

Strategic Performance Maturity Matrix

Maturity increases from left to right

Category	Focus	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5	Evidence base
1. Policy Impact	Customer service		A comprehensive Customer and Stakeholder Engagement Plan is in place and progress reflects key Plan milestones. Stakeholders are engaged regularly using a breadth of channels. Feedback about network performance and the Highways Service is predominantly positive but further tracking is needed to determine how this is sustained over time. The service is progressing with applications for Customer Service Excellence accreditation/recognition. There is evidence of approaches being tailored in response to customer feedback.	Level 1 completed Authority confidence in progress and momentum Customer understanding improving Clear on progress and steps still required to attain level 3 by March 2025	Customer and Stakeholder Engagement Plan progress reflects key Plan milestones and desired outcomes. The Plan is updated as the context evolves. Stakeholders are engaged regularly using a breadth of channels. Feedback about network performance and the Highways Service is positive and sustained from a breadth of key stakeholder groups. The service is being successful in applications for Customer Service Excellence accreditation/recognition. Feedback indicates that stakeholders feel engaged and that the Council listens to their issues and expectations of the Highways Service.		All customers and key stakeholders are satisfied with the the way the network is performing and the Highways services being provided. All Plans - policy and service - are updated as the context evolves to reflect changing needs and expectations. The service regularly receives recognition for Customer Service Excellence. Stakeholders are engaged regularly using a breadth of channels. Engagement arrangements are updated as customers' needs evolve. Levels of indicated satisfaction are sustainably high. Service delivery arrangements are tailored to reflect customer feedback. Customers feel included and the service they receive closely reflects their needs and priorities.	Client overview reports, customer satisfaction surveys, complaints monitoring reports, submitted accreditation/certification applications, member and other key stakeholder feedback
	Innovation, improvement and value for money		A comprehensive Innovation and Improvement Plan is in place and progress reflects key Plan milestones. Initial innovations are being deployed and delivering favourably. The business case approach has been applied. Further potential has been identified. The commercial arrangements for reinvesting savings in service improvement are in place. The service is progressing with applications for Innovation and Excellence accreditation/ recognition. Productivity and efficiency meet initial commitments.	Level 1 completed Authority confidence in progress and momentum Innovation and improvement emerging Clear on progress and steps still required to attain level 3 by March 2025	Innovation and Improvement Plan progress reflects key Plan milestones and desired outcomes. The Plan is updated as the context evolves. Initial innovations have been evaluated and rolled out where appropriate. Further potential has been identified and business cases prepared. The commercial arrangements for reinvesting savings in service improvement are working. The service is being successful in applications for Innovation and Excellence accreditation/recognition. Productivity and efficiency targets are being met.		The service is internally and externally regarded as being innovative and an exemplar of sector good practice. The service regularly receives recognition for innovation. Opportunities are systematically identified and deployed where they represent value for money. Productivity and efficiency are sustainably high with generated savings reinvested in service improvement. The commercial arrangements for reinvesting savings in service improvement are fit for purpose and regularly reviewed. Forward Improvement Plan targets are comprehensive and stretching.	Client overview reports, progress against the Innovation and Improvement Plan targets, innovation business cases, submitted accreditation/certification applications, innovation evaluation reports, Member and other key stakeholder feedback, KPI improvements
	Social Value		A comprehensive Social Value Plan is in place and progress reflects key Plan milestones. Initial commitments are being deployed and TOMS monitoring indicates positive progress. Further potential has been identified for additional Social Value that reflects a more in-depth understanding of Council policy objectives. The service is progressing with applications for Social Value accreditation/ recognition.	Level 1 completed Social Value becoming evident Authority confidence in progress and momentum Customer understanding improving Clear on progress and steps still required to attain level 3 by March 2025	Social Value Plan progress reflects key Plan milestones, TOMS targets and desired outcomes. The Plan is updated as the context evolves. Initial Social Value interventions have been evaluated and rolled out where appropriate. Further potential has been identified and business cases prepared. The approach makes a tangible contribution to wider Council economic, social and environmental objectives. The service is being successful in applications for Social Value accreditation/recognition.		The Social Value (social, economic and environmental) impact generated by the service delivers meaningful benefits to communities and individuals. The service regularly receives recognition for Social Value. Social Value outcome coverage is comprehensive and aligns with the Council's own priorities and commitments. Forward Social Value Plan targets are comprehensive and stretching. The Council sees the provider as a key partner in delivering its social, economic and environmental objectives.	Client overview reports, progress against the Social Value Plan targets, Social Value intervention business cases, submitted accreditation/certification applications, Social Value evaluation reports, Member and other key stakeholder feedback, TOMS improvements
