

**hWS KPI Summary Table: 2015/16 Annual Report V1**  
**For period ending March 2016**

Key area of performance to be reviewed	KPI	Significant Performance Failure (SPF)	Track Record Test (TRT)	Continuous Improvement Test (CIT)	KPI Measurement	Active / Not Active	Results
1. Health and Safety	1.1 Reportable RIDDOR Accident in the hub West Scotland members and Primary Contractor organisations active in the West hub territory (business-wide AIR).	416	N/A	416	Accident Incident Rate (AIR). To be measured in line with HSE guidance for calculating the AIR.	Lennoxton, Maryhill HCC, Eastwood HCC, Bellsmyre PS, Lairdsland PS, Johnston TH, Inverclyde CH, Barrhead, Dumbarton CH, Kilpatrick ASN, Clydebank Leisure Centre, Glasgow Woman's library, Community CCTV hub, Kilmardinney, Vale of Leven, St Patricks PS, Lenzie PS, Kilmacolm PS, Woodhill PS	HWS Sponsors (Wellspring): Morgan Sindall Investments Ltd - AIR: 0 Community Solutions - AIR: 0 Apollo Capital - AIR: 0  Primary Contractors MS (Lennoxton, Eastwood & Maryhill HCCs, Lairdsland & Bellsmyre PS, Dumbarton CH, Inverclyde CH, Woodhill PS) - AIR: 416 BAM (Johnstone, Clydebank LC, Barrhead SS) - AIR: 254 Heron Bros (Kilpatrick ASN, VOLIE) - AIR 0.1 Maxi (Glasgow Women's Library) - AIR 0 PMC (Renfrew Community Safety Hub) - AIR 0 Lend Lease (St Patrick PS, Lenzie) - AIR 123.11 CBC (Kilmacolm) - AIR 232.5 Clarke Contracts (Kilmardinney H) - AIR 0
	1.2. Reportable RIDDOR accidents on hub projects.		0	0	Accident Incidence Rate (AIR). Measured in line with HSE guidance for calculating the AIR	Lennoxton, Maryhill HCC, Eastwood HCC, Bellsmyre PS, Lairdsland PS, Johnston TH, Inverclyde CH, Barrhead, Dumbarton CH, Kilpatrick ASN, Clydebank Leisure Centre, Glasgow Woman's library, Community CCTV hub, Kilmardinney House, Vale of Leven, St Patricks PS, Lenzie PS, Kilmacolm PS, Woodhill PS	All Projects - Zero RIDDOR incidents noted
	1.3. Number of HSE Enforcement Notices.		0	0	The number of enforcement notices issued on any Approved Project.	Lennoxton, Maryhill HCC, Eastwood HCC, Bellsmyre PS, Lairdsland PS, Johnston TH, Inverclyde CH, Barrhead, Dumbarton CH, Kilpatrick ASN, Clydebank Leisure Centre, Glasgow Woman's library, Community CCTV hub, Kilmardinney House, Vale of Leven, St Patricks PS, Lenzie PS, Kilmacolm PS, Woodhill PS	All Projects - No HSE Enforcements / notices served
2. Management Systems	2.1. Maintenance of the Management System.	92.5%			Internal and external audits of the hub West Scotland Management System referred to in Section 2 of Part 3 of the Schedule to the TPA.	Yes	Internal Audit 92.5% Compliant.
	2.2. Compliance with management systems.	TBC		N / A	Internal and external audits of hub West Scotland projects to measure compliance against the Management Systems referred to in Section 2 of Part 3 of the Schedule to the TPA.	Yes	Internal Audit ongoing across all live Projects. External Audit to be completed by the Territory Partnering Team CIT: Applicable after 4 years operation.
	2.3 Staff Performance Management.		95.0%	12%	Measurement to be linked to results for internal audits of the Staff Performance Appraisals with a minimum audit frequency of 12 months. Contained within the Staff Performance Audit Process in the Management Systems.	Yes	95% Compliant against a threshold of 80%. CIT - 12% improvement (95% against a 3-year average of 84.5%) Requires an improvement of 5% over 3 years however this is not achievable in future years due to the high level of conformance currently being achieved. CIT test to be updated.
