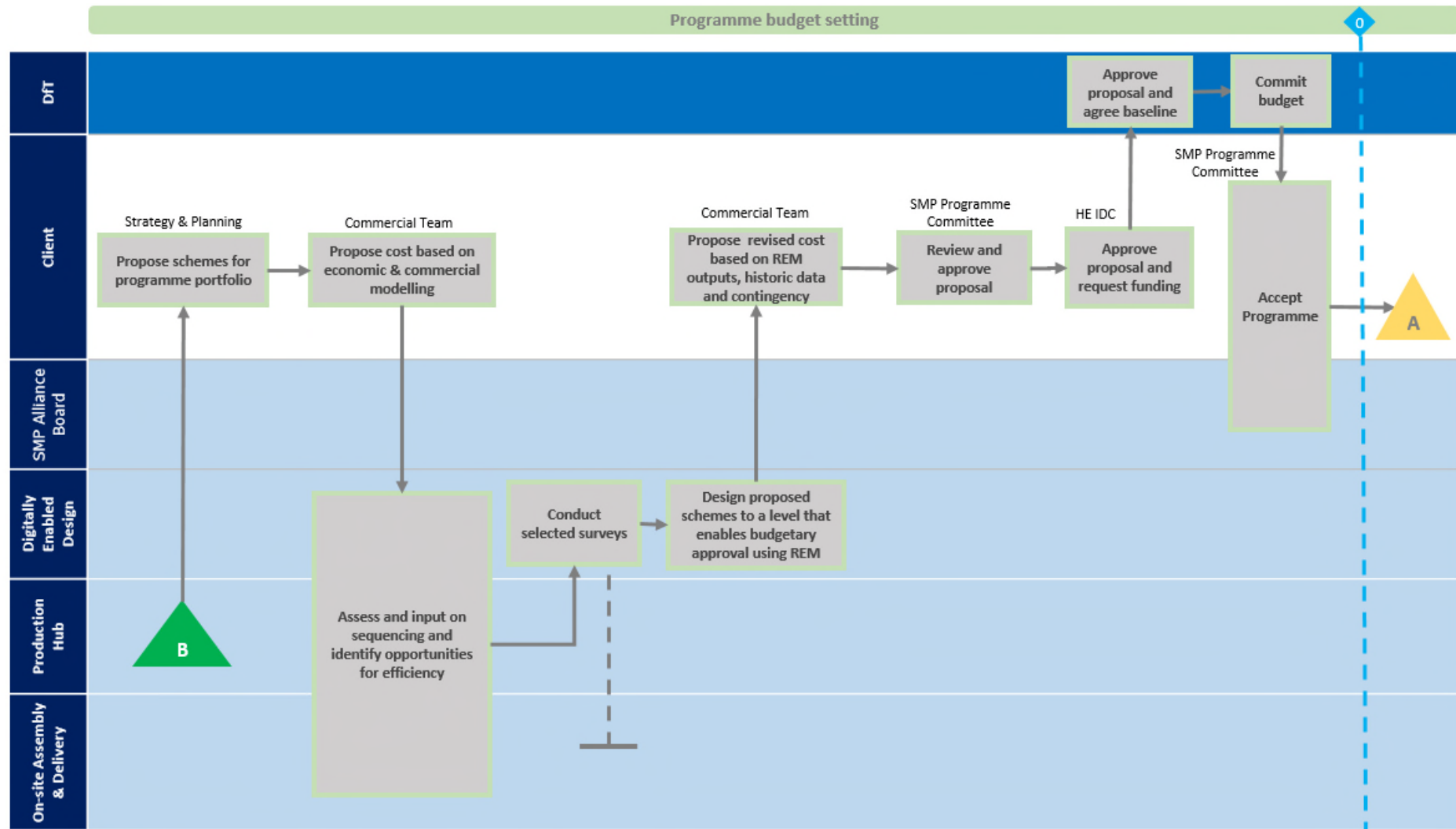
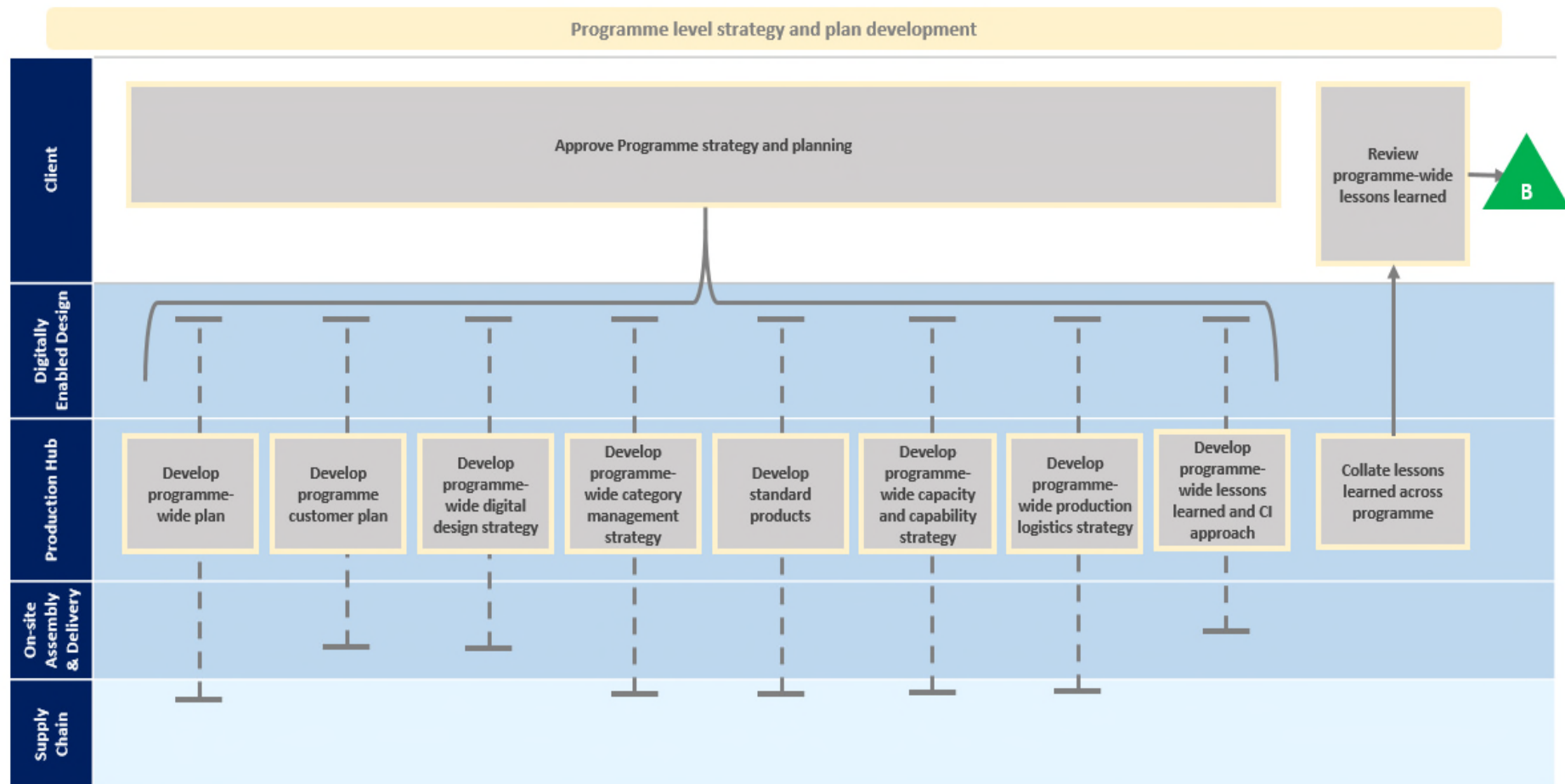