	Climate change & the Environment (CC&E)		A comprehensive Climate Change & Environment (CC&E) Plan is in place and progress reflects key Plan milestones. Initial commitments are being deployed and TOMS monitoring indicates positive progress. Further potential has been identified for additional E&CC activity that reflects a more in-depth understanding of Council policy objectives. The local impact of climate change is better understood, and priorities for action have been identified. The service is progressing with applications for Environmental accreditation/ recognition.	Level 1 completed Authority confidence in progress and momentum Initial environmental benefits being realised Clear on progress and steps still required to attain level 3 by March 2025	CC&E Plan progress reflects key Plan milestones, TOMS targets and desired outcomes. Initial CC&E interventions have been evaluated and rolled out where appropriate. The Plan is updated as the context changes based on a sound understanding of the geography, CC&E baselines/positions, and the Council's evolving CC&E objectives. Further potential has been identified and business cases prepared. The approach makes a tangible contributions to wider Council environmental objectives. The service is being successful in applications for CC&E accreditation/recognition.		The positive Climate Change and wider environmental impact generated by the service delivers meaningful benefits to communities and individuals. The local impact of climate change is well understood, and responses to severe weather and wider climate change mitigation are working well. The service regularly receives recognition for its Environmental practices. Climate Change and wider environmental outcome coverage is comprehensive and aligns with the Council's own priorities and commitments. Forward CC&E Plan targets are comprehensive and stretching. The Council sees the provider as a key partner in delivering its CC&E objectives.	Client overview reports, progress against the CC&E Plan targets, CC&E intervention business cases, submitted accreditation/certification applications, CC&E evaluation reports, Member and other key stakeholder feedback, TOMS improvements
2. Service Excellence	Asset management		A comprehensive Asset Management Plan is in place and progress reflects key Plan milestones. The underlying asset baseline has been captured and all important asset considerations impacting on network performance have been identified. Initial investment has been secured and allocated. Plans, projects and work programmes reflect key priorities for maintenance and improvement. Customer information and perspectives are important in planning and review. Key information streams have been identified and are used in decision-making and programming. The asset information baseline is complete and up to date. Systematic data analysis is undertaken to assess and select asset interventions.	Level 1 completed Authority confidence in progress and momentum Asset understanding improving and initial benefits emerging Clear on progress and steps still required to attain level 3 by March 2025	Asset Management Plan delivery/progress reflects key Plan milestones and desired outcomes. Customer information and perspectives are embedded in the planning and review process. Plans, projects and work programmes are delivered on time and to budget. The asset information baseline is complete and up to date. Initial investment has been spent well and further investment is being explored. KPI standards and targets critical to the Asset Management Plan are being met. A data-driven and technology-supported decision-making process is in place. The asset condition is in line with expectations and investments.		The Asset is well managed. Its underlying condition is clearly understood and a comprehensive suite of systematic interventions is planned with asset improvement in mind. Customer information and perspectives are pivotal in the planning and review process. The asset information baseline is complete and up to date. Asset interventions are informed by a good understanding of network access and performance requirements, informed by a breadth of user data. This is balanced with engineering requirements in prioritising investment. Investment to date is delivering the anticipated benefits. The asset condition is in line with expectations and investments. The asset supports effective network performance.	Client overview reports, progress against the Asset Management Plan and associated programme targets, Asset Condition Survey updates, Asset Management intervention business cases, Asset Management programme/project evaluation reports, Member and other key stakeholder feedback
	Network management		Comprehensive arrangements are in place that align with the Authority's Network Management Plan (NMP) and progress reflects key Plan milestones. The baseline position around network access and performance (including safety) is understood, and key priorities for improved network performance have been identified. Initial investment has been secured and allocated. Plans and work programmes link to the Asset Management Plan and reflect key priorities for maintenance and improvement. Routine works, reactive works and emergency responses hit KPI targets and sustain network performance. Key information streams have been identified and are used in decision-making and programming. Network users' needs and priorities are being captured and used to inform decision-making. Routine works, reactive works and emergency responses hit targets and sustain network performance.	Level 1 completed Authority confidence in progress and momentum Initial network management benefits emerging Clear on progress and steps still required to attain level 3 by March 2025	Network management arrangements reflect key NMP milestones and desired outcomes. Plans and work programmes link to the Asset Management Plan and reflect key priorities for maintenance and improvement. Programmes are delivered on time and to budget. Customer and other stakeholder feedback is used to shape and schedule interventions; and network users' needs and priorities inform decision-making. Initial investment has been spent well and further investment is being explored. Routine works, reactive works and emergency responses hit targets and sustain network performance. KPI standards and targets related to routine works, reactive works and emergency responses are being met. Network access and performance are in line with expectations and investments.		The network is accessible and performing well over a sustained period in all KPI areas. Network performance drivers are clearly understood and a comprehensive suite of schemes and works is planned with continued levels of high performance in mind. These are informed by a sound understanding of network users' needs and priorities, supported by a breadth of user data. Routine works, reactive works and emergency responses hit targets and sustain network performance. This is balanced with engineering requirements in prioritising investment. Data about the network is held in an accessible format (for both service provider use and client-side scrutiny) and systematically analysed to ensure proposed works fit with the Council's aims and objectives. Network access and performance are in line with expectations and investments.	Client overview reports, progress against the Network Management Plan and associated programme targets, annual plan updates, customer satisfaction surveys, Member and other key stakeholder feedback, KPI update reports

