



UK Health
Security
Agency

Statement of Requirements

CONTENTS

STATEMENT OF REQUIREMENTS.....	1
1. INTRODUCTION AND BACKGROUND TO THE AUTHORITY	2
2. CONTRACT START DATE AND DURATION	2
3. CONTRACT VALUE	2
4. VOLUMES	2
5. PAYMENT TERMS AND INVOICING.....	3
6. TERMS AND CONDITIONS.....	3
7. OPERATIONAL HOURS.....	3
8. SECURITY REQUIREMENTS.....	3
9. SCOPE OF REQUIREMENT	3
10. SPACE PLANNING AND DESIGN SUPPORT	5
11. DELIVERY AND INSTALLATION RESPONSIBILITIES	5
12. STORAGE REQUIREMENTS & ASSET MANAGEMENT	6
13. SUSTAINABILITY AND SOCIAL VALUE	7
14. ASSURANCE OF DELIVERY OF SERVICE.....	8
15. BUSINESS CONTINUITY AND DISASTER RECOVERY.....	8
16. IMPLEMENTATION PLAN AND EXIT STRATEGY.....	8
17. CONTINUOUS IMPROVEMENT AND INNOVATION.....	9
18. MANAGEMENT INFORMATION	9
19. SERVICE LEVELS	10
20. KEY PERFORMANCE INDICATORS	10

1. INTRODUCTION AND BACKGROUND TO THE AUTHORITY

- 1.1. The UK Health Security Agency is an Executive Agency of the Department of Health and Social Care and was created on the 1st October following a merger of the public health protection functions of Public Health England and NHS Test and Trace. The agency employs approximately 10,000 people across 48 administrative or laboratory locations throughout England with presences in Scotland and Wales. It is a time of transformation for the organisation as it adapts to its new role in the protection of public health throughout the United Kingdom whilst continuing to advise the UK Government on its response to the Covid pandemic and lead on the testing of the population and tracing of those who may have come into contact with an individual who has tested positive for Covid.
- 1.2. It is a time of transformation for the organisation as it adapts to its new role in the protection of public health throughout the United Kingdom whilst continuing to advise the UK Government on its response to the Covid-19 pandemic. The UK Health Security Agency (UKHSA) is responsible for protecting every member of every community from the impact of infectious diseases, chemical, biological, radiological and nuclear incidents and other health threats. We provide intellectual, scientific and operational leadership at national and local level, as well as on the global stage, to make the nation's health secure.
- 1.3. As part of that transition the UKHSA is preparing a property strategy to ensure its property portfolio is fit for purpose and is able to support its continuing evolution as it begins to shift its focus from Covid-19 to the continuing wider challenges to public health protection in the modern world. It is anticipated that to support this evolution that the current property portfolio will also need to evolve by rationalising its presence in certain locations, including moving from its current Head Office at Nobel House to new premises at Canary Wharf, late 2023.
- 1.4. UKHSA is therefore seeking to appoint a national delivery partner for Removal Solutions to help deliver this property transformation through supporting removals and relocations or internal reconfigurations of existing office spaces throughout the UK.

2. CONTRACT START DATE AND DURATION

- 2.1 It is the intention that the contract shall commence December 2022.
- 2.2 The contract period shall be for a period of two (2) years from contract start date with the option to extend for a further two (2) periods of up to twelve (12) months each.

3. CONTRACT VALUE

- 3.1 The contract value is estimated to be £100,000 (exc VAT) per annum.
- 3.2 The overall contract value is estimated at £400,000 (exc VAT), including optional years.
- 3.3 The above values are estimates only and **not** a guarantee of spend throughout the duration of the contract. The above values are based on previous spend profiles and known pipelines of activity within the estate. As the UKHSA and its Estate goes through a period of transformation and consolidation the anticipated scope of work may increase or decrease.

4. VOLUMES

- 4.1 The complexity and size of each move will be confirmed with each specific order request. The volume of requests going through the contract will be dependent on implementation of the UKHSA Estate Strategy, budget constraints and wider Socio-Political and Economic factors.

5. PAYMENT TERMS AND INVOICING

5.1 Payment in respect of the services and/or goods supplied shall normally be made within 30 days of a valid invoice being received at the UKHSA Accounts Payable Team, Financial Accounting Services, UKHSA. All invoices are to include the details of the services provided accompanied with a correct purchase order number.