3. Programme	3.1. Delivery against agreed Project Development Programme (Stages 1&2 of the New Project Approval Process).	120%	219%	132%	% exceedance of the agreed cumulative Stage 1 & 2 programmes for all hub West Scotland's projects completing the New Project Approval Process including any agreed extension to the programme with the Participant.  % exceedance of the agreed Stage 1 & 2 programmes for any one project including any agreed extension to the programme with the Participant.	Clydebank workshops, Lennoxton Community Hub (incl re-design), Maryhill HCC, Eastwood HCC, Bellsmyre, Lairdsland Primary School, Johnstone TH, Hillhead Community Centre, East Pollokshields HC, Inverclyde Care Home, OLSP, Barrhead SS (incl Re-design), Dumbarton Care Home, Kilpatrick ASN, Clydebank Leisure Centre, Glasgow Women's Library, Renfrew Community Safety Hub, Vale of Leven, St Patrick's PS, Lenzie PS, Kilmacolm PS, St Flannans, Woodhill PS	SPF: 3yr rolling performance on Stage 1 and Stage 2 Programmes - 122% TRT: Individual project performance on Stage 1 and Stage 2 Programmes - 236% (Dumbarton Carehome Project) CIT: aggregated programme of Stage 1 and 2 for all projects measured on 3 year rolling from year 4 onwards - 140% Refer to "Programme KPI 3.1 Stage 1 and 2 data" for further information. Agreement still required to be reached with NHS.  External Audit to be completed and confirmed by Territory Team
	3.2. Delivery against agreed Project construction programme.	106%	158%	104%	% exceedance of the agreed programme measured from the execution of the template Project Agreement to the actual completion date including, for the avoidance of doubt, any extension of time granted under the Project Agreement.	Clydebank Workshops, Lairdsland PS, Johnstone Town Hall, Hillhead Community Centre, Shields Centre, Garshake Office Refurb, Glasgow Womans Library, CCTV Hub, VOLIE	SPF: 106% (Clydebank W / LPS / JTH / HCC / EPS / Garshake / GWL / CCTV / VOLIE) TRT: 158% (VOLIE Project) CIT: Applicable after 4 years operation -104% (Lairdsland, Lennoxton, JTH, GWL, CCTV Hub and VOLIE) Refer to "Programme KPI 3.2 Construction Programmes" for further information Kirkintilloch project not applied  External Audit to be completed and confirmed by Territory Team
	4.1. Stage 2 Approvals.		96%	96%	% of Stage 2 Submissions that meet the Approval Criteria and become Approved Projects (except when the Participant elects not to proceed to FC).	Lennoxton, Maryhill HCC, Gorbals HCC, Eastwood HCC, Woodside HCC, Bellsmyre PS, Lairdsland PS, Hillhead CC, Johnstone, Shields Centre, Inverclyde CH, OLSP, Barrhead, Dumbarton Carehome, Kilpatrick ASN, Bearsden, Clydebank LC, GWL, CCTV Hub, Kilmardinney House, Kirkintilloch, VOLIE, St Patrick's PS, Lenzie PS, Kilmacolm, Woodhill,	29 No Projects submitted for Stage 2 approval - Barrhead SS (1st design is not applicable) / Lennoxton (1st design was not approved), Gorbals / Woodside approval is still pending 25 of 26 projects successfully met the Approval Criteria - 96%

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4. Value for Money	4.2. Compliance with Project Development Value for Money (VfM) proposals.		96%	97%	By internal and external auditing of Value for Money: i. VfM Criteria agreed at NPR and demonstrated at Stage 2 how they will be delivered  ii. Best value proven at Stage 2	St Flannans PS; Woodhill PS; WDC Office; Kirkintilloch TH; Kilmardinny House; Beasden CH; Barrhead SS; OLSP; Inverclyde Care AOPCCB; Kilpatrick ASN; St Patricks PS; Lenzie Moss PS; Kilmacolm PS; Vale of Leven Workshops; Dumbarton CH; Clydebank Leisure Centre; Bellsmyre PS; Renfrewshire Community Safety Hub	96% of the projects have agreed VfM Criteria at NPR stage and demonstrate within Stage 2 Submission how the VfM will be delivered. 96.3% of the projects demonstrate best value at Stage 2. CIT: 2013/14 - 98.5% 2014/15 - 96% 2015/16 - 96% 3yr rolling average - 97%  <i>External Audit to be completed by the Territory Team.</i>	
