

**RAF Museum, London**

**Tender for the provision of Security Services**

**Part E – Performance Management**

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# **Introduction**

This section sets out minimum performance requirements in respect of the Service Levels and KPIs that the Supplier is required to achieve and the consequences of failure to achieve the Service Levels and KPIs. These consequences and actions are in addition to any consequences, rights, or remedies available to the RAF Museum as a result of a failure to meet performance requirements as set out in the Contract.

The Supplier shall monitor its Performance Standards in relation to the Service Levels as set out in in this document on a continuous basis to ensure identification of potential failings and problems at the earliest possible opportunity and to remedy such failings so as to achieve the required Performance Standards.

The Client will monitor the Performance Standards at its discretion alone and in partnership with the Supplier on a regular basis to ensure that expectations around standards are aligned between Client and Supplier.

The objective of the Performance Management System and the defined SLAs and KPIs are to ensure a) acceptable contractually compliant levels of service are achieved but also that b) they drive continuous improvement in levels of service.

The Client will review the SLAs and KPIs from time to time and may reasonably amend them at its discretion in consultation with the Supplier. These reviews shall ensure that a continued focus on proactivity and continuous improvement is achieved throughout the Term of the Contract and that the contract continues to underpin and support the Museum’s core business objectives as these evolve and change.

# **Compliance with Performance Measures**

The Supplier will provide the Services at or above the Contractually Compliant Service Levels, i.e., 95% as measured on a monthly basis over the Term of the Contract.

In the event that the Supplier fails to meet the contractually compliant Service Level of any Key Performance Indicator in any month then the Supplier shall without prejudice to the other rights and remedies of the Client, promptly undertake an analysis of the reason(s) for such failure(s) (“Root Cause Analysis”).

Following investigation and completion of the Root Cause Analysis, the Supplier shall submit to the RAFM, a Corrective Action Plan setting out the results of the Root Cause Analysis which shall include as a minimum:

* The reasons for the failure in performance.
* The details of actions taken.
* The anticipated time before the standard of performance returns to standard; and
* What corrective action has been taken to be taken to prevent a recurrence.

The Supplier shall make such changes to the Corrective Action Plan as the Client may reasonably require, but in any event, the Supplier shall take all action that it considers necessary to remedy such failure without any delay. All investigation and reporting on a failure to achieve any Service Levels and implementation of the Corrective Action Plan shall be at the Supplier’s own cost.

# **Reporting**

The Supplier shall continuously monitor its Performance Standards against the Key Performance Indicators and associated Service Levels and submit a detailed monthly performance report to the Client in a format to be agreed during the Mobilisation Services period (“**Performance Report**”) which shall be provided to the Client as part of the Monthly Service Report. The Performance Report shall include as a minimum:

* Performance against each KPI and Service Level.
* Identification of any performance below any contractually compliant Service Level.
* Identification of any performance above Service Level.
* Reason for decreasing or increasing standards.
* Action plans and timescales to return performance to agreed Service Levels.
* Progress to date against Action Plans.
* Plans and actions to drive Service Levels above contract compliance into “performance” brackets.
* 12-month review of Service Levels by KPIs showing trends and any links to seasonality of the RAF Museum’s core business

Upon receipt of the Performance Report the Client shall determine whether it agrees with the contents of the Performance Report and may direct the Supplier to elaborate or amend any of the details within the Performance Report. If the Client does not agree with the contents of the Performance Report, it shall notify such disagreement to the Supplier within 14 Days (or such other time as may be agreed) of the date of receipt of the Performance Report. The Parties shall then meet to negotiate and seek to agree the Performance Report.

If the Client accepts the Performance Report, or any dispute arising therefrom has been agreed or determined, then the Client shall notify the Supplier of such acceptance and shall pay to the Supplier the Contract Fee for the relevant month subject to any deduction made in accordance with section 4 below.

# **Performance Assessment**

If, at any time, the Services are not supplied in accordance with the contractually compliant Service Levels and other components of the performance assessment process, the Supplier shall at the Client’s option and without prejudice to the Client’s other rights and remedies:

* Arrange all additional resources necessary to perform the Services in accordance with the compliant Service Levels as soon as possible and at no additional charge to the Client; and
* Promptly remedy any default or re-perform any non-conforming Services at the request of the Client at no additional charge.