5.2 The invoicing address is:

UK Health Security Agency,
Manor Farm Road,
Porton Down,
Salisbury,
SP4 0JG

Invoices should be sent to payables@ukhsa.gov.uk quoting the Purchase Order Number and Contract Reference number.

5.3 Payment will only be made following satisfactory completion of the Removal Solution agreed.

5.4 Before payment can be considered, each invoice must include a detailed elemental breakdown of work completed and associate costs.

6. TERMS AND CONDITIONS

6.1 The terms and conditions of the contract are the ESPO Call-Off Contract Terms and Conditions.

7. OPERATIONAL HOURS

7.1 Standard Operating Hours are classed as 08:00 to 18:00.

7.2 It is the expectation that the Services will be delivered during standard operating hours.

7.3 There may be occasions whereby it will be necessary for the Supplier to provide services outside of these hours or at weekends and bank holidays in order to minimise disruption or for health and safety reasons. Pricing in these instances should be clear, transparent and in line with pre-agreed contract rates.

8. SECURITY REQUIREMENTS

8.1 The UKHSA Project Manager will arrange for Visitor Passes to be issued to the Supplier's delegated staff on arrival at Reception.

8.2 Should there be occasions where the Supplier's delegated staff require security clearance, this will be communicated to the Supplier at project inception.

9. SCOPE OF REQUIREMENT

9.1 The Authority is seeking to appoint a Supplier to undertake, manage and deliver a Removals Solution service that meets and satisfies the Authority's requirements and to the standard as set out within the Framework documentation.

9.2 The supplier must have the capacity to undertake projects and relocations that range from small to large scale, including regional coverage with the expertise and resources to implement the most cost-effective removal, relocation and storage solution for a variety of project scenarios.

- 9.3 The supplier requires the expertise to manage sensitive and complex moves which may include services to our specialist sites which operate within strict, controlled laboratory environments. Such moves may be of a sensitive nature and, as such, will require security cleared staff attending site. Should storage services be utilised, the specialist sites will be required to undertake periodic audits of these facilities to ensure compliance with site protocols.
- 9.4 It is envisaged that services will be required in response to three main types of requests:
- 9.4.1 projects involving significant property change;
 - 9.4.2 localised requests for individual or isolated works; and
 - 9.4.3 services involving a specialist nature for the scientific sites
- 9.5 The Supplier is expected to provide a full range of Removal Solutions, including but not limited to, the following:
- Supporting and / or managing moves and relocations associated with office Fitouts, including dismantling, rebuilding and installation of furniture and non-specialist equipment.
 - Supporting and / or managing moves and relocation of specialist equipment, sometimes within laboratory settings and environments.
 - Delivery, collection and redistribution of homeworking furniture as required.
 - Logistics management of complex relocation projects and consultation services
 - Transportation and labour.
 - Packing Crates and cages of various sizes – secure and standard
 - Protective Packing Equipment such as bubble wrap, boxes, sacks, screen sleeves, security ties, labels etc. Where possible, packing equipment should re-usable and/ or recyclable, avoiding the use of Single Use Plastics where possible.
 - All Packing Materials that are not reusable or recyclable should be kept to a minimum where possible and should be disposed off in the most environmentally sustainable way as possible.
 - Building fabric and asset protection to ensure no damage to building fabric occurs.
 - Locksmith services and replacement keys.
 - Provision of Secure Storage space and solutions, if and when required.
 - Asset management of surplus stock for storage.
 - Removal and Recycling, Upcycling or Repair and Reuse of furniture and equipment no longer required by UKHSA.
 - Removal and destruction of furniture, equipment and goods including specialist equipment that cannot be repurposed, repaired or reused - as discussed and agreed with the Project Manager prior to quoting for individual projects.
 - The appropriate handling, removal and destruction of sensitive items that cannot be repurposed, repaired or reused – as discussed and agreed with the Project Manager prior to quoting for individual projects.
 - Site clearance support services.
 - WEEE waste services.
 - Computer Aided Design (CAD), inventory, design and floor plan support services if required
 - Awareness and experience with cable management (power and data) best practices to work alongside our approved power and data contractor.
 - Provision of reports where required to provide comprehensive details of where items are stored, have been disposed of etc.
- 9.6 The Supplier will provide method statements, risk assessments and security information where required for consideration one (1) week in advance of commencing works to allow sufficient time for consideration and refinement where needed. This will include consideration of the protection of staff safety, confidentiality, asset protection and security requirements to ensure the Services

provided meet the necessary Health and Safety requirements, standards and objectives of the project.

