Key Performance

Indicators

Asbestos Management and Remediation

KPI HANDBOOK

WILL BECOME A SCHEDULE TO THE FRAMEWORK AGREEMENT

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**1.0 INTRODUCTION**

* 1. **The Key Performance Indicators**

1.1.1 These Key Performance Indicators have been developed to highlight the areas of the Providers performance that Magenta Living feel are important to measure as they have a direct impact on the health and safety of our residents and Magenta’s compliance with legal obligations.

**1.2 Measurement**

1.2.1 To maximise the value of the KPI data to Magenta Living and the Provider it is imperative that data is collected and analysed as regularly as possible. All KPIs will be measured on a monthly basis with a formal review following the end of each month at the Framework Performance Review meeting.

1.2.2 Specific Measurement Periods for each KPI are given within the Handbook.

1.2.3 As well as the monthly reviews a formal annual review will take place with the cumulative performance scores for the year measured and discussed.

**1.3 Performance Management & Benchmarking**

1.3.1 A KPI is best defined as:

*the measure of performance of an activity that is critical to the success of an organisation*

1.3.2 Benchmarking is best defined as:

*Comparing Performance against others, and using lessons from the best to make targeted improvements*

1.3.3 The use of KPIs and Benchmarking allows Magenta Living to:

* Set performance targets at the outset of the Framework
* Monitor performance during the Framework lifetime
* Benchmark performance to provide a basis for continuous improvement

1.3.4 It is also good practice to collect KPI data and also to Benchmark performance with like organisations.

**1.4 Development of Handbook**

1.4.1All targets will be subject to a formal review at the end of each year to ensure they are adding value and that the targets are appropriate.

1.4.2 KPIs can be added, removed or amended by agreement at the Framework Performance Review Meetings.

**1.5 Handbook**

1.5.1This handbook will become a Schedule to the Framework

1.5.2 Each KPI is defined under the following headings:

* **Purpose** – identifies why the KPI is being measured
* **Definition** – defines the measurement
* **Method** – clearly demonstrates how the KPI is measured
* **Example** - a worked example, using data, to demonstrate method of measurement
* **Measurement** – measurement intervals
* **Target** – the target score(s) for the KPI
* **Minimum Level of Acceptance Performance (MLAP)** – the minimum score the Supplier must achieve for a KPI. Failure to achieve the MLAP may lead to formal procedures to terminate the Framework arrangements if performance is not improved as defined within the Framework.
* **Target Source –** Where the target has been derived from
* **Scorer** – defines who is responsible for collecting score/data

1.5.3 For each KPI where a standard formula/ approach for data collection is required these have been prepared and are given in the Appendices to the Handbook.

**1.6 Targets and Sources of Information**

1.6.1 The targets for each KPI are provided within the Handbook.

1.6.2 The source of the target is also provided within the Handbook.

* + 1. As with other aspects of the KPIs these targets are open to continual review and may only be amended at the discretion of the ML Client Representative as set out in 1.8.
    2. If the Provider fails to achieve a target for one KPI over 3 out of any 6 months or fails to achieve the targets for 3 or more KPIs for any month, Magenta Living may require the Supplier to produce Remedial Plan to restore performance to level at or above the KPI Target. If, having produced two draft Remedial Plans rejected by Magenta Living, the Supplier produces a further draft Remedial Plan that is also rejected then Magenta Living can terminate the Framework for Provider Default.

**1.7 Data Collection**

1.7.1 The means of data collection is defined within the handbook and all necessary documentation for collecting the data is provided. This means of collection will be discussed at a KPI workshop as noted in appendix 1 of this document.

1.7.2 The responsibility for collecting data is clearly defined and the Provider / Magenta Living has a responsibility for ensuring that data is captured in a timely manner to allow accurate reporting at the given intervals.

**1.8 Framework Performance Review**

1.8.1 The KPI Handbook will be the responsibility of the Magenta Living Client Representative and the Provider Representative for the duration of the framework and as such they will be responsible for ultimately reviewing both the performance against the KPIs and also the effectiveness of the KPIs in delivering the Asbestos Survey Services to Magenta Living.

1.8.2 As such, it is possible that KPIs may need to be amended, either in the way they are collected or the targets that are set against them. Additionally, if over a period of time KPIs within the Handbook are felt by both parties to offer no value they may be removed.

1.8.3 Similarly, additional KPIs may be added by both parties if they are felt to provide additional value to Magenta Living and/or the Provider. It is recommended that there is a standing agenda item for KPIs at Framework Performance Review meetings.

1.8.4 On a monthly basis the ML Client Representative will review the monthly performance delivered and report any issues or progress that may be relevant to the Framework to the Provider Representative.

1.8.5 The Provider will also agree as part of the mobilisation plan to put in place a mechanism where any complaints made by Magenta Living tenants/ residents/ and sub Providers working on behalf of Magenta are recorded and these complaints will be reviewed at the Framework Performance Review Meeting each month. Any complaints not actioned/ completed as agreed will be discussed and actions agreed and recorded to rectify the issue.