	Day to day service delivery		Day to day service delivery hits all of the Council's identified standards and targets (see tactical KPI targets). Relevant and up-to-date performance information is shared with all key stakeholders through communications media and in a form that meets their expectations. Where underperformance does occur, improvements are identified early and corrective actions taken quickly. <i>NB this expectation endures at all levels of maturity</i>	Level 1 completed Authority confidence in progress and momentum KPI targets largely being met and emerging issues resolved Clear on progress and steps still required to attain level 3 by March 2025	Day to day service delivery hits all of the Council's identified standards and targets (see tactical KPI targets). Relevant and up-to-date performance information is shared with all key stakeholders through communications media and in a form that meets their expectations. Where underperformance does occur, improvements are identified early and corrective actions taken quickly. <i>NB this expectation endures at all levels of maturity</i>		Day to day service delivery hits all of the Council's identified standards and targets (see tactical KPI targets). Relevant and up-to-date performance information is shared with all key stakeholders through communications media and in a form that meets their expectations. Where underperformance does occur, improvements are identified early and corrective actions taken quickly. <i>NB this expectation endures at all levels of maturity</i>	Client overview reports, KPI update reports, Member and other key stakeholder feedback
3. Contract resilience	Contract financial resilience		The contract is performing sustainably from the perspectives of both the Council and the appointed service provider. Generated contract turnover is in line with Council's intended investment in the Highways Service. Service provider's margin is transparent and reflects that indicated in their pricing submission. Pain/gain arrangements are deployed to reflect the spirit and terms of the commercial agreement between the parties.	Level 1 completed Authority confidence in progress, resilience and financial sustainability Clear on progress and steps still required to attain level 3 by March 2025	The contract is performing sustainably from the perspectives of both the Council and the appointed service provider. Generated contract turnover is in line with Council's intended investment in the Highways Service. Service provider's margin is transparent and reflects that indicated in their pricing submission. Pain/gain arrangements are deployed to reflect the spirit and terms of the commercial agreement between the parties. Both the Council and the service provider think purposefully about how they might deliver additional benefit to key Council stakeholders in a manner that meets the financial and commercial needs of both parties. Initial related opportunities have been identified and are being deployed.		The contract is performing sustainably from the perspectives of both the Council and the appointed service provider. Generated contract turnover is in line with Council's intended investment in the Highways Service. Service provider's margin is transparent and reflects that indicated in their pricing submission. Pain/gain arrangements are deployed to reflect the spirit and terms of the commercial agreement between the parties. Both the Council and the service provider think purposefully about how they might deliver additional benefit to key Council stakeholders in a manner that meets the financial and commercial needs of both parties. There are a number of examples of related initiatives being successfully deployed in practice. Lessons have been learned and further opportunities planned with these in mind.	Client overview reports, budget monitoring reports (capital and revenue), contract performance reports
