%
4 Without Injury	4.2 On time H&S Audit reports	12	-1.0%								+0.0%	2	1.00%
4 Without Injury	4.3 On time H&S training delivery	12	+0.0%									1	2.50%
4 Without Injury	4.4 Declining annual accident rate	1	X									1	2.50%
5 User satisfactio	5.1 User satisfaction confirmed by questionnaire	12	X		X		X	X			X	5	7.50%
5 User satisfactio	5.2 Satisfaction with asset availability	12				-1.1%		+4.0%			+0.0%	3	7.50%
6 Environmental I	6.1 Waste minimisation	1	X									1	4.00%
6 Environmental I	6.2 Reduction of total CO <sub>2</sub> emissions	1	X								X	2	3.00%
6 Environmental I	6.3 Satisfactory Environmental Audit reports	12	+3.0%								+8.0%	2	3.00%
Count of KPIs			12	6	7	8	6	7	6	5	12	69	100.00%
Key			KPI Score for Service-KPI exceeded Target by this value										
			KPI failed target by this value (but was within tolerance with respect to extensions)										
			KPI failed target by this value (AND exceeded tolerance with respect to extensions)										
			Not scored / no data available										

Service KPI Matrix - Monthly RAG Output (May 2014)		Contract Administration											Count of Services using this KPI		KPI Weighting	
Contract Objective	KPI	Measurement Frequency / year	a	b	c	d	e	g	h	i	k					
1 Right first time	1.1 No defects in Works & Services on leaving site or at stated completion	12		+3.0%	+3.0%	+2.0%		x	x	x	x		8	13.50%		
1 Right first time	1.2 No defects in Works & Services during maintenance period (latent defects)	12		+4.0%	+5.0%	+1.0%						+4.0%	4	7.50%		
1 Right first time	1.3 No defects in Data, Records & Reports	12	+1.0%	+0.0%	+4.0%	+0.0%		+2.0%	x	x		+5.0%	9	9.00%		
2 On time	2.1 On time Works & Service delivery	12		+4.0%	-1.0%	-4.81%		+5.0%	x	x		+5.0%	8	10.00%		
2 On time	2.2 On time Callout availability and attendance	12		+0.0%		+0.0%		+0.0%	x	x		+0.0%	7	2.50%		
2 On time	2.3 On time Data, Records and Reports	12	+1.0%	+0.0%	+2.0%	+0.0%		x		x		+0.0%	9	7.50%		
2 On time	2.4 On time TMA Notices	12			+0.0%								1	2.50%		
2 On time	2.5 On time Quality Inspections and Audits	12	+2.0%			+0.0%							2	2.50%		
3 At agreed price	3.1 Invoices accurately reflect agreed measures and quotations	12	+0.0%									+0.0%	2	10.00%		
4 Without Injury	4.1 Satisfactory H&S Audit reports	12	+0.0%									+0.0%	2	4.00%		
4 Without Injury	4.2 On time H&S Audit reports	12	-1.0%									+0.0%	2	1.00%		
4 Without Injury	4.3 On time H&S training delivery	12	+0.0%										1	2.50%		
4 Without Injury	4.4 Declining annual accident rate	1	x										1	2.50%		
5 User satisfacto	5.1 User satisfaction confirmed by questionnaire	12	x					x					5	7.50%		
5 User satisfacto	5.2 Satisfaction with asset availability	12				-0.81%			x				3	7.50%		
6 Environmental I	6.1 Waste minimisation	1	x										1	4.00%		
6 Environmental I	6.2 Reduction of total CO <sub>2</sub> emissions	1	x										2	3.00%		
6 Environmental I	6.3 Satisfactory Environmental Audit reports	12	+3.0%									+8.0%	2	3.00%		
Count of KPIs		18	12	6	7	8	6	7	6	5	12		69	100.00%		

Key

- +2.0% KPI Score for Service-KPI exceeded Target by this value
- 3.0% KPI failed target by this value (but was within tolerance with respect to extensions)
- 7.0% KPI failed target by this value (AND exceeded tolerance with respect to extensions)
- x Not scored / no data available
- KPI tolerance colour manually adjusted