1.8.6 The Provider will also agree as part of the mobilisation plan to put in place an exception report which will be produced within 12 working days from the last working day of the previous month that will list performance against all agreed KPI’s. This report will be discussed at the Framework Performance Review meeting.

1.8.7 KPI data will be presented by the Provider at the Framework Performance Review meeting as part of the standard agenda.

1.8.8 An initial list of topics to be discussed at the Framework Performance Review Meeting has been attached to this document as Appendix 2. These topics need to be finalised as part of the mobilisation process.

**1.9** **Amendment Procedure**

1.9.1Any amendments to the KPIs shall be made at the Framework Performance Review Meetings and the Handbook annotated accordingly. The minutes will record any agreed amendments to the KPI and the reasons for the change.

1.9.2 The KPI Handbook will be amended accordingly and re-issued to all parties, with a new issue number and date. The previous Handbook should be deleted by all Parties to avoid any potential confusion.

1.9.3 It is imperative that when an amended KPI Handbook is issued that all staff are made aware of this and there is duty on all Parties to cascade the information within their organisation.

1.9.4 As with all other Framework matters the ML Client Representative has control of the amendments and as such consensus must be achieved to enable any amendments.

**1.10 Engaging all members of the team and KPI workshop**

1.10.1 The key personnel from the Provider’s organisation responsible for delivery will sign a register to say they have been made aware of the KPIs and understand the implications (as part of their site induction) where necessary. This will be presented to Magenta Living at monthly or annual reviews.

1.10.2 During mobilisation a KPI workshop will be facilitated by Magenta Living where the exact processes to agree the production of the KPI data will be agreed including the format and the presentation of the KPI’s. The KPI’s will not be changed at this workshop and the Provider will enter into Framework based on the KPI’s provided in this document.

**2.0 KPIs**

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| KPI 1 | **% of Emergency Works completed by required timescales - Empty Properties (Lot 1)** |
| **Purpose** | To calculate the % of emergencies works completed by the required timescales to Empty Homes (Void properties) |
| **Definitions** | Number of emergencies works completed by required timescales, based on number of instructions issued by Magenta. |
| **Method** | Calculate the number instruction issues completed by the required timescales divided by the number of instructions issued by Magenta.  The calculation is:  Total Number instructions issued completed by required timescales  -------------------------------------------------------------- x100  Total number of instructions issued  This will provide the percentage of emergencies completed by the required timescales |
| **Example** | Number of instructions completed by the required timescales – 236  Number of instructions issued - 240  236 Number of instructions completed by the required timescales  ----------------------------------------------------------------------  240 Number of instructions issued  Therefore 236 instructions were completed by the required timescales out of 240 instructions.  The KPI score for May is 236/240 x 100 = 98.33% |
| **Measurement period** | Monthly |
| **Report produced by** | Within 12 working days from the last working day of the previous month |
| **Target** | 100% completed on time |
| **MLAP** | 100% |
| **Scorer** | Provider |
| **Validation** | Provider/Magenta’s records |

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| --- | --- |
| KPI 2 | **% of Emergency Works completed by required timescales - All other property types (Lot 2)** |
| **Purpose** | To calculate the % of emergencies works completed by the required timescales to All other property types |
| **Definitions** | Number of emergencies works completed by required timescales, based on number of instructions issued by Magenta. |
| **Method** | Calculate the number instruction issues completed by the required timescales divided by the number of instructions issued by Magenta.  The calculation is:  Total Number instructions issued completed by required timescales  -------------------------------------------------------------- x100  Total number of instructions issued  This will provide the percentage of emergencies completed by the required timescales |
| **Example** | Number of instructions completed by the required timescales – 150  Number of instructions issued - 170  150 Number of instructions completed by the required timescales  ----------------------------------------------------------------------  170 Number of instructions issued  Therefore 150 instructions were completed by the required timescales out of 170 instructions.  The KPI score for May is 150/170 x 100 = 88.23% |
| **Measurement period** | Monthly |
| **Report produced by** | Within 12 working days from the last working day of the previous month |
| **Target** | 100% completed on time |
| **MLAP** | 100% |
| **Scorer** | Provider |
| **Validation** | Provider/Magenta’s records |

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| KPI 3 | **% of Non-Licenced works completed by required timescales – Empty Properties (Voids)** |
| **Purpose** | To calculate the % of completed Non-Licenced works by the required timescales to Empty Properties |
| **Definitions** | Number of Non-Licenced works completed by required timescales, based on number of instructions issued by Magenta. |
| **Method** | Calculate the number instruction issues completed by the required timescales divided by the number of instructions issued by Magenta.  The calculation is:  Total Number instructions issued completed by required timescales  -------------------------------------------------------------- x100  Total number of instructions issued  This will provide the percentage of Non-Licenced works completed by the required timescales |
| **Example** | Number of instructions completed by the required timescales – 200  Number of instructions issued - 210  200 Number of instructions completed by the required timescales  ----------------------------------------------------------------------  210 Number of instructions issued  Therefore 200 instructions were completed by the required timescales blocks out of 210 instructions.  The KPI score for May is 200/210 x 100 = 95.23% |
| **Measurement period** | Monthly |
| **Report produced by** | Within 12 working days from the last working day of the previous month |
| **Target** | 100% completed on time |
| **MLAP** | 100% |
| **Scorer** | Provider |
| **Validation** | Provider/Magenta’s records |

