

Attachment Six

Full Facilities Balanced Scorecard

Category and category component		Target	Target weighting for category and category component	Measurement frequency	How measured and monitored	Monitored by	Target met (Pass or Fail)
<b>Quality (High importance)</b>			<b>35.00%</b>				
Quality of response work	Work completed to the required standard	95% of audits on response works meet specifications	<b>5.00%</b>	Monthly	Sample of raised work orders, quality and value of works physically checked by council staff. The council reserves the right to review supplier and/or sub-supplier records to validate information supplied.	Contractor Performance audit team, Contract Managers/Coordinators and Maintenance Delivery coordinators	
	Attendance and response times for critical jobs	100% of critical jobs attended and responded within the specified time	<b>5.00%</b>	Monthly	Based on SAP work order status. The council reserves the right to review supplier and/or sub-supplier records to validate information supplied.	Contractor Performance audit team	
	Attendance and response times for urgent and normal jobs	98% of urgent and normal jobs attended and responded within the specified time	<b>5.00%</b>	Monthly	Based on SAP work order status. The council reserves the right to review supplier and/or sub-supplier records to validate information supplied.	Contractor Performance audit team	
	Completion timeframes	100% of all jobs completed within the specified time	<b>5.00%</b>	Monthly	Based on SAP work order status. The council reserves the right to review supplier and/or sub-supplier records to validate information supplied.	Contractor Performance audit team	
Quality of Scheduled work	Completion of compliance related work	100% of compliance related jobs completed within the specified time	<b>5.00%</b>	Quarterly	Based on planned schedule for work completed during the period. e.g. BWOFF compliance report, compliance with Notice to Trim (arb), backflow certification to Watercare. The council reserves the right to review supplier and/or sub-supplier records to validate information supplied.	CF Contract Manager	
	Completion of scheduled and frequency work	100% completed to programme	<b>5.00%</b>	Monthly	Self-reporting, and summarised via monthly reports. Quality and value of works physically checked by Council staff. The council reserves the right to review supplier and/or sub-supplier records to validate information supplied.	supplier system, Contractor Performance audit team	
	Work completed to the required specification standard (all planned works)	97% of audits on schedule works meet specifications	<b>5.00%</b>	Monthly	Sample of works, quality works physically checked by Council staff against contract specifications. The council reserves the right to review supplier and/or sub-supplier records to validate information supplied.	Contractor Performance audit team	
<b>Stakeholder, customer and community impact (High importance)</b>			<b>20.00%</b>				
Customer satisfaction	Increased satisfaction levels, year on year, due to services/outcomes delivered	Customer satisfaction to be greater than 90%	<b>5.00%</b>	Six monthly	Customer surveys; to be developed by Contractor Performance audit team	Contractor Performance audit team	
Stakeholder satisfaction (including the governance stakeholders)	Increased satisfaction levels, year on year, due to services/outcomes delivered	Stakeholder satisfaction to be greater than 90%	<b>5.00%</b>	Six monthly	Stakeholder surveys; to be developed by Contractor Performance audit team	Contractor Performance audit team	
Validated complaints about supplier conduct	Low number of validated complaints recorded	Validated complaints to be 1 or less per month.	<b>5.00%</b>	Monthly	Validated complaints tracked internally	Ops team, Contract Managers/Coordinators and Maintenance Delivery coordinators	
Asset availability for use	Non availability of council assets due to action / inaction from the supplier	Zero incidents	<b>5.00%</b>	Monthly	Internal reporting, scheduled activities impacted	Supplier and internal reporting	
<b>Innovation - Value Added Services (improvements and innovations) demonstrated through tangible and quantified agreed value added services. Step up change.</b>			<b>12.00%</b>				