- 9.7 Defined standards will be applicable to all requests and in the case of significant and / or complex projects and removals within the scientific sites, detailed pre-planning between the Supplier and Project Managers will be required to maximise to ensure and maximise a successful delivery outcome.
- 9.8 The Supplier shall be mindful that they are carrying out moves and reconfigurations in occupied properties where staff will continue to work Business as Usual (BAU) and will, therefore, need to adhere to a high standard of professionalism. The Supplier must act and appear in a manner that maintains the Authority's high standards of security, professionalism and service.
- 9.9 The Supplier will ensure that all of its staff working on UKHSA sites wear uniforms and wear clear identification and have had the necessary security checks and clearance to attend site. If required, the UKHSA will issue Security Passes with the necessary clearance for the Supplier's staff to complete their tasks.

10. SPACE PLANNING AND DESIGN SUPPORT

- 10.1 Where required, will be asked to provide a space planning and design service commensurate with the scale and complexity of individual projects. Consideration should be given the Authority's Space Standards and Current Workplace Regulations. If required Computer Aided Design (CAD) systems, inventory, design and floor plan support services may be requested.
- 10.2 The Supplier shall ensure that design resource involved in the planning and design process have the relevant skills, experience and knowledge required to support delivery of successful projects as defined within the Framework scope of requirements.

11. DELIVERY AND INSTALLATION RESPONSIBILITIES

- 11.1 The Supplier is expected to plan its services in a considered and collaborative way with UKHSA Project Managers to minimise disruption and deliver to the agreed standards and timelines.
- 11.2 To support this process, both the Supplier and the Authority will deliver upon the responsibilities detailed at 10.3 as a minimum.
- 11.3 The Supplier will:
- 11.3.1 Appoint a Contract Account Manager to oversee the work and liaise with / report as the Authority requires to the Authority's Contract Manager;
 - 11.3.2 Ensure appropriate resource to manage the delivery of the Service and that said resource has the level of knowledge, skills and experience required to carry out the service to the expected standard;
 - 11.3.3 Attend regular site meetings to evaluate progress and quality of work;
 - 11.3.4 Provide the Authority with timely and ongoing evaluation and quality assurance information relating to the Service and / or individual project, as required;
 - 11.3.5 Provide, on a regular basis, Management Information (MI) including, but not limited to reporting on the delivery of the agreed SLAs and KPIs;

- 11.3.6 Provide reports and information on Continuous Improvement initiatives, Innovation, Savings Opportunities and Project Efficiencies as required;
 - 11.3.7 Provide MI on other occasions, as reasonably requested by the Authority in relation to delivery of the Services, Spend and Performance.
 - 11.3.8 Attend Quarterly / Yearly Contract Performance Review Meetings to review and discuss MI and Performance.
 - 11.3.9 Proactively encourage Small Medium Enterprises (SME's) to become part of its supply chain to support the Government's SME agenda.
 - 11.3.10 Evidence of a minimum of three (3) quotes to demonstrate best value for money where part or all of the Service is subcontracted and demonstrate that due diligence has been carried out.
 - 11.3.11 Manage its supply chain and sub-contractors effectively to provide cost savings, continuous improvements and innovation throughout the duration of the Call Off Contract and a high standard of service.
- 11.4 The Authority will, as a minimum, undertake the following responsibilities to support the Supplier to deliver the Services:
- 11.4.1 Appoint a Contract Manager to liaise with the Supplier;
 - 11.4.2 Provide the Supplier with a Purchase Order within an agreed minimum timeframe;
 - 11.4.3 Provide the Supplier with the necessary site contact, site instructions and timescales to carry out the works such as building access to where the service are to be delivered and floor plans, as appropriate;
 - 11.4.4 Carry out vetting to provide any necessary levels of site security and clearance where required;
 - 11.4.5 Schedule regular meetings between the Supplier Account Manager / Supplier Project Managers and the Authority Project Managers (dependent on volume of work) to evaluate progress and the quality of service provided against the agreed milestones, SLAs and KPIs. Frequency of meetings will be dependent upon the scale of the move and service required. The Supplier must have the capacity and willingness to accommodate; understanding that meeting frequency may increase as move dates approach closer. Meeting location will vary and may be a combination of virtual, telephone and on-site meetings.
 - 11.4.6 Schedule Quarterly and Yearly Contract Performance Review Meetings to foster a partnership and collaborative approach to continuous improvement and innovation to deliver the Services.