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| KPI 4 | **% of Non-Licenced works completed by required timescales – All Other Properties** |
| **Purpose** | To calculate the % of completed Non-Licenced works by the required timescales to All Other Properties |
| **Definitions** | Number of Non-Licenced works completed by required timescales, based on number of instructions issued by Magenta. |
| **Method** | Calculate the number instruction issues completed by the required timescales divided by the number of instructions issued by Magenta.  The calculation is:  Total Number instructions issued completed by required timescales  -------------------------------------------------------------- x100  Total number of instructions issued  This will provide the percentage of Non-Licenced works completed by the required timescales |
| **Example** | Number of instructions completed by the required timescales – 200  Number of instructions issued - 210  200 Number of instructions completed by the required timescales  ----------------------------------------------------------------------  210 Number of instructions issued  Therefore 200 instructions were completed by the required timescales out of 210 instructions.  The KPI score for May is 200/210 x 100 = 95.23% |
| **Measurement period** | Monthly |
| **Report produced by** | Within 12 working days from the last working day of the previous month |
| **Target** | 100% completed on time |
| **MLAP** | 100% |
| **Scorer** | Provider |
| **Validation** | Provider/Magenta’s records |

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| KPI 5 | **% of Licenced works completed by required timescales – Empty Properties (Void)** |
| **Purpose** | To calculate the % of completed Licenced works by the required timescales to Empty Properties |
| **Definitions** | Number of Licenced works completed by required timescales, based on number of instructions issued by Magenta. |
| **Method** | Calculate the number instruction issues completed by the required timescales divided by the number of instructions issued by Magenta.  The calculation is:  Total Number instructions issued completed by required timescales  -------------------------------------------------------------- x100  Total number of instructions issued  This will provide the percentage of Licenced works completed by the required timescales |
| **Example** | Number of instructions completed by the required timescales – 237  Number of instructions issued - 250  237 Number of instructions completed by the required timescales  ----------------------------------------------------------------------  250 Number of instructions issued  Therefore 237 instructions were completed by the required timescales out of 250 instructions.  The KPI score for May is 237/250 x 100 = 94.8% |
| **Measurement period** | Monthly |
| **Report produced by** | Within 12 working days from the last working day of the previous month |
| **Target** | 100% completed on time |
| **MLAP** | 100% |
| **Scorer** | Provider |
| **Validation** | Provider/Magenta’s records |

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| KPI 6 | **% of Licenced works completed by required timescales – All Other Properties** |
| **Purpose** | To calculate the % of completed Licenced works by the required timescales to All Other Properties |
| **Definitions** | Number of Licenced works completed by required timescales, based on number of instructions issued by Magenta. |
| **Method** | Calculate the number instruction issues completed by the required timescales divided by the number of instructions issued by Magenta.  The calculation is:  Total Number instructions issued completed by required timescales  -------------------------------------------------------------- x100  Total number of instructions issued  This will provide the percentage of Licenced works completed by the required timescales |
| **Example** | Number of instructions completed by the required timescales – 300  Number of instructions issued - 327  300 Number of instructions completed by the required timescales  ----------------------------------------------------------------------  327 Number of instructions issued  Therefore 300 instructions were completed by the required timescales out of 327 instructions.  The KPI score for May is 300/327 x 100 = 91.74% |
| **Measurement period** | Monthly |
| **Report produced by** | Within 12 working days from the last working day of the previous month |
| **Target** | 100% completed on time |
| **MLAP** | 100% |
| **Scorer** | Provider |
| **Validation** | Provider/Magenta’s records |

###### APPENDIX 1:

During the mobilisation of the Framework the Provider and Magenta Living will discuss the KPI requirements at the Framework mobilisation start. The method of collection of that data for each KPI will be agreed and any forms that will be used to capture information to inform the KPIs designed.

How KPI data will be reported and presented at the Framework Performance Review Meetings or to any additional interested parties ML Audit and Risk Committee, Board etc. will also be developed at this workshop.

Any forms or methods will be appended to this KPI handbook following the KPI workshop.

###### APPENDIX 2: - Framework Performance Review Meeting Provisional Agenda

* Agenda.
* Minutes of previous meeting and any agreed actions.
* Survey programme (updated to reflect the current position at the time of the meeting).
* Continuous service Improvement Plan.
* Compliments and Complaints.
* Customer contact information.
* Health and Safety.
* Performance reports and agreed KPIs.
* Invoicing, budget and finance (against the predicted costs).

The Provider will be required to produce a monthly progress report for the Magenta Living Framework Manager and attend a monthly Framework meeting.

The Provider is therefore required to ensure their full co-operation with Magenta Living to enable an effective review of service delivery.