Service KPI Matrix - Monthly RAG Output (June 2014)																
Contract Objective	KPI	Measurement Frequency / year	Contract Administration											Count of Services using this KPI	KPI Weighting	
			a	b	c	d	e	g	h	i	k					
1 Right first time	1.1 No defects in Works & Services on leaving site or at stated completion	12		+3.0%	+3.0%	+2.0%		X		X		X	X	X	8	13.50%
1 Right first time	1.2 No defects in Works & Services during maintenance period (latent defects)	12		+4.0%	+5.0%	+2.0%									4	7.50%
1 Right first time	1.3 No defects in Data, Records & Reports	12	+1.0%	+0.0%	+4.0%	+1.0%		+2.0%	+5.0%	X	X	X			9	9.00%
2 On time	2.1 On time Works & Service delivery	12		+4.0%	-2.0%	-8.0%		+5.0%	+3.0%	X	X	X	X	X	8	10.00%
2 On time	2.2 On time Callout availability and attendance	12		+0.0%		+0.0%		+0.0%	+0.0%	X	X	X	X	X	7	2.50%
2 On time	2.3 On time Data, Records and Reports	12	+1.0%	+0.0%	+2.0%	+0.0%		X	+0.0%			X	X	9	7.50%	
2 On time	2.4 On time TMA Notices	12			+0.0%								X	1	2.50%	
2 On time	2.5 On time Quality Inspections and Audits	12	+2.0%			+0.0%								2	2.50%	
3 At agreed price	3.1 Invoices accurately reflect agreed measures and quotations	12	+0.0%											2	10.00%	
4 Without Injury	4.1 Satisfactory H&S Audit reports	12	+0.0%											2	4.00%	
4 Without Injury	4.2 On time H&S Audit reports	12	+0.0%											2	1.00%	
4 Without Injury	4.3 On time H&S training delivery	12	+0.0%											1	2.50%	
4 Without Injury	4.4 Declining annual accident rate	1	X											1	2.50%	
5 User satisfacto	5.1 User satisfaction confirmed by questionnaire	12	X		X			X	X					5	7.50%	
5 User satisfacto	5.2 Satisfaction with asset availability	12	X			-0.53%		X	+4.0%					3	7.50%	
6 Environmental	6.1 Waste minimisation	1	X											1	4.00%	
6 Environmental	6.2 Reduction of total CO <sub>2</sub> emissions	1	X											2	3.00%	
6 Environmental	6.3 Satisfactory Environmental Audit reports	12	+3.0%											2	3.00%	
Count of KPIs			12	6	7	8	6	7	6	5	12	69	100.00%			
Key			KPI Score for Service-KPI exceeded Target by this value													
			KPI failed target by this value (but was within tolerance with respect to extensions)													
			KPI failed target by this value (AND exceeded tolerance with respect to extensions)													
			Not scored / no data available													
			X													

Service KPI Matrix - Monthly RAG Output (July 2014)														
Contract Objective	KPI	Measurement Frequency / year	Contract Administration											
			a	b	c	d	e	g	h	i	k	Count of Services using this KPI	KPI Weighting	
1 Right first time	1.1 No defects in Works & Services on leaving site or at stated completion	12		+3.0%	+3.0%	+2.0%	X	X	X	X	X	X	8	13.50%
1 Right first time	1.2 No defects in Works & Services during maintenance period (latent defects)	12		+4.0%	+5.0%	+2.0%							4	7.50%
1 Right first time	1.3 No defects in Data, Records & Reports	12	+1.0%	+0.0%	+4.0%	+1.0%	X	X	X	X	X	9	9.00%	
2 On time	2.1 On time Works & Service delivery	12		+4.0%	-2.0%	-27.0%	X	X	X	X	X	8	10.00%	
2 On time	2.2 On time Callout availability and attendance	12		+0.0%	+0.0%	+0.0%	X	X	X	X	X	7	2.50%	
2 On time	2.3 On time Data, Records and Reports	12	+1.0%	+0.0%	+2.0%	+0.0%	X	X	X	X	X	9	7.50%	
2 On time	2.4 On time TMA Notices	12			+0.0%							1	2.50%	
2 On time	2.5 On time Quality Inspections and Audits	12	+2.0%			+0.0%						2	2.50%	
3 At agreed price	3.1 Invoices accurately reflect agreed measures and quotations	12	+0.0%									2	10.00%	
4 Without Injury	4.1 Satisfactory H&S Audit reports	12	+0.0%									2	4.00%	
4 Without Injury	4.2 On time H&S Audit reports	12	+0.0%									2	1.00%	
4 Without Injury	4.3 On time H&S training delivery	12	+0.0%									1	2.50%	
4 Without Injury	4.4 Declining annual accident rate	1	X									1	2.50%	
5 User satisfactorio	5.1 User satisfactorio confirmed by questionnaire	12	X				X	X	X	X	X	5	7.50%	
5 User satisfactorio	5.2 Satisfactorio with asset availability	12	X			-0.69%	X	X	X	X	X	3	7.50%	
6 Environmental I	6.1 Waste minimisation	1	X									1	4.00%	
6 Environmental I	6.2 Reduction of total CO <sub>2</sub> emissions	1	X									2	3.00%	
6 Environmental I	6.3 Satisfactorio Environmental Audit reports	12	+3.0%									2	3.00%	
Count of KPIs			18									69	100.00%	
Key			+2.0%	-3.0%	-7.0%	X	KPI Score for Service-KPI exceeded Target by this value						69	100.00%
							KPI failed target by this value (but was within tolerance with respect to extensions)							
							KPI failed target by this value (AND exceeded tolerance with respect to extensions)							
							Not scored / no data available							