A weighted KPI scorecard will be used to calculate the Actual Performance Score, and the banding for the Actual Performance Score is as set out below:

*Table 1*

| **Actual Performance Score (“APS”)** | **Core Profit Allocation (“CPA”)** |
| --- | --- |
| 95% or above | 100% |
| 90% - 94% | 75% |
| 85% - 89% | 50% |
| 80% - 84% | 25% |
| 79% or below | 0% |

Where Services fail to be delivered to contractually compliant levels, the Client may by written notice to the Supplier’s Representative require the Supplier to remedy the deficiency as soon as reasonably practicable in the light of the nature of the Service(s) and the type of deficiency. If any deficiency has not been remedied to the Client’s reasonable satisfaction within a reasonable period, the Client may notify the Supplier’s Representative of such a failure and the two Representatives shall meet as soon as practicable after such notification (a “**Rectification Meeting**”). At the Rectification Meeting, the parties shall attempt to agree on the cause of the deficiency, one or more ways in which the deficiency could be remedied, and a timetable within which this will be done. The parties will also agree a suitable date for a follow up meeting to discuss the Supplier’s progress or otherwise in remedying the deficiency.

If the Supplier fails to meet the contractually compliant service level in any one month the Client can reasonably determine that a Service Failure has occurred.

If at the follow up meeting the Client decides that the Supplier has not successfully remedied the deficiency, then the Client may elect to:

1. require the Supplier’s Representative and the Client to meet again to discuss the deficiency, or
2. direct the Supplier to make a specific rectification, or
3. potentially enact the default and termination clauses set out in the Contract.

Failure to achieve the contractually compliant Service Levels on the same Key Performance Indicator shall result in contractual escalation where there is a failure:

* in two (2) consecutive months, or
* in any four (4) months in any period of six (6) consecutive months; or
* in any six (6) months during any period of twelve (12) consecutive months.

The Prices set out in the Pricing Schedule represent the Supplier’s sole entitlement to payment under the Contract delivered at or above the contractually compliant Service Levels required.

# **Performance Deductions**

The profit element of the Fixed Price as set out in the Pricing Schedule (“**Monthly** **Core** **Profit**”) shall be adjusted to give the actual profit due to the Supplier in any Month (“**Actual** **Monthly** **Profit**”) on the basis set out in section 4 with a consequent adjustment of the Price.

The Actual Monthly Profit for any Month shall be equal to one twelfth of the Core Profit for the relevant 12-month period (“Year”) if the Actual Performance 95% or higher.

The Actual Monthly Profit for any Month shall be zero if the Actual Performance Score for that Month is less than 95%.

Where the Actual Performance Score in any Month is 80% or higher, but less than or equal to 95% then the Actual Monthly Profit payable to the Supplier in respect of that Month shall be calculated according to the following formula:

Actual Monthly Profit = MCP x ((100 – (5 x (95 – APS)))/100)

Where:

**MCP** is the monthly Core Profit (equal to one twelfth of the Core Profit for the relevant Year).

**APS** is the Actual Performance Score for the relevant Month.

In the event that the actual financial loss incurred by the Client as a result of the Supplier’s failure to supply the Services in accordance with the contractually compliant Service Levels exceeds the deductions made under this section, the Client reserves the right to make a claim for breach of contract. For the avoidance of doubt, the Client agrees that it will not be able to recover the same losses twice for the same Service, so that it will not be able to recover as damages losses to the extent to which the Supplier has already compensated the Client for the losses as a result of the performance deduction made under this section.

# Service Level Agreements (SLA) and Key Performance Indicators (KPI)

Essential to the running of the contract will be a series of SLAs and KPIs to ensure the Museum is receiving the contracted service levels.