Appropriate programme of services to sites and suggestions to improve whole-of-life and customer outcomes	supplier makes recommendations to improve council outcomes, such as but not limited to; improve service levels without additional cost, improve efficiency, improve productivity, return savings, reduction in material costs, improve materials and reduce impacts. Tailoring programmes to be site specific	The supplier must provide a programme of substantive improvements each quarter with agreed implementation plans. Ensures service levels are appropriate for sites.	<b>6.00%</b>	Quarterly	Using the council Innovation template, the contract supplies various improvements options and the council agrees which to implement. Progress on the objectives against the deadlines are monitored. Discussed at monthly contract meetings.	Contract Managers/Coordinators and Maintenance Delivery coordinators	
Continuous improvement	Come up with new and different ways of doing things, proven changes (These are substantive changes, as incremental changes will be advised and managed through the monthly contract meetings)	Minimum of two per annum	<b>6.00%</b>	Six monthly	<i>For discussion with the suppliers</i>	Contract Managers/Coordinators and Maintenance Delivery coordinators	
<b>Management (High importance)</b>			<b>10.00%</b>				
Early warning - no surprises	Validated incident of non-reporting	No more than one validated reported incident per month	<b>5.00%</b>	Monthly	Validated instances of non-reporting of issues	Ops team, Contract Managers/Coordinators, delivery maintenance advisors and the Contractor Performance audit team	
Quality Assurance Plan applied	Issues identified via quality audits have been appropriately addressed via continuous improvement action plans	Improving trend visible in audit results	<b>5.00%</b>	Monthly	Tracking of reasons for audit failures; tracking success against improvement plans	Contractor and supplier management	
<b>Smart Procurement and Environmental Management – 'implementing contract outcomes in a sustainable way'</b>			<b>23.00%</b>				
Community Outcomes and Workforce development Plan	The plan is operational and the supplier is providing reporting on key measures (quarterly), such as staff retention and staff diversity. Plans updated to reflect local board priorities (as required).	Plans are up to date for local board and council priorities and that progress is made each quarter towards the objective and by the agreed timeframe.	<b>6.00%</b>	Quarterly	supplier reports shall note all agreed priorities and progress on the objectives and deadlines is being made each quarter. CF audit may review supplier/sub-supplier records to confirm details of the report.	Contractor Performance audit team	
Community Outcomes and Workforce development - collective innovations and outcomes	The workforce/community innovations and outcomes are implemented	Progress is made each quarter towards the objective and by the agreed timeframe	<b>6.00%</b>	Quarterly	suppliers agree and coordinate a common initiative to implement. The reports shall note all agreed priorities and progress on the initiatives and deadlines is being made each quarter. CF audit may review supplier/sub-supplier records to confirm details of the report.	Contractor Performance audit team	
Environmental management system	Maintain and adhere to a certified environment management system and provide reports on progress to objectives	Zero incidents of environmental damage due to failure to follow environmental management plan	<b>3.00%</b>	Monthly	supplier and internal reporting. The council reserves the right to review supplier and/or sub-supplier records to validate information supplied.	Contract Managers	
Environmental improvements	Develop and implement initiatives that improve environmental performance or enhance the environment (any additional cost to be agreed by council)	The supplier must provide a programme of substantive improvements each quarter with agreed implementation plans.	<b>3.00%</b>	Quarterly	supplier reporting. The council reserves the right to review supplier and/or sub-supplier records to validate information supplied.	Contract Managers	
Annual reduction in agri-chemical usage	The supplier is to benchmark their usage and update each quarter	The benchmark level to remain the same or reduce each year even if the scope of work increases	<b>3.00%</b>	Quarterly	The supplier supplies results of the benchmark and quarterly updates to show that chemical usage is maintained or reduced. Contractor Performance audit team may review the environmental management system to confirm results. This KPI will not be applied until year 2 of the contract (i.e. 12 months' data available). The council reserves the right to review supplier and/or sub-supplier records to validate information supplied.	Contract Managers	

Arboriculture Balanced Scorecard

Category and category component		Target	Target weighting for category and category component	Measurement frequency	How measured and monitored	Monitored by	Target meet (Pass or Fail)
<b>Quality (High importance)</b>			<b>47.00%</b>				