12. STORAGE REQUIREMENTS & ASSET MANAGEMENT

- 12.1 The UKHSA may require at times, the ability to store furniture and equipment at a Secure Storage facility, for example, to decant furniture to between office moves. Therefore, the Supplier will be required to provide such Storage Facilities as detailed below and to manage the stock being stored and manage this stock on its behalf.
- 12.2 The Storage facility must be:
 - safe and secure

- watertight
 - have either 24/7 manned security or CCTV
 - Compliant with Health and Safety requirements with certifications that can be provided upon request
 - be easily accessible for parking and unloading
 - able to flex up and down in terms of capacity for storing items – some storage requirements may need a larger storage space than others.
- 12.3 An Asset Management system will be implemented by the supplier which will record items in storage. This Inventory must record incoming and outgoing items, asset number and dates as a minimum.
- 12.4 The Asset Management System must be kept up to date accessible to the UKHSA, either through access to a portal / website or an appointed individual.
- 12.5 Where disposal is required, reuse, repair and / or upcycling options are to be investigated and recommended by the Supplier. If the items are beyond repair and not fit for upcycling and / or reuse, the Supplier must ensure that items are broken down into their various component parts and the component parts recycled. Where appropriate, certificates of safe disposal should be provided to the Authority. A Service Credit for recycled materials should be provided where appropriate and agreed.
- 12.6 The UKHSA will be responsible for the ultimate decision as to what furniture is to be stored and what is to be disposed on sites that are being vacated or moving locations.

13. SUSTAINABILITY AND SOCIAL VALUE

- 13.1 The Supplier shall work proactively, with its supply chain and the Authority to support the Greening Government Commitments, reduce the environmental impacts arising from the provision of Removal Solutions to the Authority. To implement new and innovative ways of delivering Removal Solutions that consider the environment and the reuse, refurbish, recycle and repair hierarchy. The supplier will assist the Authority to implement processes that support these.
- 13.2 Initiatives taken to minimise the environmental impact of the Removal Solutions provided and the benefits achieved must be tracked and communicated in a Quarterly Report presented to the Authority.
- 13.3 The Supplier will work with the Authority
- 13.4 The Authority expects the supplier to propose and implement initiatives and projects that support Social Value directly as a result of this contract.
- 13.5 The Supplier shall support the Authority in delivering the Government's Social Value Standards and targets by developing and investing in skills and supporting people into work throughout the duration of the Contract as appropriate.
- 13.6 The Supplier shall track and record social value benefits achieved, including its commitment to supporting and investing in local communities that this contract refers to.
- 13.7 Social Value targets and desired benefits shall be proposed within the Tender submission and must be measurable and achievable. Progress and realisation will be monitored and reported to the Authority as part of the Quarterly Report and KPI reporting.

14. ASSURANCE OF DELIVERY OF SERVICE

- 14.1 The Supplier shall assure the delivery of the Services within the contractual or project specific timescales.
- 14.2 The Supplier shall provide a high standard of after service care, offering a seamless customer experience to the Authority. This should include a robust process for dealing with retrieval delays, damaged goods and missing items.
- 14.3 If, during the removal / relocation service, any item of furniture or equipment is lost, misplaced or damaged, the successful tenderer will be responsible for replacing and / or repairing such items. If missing or lost items cannot be located the cost of replacing will lie with the supplier.

15. BUSINESS CONTINUITY AND DISASTER RECOVERY

- 15.1 The Supplier is required to submit and detail their Business Continuity and Disaster Recovery Policy detailing arrangement to ensure Business continuity and to enable Disaster Recovery, including the scope, validation, risk treatment and leadership in these areas.
- 15.2 The Supplier's policy should also demonstrate that their organisation keeps copies of documentation setting out Business Continuity and Disaster Recovery Procedures.
- 15.3 Documentation should include arrangements for Business Continuity and Disaster Recovery throughout its organisation. This should set out how your organisation will carry out its policy with a clear indication of how the arrangements are communicated throughout your workforce.