## Service Level Agreements (SLA) Night shift

### Core Service

1. The provision of security services between the hours of 17:00 hrs. and 10:00 hrs., 365 days per year (366 days for leap years).
2. The provision of security services for all 24-hour periods when the Museum is closed to the public. These periods include, but are not limited to, annual closure periods from 24th to 27th December and the 1st of January, inclusive.
3. All personnel employed on core services must:
4. Hold a current Security Industry Authority (SIA) CCTV licence.
5. Be control room familiarised.
6. Hold enhanced DBS clearance.
7. Hold a valid Emergency First Aid at Work certificate, or equivalent[[1]](#footnote-1).
8. Have completed the Action Counters Terrorism (ACT) eLearning.
9. Have completed site inductions and training to the satisfaction of the RAF Museum and security partner.
10. Minimum of two SIA CCTV licenced staff to be present on site.
11. Museum control room to be staffed, at all times by at least one SIA CCTV trained officer.
12. Controlling access to the site outside of opening hours as defined by Standard Operating Procedures (SOPs) and briefings.
13. Staff the security reception (adjacent to the control room) between the hours of 17:00 hrs. – 18:00 hrs. and 06:00 hrs. – 10:00 hrs. Other hours of cover may be required depending on site activity.
14. Conduct 4 security patrols of the site during ‘night’ hours – this number to include site patrols that encompass the locking and unlocking regimes.
15. Conduct 8 security patrols of the site, each day, during all periods when the Museum is closed to the public.
16. The management of site operations during ‘night’ hours and all periods when the Museum is closed to the public.
17. Monitor the CCTV system of the London site during ‘night hours’, and all periods when the Museum is closed to the public, providing a proactive CCTV engagement with what is seen, prompting an appropriate response to incidents observed and reported.
18. Monitor the CCTV system of the Midland site during ‘night hours’, and all periods when the Museum is closed to the public, providing a proactive CCTV engagement with what is seen, prompting an appropriate response to incidents observed and reported.
19. The provision of support to the RAF Museum’s Midlands site during ‘night hours’, and all periods when the Museum is closed to the public, key events, and major incidents.
20. Provision of support to the Midlands site contracted keyholder, as required.
21. Conduct a minimum of 6 proactive CCTV patrols of the external environs of the London site.
22. Conduct a minimum of 6 proactive CCTV patrols of the external environs of the Midlands site.
23. Provision of support to the Midland site’s contracted keyholder, as required.
24. Monitor the London site’s intruder and associated security alarms, responding to activations as directed by the SOP.
25. Monitor and respond to London site’s fire alarm activations, including engaging with the monitoring centre.
26. Instigate the Incident Management Plan, when required, in the event of onsite incidents and emergencies.
27. Provide operational support in the event of a security escalation, following the Museum’s SOPs and IMP.
28. Provide a comprehensive documented daily briefing about out of hours activities to the London and Midlands VES Teams.
29. Provide a comprehensive documented handover between shifts.
30. Ensure the maintenance of reporting mechanisms as prescribed by the contract, including meetings with the Museum’s Designated Officer; and
31. Ensure the provision of a management response to issues raised by the Museum team, as prescribed by the contract.

### Additional Services, within contract - Event ‘call off’.

1. Provision of additional security staff to support a range of RAF Museum hosted events.
2. Wherever possible a minimum of 7 clear days’ notice will be provided.
3. All staff who are supporting these additional services must:
   1. Hold the appropriate SIA licence for the duties required, e.g., Door Supervisor\*.
   2. Hold enhanced DBS clearance, when relevant\*.
   3. Have completed the Action Counters Terrorism (ACT) eLearning.
   4. Complete a site event induction and event briefing.
   5. Have completed RAF Museum safeguarding training, when relevant\*.
4. Event staff might work a different shift pattern to staff providing core services.

\* details of the staff requirements will be provided as part of the Museum event brief and staff request.

## Key Performance Indicators (KPI) Night shift

### Core Service

1. Percentage of shifts during the calendar month where the minimum compliment of two appropriately trained staff is maintained on site throughout the entire shift (17:00 to 10:00).

Target: 100%

1. 2 hours Average period (in minutes) during any shift when the minimum complement of two cannot be met.

Target: Less than 120 minutes in 95% of such instances.

1. Percentage of shifts where a written report detailing all incidents (including accidents) that occurred during the shift, with the exception of ongoing incidents, is provided to the RAFM Duty Manager by 08:30 each morning (including ‘nil returns’).

Target: 100%

1. Percentage of shifts during which the agreed number of documented randomly timed pro-active site patrols were conducted.

Target: 100%

1. Percentage of shifts during which the agreed number of documented pro-active CCTV camera patrols were conducted.

Target: 100%

1. Percentage of documented incidents, including intruder alarm activations etc., where the required response was instigated within the defined timeframe as laid out in RAFM SOPs?

In relation to relevant incidents at the Midland site such response is to include:

* 1. liaison with, and assistance to, the contracted keyholding provider, and
  2. liaison with RAF Police, if required.

Target: 100%

1. Percentage of documented daily checks of the Radio, CCTV and PA Systems completed and recorded in the control room log.

Target: 100%

1. Percentage of documented faults identified with the Radio, CCTV and the PA Systems reported via the Museum’s online maintenance reporting tool within 4 hours of discovery.

100%

### Additional Services, within contract

1. Percentage of RAFM / RAFMEL requests for ‘call off’ services successfully fulfilled by appropriately qualified personnel following a ‘with notice’ request, i.e., with more than 7 clear days’ notice.

Target: 100%

1. Percentage of RAFM / RAFMEL requests for ‘call off’ services successfully fulfilled by appropriately qualified personnel following a ‘without notice’ request, i.e., with the less than 7 clear days’ notice.

