Appendix I – Contract Key Performance Indicators

Performance Management and Performance Indicators

Purpose

The Performance Indicators have been selected to assess performance of the aspects of the Contract most important to the *Client*. Namely, that the work is delivered on time and to the correct standard.

The Performance Indicators have been selected to provide an overall assessment of *Contractor* performance. There are two types of Performance Indicator – Primary Performance Indicators (PPIs) and Secondary Performance Indicator (SPIs). They are set out below in sections below Primary Performance Indicators and Secondary Performance Indicators.

Primary Performance Indicators have been selected to represent the strategic measures that demonstrate the *Contractor*'s performance in delivering key contractual requirements based on specific measures and data. Secondary Performance Indicators are a self-assessment by the *Contractor* to measure overall performance.

Performance Indicators will be used to identify areas for improvement and demonstrate the *Contractor*'s performance in meeting both contractual requirements and the strategic aims and objectives of the *Client* as well as for work reallocation where required.

Lots

Only relevant Performance Indicators will be required to be measured and will be applicable for each individual Lot.

All Performance Indicators will be applicable to Lot 1.

As a minimum, the following Primary Performance Indicators will be applicable to Lot 2: PPI 4, PPI 6, PPI 7, PPI 8, PPI 9, PPI 10, PPI 11. All Secondary Performance Indicators will be applicable to Lot 2.

If additional works are instructed via Lot 2, the relevant Primary Performance Indicators will be applicable for those works. I.e. If Lot 2 is instructed to carry out Cat 2 reactive maintenance repairs, then PPI 2 will be measured and applicable.

Targets, and Red Amber Green levels.

The tables in in (Primary Performance Indicators) and (Secondary Performance Indicators) show the Red, Amber and Green Levels of delivery. Green shows that the *Contracto*r's performance is at or greater than the target level expected by the *Client*, Amber shows that the *Contractor*'s performance is just below the target and Red shows that the *Contractor*'s performance is below the Amber level, and therefore well below the acceptable standard.

The Target figures, including the red amber green boundaries for the following reporting year may be amended annually at the discretion of the *Client* in the last quarter of the contract year. The Targets may also be amended at any time upon mutual agreement with the *Contractor* and the *Client*.

Methods of Calculation - PPIs

The Primary Performance Indicators will be calculated in accordance with the instructions stated in the definition sheets.

Performance Monitoring & Reporting

The *Contractor* collects, collates and reports performance data against all of the Performance Indicators. The scores are reported to the *Client* monthly or quarterly using a format agreed by the *Client* and *Contractor as part of the* Monthly Progress Report. Secondary Performance Indicators are reported monthly.

If requested by the *Client* the *Contractor*:

- Provides additional performance data against the Performance Indicators;
- Provides further information to back up the performance data reported
- Sub-divides the performance data reported

The *Contractor* develops an Action Plan for any Performance Indicator that meets any of the following criteria:

- Any Performance Indicator in Red status
- Any Performance Indicator in Amber status for 3 consecutive reporting periods
- Any Performance Indicator in Amber status for 3 out of 5 reporting periods.

The *Contractor*'s Action Plan details what the *Contractor* will do to improve performance up to the target level. The *Contractor* develops the Action Plan in consultation with the *Client*. Action Plans include timescales for implementation and require sign off by the *Client*.

The *Contractor* is responsible for collecting collating and reporting performance data against the Performance Indicators. However, the *Client* reserves the right to check and amend the scores wherever deemed necessary in order that the scores accurately reflect the *Contractor*'s performance. For the avoidance of doubt, the *Client* has the final decision on what scores are recorded.

Primary Performance Indicators

PI number	Performance Theme (Outcome)	PI Title	**Red**	**Amber**	**Green (Target)**	Measured Timescale
PPI 1	Public Safety	Percentage of Cat 1 defects repaired on time	≤94.99 %	95.00 to 97.99 %	≥98.00 %	Monthly
PPI 2		Percentage of Cat 2 defects repaired on time	≤94.99 %	95.00 to 97.99 %	≥98.00 %	Monthly
PPI 3		Percentage of ECOs attended and appropriate action taken on time	≤94.99 %	95.00 to 97.99 %	≥98.00 %	Monthly
PPI 4	Reduced Disruption on Network	Percentage of works complying with the TMA requirements	≤91.99 %	92.00 to 94.99%	≥95.00 %	Monthly
PPI 5	Effective Maintenance Delivery	Delivery of Gully Cleaning to Programme	≤86.99 %	87.00 to 89.99%	≥90.00 %	Monthly
PPI 6	Responsible Procurement	Percentage of Construction and Demolition waste reused or recycled	≤91.99 %	92.00 to 94.99%	≥95.00 %	Quarterly
PPI 7		Percentage of recycled and / or green products procured	≤44.99 %	45.00 to 49.99%	≥50.00 %	Quarterly
PPI 8	Effective Scheme Delivery	Percentage of Minor Tasks and Schemes completed on Time	≤91.99 %	92.00 to 94.99%	≥95.00 %	Monthly
PPI 9		Percentage of Scheme where defects were rectified within the required time	≤94.99 %	95.00 to 97.99 %	≥98.00 %	Monthly