	Culture and collaborative benefit		Both the Council and the service provider are working closely together to identify and deliver the building blocks of a customer and citizen focused service. Employee, supplier and user safety is a further key consideration. Leadership is strong, and governance and management arrangements are in place and working well. Accountabilities are clear and respected. Opportunities for enhancing citizen/customer benefits have been identified. The service has started to compete for awards for Customer Service Excellence and organisational accreditations such as Investors in People. Appropriate industry accreditations are in place (and reviewed) with compliance closely monitored through the established governance and management regime. Customer and staff satisfaction levels are high. Equality, Diversity and Inclusion (EDI) commitments are being met. Staff retention and absence levels meet industry standards. Staff morale is high.	Level 1 completed Authority confidence in progress and momentum Tangible collaborative benefits emerging Clear on progress and steps still required to attain level 3 by March 2025	Both the Council and the service provider work collaboratively to identify and deliver a customer and citizen focused service. Employee, supplier and user safety is a further key consideration. Leadership is strong. Governance and management arrangements work well and are seen to add value to the service. Accountabilities are clear and respected. Opportunities for enhancing citizen/customer benefits are being progressed and benefits are being realised. The service has started to win awards for Customer Service Excellence. Appropriate industry accreditations are in place (and reviewed), with compliance closely monitored through the established governance and management regime. Customer and staff satisfaction levels are high. Equality, Diversity and Inclusion (EDI) commitments are being met. Staff retention and absence levels are above industry standards. Staff morale remains high.		Both the Council and the service provider think and behave in a manner that puts the citizen and customer at the forefront of their planning, management and delivery. Employee, supplier and user safety is a further key consideration. Governance and management arrangements work well and are widely recognised as adding value to service success. While accountabilities are clear and respected, opportunities for collaboration are explored and deployed wherever citizen/customer benefits can be maximised. The service regularly wins awards for Customer Service Excellence. Appropriate industry accreditations are in place (and reviewed), with compliance closely monitored through the established governance and management regime. Customer and staff satisfaction levels are high. Equality, Diversity and Inclusion (EDI) commitments are being met. Staff retention and absence levels are market leading. Staff morale remains high.	Client overview reports, customer satisfaction surveys, internal staff surveys, accreditation submissions/reviews, submitted award applications, EDI surveys, Member and other key stakeholder feedback

**Notes**

The maturity matrix detail will be refined at Mobilisation to reflect the commitments made by the successful bidder

Descriptions for levels 0, 2 and 4 will be added at that time

The Authorities assume that bidders will achieve level three maturity in each area by March 2025

The Authorities assume that - as clients - they will play a supportive and contributing role in the achievement of identified outcomes

Commitments will be embedded in the Annual Plan, feeding into the formal governance structures/arrangements for the contract

There should be no automatic assumption that the Authorities will require level 5 maturity to be achieved in every instance within the life of the contract. This will be the subject of discussion with Authorities (via the Strategic Board) as the policy and funding contexts evolve

The maturity definitions are descriptive but indicative of impact, progress, performance and value for money. Considerations of achievement (or otherwise) will be based on the evidence based indicated in column H, with longevity/sustainability of achievement (or otherwise) factored into this consideration.

Decisions regarding the applications of rewards and sanctions will be made by the Authorities applying the relevant clauses in the contract(s).

Contact decisions around willingness to accept extensions will reflect the relevant clauses in the contract.