Quality of response work	Work completed to the required standard	95% of audits on response works meet specifications	5.00%	Monthly	Sample of raised work orders, quality and value of works physically checked by council staff. The council reserves the right to review supplier and/or sub-supplier records to validate information supplied.	Contractor Performance audit team, Contract Managers/Coordinators and Maintenance Delivery coordinators	
	Attendance and response times for critical, urgent and normal jobs	98% of urgent and normal jobs attended and responded within the specified time	3.00%	Monthly	Based on SAP work order status. The council reserves the right to review supplier and/or sub-supplier records to validate information supplied.	Contractor Performance audit team	
	Completion	100% of all jobs completed within the specified time	2.00%	Monthly	Based on SAP work order status. The council reserves the right to review supplier and/or sub-supplier records to validate information supplied.	Contractor Performance audit team	
Quality of Scheduled work	Work completed to the required specification standard (all planned works)	97% of audits on schedule works meet specifications	7.00%	Monthly	Sample of works, quality works physically checked by Council staff against contract specifications. The council reserves the right to review supplier and/or sub-supplier records to validate information supplied.	Contractor Performance audit team	
	Completion of the agreed programme	100% completed to programme (including pruning cycling)	30.00%	Monthly	Self-reporting, and summarised via monthly reports. Quality and value of works physically checked by Council staff. The council reserves the right to review supplier and/or sub-supplier records to validate information supplied.	Supplier system, Contractor Performance audit team	
<b>Stakeholder, customer and community impact (High importance)</b>			<b>16.00%</b>				
Customer satisfaction	Increased satisfaction levels, year on year, due to services/outcomes delivered	Customer satisfaction to be greater than 90%	3.00%	Six monthly	Customer surveys; to be developed by Contractor Performance audit team	Contractor Performance audit team	
Stakeholder satisfaction (including the governance stakeholders)	Increased satisfaction levels, year on year, due to services/outcomes delivered	Stakeholder surveys; to be developed by Contractor Performance audit team	5.00%	Six monthly	Stakeholder surveys; to be developed by Contractor Performance audit team	Contractor Performance audit team	
Validated complaints about supplier conduct	Low number of validated complaints recorded	Validated complaints to be 1 or less per month.	5.00%	Monthly	Validated complaints tracked internally	Arboriculture specialist, Contract Managers/Coordinators and Maintenance Delivery coordinators	
Asset availability for use	Non availability of council assets due to action / inaction from the supplier	Zero incidents	3.00%	Monthly	Internal reporting, scheduled activities impacted	supplier and internal reporting	
<b>Innovation - Value Added Services (improvements and innovations) demonstrated through tangible and quantified agreed value added services. Step up change.</b>			<b>7.00%</b>				
Appropriate programme of services to sites and suggestions to improve whole-of-life and customer outcomes	Supplier makes recommendations to improve council outcomes, such as but not limited to; improve service levels without additional cost, improve efficiency, improve productivity, return savings, reduction in material costs, improve materials and reduce impacts. Tailoring programmes to be site specific	The supplier must provide a programme of substantive improvements each quarter with agreed implementation plans. Ensures service levels are appropriate for sites.	5.00%	Quarterly	Using the council Innovation template, the contract supplies various improvements options and the council agrees which to implement. Progress on the objectives against the deadlines are monitored. Discussed at monthly contract meetings.	Contract Managers/Coordinators and Maintenance Delivery coordinators	
Continuous improvement	Come up with new and different ways of doing things, proven changes (These are substantive changes, as incremental changes will be advised and managed through the monthly contract meetings)	Minimum of two per annum	2.00%	Six monthly	<i>For discussion with the suppliers</i>	Contract Managers/Coordinators and Maintenance Delivery coordinators	
<b>Management (High importance)</b>			<b>10.00%</b>				
Early warning - no surprises (reporting of performance and financials)	Validated incident of non-reporting	No more than one validated non-reported incident per month	5.00%	Monthly	Validated instances of non-reporting of issues	Arboriculture specialist, Contract Managers/Coordinators, Delivery aintenance Coordinators and the Contractor Performance audit team	