Target: 60%

### Monthly management report

1. Team updates, regarding:
   1. Retention of team members,
   2. Training and development,
   3. Absence periods and cover arrangements, and
   4. Performance issues and management.
2. Team support and management / site attendance
   1. Record of site visits to meet team, including members of team met, and
   2. Issues raised and addressed or brought to RAFM attention.
3. Management support / site attendance:
   1. Record of site visits to meet team, including members of team met, and
   2. Issues raised and addressed or brought to RAFM attention.
4. Team feedback, to include:
   1. Performance issues,
   2. Compliments / positive feedback, and
   3. Feedback from team to RAFM.
5. Monthly site meetings with RAF Museum DO or nominated deputy:
   1. To discuss monthly report,
   2. To discuss upcoming RAFM site activities,
   3. To discuss team performance, including awards or disciplinaries related to the team, and
   4. For security partner to raise concerns or items from their team.
6. Monthly report which will include:
   1. All items listed above in preformatted package, and
   2. Record of feedback to the onsite team.
7. Investigation reports following any:
   1. Security incidents,
   2. Staff performance and development, and
   3. Training needs.
8. Ad-hoc site visits due to urgent issues or investigations triggered by the RAFM DO or key personnel.

## Service Level Agreements (SLA) 24-hour cover

### Core Service

1. The provision of security services 24 hours a day 365 days per year (366 days for leap years)
2. All staff working supporting core services must:
   * 1. Hold a current Security Industry Authority (SIA) CCTV licence.
     2. Be control room familiarised.
     3. Hold enhanced DBS clearance.
     4. Hold a valid Emergency First Aid at Work certificate, or equivalent[[2]](#footnote-2).
     5. Have completed the Action Counters Terrorism (ACT) eLearning.
     6. Have completed site inductions and training to the satisfaction of the RAF Museum and security partner.
3. Minimum of two SIA CCTV licenced staff to be present on site.
4. Museum control room to be staffed, at all times by at least one SIA CCTV trained officer.
5. Controlling access to the site outside of opening hours as defined by Standard Operating Procedures (SOPs) and briefings.
6. Staff the security reception (adjacent to the control room) throughout operational hours of 06:00 hrs – 18:00 hrs.
7. Conduct 4 security patrols of the site during ‘night’ hours – this number to include site patrols that encompass the locking and unlocking regimes.
8. Conduct 8 security patrols of the site, each day, during all periods when the Museum is closed to the public.
9. The Management of site operations and site access outside of operating hours as directed by SOP.
10. Monitor the CCTV system of the London site 24 hours a day, providing a proactive engagement with what is seen and prompt response to incidents observed and reported.
11. Monitor the CCTV system of the Midland site during ‘night hours’, providing a proactive engagement with what is seen and prompt response to incidents observed and reported.
12. The provision of support to the RAF Museum’s Midlands site during ‘night’ hours and all periods when the Museum is closed to the public, key events, and major incidents.
13. The provision of support to the Midlands site contracted keyholder, as required.
14. Monitor the London site’s intruder and associated security alarms, responding to activations as directed by the SOP.
15. Monitor and respond to the London site’s fire alarm activations, including engaging with the monitoring centre.
16. Supporting London operations with associated duties.
17. Support Midlands operations with associated duties.
18. Instigate the Incident Management Plan, when required, in the event of onsite incidents and emergencies.
19. Provide operational support in the event of a security escalation, following the Museum’s SOPs and IMP.
20. Provide a comprehensive documented daily briefing about out of hours activities to the London and Midlands VES Teams.
21. Provide a comprehensive documented handover between shifts.
22. Attend, and contribute to morning site briefings hosted by the London VES team.
23. Ensure the maintenance of reporting mechanisms as prescribed by the contract, including meetings with the Museum’s Designated Officer; and
24. Ensure the provision of a management response to issues raised by the Museum team, as prescribed by the contract.

### Additional Services, within contract

1. Provision of additional security staff to support a range of RAF Museum hosted events.
2. Wherever possible a minimum of 7 clear days notice will be provided.
3. All staff who are supporting these additional services must:
   1. Hold the appropriate SIA licence for the duties required, e.g., Door Supervisor\*.
   2. Hold enhanced DBS clearance, when relevant\*.
   3. Have completed the Action Counters Terrorism (ACT) eLearning.
   4. Complete a site event induction and event briefing.
   5. Have completed RAF Museum safeguarding training, when relevant\*.
4. Event staff might work a different shift pattern to staff providing core services.

\* Details of the staff requirements will be provided as part of the Museum event brief and staff request.

## Key Performance Indicators (KPI)

### Core Service

1. Percentage of shifts during the calendar month where the minimum compliment of two appropriately trained staff is maintained on site throughout the entire shift.

Target: 100%

1. 2 hours Average period (in minutes) during any shift when the minimum complement of two cannot be met.

Target: Less than 120 minutes in 95% of such instances.