	4.3. Whole life costs.			TBC	Measured on a project by project basis and aggregated over a 3 year rolling programme by measuring the percentage variance between the agreed whole life cost model at contract award and the actual whole life costs delivered on projects.	Yes	<i>KPI to be implemented after 3 years of operation. Agreement required on methodology for calculating this KPI.</i>	
	4.4 Reduction in Average Construction Cost on Comparable Elements of Approved Projects.				TBC	Comparison of construction related costs on an elemental and project by project basis, where elemental costs are suitably factored against an agreed, benchmarked cost base (including previously completed hub projects) and adjusted for inflation.	Yes	<i>KPI to be implemented after 3 years of operation. Agreement required on methodology for calculating this KPI.</i>
	4.5 Delivery of Project Development Value for Money Proposals.			88.5%	94.5%	Audit of the delivery of the agreed CSFs and VfM criteria.	2014/15: Hillhead Community Centre, The Shields Centre & Johnstone Town Hall; 2015/16: Lennoxton; Glasgow Women's Library; Renfrew Community Safety hub; Vale of Leven Workshops  2014/15 Hillhead CC: 5 VfM & 5 CSF - 8 achieved and 2 to be delivered 12 months post PC. Equating to 100% conformance. The Shields Centre: 3 VfM criteria agreed - 3 achieved. Equating to 100% conformance. Johnstone Town Hall: 14 VfM & 4 CSF - 12 achieved and 4 to be delivered 12 months post PC. Equating to 100% conformance. TOTAL: 29 Criteria of which 23 achieved and 6 ongoing. Equating to a conformance of 100%  2015/16 Lennoxton CH: 5 VfM & 3 CSF - 8 achieved equating to 100% conformance. Glasgow Womens Library: 3 VfM & 4 CSF - 6 achieved equating to 86% conformance. Renfrewshire Community Safety Hub: 0 VfM & 3 CSF - 2 CSF achieved equating to 67% conformance. Vale of Leven Workshops 5 VfM & 3 CSF - 7 achieved equating to 87.5% conformance  TRT (Operating Year) - TOTAL: 26 Criteria of which 23 achieved. Equating to a conformance of 88.5% CIT (3-Yr Rolling) - TOTAL: 55 Criteria of which 52 were achieved or an ongoing. Equating to a conformance of 94.5%  <i>External Audit to be completed by the Territory Partnering Team</i>	
5. Quality	5.1. Design Quality.		100%		Review, appraisal, and scoring of the developing design by the Relevant Participant(s) and end users of the facility, in accordance with the DQI or AEDET evaluation toolkit or alternative agreed with the Relevant Participant as appropriate to the specific project, at the end of Stage 1, Stage 2 and at construction completion.	The Shields Centre, Maryhill HCC, Eastwood HCC, Inverclyde Care Centre, Gorbals HCC & Woodside HCC	Maryhill HCC & Eastwood HCC: Architecture & Design Scotland's "Design Statement" approach adopted & included within Stage 1 Submission. Assessed by A&DS through OBC & Stage 1 approval. Revised design reviewed by A&DS as part of Stage 2 Submission & comments have been received and amendments have been made to the design. Stage 2 approval secured from A&DS.  Shields Centre: AEDET Evaluation approach adopted & implemented. Approved at Stage 2 Submission by the Participant. Follow up to be completed Post Construction within 6 months.  Inverclyde: Architecture & Design Scotland's "Design Statement" approach adopted & included within Stage 1 Submission. Assessment by A&DS through OBC (Approved 11/03/14). Currently being assessed as part of the review of the Stage 2 Submission. Stage 2 approval secured.  Gorbals HCC & Woodside HCC: Architecture & Design Scotland's "Design Statement" approach adopted & included within Stage 1 Submission. Assessed by A&DS through OBC & Stage 1 approval.	