16. IMPLEMENTATION PLAN AND EXIT STRATEGY

16.1 Implementation Plan

- 16.1.1 The Implementation Plan should contain detail of what is identified as essential to a successful implementation of the Contract.
- 16.1.2 The successful Supplier is required to work with the Authority to develop and agree a final version of this plan within seven (7) days of Contract Award. Both parties will then work to the agreed timescales to ensure a seamless and successful transition to the execution of the contract.

16.2 Exit Strategy

- 16.2.1 The successful Supplier will be required to work with the Authority to develop the Exit Strategy over the duration of the Contract. This Exit Strategy shall consist of a comprehensive list of proposals/processes to manage the exit of the Supplier from performing the Contract.
- 16.2.3 This Exit Strategy shall take cognisance of whatever circumstances termination arises, from breach of contract, to the Contractor being successful in any subsequent Contract, to the Contractor not being successful in any subsequent Contract. The Exit strategy may include, but is not limited to, the following:
- Early Exit Triggers;
 - Exit Risk Management;
 - Exit Team (applicable stakeholders);
 - Continuing Service Requirements;
 - Data Security and Privacy;
 - Knowledge and Document Transfer;
 - Exit Costs;

- Exit Personnel (TUPE, applicable meetings)

16.2.3 The Exit Strategy will become effective as soon as notice of termination is issued by one of the parties, or twelve (12) months prior to the expiry of the Contract.

16.2.4 During the period of transition from this Contract to the next, the successful Contractor is obliged to continue performing the contracted Goods/Services/Works at the same level of quality and to continue to comply with all obligations in the Contract until the point of hand over to the new provider.

17. CONTINUOUS IMPROVEMENT AND INNOVATION

17.1 The Supplier shall identify and deliver operational efficiencies and continuous improvement to the delivery of the services and contract management throughout the lifetime of the Contract.

17.2 The Supplier is expected to work in partnership with the Authority to ensure those opportunities are maximised to improve delivery of the contract and services requested.

17.3 The Supplier will work with its supply chain and the Authority to identify opportunities to innovate in the delivery of Removal Solutions.

17.4 The Supplier will keep abreast of industry trends and products in order to put forward new and innovative ways of working and delivering the services.

17.5 Innovations or new and innovative ways of working must be detailed, evidenced and put forward to the Authority with an Implementation Plan at Quarterly and Annual Review Meetings (or before), for consideration.

18. MANAGEMENT INFORMATION

18.1 The Supplier will be required to provide Management Information reports on a quarterly basis and discuss the content of such reports at Quarterly review Meetings.

18.2 Management Information Reports must be submitted by the tenth (10th) day following each quarter.

18.3 Management Information Reports shall include, as a minimum, the following information:

- ✓ Breakdown of spend by product, by category, top seller, highest spend items and such like.
- ✓ Break down of spend by region and project site,
- ✓ Break down of spend by month and quarter and total spend to date.
- ✓ Report
- ✓ Sustainability Measurements (as detailed, but not limited to those described in Section 5 – Sustainability and Social Value. Detail should include miles travelled, CO2 emissions and CO2 emissions avoidance)
- ✓ Reporting on alternative product proposals made and uptake of these in terms of more sustainable products or alternative sourcing.
- ✓ Savings achieved through sustainability – monetary and CO2
- ✓ Social Value benefits achieved during the quarter.
- ✓ KPIs and SLAs reports and analysis – scoring and comparison to previous quarters, targets met, improvement / decline to previous quarter, steps to improve.
- ✓ Detail percentage of on-time completion against Late Completion including, but not limited to, analysis of on-time and late completion of Removal Service by Region and Site.

- ✓ Percentage breakdown of reasons for late completion of Removal Service.
- ✓ Complaint handling and analysis.
- ✓ Helpdesk Calls and analysis.
- ✓ Dashboards and graphics displaying above information.

18.4 The successful Supplier shall work with the Authority develop and refine the format and detail of reports required at contract commencement. It is expected that the report will continue to evolve and develop as new technology and software becomes available and the supplier becomes more attuned to the Authority's requirements.

19. SERVICE LEVELS

19.1 The Supplier shall provide a proactive contract manager and ensure that all Service Levels and KPIs are met to the highest standard throughout the term of the Call Off Contract.

19.2 The Supplier shall report to the Authority no less than quarterly and present a Management Information Report, including details of performance against the agreed Service Levels .