1. Percentage of shifts where a written report detailing all incidents (including accidents) that occurred during the shift, with the exception of ongoing incidents, is provided to the RAFM Duty Manager by 08:30 each morning (including ‘nil returns’).

Target: 100%

1. Percentage of shifts during which the agreed number of documented randomly timed pro-active site patrols were conducted.

Target: 100%

1. Percentage of shifts during which the agreed number of documented pro-active CCTV camera patrols were conducted.

Target: 100%

1. Percentage of documented incidents, including intruder alarm activations etc., where the required response was instigated within the defined timeframe as laid out in RAFM SOPs?

In relation to relevant incidents at the Midland site such response is to include:

1. liaison with, and assistance to, the contracted keyholding provider, and
2. liaison with RAF Police, if required.

Target: 100%

1. Percentage of documented daily checks of the Radio, CCTV and PA Systems completed and recorded in the control room log.

Target: 100%

1. Percentage of documented faults identified with the Radio, CCTV and the PA Systems reported via the Museum’s online maintenance reporting tool within 4 hours of discovery.

Target: 100%

### Additional Services, within contract

1. Percentage of RAFM / RAFMEL requests for ‘call off’ services successfully fulfilled by appropriately qualified personnel following a ‘with notice’ request, i.e., with more than 7 clear days’ notice.

Target: 100%

1. Percentage of RAFM / RAFMEL requests for ‘call off’ services successfully fulfilled by appropriately qualified personnel following a ‘without notice’ request, i.e., with the less than 7 clear days’ notice.

Target: 60%

# **Performance Criteria**

The Security Services Key Performance Indicator service levels shall be determined by the Client. Contractual compliance is set at 95%, and performance above 95% will be considered exceeding expectations. The criteria are designed to provide a framework which instils a culture of continuous improvement with some headroom for operating in excess of the minimum contractual standards.

# **Key Performance Indicators**

Each Key Performance Indicator (KPI), as set out in this Section has attributed to it a Service Level which represents the required level of Performance Standard to achieve contractual compliance for that KPI.

The maximum Actual Performance Score is 100% and is the stretch performance standard. The required minimum Service Level to achieve contractual compliance is 95%. Failure to achieve the required contractual compliant Service Level may result in contractual escalation.

Objective data, e.g. statistical information, should be used to measure the performance of each service level where possible and practical.

# **Reporting**

## Performance report

Each month the Supplier shall present its KPI scorecard based on the metrics set out in a Performance Report. Reporting requirements are subject to change and modification at the Clients discretion throughout the Term of the Contract. Specific report elements are determined by the Scope of the Services as determined within the Specification. The Supplier shall provide all documentation requested by the RAFM to substantiate the reports and the RAFM shall have the right of audit in this respect. There shall be full transparency on all matters including financial costs including throughout the Suppliers supply chain and the delivery of Best Value.

### Monthly meetings

1. Team updates, regarding:
   1. Retention of team members,
   2. Training and development,
   3. Absence periods and cover arrangements, and
   4. Performance issues and management.
2. Management support/site attendance:
   1. Record of site visits to meet team, including members of team met, and
   2. Issues raised and addressed or brought to RAFM attention.
3. Management support/site attendance:
   1. Record of site visits to meet team, including members of team met, and
   2. Issues raised and addressed or brought to RAFM attention.
4. Team feedback, to include:
   1. Performance issues,
   2. Compliments / positive feedback, and
   3. Feedback from team to RAFM.
5. Monthly site meetings with RAFM DO or nominated deputy:
6. To discuss monthly report,
7. To discuss upcoming RAFM site activities,
8. To discuss team performance, including awards or disciplinaries related to the team, and
9. For security partner to raise concerns or items from their team.
10. Monthly report which will include:
11. All items listed above in preformatted package.
12. Investigation reports following any:
13. Security incidents,
14. Staff performance and development, and
15. Training needs.
16. Ad-hoc site visits due to urgent issues or investigations triggered by the RAFM DO or key personnel.

# **Remedies for Inadequate Performance**

Where a complaint is received or a problem identified in relation to the standard of Services or about the way any Services have been delivered or work has been performed or about any other matter connected with the performance of the Contract, then the Client Representative acting reasonably shall take all reasonable steps to ascertain whether the complaint is valid. If the Client Representative so decides, they may uphold the complaint, and/or take further action in accordance with the provisions of this document.