	5.2. Construction Quality.		100%		Constructing Excellence scale of 1-10.	Garshake Office Pilot, Clydebank Workshops, Hillhead Community Centre, The Shields Centre, Lairdsland, Johnstone Town Hall, VOLIE, CCTV Hub, GWL, Lennoxton	Garshake Pilot - Project handed over Defect free - with some minor snagging items at time of handover. Clydebank Workshops - Construction quality evidenced as 'some defects with no significant impact on Client' i.e. Grade 8. Hillhead Comm Centre - Construction quality evidenced as 'some defects with no significant impact on Client' i.e. Grade 8. The Shields Centre - Construction quality evidenced as 'some defects with no significant impact on Client' i.e. Grade 8. Johnstone Town Hall - Construction quality evidenced as 'some defects with no significant impact on Client' i.e. Grade 8. Vale of Leven - Construction quality evidenced as 'some defects with no significant impact on Client' i.e. Grade 8. CCTV Hub - Construction quality evidenced as 'some defects with no significant impact on Client' i.e. Grade 8. Glasgow Woman's Library - Construction quality evidenced as 'some defects with no significant impact on Client' i.e. Grade 8. Lairdsland Primary School - Construction quality evidenced as 'defect free' i.e. Grade 10. Lennoxton CH - Construction quality evidenced as 'some defects with no significant impact on Client' i.e. Grade 8.	
6. Partnering and Collaboration	6.1. Active involvement in TPB.	TBC	TBC	N/A	Territory Partnering Board Satisfaction Survey	Yes	<i>Survey Responses still to be received from Participants. External Audit completed and confirmed by Territory Team. CIT : Applicable after 5 years operation.</i>	
	6.2. Overall Satisfaction with Ongoing Partnering Services.	83%	83%	N/A	Assessment of the delivery of the 4no. Ongoing Partnering Services Value for Money Criteria as agreed with the TPB on an annual basis for applicable projects	12 Applicable Projects - Bearsden CH, Kilmardinny House, Kirkintilloch TH, Dumbarton Office, OLSP, Barrhead SS, Woodhill PS, Lenze PS, St Patricks PS, Kilmacolm PS, Dumbarton CH, Kilpatrick ASN	Ongoing Value for Money Report to be issued to the Territory Team & TPB for consideration.  At least 2 of the Value for Money criteria have been delivered on 10 of the 12 applicable projects.  CIT : Applicable in 2016/17.	
7. Community Engagement	7.1. Compliance with Community Engagement Proposals included in Project Development Partnering Services Method Statement.		100%	100%	Internal and external Audit by assessing the Community Engagement checklist and the activities agreed within the Community Engagement Plan for each project following NPR acceptance.	Yes	100% compliance with Community Engagement Proposals reported across the programme of projects.	

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8. Community Benefit	8.1. Recruitment and Training.		871%	871%	Primary Supply Chain members meet the recruitment and training targets hub West Scotland agrees with a relevant Participant(s) for projects completed within a given year based on the Construction Skills 'Client-based Approach' audited at project completion.	Lairdsland Primary School, Vale of Leven Workshops & Lennoxtown Community Hub	All training & recruitment targets achieved and in some cases exceeded  Lairdsland Primary School 22 Recruitment & Training targets established 8 targets achieved and 14 targets were exceeded 110 outcomes established and 1363 delivered  Vale of Leven Workshops 22 Recruitment & Training targets established 13 targets achieved and 7 targets were exceeded (School site visits were not delivered due to availability of school. Two extended work placements provided instead of 4 individual short term.) 75 outcomes established and 209 delivered  Lennoxtown Community Hub 22 Recruitment & Training targets established 11 targets achieved and 11 targets were exceeded 101 outcomes established and 918 delivered  Overall 871% Achieved
	8.2. Small and Medium Enterprise (SME) supplier/third sector development.		80% Made Available 9% Awarded	TBC	% of suitable opportunities (by Value) that are made available to local SME / TSOs.  % of suitable opportunities (by Value) that are awarded to local SME / TSOs.	Lairdsland Primary School, Vale of Leven Workshops & Lennoxtown Community Hub	Lairdsland Primary School 98% by suitable value made available to Scottish SMEs (of which 71% were local SMEs within hWS Territory) 63% by suitable value awarded to Scottish SMEs (Of which 12% were local SMEs within hWS Territory)  Vale of Leven 99% of suitable value made available to Scottish SMEs (Of which 91% were local SMEs within hWS territory) 86% of suitable value awarded to Scottish SMEs (Of which 11% were SMEs within hWS territory)  Lennoxtown Community Hub 97% of suitable value made available to Scottish SMEs (Of which 75% were local SMEs within hWS territory) 96% of suitable value awarded to Scottish SMEs (Of which 5% were SMEs within hWS territory)  Definition of Local SME/TSO to be considered and agreed to include Greater Glasgow area vs hWS Territory. Definition of suitable opportunities to be established.
