**SFA Workstream A – Construction KPIs**

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| **Theme & Aim** | **Target** | **1** | **2** | **3** | **4** | **5** |
| **Schedule accuracy** | **Accurate programme forecasting, and delivery reliability** | Inadequate programme, estimate and forecasting which do not fully cover the Project activities | Programme, estimate and forecast are only updated when requested by other members of the Integrated Project Team. Outputs delivered late affecting Project delivery | Programme, estimate and forecast are updated in accordance with the Client’s requirements | Programme, estimate and forecast are updated more often than required. Timely delivery of key outputs | Programme, estimate and forecast are updated regularly and proactively, and in response to changes that affect critical activities, and any change is managed and reported to fully understand any delays in order to mitigate their impact. All outputs delivered on time. |
| **Collaboration** | **Display collaborative behaviours to better deliver**  | Inadequate behaviours.  | Poor attendance at early warning meeting. Doesn’t always maintain collaborative environment. Neither timely, or accurate sharing of information provided to facilitate collaboration. Proactively sharing potential options for risk mitigation and opportunities.  Negative behaviours leading to poor project environment. | Attendance at early warning meetings, but behaviours may be passive. Doesn’t always maintain collaborative environment. Timely sharing of information to facilitate collaboration.  Accuracy of monthly reporting facilitates. Proactively sharing potential options for risk mitigation and opportunities.  Trust and respect in dialogue, and contributing to creating a safe environment for challenge. Vision typically remains on the shared benefits for the project.  | Attendance at early warning meetings, but behaviours may be passive. Doesn’t always maintain collaborative environment. Timely sharing of information to facilitate collaboration.  Accuracy of monthly reporting facilitates. Proactively sharing potential options for risk mitigation and opportunities.  Trust and respect in dialogue, and contributing to creating a safe environment for challenge. Vision typically remains on the shared benefits for the project.  | Active participation in Early Warning meetings, with a positive approach. Contributing to the enjoyable working environment, which fosters collaboration. Timely sharing of information to facilitate collaboration.  Accuracy of monthly reporting facilitates. Proactively sharing potential options for risk mitigation and opportunities.  Trust and respect in dialogue, and contributing to creating a safe environment for challenge. Vision remains on the shared benefits for the project.  |
| **Social values** | **To monitor delivery of social value commitments.** | Social values not delivered.  | Omits significant elements of the RoR commitments. | Meets the majority of the commitments made at RoR stage. | Meets or exceeds all of the commitments made at RoR stage, except for minor areas.  | Meets or exceeds all of the commitments made at RoR stage.  |

**MONITORING OF CONTRACTOR’S PERFORMANCE**

Flow of activity for KPIs – intended to be carried out on quarterly cycle

1. Contractor and Client independently assess the KPI scores – Contractor’s PM, DIO PM (supported by TSP) and DIO Commercial.  The KPI scores are shared 5 days ahead of the agreed KPI review meeting.
2. KPI review meeting to discuss the KPI scores, with particular focus on any discrepancies. This meeting will always be preferable face to face, preferably in Cyprus.
3. Following the meeting, the record of the agreed scores will be updated and circulated and reported Client side.

Should an Improvement plan be required, this will be agreed as an exception, and remedial actions agreed.  The Client reserves the right to enact the termination of services clause in the Contract if it deems it necessary.