In the event that the Supplier fails to provide the Services or any part thereof or falls below the minimum acceptable performance score then the Client may, without prejudice to its rights under the Contract:

* 1. Make such deduction from the Charges to be paid to the Supplier as the Client shall reasonably determine to reflect sums paid or sums which would otherwise be payable in respect of such of the Services as the Supplier shall have failed to provide.
  2. Without terminating the Contract, itself provide or procure the provision of part of the Services until such time as the Supplier shall have demonstrated to the reasonable satisfaction of the Client that the Supplier will be able to perform such part of the Services in accordance with the Contract.
  3. Without terminating the whole of the Contract, terminate the Contract in respect of part of the Services only (whereupon a corresponding reduction in the Charges shall be made) and thereafter itself provide or procure a third party to provide such part of the relevant Services, and / or,
  4. terminate the whole of the Contract in accordance with Para. 8.2 of Part G.

The Client may, as laid out in Para 8.4.1 of Part G charge to the Supplier any cost reasonably incurred by the Client and any reasonable administration costs in respect of the provision of such part of the relevant Services by the Client or by a third party to the extent that such costs exceed the Charges which would otherwise have been payable to the Supplier for such part of the relevant Services.

The remedies of the Client under this clause may be exercised successively in respect of any one or more failures by the Supplier.

# **Definitions**

**“Actual Performance Score”** means the score given to the Supplier for its performance, as calculated in accordance with this document.

**“Contract Monitoring Team”** means the Client’s Representative and such other of the Client’s personnel as are designated by the Client as members of the Contract Monitoring Team from time to time.

**“Contract Month”** means a calendar month.

**“Corrective Action Plan”** means a detailed action plan prepared by the Supplier setting out how any defaults will be rectified by whom, when, how and how the outcomes will be measured.

**“Key Performance Indicators”** **(KPIs)** are the indicators which determine the minimum acceptable level of performance.

**“Monthly Service Report”** is agreed Performance Report.

**“Performance Monitoring System”** means the provisions of this document, Part E.

**“Performance Report”** means the monthly performance report to the Client in a format to be agreed during the Mobilisation Services period.

**“Performance Standards”** are the Service Level requirements, KPIs and associated metrics (as amended from time to time) related to the Services as described in this Part E, including any amendments or additional Performance Standards imposed from time to time.