PPI 10	Contract Requirements Fulfilled	Percentage of Quotations provided within the required timescales	≤91.99 %	92.00 to 94.99%	≥95.00 %	Monthly
PPI 11		Timely Response to Early Warnings and Compensation Events	≤86.99 %	87.00 to 89.99%	≥90.00 %	Monthly
PPI 12 (1,2,3 etc.)	Effective Scheme Delivery	Percentage of Actual Spend Against Profile Spend	≤86.99 %	87.00 to 89.99%	≥90.00 %	Monthly

Secondary Performance Indicators

	Date:				Contractor Score:		0.0%	
				Target				
	Unacceptable	Poor	Adequate	Satisfactory	Good	Excellent	Score	Comments
	0	1	2	3	4	5		Please comment on any risk related issues
Communication & Reporting SPI1	No or minimal evidence of reporting. Reports not received on time, some outstanding (late) activities with no action or revised forecast dates. Issues and concerns not identified.		Timely and accurate project reporting. All outstanding (late) activities have been reforecast and programmes updated. Comments added to late events and risks. Regular review of key milestone dates. Ensures all documentation is distributed to the correct recipients.		Timely and accurate project reporting with solutions and actions identified. All outstanding (late) activities have been reforecast and programmes updated and communicated as required. Regular review of key milestone dates. Ensures all documentation is reviewed, updated and validated prior to distribution to correct recipients.		0	
Health, Safety & Environment SPI2	HSE not raised at meetings. No evidence of risk assessments or method statements being in place prior to start of works. No		HSE reviewed at design/progress meetings. Risk assessments and method statements in place prior to start of works. Site inductions		Detailed discussions on HSE encouraged at all design/progress meetings. Risk		0	

	evidence of site inductions being completed or health and safety procedures being implemented. Evidence of limited communication on HSE subject matter.	completed as required. Regularly reviews HSE Reports and takes appropriate course of action as required. Actively engaged with Site Manager.	assessments and method statements in place, adhered to and regularly reviewed. Site inductions completed; full records in place and updates provided. Proactive style and culture to HSE management.		
Customer Care SPI3	No specific processes in place; staff not focused on customers, no visible evidence.	Recognisable systems in place, considered during works phases, not all staff have sufficient focus, visible evidence available, some feedback process used.	Focused on by all staff, importance flowed down management tiers to site level, all customers considered (full feedback sought from customers with lessons learnt workshops and KPI measurement.	0	
Site Standards & Quality Management SPI4	Site standards are not being delivered to required specification. Contractor is not actively involved in maintaining site standards. Quality Management and assurance systems are not evident. Inspections are not being carried out.	Ensures appropriate site standards achieved. Actively involved in maintaining site standards. Quality management and quality assurance systems in place and used to deliver project. Project team involved with regular inspections throughout project. Evidence that the provider focuses the project team on close out throughout project.	Consistently exceeding requirements for site standards. Evidence that quality management and assurance systems regularly reviewed, updated and used to deliver project. Ensures inspections carried out throughout	0	

			project and team are focused on working towards zero defects at Practical Completion.		
Performance & Project Delivery SPI5	Work is frequently delivered to a poor standard. Project start and completion dates regularly missed. Low degree of confidence in the Contractor; some or significant cause for concern; poor performer.	Ensures work is routinely delivered to a satisfactory standard. Projects generally delivered on time, to budget with minimal defects. Satisfactory degree of confidence in the Contractor; meets minimum expectations and performs to an acceptable standard.	Consistently delivers work to a good or high quality standard. Projects always completed on time, within budget and with no defects. Good or high degree of confidence in the Contractor; exceeds expectations and performs well.	0	

Summary
(Please identify any additional relevant information)

Lot 1 North 0 Area - O'Hara Brothers 25/26 PI results

3.2 PPI Dashboard

- CAT 2 -March 2026, we have achieved a percentage of 100% for Cat 2 defects repaired on time during this period, paying particular attention to minor lining works & pothole repairs during the recent dry weather conditions.
  Improved data input procedures and programming of works have continued to ensure key completion dates are met within the time scales allowed.

		2025-26											
PPI no.	PPI Title	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
PPI 1	Percentage of Cat 1 defects repaired on time	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
PPI 2	Percentage of Cat 2 defects repaired on time	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
PPI 3	Percentage of ECOs attended and appropriate action taken on time	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
PPI 4	Percentage of works complying with the TMA requirements	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
PPI 5	Delivery of Gully Cleaning to Programme	138.00	132.00	137.00	118.00	103.00	95.00	91.00	88.50	87.90	86.80	83.50	78.50
PPI 6	Percentage of Construction and Demolition waste reused or recycled			93.00			65.00			80.24			87.00
PPI 7	Percentage of recycled and / or green products procured			78.00			87.00			96.00			92.00
PPI 8	Percentage of Minor Tasks and Schemes completed on Time	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
PPI 9	Percentage of Scheme where defects were rectified within the required time	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
PPI 10	Percentage of Quotations provided within the required timescales	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
PPI 11	Timely Response to Early Warnings and Compensation Events	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
PPI 12	Percentage of Actual Spend Against Profile Spend	100.00	100.00	100.00	100.00	117.00	109.00	96.00	100.00	107.00	100.00	103.00	114.00