	8.3 The Cash Equivalent of Community Benefits delivered by hub West Scotland and its Supply Chain.		£20,134	£20,134	Cash and/or cash equivalent value of wider community benefit delivered in a year.	Yes	Cash Equivalent of Community Benefits for reporting period is £20,134.
	8.4 End User and Community Satisfaction Surveys.		84%	84%	End User and Community Users Satisfaction Surveys contained within the Management Systems.	The Shields Centre Johnstone TH & Lairdsland PS outstanding - Liasing with Participants	84% overall satisfaction achieved.
	8.5 Recruitment and Training across the programme of Projects.		706%		Primary Supply Chain Members meet the recruitment and training targets detailed in KPI Management Plan 8.5 measured on project by project basis and aggregated over a 3 year rolling programme over a three year rolling period per £10m of construction cost of Approved Projects completed within the period.	Assessed on a completed Construction Value of £26.6M	All recruitment and training targets (14no) exceeded. Refer to the Annual Community Benefits Report for further details.  External Audit to be completed and confirmed by the Territory Team.
9. Sustainability	9.1. Achievement of BREEAM targets.		100%	100%	Pass/Fail on agreed BREEAM criteria	Yes - Lairdsland, Johnstone TH, GWL, RCC TV Hub, VOLIE	Clydebank Workshops / Hillhead / Garshake / GWL / CCTV Hub / VOLIE - BREEAM either not applicable or not required by Participant  Lairdsland / JTH / East Pollockshields - all required BREEAM accreditation and are on track to achieve
	9.2 (a). Reducing Construction Waste.		1.8		Tonnes of construction waste leaving site per £100k of construction value. To be assessed in accordance with WRAP principles.	Johnstone TH, Lairdsland PS, East Pollockshields HCC, Glasgow's Women Library, Lennoxtown Community Hub, Renfrew Community Safety Hub & Vale of Leven	JTH - 2.59, Lairdsland - 1.49, Shields Centre - 2.19, Lennoxtown CH - 1.27 Not Applicable - Glasgow Women's Library, Renfrew Safety Hub, Vale of Leven Workshops.  KPI amended to exclude Refurbishment & small value Projects and reported following Practical Completion once final waste figures are produced.  CIT: Applicable after 5 years of operation
	9.2 (b) Reducing Construction Waste.		0.26		The weight of construction waste in tonnes going to landfill from an Approved Project site per £100k of construction value. To be assessed in accordance with WRAP principles.	Johnstone TH, Lairdsland PS, East Pollockshields HCC, Glasgow's Women Library, Lennoxtown Community Hub, Renfrew Community Safety Hub & Vale of Leven	JTH - 0.36, Lairdsland - 0.16, Shields Centre - 0.38, Lennoxtown CH - 0.15 Not Applicable - Glasgow Women's Library, Renfrew Safety Hub, Vale of Leven Workshops.  KPI amended to exclude Refurbishment & small value Projects and reported following Practical Completion once final waste figures are produced.  CIT: Applicable after 5 years of operation
	9.2 (c) Reuse and recycling of Construction Waste.		87%		The percentage of waste (on a tonnage basis) generated on Approved Project sites from demolition and the construction process that is recycled or prepared for reuse on other projects.	Johnstone TH, Lairdsland PS, East Pollockshields HCC, Glasgow's Women Library, Lennoxtown Community Hub, Renfrew Community Safety Hub & Vale of Leven	JTH - 86, Lairdsland - 89%, Shields Centre - 83%, Lennoxtown CH - 89% Not Applicable - Glasgow Women's Library, Renfrew Safety Hub, Vale of Leven Workshops.  KPI amended to exclude Refurbishment Projects & small value projects.  CIT: Applicable in 2020

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	9.2 (d) Reducing Construction Waste.		Pass		To be included within Stage 2 Submission and contractors proposals at financial close of each Approved Project. To be assessed in accordance with WRAP principles.	Lennoxton Community Hub - Re-Design, Maryhill Health Centre, Eastwood Health Centre, Bellsmyre Co-located Primary Schools, Inverclyde CH, Our Lady & St Patricks SS, Barrhead SS, Dumbarton Care Home, Kilpatrick ASN, Bearsden CH, Clydebank Leisure Centre, Glasgow Womens Library, Renfrew Community Hub, Kilmardinny House, Kirkintilloch TH, Vale of Leven Workshops, St Patrick's PS, Lenzie/ Lenzie Moss, Kilmacolm Primary School, Woodhill PS, St Flannans PS	All Prejects - Waste Management Plans in place.