**“Monthly Service Report”** means the report delivered by the Supplier each month.

**“Service Level”** is the metric related to KPIs.

# **Score Card**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Notes** | **Weighting** | **Score (0 - 5)** | **Weighted Score** | **Comments** |
| Percentage of shifts during the calendar month where the minimum compliment of two appropriately trained staff is maintained on site throughout the entire shift. | 20% | *5.0* | 20.00% | 5- 100% of shifts in a calendar month are covered within the agreed contractual requirements. In extremis an absence of one member of staff, on a single shift for a period not exceeding two hours, to be justified on each and every occasion, can be treated as meeting the target.  4- 95 -99% of shifts in a calendar month where shifts are not completely covered, and a relief officer is sourced within the agreed timescales. i.e., there is a period of lone working while a relief officer is sourced and sent to site. In extremis an absence of one member of staff, on a single shift for a period not exceeding two hours, to be justified on each and every occasion, can be treated as meeting the target.  3- 90 -94% of shifts in a calendar month where shifts are not completely covered, and a relief officer is sourced within the agreed timescales. i.e., there is a period of lone working while a relief officer is sourced and sent to site. 2- 85 - 89% of shifts in a calendar month where shifts are not completely covered, and a relief officer is sourced within the agreed timescales. i.e., there is a period of lone working while a relief officer is sourced and sent to site.  1- Less than 84% of shifts in a calendar month where shifts are not completely covered, and a relief officer is sourced within the agreed timescales. i.e., there is a period of lone working while a relief officer is sourced and sent to site. OR where there is 1 or more incident, in a calendar month where an untrained officer, as defined within the contract, has been sent to site. 0- Where there is 1 or more incident, in a calendar month where a relief officer cannot be sourced to cover an absence, resulting in an entire shift being understaffed. Or where there is 1 or more incident where no officers arrive at the contract agreed start time of any shift. |
| Percentage of shifts where a written report detailing all incidents (including accidents) that occurred during the shift, with the exception of ongoing incidents, is provided to the RAFM Duty Manager by 08:30 each morning (including ‘nil returns’). | 10% | *5.0* | 10.00% | 5- At the end of 100% of shifts a detailed written report is provided to the RAF Museum Duty Manager by 8:30am. Report to be in agreed format and include all incidents, including accidents from the shift, unless incident is ongoing 4- At the end of between 95 - 99% of shifts where a detailed written report is not provided to the RAF Museum Duty Manager by 8:30am, or the report is not in the agreed format. 3- At the end of between 90 - 94% of shifts where a detailed written report is not provided to the RAF Museum Duty Manager by 8:30am, or the report is not in the agreed format 2- At the end of between 85 - 89% of shifts where a detailed written report is not provided to the RAF Museum Duty Manager by 8:30am, or the report is not in the agreed format 1- Where less than 84% of shifts a detailed written report is not provided to the RAF Museum Duty Manager by 8:30am, or the report is not in the agreed format 0- Any occurrence where there is no report to the RAF Duty Manager |
| Percentage of shifts during which the agreed number of documented randomly timed pro-active site patrols were conducted. | 10% | *5.0* | 10.00% | 5- 100% of documented proactive randomly timed site patrols are completed, in a calendar month 4- 100% of randomly timed site patrols are completed but there is no documentation of actions taken at call points, in a calendar month 3- 100% of randomly timed site patrols are claimed to have taken place but here is no documentation or evidence of patrols being completed, in a calendar month 2- 90-99% of documented proactive randomly timed site patrols are completed, in a calendar month 1- 90-99% of randomly timed site patrols are claimed to have taken place but here is no documentation or evidence of patrols being completed, in a calendar month 0- Less than 90% of documented proactive randomly timed site patrols are completed, in a calendar month. Or there is evidence that patrols are being conducted on a regular schedule  *Note: Documentation includes auditable electronic patrol system reports. Patrol detail, commencement and completion times, should be included within the DM report.* |
| Percentage of shifts during which the agreed number of documented pro-active CCTV camera patrols were conducted, London. | 10% | *5.0* | 10.00% | 5- 100% of documented proactive CCTV site patrols are completed, including evidence of actions taken, in a calendar month 4- 100% CCTV site patrols are completed but there is no documentation of actions taken, in a calendar month 3- 100% CCTV site patrols are claimed to have taken place but here is no documentation or evidence of patrols being completed, in a calendar month 2- 90-99% of CCTV site patrols are completed, including evidence of actions taken, in a calendar month 1- 90-99% of CCTV site patrols are claimed to have taken place but here is no documentation or evidence of patrols being completed, in a calendar month 0- Less than 90% of documented CCTV site patrols are completed, in a calendar month.   *Note: Documentation will be the morning handover report to the RAFM Duty Manager* |
| Percentage of shifts during which the agreed number of documented pro-active CCTV camera patrols were conducted, Midlands. | 15% | *5.0* | 15.00% | 5- 100% of documented proactive CCTV site patrols are completed, including evidence of actions taken, with written documentation, in the predefined format, shared with RAF Museum Midlands VES Team4- 100% CCTV site patrols are completed but there is no documentation of actions taken3- 100% CCTV site patrols are claimed to have taken place but here is no documentation or evidence of patrols being completed, in a calendar month2- 90-99% of CCTV site patrols are completed, including evidence of actions taken, with written documentation, in the predefined format, shared with RAF Museum Midlands VES Team1- 90-99% of CCTV site patrols are claimed to have taken place but here is no documentation or evidence of patrols being completed, in a calendar month0- Less than 90% of documented CCTV site patrols are completed, in a calendar month, including evidence of actions taken, with written documentation, in the predefined format, shared with RAF Museum Midlands VES Team*Note: Documentation will be the morning handover report to the RAFM Duty Manager and the Midlands VES Team* |