3.3 SPI Dashboard

		2025-2026											
PPI no.	SPI Title	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
SPI1	Communication & Reporting	5	5	5	5	5	5	5	5	5	5	5	5
SPI2	Health, Safety & Environment	5	5	5	5	5	5	5	5	5	5	5	5
SPI3	Customer Care	5	5	5	5	5	5	5	5	5	5	5	4
SPI4	Site Standards & Quality Management	5	5	5	5	5	5	5	5	5	5	5	5
SPI5	Performance & Project Delivery	5	5	5	5	5	5	5	5	5	5	5	5
	Contractor Score (%)	100	100	100	100	100	100	100	100	100	100	100	96

Lot 2 South Area - GW Highways 25/26 PI results

		2025/26											
PPI no.	PPI Title	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
PPI 6	Percentage of Construction and Demolition waste reused or recycled			95.52%			96.01%			96.01%			95.01%
PPI 7	Percentage of recycled and / or green products procured			95.5%			97%			98.01%			96.0%
PPI 8	Percentage of Minor Tasks and Schemes completed on Time	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
PPI 9	Percentage of Scheme where defects were rectified within the required time	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
PPI 10	Percentage of Quotations provided within the required timescales	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
PPI 11	Timely Response to Early Warnings and Compensation Events	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
PPI 12	Percentage of Actual Spend Against Profile Spend	100.51%	103.73%	100.9%	100.47%	102.12%	103.44%	102.34%	101.25%	99.56%	103.42%	99.03%	102.88%

		SPI Monthly Scorecard						Contractor Score (%):	100%
		Unacceptable	Poor	Adequate	Satisfactory	Good	Excellent	Score (0-5)	Comments. Please comment on any risk related issue,
		0	1	2	3	4	5		
SPI1	Communication & Reporting	Brent *Working in partnership on Highways Services* No or minimal evidence of reporting. Reports not received on time, some outstanding (late) activities with no action or revised forecast dates. Issues and concerns not identified.		Timely and accurate project reporting. All outstanding (late) activities have been reforecast and programmes updated. Comments added to late events and risks. Regular review of key milestone dates. Ensures all documentation is distributed to the correct recipients.		Timely and accurate project reporting with solutions and actions identified. All outstanding (late) activities have been reforecast and programmes updated and communicated as required. Regular review of key milestone dates. Ensures all documentation is reviewed, updated and validated prior to distribution to correct recipients.		5	We have provided clear communication to the residents and client alike. No complaints this month
SPI2	Health, Safety & Environment	HSE not raised at meetings. No evidence of risk assessments or method statements being in place prior to start of works. No evidence of site inductions being completed or health and safety procedures being implemented. Evidence of limited communication on HSE subject matter.		HSE reviewed at design/progress meetings. Risk assessments and method statements in place prior to start of works. Site inductions completed as required. Regularly reviews HSE Reports and takes appropriate course of action as required. Actively engaged with Site Manager.		Detailed discussions on HSE encouraged at all design/progress meetings. Risk assessments and method statements in place, adhered to and regularly reviewed. Site inductions completed; full records in place and updates provided. Proactive style and culture to HSE management.		5	As detailed in the report no LT's accidents to date. CPP is current and a working document
SPI3	Customer Care	No specific processes in place; staff not focused on customers, no visible evidence.		Recognisable systems in place, considered during works phases, not all staff have sufficient focus, visible evidence available, some feedback process used.		Focused on by all staff, importance flowed down management tiers to site level, all customers considered (full feedback sought from customers with lessons learnt workshops and KPI measurement.		5	We have 24/7 helpline for any issues and respond in a timely fashion.
SPI4	Site Standards & Quality Management	Site standards are not being delivered to required specification. Contractor is not actively involved in maintaining site standards. Quality Management and assurance systems are not evident. Inspections are not being carried out.		Ensures appropriate site standards achieved. Actively involved in maintaining site standards. Quality management and quality assurance systems in place and used to deliver project. Project team involved with regular inspections throughout project. Evidence that the provider focuses the project team on close out throughout project.		Consistently exceeding requirements for site standards. Evidence that quality management and assurance systems regularly reviewed, updated and used to deliver project. Ensures inspections carried out throughout project and team are focused on working towards zero defects at Practical Completion.		5	The schemes are completed without defects and quality workmanship
SPI5	Performance & Project Delivery	Work is frequently delivered to a poor standard. Project start and completion dates regularly missed. Low degree of confidence in the Contractor; some or significant cause for concern; poor performer.		Ensures work is routinely delivered to a satisfactory standard. Projects generally delivered on time, to budget with minimal defects. Satisfactory degree of confidence in the Contractor; meets minimum expectations and performs to an acceptable standard.		Consistently delivers work to a good or high quality standard. Projects always completed on time, within budget and with no defects. Good or high degree of confidence in the Contractor; exceeds expectations and performs well.		5	We are delivering the works in the defined timescales. Where works are in our control.