Quality Assurance Plan applied	Issues identified via quality audits have been appropriately addressed via continuous improvement action plans	Improving trend visible in audit results	5.00%	Monthly	Tracking of reasons for audit failures; tracking success against improvement plans	Contractor and supplier management	
<b>Smart Procurement and Environmental Management – 'implementing contract outcomes in a sustainable way'</b>			<b>20.00%</b>				
Community Outcomes and Workforce development Plan	The plan is operational and the supplier is providing reporting on key measures (quarterly), such as staff retention and staff diversity. Plans updated to reflect local board priorities (as required).	Plans are up to date for local board and council priorities and that progress is made each quarter towards the objective and by the agreed timeframe.	4.00%	Quarterly	supplier reports shall note all agreed priorities and progress on the objectives and deadlines is being made each quarter. CF audit may review supplier/sub-supplier records to confirm details of the report.	Contractor Performance audit team	
Community Outcomes and Workforce development collective innovations and outcomes	The workforce/community innovations and outcomes are implemented	Progress is made each quarter towards the objective and by the agreed timeframe	4.00%	Quarterly	suppliers agree and coordinate a common initiative to implement. The reports shall note all agreed priorities and progress on the initiatives and deadlines is being made each quarter. CF audit may review supplier/sub-supplier records to confirm details of the report.	Contractor Performance audit team	
Environmental management system	Maintain and adhere to a certified environment management system and provide reports on progress to objectives	Zero incidents of environmental damage due to failure to follow environmental management plan	4.00%	Monthly	supplier and internal reporting. The council reserves the right to review supplier and/or sub-supplier records to validate information supplied.	Contract Managers	
Environmental improvements	Develop and implement initiatives that improve environmental performance or enhance the environment (any additional cost to be agreed by council)	The supplier must provide a programme of substantive improvements each quarter with agreed implementation plans.	4.00%	Quarterly	supplier reporting. The council reserves the right to review supplier and/or sub-supplier records to validate information supplied.	Contract Managers	
Annual reduction in carbon footprint	The supplier is to benchmark their carbon level and update each quarter	The benchmark level to remain the same or reduce each year even if the scope of work increases	4.00%	Annually	The supplier supplies results of the benchmark and quarterly updates to show that carbon level is reduced. CF may review the environmental management system to confirm results. Results to be supported by external certification e.g. ISO14001 or Enviromark Diamond. This KPI will not be applied until year 2 of the contract (i.e. 12 months' data available). The council reserves the right to review supplier and/or sub-supplier records to validate information supplied.	Contract Managers	

Sportsfield Balanced Scorecard

Category and category component		Target	Target weighting for category and category component	Measurement frequency	How measured and monitored	Monitored by	Target meet (Pass or Fail)
<b>Quality (High importance)</b>			<b>40.00%</b>				
Quality of Scheduled work	Completion of scheduled and frequency based work (work programme)	100% completed to programme	<b>20.00%</b>	Monthly	Self-reporting, and summarised via monthly reports. Quality and value of works physically checked by Council staff. The council reserves the right to review supplier and/or sub-supplier records to validate information supplied.	Supplier system, Contractor Performance audit team	
	Work completed to the required specification standard (all planned works)	100% of audits on schedule works meet specifications	<b>20.00%</b>	Monthly	Sample of works, quality works physically checked by Council staff against contract specifications. The council reserves the right to review supplier and/or sub-supplier records to validate information supplied.	Contractor Performance audit team	
<b>Stakeholder, customer and community impact (High importance)</b>			<b>25.00%</b>				
Customer satisfaction	Increased satisfaction levels, year on year, due to services/outcomes delivered	Customer satisfaction to be greater than 90%	<b>5.00%</b>	Six monthly	Customer surveys; to be developed by Contractor Performance audit team	Contractor Performance audit team	