| Percentage of documented incidents, including intruder alarm activations etc., where the required response was instigated within the defined timeframe as laid out in RAFM SOPs? | 10% | *5.0* | 10.00% | 5- 100% of shifts have a detailed written report, in the pre-defined format, supplied to the RAFM Duty Manager by 8:30am. Report to include records of patrols, all incidents and occurrences and details of security team actions throughout the shift, unless incidents are ongoing 4- 95-99% of shifts have a detailed written report, in the pre-defined format, supplied to the RAFM Duty Manager by 10:00am. Report to include records of patrols, all incidents and occurrences and details of security team actions throughout the shift, unless incidents are ongoing 3- 90-94% of shifts have a detailed written report, in the pre-defined format, supplied to the RAFM Duty Manager by 10:00am. Report to include records of patrols, all incidents and occurrences and details of security team actions throughout the shift, unless incidents are ongoing.  2- 85-89% of shifts have a detailed written report, in the pre-defined format, supplied to the RAFM Duty Manager by 10:00am. Report to include records of patrols, all incidents and occurrences and details of security team actions throughout the shift, unless incidents are ongoing. Or where there has been 1 occurrence, in a calendar month where a written report has not be completed and shared with the RAFM Duty Manager at the end of the shift 1- 80-84% of shifts have a detailed written report, in the pre-defined format, supplied to the RAFM Duty Manager by 10:00am. Report to include records of patrols, all incidents and occurrences and details of security team actions throughout the shift, unless incidents are on-going. Or where there has been 2 occurrences, in a calendar month where a written report has not be completed and shared with the RAFM Duty Manager at the end of the shift 0- Less 79% of shifts have a detailed written report, in the pre-defined format, supplied to the RAFM Duty Manager by 10:00am. Report to include records of patrols, all incidents and occurrences and details of security team actions throughout the shift, unless incidents are on-going. Or where there have been 3 or more occurrences, in a calendar month where a written report has not been completed and shared with the RAFM Duty Manager at the end of the shift  *Note: Written report is an electronic report* |
| Percentage of documented daily checks of the Radio, CCTV and PA Systems completed and recorded in the control room log, with faults reported via the Museum's online maintenance reporting tool within 4 hours of discovery. | 5% | 5.0 | 5.00% | 5- 100% of 'call off' requests are fulfilled with full trained staff, as described within the contract 4- 95-99% of 'call off' requests are fulfilled with full trained staff, as described within the contract  3- 90-94% of 'call off' requests are fulfilled with full trained staff, as described within the contract  2- 85-89% of 'call off' requests are fulfilled with full trained staff, as described within the contract. Or 1 occurrence, within a calendar month where untrained staff are used in response to a 'call off' request 1- 80-84% of 'call off' requests are fulfilled with full trained staff, as described within the contract. Or 2 occurrences, within a calendar month where untrained staff are used in response to a 'call off' request 0- Less than 79% of’ call off' requests are fulfilled with full trained staff, as described within the contract. Or 3 or more occurrences, within a calendar month where untrained staff are used in response to a 'call off' request |
| Percentage of RAFM / RAFMEL requests for ‘call off’ services successfully fulfilled by appropriately qualified personnel following a ‘with notice’ request, i.e., with more than 7 clear days’ notice. | 10% | 5.0 | 10.00% | 5- 100% of 'call off' requests are fulfilled with full trained staff, as described within the contract 4- 95-99% of 'call off' requests are fulfilled with full trained staff, as described within the contract  3- 90-94% of 'call off' requests are fulfilled with full trained staff, as described within the contract  2- 85-89% of 'call off' requests are fulfilled with full trained staff, as described within the contract. Or 1 occurrence, within a calendar month where untrained staff are used in response to a 'call off' request 1- 80-84% of 'call off' requests are fulfilled with full trained staff, as described within the contract. Or 2 occurrences, within a calendar month where untrained staff are used in response to a 'call off' request 0- Less than 79% of’ call off' requests are fulfilled with full trained staff, as described within the contract. Or 3 or more occurrences, within a calendar month where untrained staff are used in response to a 'call off' request |
| Percentage of RAFM / RAFMEL requests for ‘call off’ services successfully fulfilled by appropriately qualified personnel following a ‘without notice’ request, i.e., with the less than 7 clear days’ notice | 5% | 5.0 | 5.00% | 5- 100% of 'call off' requests are fulfilled with full trained staff, as described within the contract 4- 90 -99% of 'call off' requests are fulfilled with full trained staff, as described within the contract  3- 80 - 89% of 'call off' requests are fulfilled with full trained staff, as described within the contract  2- 70 -79% of 'call off' requests are fulfilled with full trained staff, as described within the contract 1- 60 -69% of 'call off' requests are fulfilled with full trained staff, as described within the contract.  0- Less than 59% of’ call off' requests are fulfilled with full trained staff, as described within the contract. |
| Monthly management reporting completion, to include a monthly management meeting | 5% | 5.0 | 5.00% | 5- Monthly report is completed and submitted 5 days prior to the monthly meeting, relevant security partner management team is in attendance at the monthly meeting. 4- Monthly report is completed and submitted less than 5 days prior to the monthly meeting, relevant security partner management team is in attendance at the monthly meeting. 3- Monthly report is incomplete at submission, relevant security partner management team is in attendance at the monthly meeting. 2- Monthly report is not completed prior to the monthly meeting, relevant security partner management team is in attendance at the monthly meeting. 1- Monthly report is not completed prior to the monthly meeting, or relevant security partner management team is not in attendance at the monthly meeting. 0- Monthly report is not completed prior to the monthly meeting and relevant the security partner management team is not in attendance at the monthly meeting.  *Note: Meetings can be in person of via electronic conferencing, e.g. ZOOM or TEAMS* |
| **Total** | **100%** |  | **100.00%** |  |

1. [Changes to the training you need for an SIA licence - GOV.UK (www.gov.uk)](https://www.gov.uk/government/news/changes-to-the-training-you-need-for-an-sia-licence) [↑](#footnote-ref-1)
2. [Changes to the training you need for an SIA licence - GOV.UK (www.gov.uk)](https://www.gov.uk/government/news/changes-to-the-training-you-need-for-an-sia-licence) [↑](#footnote-ref-2)