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Service area	Type	Type of comp	Case Details (extract from CSC reports)
Street lights	Delay in repair	Ringway - operational	Three weeks ago I informed street lighting that two consecutively placed street lamps on the footpath leading from Grangefields to Roman Road were not working. I received a jargon-laden copy of a contractors form stating that they would be repaired in 7-10 days. Although these lamps have existed for TEN years they are not identifiable by numbers. The lamps are on the most dangerous and darkest part of the path between the red-brick road part of Grangefields and the Childrens Play Area on the Masterfield.. Can these be repaired before next summer ?
Street scene	Not regularly cleaned	Ringway - operational	There has been no improvement on cleaning the path that leads from the post office car park to Dairy close. The path always has rubbish ( fast food coantainers tin cans etc) and dog muck and never seems to have a regular clean. There is also a small parcel of land to left as you are walking to Dairy close opposite numbers 22 and 23 which no one seems to clean up .
Street scene	Poor sweeping by ringway	Ringway - operational	Road sweeper shot up road this morning making no effort to actually sweep the road properly. He went straight up and straight back avoiding the edges of the road and the curves in the road and turned on her neighbours driveway leaving tyre tracks on the driveway.
Street scene	Not cleaned often enough	Ringway - operational	Mrs X has called as she would like to make a complaint against amey mouchel and their contractors ringway. She has been in contact with an employee who has said many times that the A5 mainly between edgebold and Preston roundabout will be cleared of the large quantity of litter on the road side. As nothing has been done she felt that making a complaint through Shropshire Council would be best.
Street scene	Grass cutting poor standard	Ringway - operational	Customer making 'an official complaint' this year about grass verges that were cut in his area yesterday. 'I've never seen such a mess in all my life.' He wanted to make a point that in his area 'we get no pavements, no lights, no drainage from you guys, just the grass cutting' and that 'it was not even cut in some places' just 'skimmed' about 1-2ft high still. It's 'not their usual standard' and he called it 'disgusting'.

Service area	Type	Type of comp	Case Details (extract from CSC reports)
Street scene	Grass cuttings blown in customers eyes	Ringway - operational	Today, 2nd July 2014 at about 12pm, the customer was walking at Frankwell Island in Shrewsbury. 2 council / contractors had been cutting the grass opposite the Bucks Head PH and were using leaf blowers to clear all the grass clippings, leaves and debris. The customer was walking towards them and could only avoid the blowers by walking in the road, which was very busy. They did not stop what they were doing or redirect the blowers and she was covered in dust and debris and her eyes were full of dust, even though she was wearing glasses. Ironically the workers were wearing protective overalls and goggles. She finds this unacceptable as they should have shown more consideration.
Street scene	Grass not cut often enough	Ringway - operational	I wish to complain about the lack of grass cutting that takes place by Shropshire Council specifically in Aspen Grange. A large rectangular communal section of grass adjacent my property very rarely gets cut compared to the rest of the village ). The area is often left unattended (as is now) for long periods of time. When finally attended too huge lumps of grass are left leaving a total mess, unusable for all. I am aware of cutbacks in services but this is totally unacceptable. Could you please explain to me why AG appears forgotten and why when actually cut it's left in such a mess (mounds of cut grass and long strands which have not been cut correctly) I look forward to your response