Stakeholder satisfaction (including the governance stakeholders)	Increased satisfaction levels, year on year, due to services/outcomes delivered	Stakeholder surveys; to be developed by Contractor Performance audit team	<b>5.00%</b>	Six monthly	Stakeholder surveys; to be developed by Contractor Performance audit team	Contractor Performance audit team	
Validated complaints about supplier conduct	Low number of validated complaints recorded	Validated complaints to be 1 or less per month.	<b>5.00%</b>	Monthly	Validated complaints tracked internally	Sports Parks Renovations Specialists, Park Services, Contract Managers/Coordinators and Maintenance Delivery coordinators	
Asset availability for use	Non availability of council assets due to action / inaction from the supplier	Zero incidents	<b>10.00%</b>	Monthly	Internal reporting, scheduled activities impacted	Internal reporting, scheduled activities impacted	
<b>Management (High importance)</b>			<b>30.00%</b>				
Early warning - no surprises (reporting of performance and financials)	Validated incident of non-reporting	No more than one validated non-reported incident per month	<b>6.00%</b>	Monthly	Validated instances of non-reporting of issues	Sports Parks Renovations Specialists, Park Services, Contract Managers/Coordinators, delivery maintenance advisors and the Contractor Performance audit team	
Management of development site and sub-suppliers	Resourcing is appropriate to enable quality and timely delivery to meet the project requirements	Zero incidents of not managing site and sub-suppliers	<b>6.00%</b>	Monthly	Works physically checked by Council staff to check resourcing and site management. The council reserves the right to review supplier and/or sub-supplier records to validate information supplied.	Sports Parks Renovations Specialists, Park Services, Contract Managers/Coordinators, delivery maintenance advisors and the Contractor Performance audit team	
Administration	The supplier is to maintain quality assurance documentation, material certificates, personnel capability and training certificates, and accurate and timely invoicing	No more than one validated reported incident per month	<b>6.00%</b>	Monthly	Self-reporting, and summarised via monthly reports. The council reserves the right to review supplier and/or sub-supplier records to validate information supplied.	Contractor Performance audit team	
Quality Assurance Plan applied	Issues identified via quality audits have been appropriately addressed via continuous improvement action plans	Improving trend visible in audit results	<b>6.00%</b>	Monthly	Tracking of reasons for audit failures; tracking success against improvement plans	Contractor and supplier management	
Continuous improvement	Come up with new and different ways of doing things, proven changes (These are substantive changes, as incremental changes will be advised and managed through the monthly contract meetings)	Minimum of two per annum	<b>6.00%</b>	Six monthly	<i>For discussion with the suppliers</i>	Contract Managers/Coordinators and Maintenance Delivery coordinators	
<b>Smart Procurement and Environmental Management – 'implementing contract outcomes in a sustainable way'</b>			<b>5.00%</b>				
Annual reduction in carbon footprint	The supplier is to benchmark their carbon level and update each quarter	The benchmark level to remain the same or reduce each year even if the scope of work increases	<b>2.00%</b>	Annually	The supplier supplies results of the benchmark and quarterly updates to show that carbon level is reduced. CF may review the environmental management system to confirm results. Results to be supported by external certification e.g. ISO14001 or Enviromark Diamond. This KPI will not be applied until year 2 of the contract (i.e. 12 months' data available). The council reserves the right to review supplier and/or sub-supplier records to validate information supplied.	Contract Managers	
Annual reduction in agri-chemical usage	The supplier is to benchmark their usage and update each quarter	The benchmark level to remain the same or reduce each year even if the scope of work increases	<b>3.00%</b>	Quarterly	The supplier supplies results of the benchmark and quarterly updates to show that chemical usage is maintained or reduced. Contractor Performance audit team may review the environmental management system to confirm results. This KPI will not be applied until year 2 of the contract (i.e. 12 months' data available). The council reserves the right to review supplier and/or sub-supplier records to validate information supplied.	Contract Managers	