20. KEY PERFORMANCE INDICATORS

20.1 Examples of Key Performance Indicators (KPI's) are detailed below, together with the measurement criteria. These are to be developed and agreed with the UKHSA during the mobilisation period.

20.2 These are to be used as a measuring criteria and system of monitoring and measuring the supplier's performance and delivery in order, to identify any aspects of the contracted services that require change or improvement.

20.3 Where Performance does not meet the agreed, expected score, a Service Credit will apply. Service Credits due will be calculated in accordance with a performance point system, without prejudice to any other rights or remedies of the UKHSA.

KPI Label	KPI Description	Frequency	KPI Weight	Expected Results
Performance	<ul style="list-style-type: none"> • Performs removal and relocation services using appropriate planning, resource and with adherence to all Health and Safety and Industry Standard Regulations. 	Quarterly	TBC	This KPI shall be scored as follows: 4 – Exceeding Expectations (100) 3 - Meeting Expectations (75) 2 - Minor Concerns (50) 1 - Major Concerns (25) 0 - Not Performing (0)
Delivery	<ul style="list-style-type: none"> • Delivers Project(s) to brief and to time. • Adheres to all Health and Safety Regulations in delivery of project and demonstrates zero incident / accident tolerance. • Employs correct level of resource to deliver project on time and with minimum disruption to Customer. • Communicates Risks and actions to mitigate. 	Quarterly	TBC	This KPI shall be scored as follows: 4 – Exceeding Expectations (100) 3 - Meeting Expectations (75) 2 - Minor Concerns (50) 1 - Major Concerns (25) 0 - Not Performing (0)

Quality	<ul style="list-style-type: none"> Ensures compliance with all UK Health and Safety Regulations, Standards and Processes. Ensures compliance with all UK Regulations, Standards and Processes as set out in the overarching Framework Documentation. 	Quarterly	TBC	<p>This KPI shall be scored as follows:</p> <p>4 – Exceeding Expectations (100) 3 - Meeting Expectations (75) 2 - Minor Concerns (50) 1 - Major Concerns (25) 0 - Not Performing (0)</p>
Account Management	<ul style="list-style-type: none"> Provides a dedicated Account Manager with the experience and skills required to deliver the contract and individual projects. Ensures all resource have the necessary training, skills and experience to deliver the services. Provides clear route for Escalation and key contacts. Business Continuity and Disaster Recovery Plan in place and up-to date (Annual). Demonstrates continuous Improvement and Innovation. 	Quarterly	TBC	<p>This KPI shall be scored as follows:</p> <p>4 – Exceeding Expectations (100) 3 - Meeting Expectations (75) 2 - Minor Concerns (50) 1 - Major Concerns (25) 0 - Not Performing (0)</p>
Value for Money	<ul style="list-style-type: none"> Works with the Authority to identify cost and efficiency savings. Identifies where Value can be added to Services required. Evidences competitive schedule of rates through benchmarking. 	Bi-annual	TBC	<p>This KPI shall be scored as follows:</p> <p>4 – Exceeding Expectations (100) 3 - Meeting Expectations (75) 2 - Minor Concerns (50) 1 - Major Concerns (25) 0 - Not Performing (0)</p>
Management Information	<ul style="list-style-type: none"> Submits accurate Management Information (MI) Reports and Analysis no later than 11 days prior to Review Meeting. Responds in timely manner to ad-hoc requests for MI or specific Project MI from the Authority. 	Quarterly	TBC	<p>This KPI shall be scored as follows:</p> <p>4 – Exceeding Expectations (100) 3 - Meeting Expectations (75) 2 - Minor Concerns (50) 1 - Major Concerns (25) 0 - Not Performing (0)</p>
Sustainability and Social Value	<ul style="list-style-type: none"> Supports Authority to reduce CO2 Emissions through efficient route planning and vehicle appropriateness to project. Minimises uses of packaging and recommends cost-efficient eco-packaging alternatives. Evidences safe disposal of unwanted furniture – recycle, reuse or disposal via appropriate waste streams. Meets the agreed Social Value Commitments 	Quarterly	TBC	<p>This KPI shall be scored as follows:</p> <p>4 – Exceeding Expectations (100) 3 - Meeting Expectations (75) 2 - Minor Concerns (50) 1 - Major Concerns (25) 0 - Not Performing (0)</p>