Service area	Type	Type of comp	Case Details (extract from CSC reports)
Street scene	Pavements and gutters in poor state	Ringway - operational	Email dated wednesday 13/08/2014: Issue report done to highways and street scene. I wish to make the strongest possible complaint about the state of the Pavements and Gutters in the village of Dorrington. The general state of the village is very poor with overgrown hedges and verges. The seat in the centre of the village opposite the Hairdressers on A49 is unusable as it is overgrown with weeds. There are weeds growing in the pavements both on A49 and Church Road also weeds in the gutters stopping the flow of water to the drains when it rains. There is debris surrounding the telephone kiosk on the A49 near the village shop. There is soil on the pavement by The Old Hall Restaurant . All pavements and gutters in the village need checking. The entrance to the village is a disgrace with the verges and hedgerows covered with litter which has been thrown out of cars.Drains in the village need roding before we have bad weather in the Autumn. The surface of pavements on A49 and in Church Road need resurfacing as they are dangerous. I am utterly amazed that local Councillors don't notice or seem to care about Dorrington Village.Please treat this complaint with some urgency. Thank you.
Street scene	Verge not mowed	Ringway - operational	VERGES OPPOSITE CUSTOMER PROPERTY ARE NOT CUT - OTHER PARTS OF THE LANE ARE AND FEELS THAT DESPITE PAYING THE SAME RATES AS HIS NEIGHBOURS HE IS GETTING POORER SERVICES CUSTOMER RAISED THIS ISSUE LAST YEAR BUT RECEIVED NO RESPONSE, HE HAS RAISED AGAIN THIS YEAR AND STILL RECEIVED NO RESPONSE.
Highways	Surface dressing - tar & stones stuck to vehicle	Ringway - operational	Customer would like to complain about the way the A41 near Shifnal has been resurfaced. The signage and traffic control has been well run it is the cheap way than the work has been undertaken is what is concerning him. The chippings are being carried for 5 miles past the works, the large wheels on the construction trucks don't have tread so are carrying the chippings so far.
Highways	Surface dressing - tar & stones stuck to vehicle	Ringway - operational	Damage to car tyres and brake discs caused by having to drive over surface dressing works being carried out on the B4176 from rudge heath and the claverley turn off after the woodman inn.

Service area	Type	Type of comp	Case Details (extract from CSC reports)
Highways	Surface dressing - flying stones	Ringway - operational	Regarding surface dressing taking place on the A442 during 15.07.13, I had slowed down to less than 20mph well before the work, this was at a point where cars coming in the other direction had left the surface dressing area and were starting to accelerate over the loose stones that had been moved forwards up the road by the traffic. I had my window down due to the outside temp being 30 degrees as cars past me loose stones were being flicked up. My car was showered with stones several hit the windscreen and also entered my side open window one of which hit me in the eye causing me to lose my vision I had to brake and stop my car.
Highways	Lining work spoiled fence	Ringway - operational	Tregarthen Lane, SY10 8LF works being done on the road "by the council" sprayed fluorescent numbering on customers fence. Customer will be reporting to the police criminal damage.
Highways	Delay in attendance	Ringway - operational	On Saturday the 23rd. of November at 20:35, Telford Police rang to report an accident in Shifnal, Outside New House Farm TF11 8JH. Road needed to be cleared from oil spillage. Inspector rang again at 21:50 and then a 3rd. time as Highways didn't turn up, final call at 23:15. Complaint reported by Shrewsbury Police Officer
Highways	Emptied gully cleaner on path	Ringway - operational	Drains have been cleared today (27/1/14) and when the gully cleaner had emptied the drains he spilt the contents on the road and the footpath outside numbers 3 & 4 Haresfield, Shrewsbury and the entrance to the woods.

Service area	Type	Type of comp	Case Details (extract from CSC reports)
Highways	Discourteous staff	Ringway - operational	There have been issues between the Ringways crew doing the work and the customer - on either 24th or 25th of March 2014 at least 2 of the team were rude to the customer's wife and refused to give her access to her drive. The team have closed the road for the duration of the works being done. They're using old signs which are misleading, including Road Closed signs and these signs were put on both entrances to the road so no access was available. No diversion signs were used. Today - the roller was parked on the customer's drive without authorisation to be on the customer's property. No access is being given to the road. There has been no notification of when the team will be there to do the works so the customer has not been able to plan for these works and for the problems with access to the road. The manner, demeanour and standard of service that the customer has received from each of the crew has been very poor.
Highways	Gully emptier emptied on private land	Ringway - operational	I am extremely unhappy that the contractors who recently emptied gullies in our area smashed fencing around a gully leaving it on the ground and the adjacent grazing field open to the road. They then emptied the gully contents through the hedge opposite into my organic land. I have photos and will send them via twitter if necessary. : Roadside gully on Mill Lane, Kemberton
Highways	Swearing workers	Ringway - operational	Customer has called today to say that today the highways team are re doing the pavement and all she has heard this morning is the team swearing. They have been swearing since 8 this morning and woke customer up and she is not impressed they are doing this out in the open when there are children around. Customer would like something to be done and she would like a call back so please call her back. Thanks Customer has also said that they are not doing much work they have just been sat in the van for the past half hour.
Highways	Gully emptier emptier left a mess	Ringway - operational	Customer is unhappy the the gully on the highway outside his property was cleared today (13/08/14) and all the muck, stones, grit, cigarette butts, rain water has covered the front of his period black & white property. Customer is very unhappy with this.

Service area	Type	Type of comp	Case Details (extract from CSC reports)
Highways	Inconvenience caused during resurfacing	Ringway - operational	Nearly 4 weeks ago customer contacted SC re tarmacing and damage to car at Button Oak. Customer has not heard anything since even though two weeks ago they chased the issue raised originally.