	9.2 (e) Recycled Content Materials.		15%		By collating the value of materials derived from re-used and recycled sources and calculating the proportion it represents of total materials used. Evidence from Supply Chain during construction delivery.	Clydebank Workshops, Hillhead Community Centre, Shields Centre, Johnstone TH, Lairdsland PS, Vale of Leven WS, Lennoxton CH	Not Applicable: Glasgow Women Library & Renfrew Safety hub Clydebank Workshop: 16% Hillhead CC: Contractor advised 20%. Johnstone TH - 15 %  Shields Centre / Lairdsland / Lennoxton / Vale of Leven: Awaiting information from the Main Contractor.
	9.3 EPC Rating.		100%	N / A	By comparing the actual EPC rating with the agreed EPC rating with the Relevant Participant during the New Project Development process.	Yes - To cover Clydebank Workshops, Garshake Office Pilot, Eastwood Enabling, Hillhead Community Centre & The Shields Centre	Garshake Office Pilot / GWL / CCTV Hub / VOLIE & Eastwood Enabling - Not Applicable. Clydebank workshop - EPC Rating of B achieved post construction for each of the seven workshop units inline with the target. Hillhead CC - EPC rating of B+ achieved post construction. The Shields Centre - EPC rating of B+ achieved at PC. Lairdsland- EPC rating of B+ achieved at PC. JTH - EPC rating of B+ achieved at PC.  CIT - Not active as measured after 5 years of operation.
10. Supply Chain Management	10.1. Compliance with the Method Statement for Ongoing Management of the Supply Chain.		100%	100%	Measurement to be linked to results of internal/external audits of compliance Schedule Part 3, Section 5A On-going Partnering Services, Part 2 Supply Chain Management in accordance with the Audit Process contained in the Management Systems.	Yes	Internal Audit 100% Compliant with Method Statements. Refer to Audit List for further details.  External Audit to be completed and confirmed by the Territory Team
	10.2. Compliance with the Method Statement for Ongoing Management of the Supply Chain for selection from the Supply Chain for each New Project.		100%	100%	Measurement to be linked to results of internal/external audits of Schedule Part 3 of the TPA, Section 5B Project Development Partnering Services, Part 2 Selection from the Supply Chain in accordance with the Audit Process contained in the Management Systems.	Yes	Internal Audit 100% Compliant with the Method Statements. Refer to Audit List for further details.  External Audit to be completed and confirmed by the Territory Team
11. Overall performance of hub West Scotland	11.1. Overall performance of hub West Scotland in the delivery of Partnering Services.	Failure occurs where there have been more than 5 TRT KPI failures over a 3 year rolling period or more than 3 failures in any one calendar year.		No more than 3 TRT KPI failures over a 3 year rolling period or more than 2 TRT KPI failures in the current operating year, after the initial 3 year period.	Measurement of Track Record Test Failures listed in the Performance Report	Yes	2012/13 - No failures 2013/14 - 1 TRT failure (KPI 2.3) 2014/15 - 1 TRT failure (KPI 9.2a) 2015/16 - To be confirmed  CIT active after 3 years of operation