## Annex G Alliance workflows

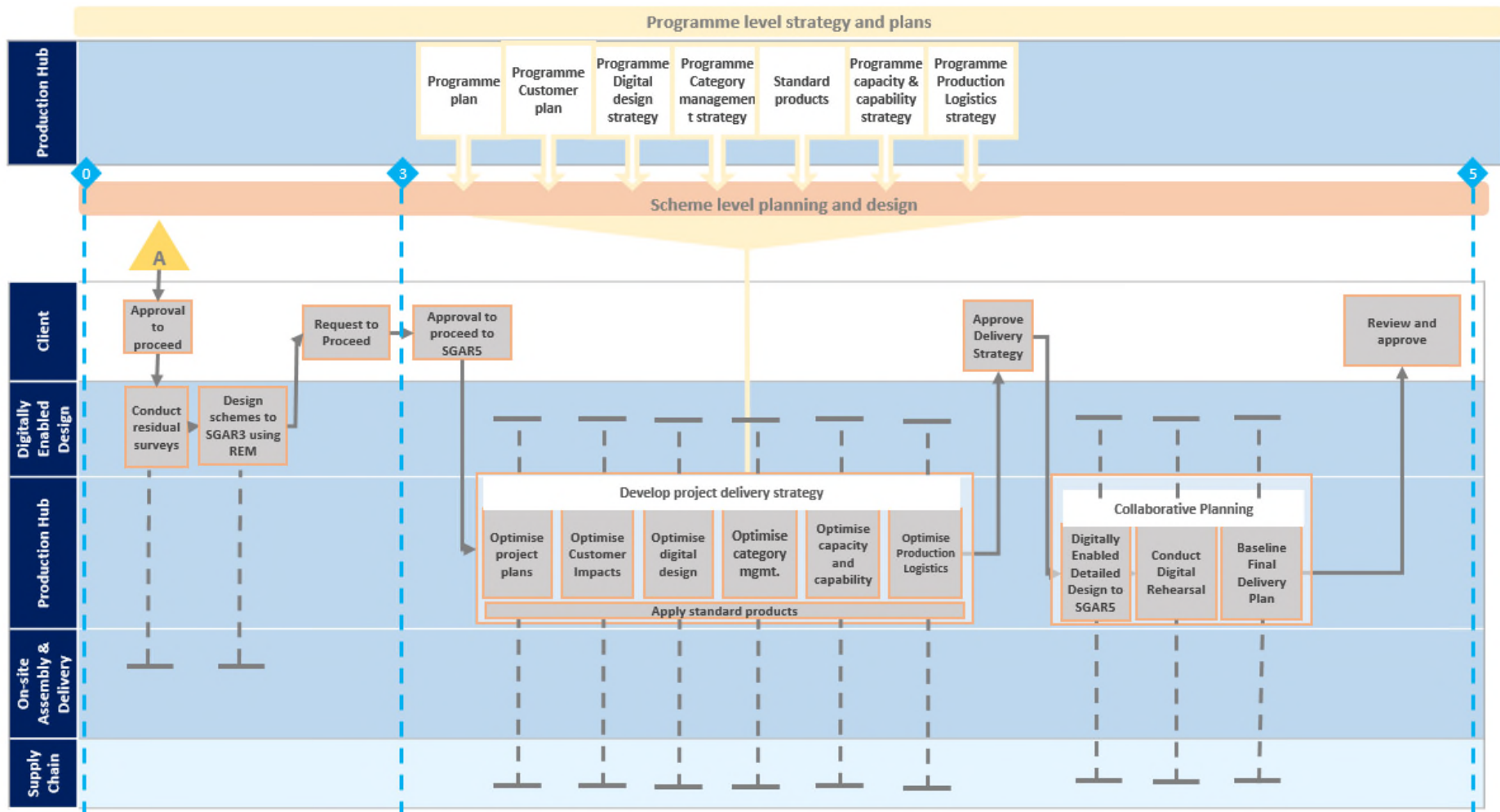
### Progression for funding approval



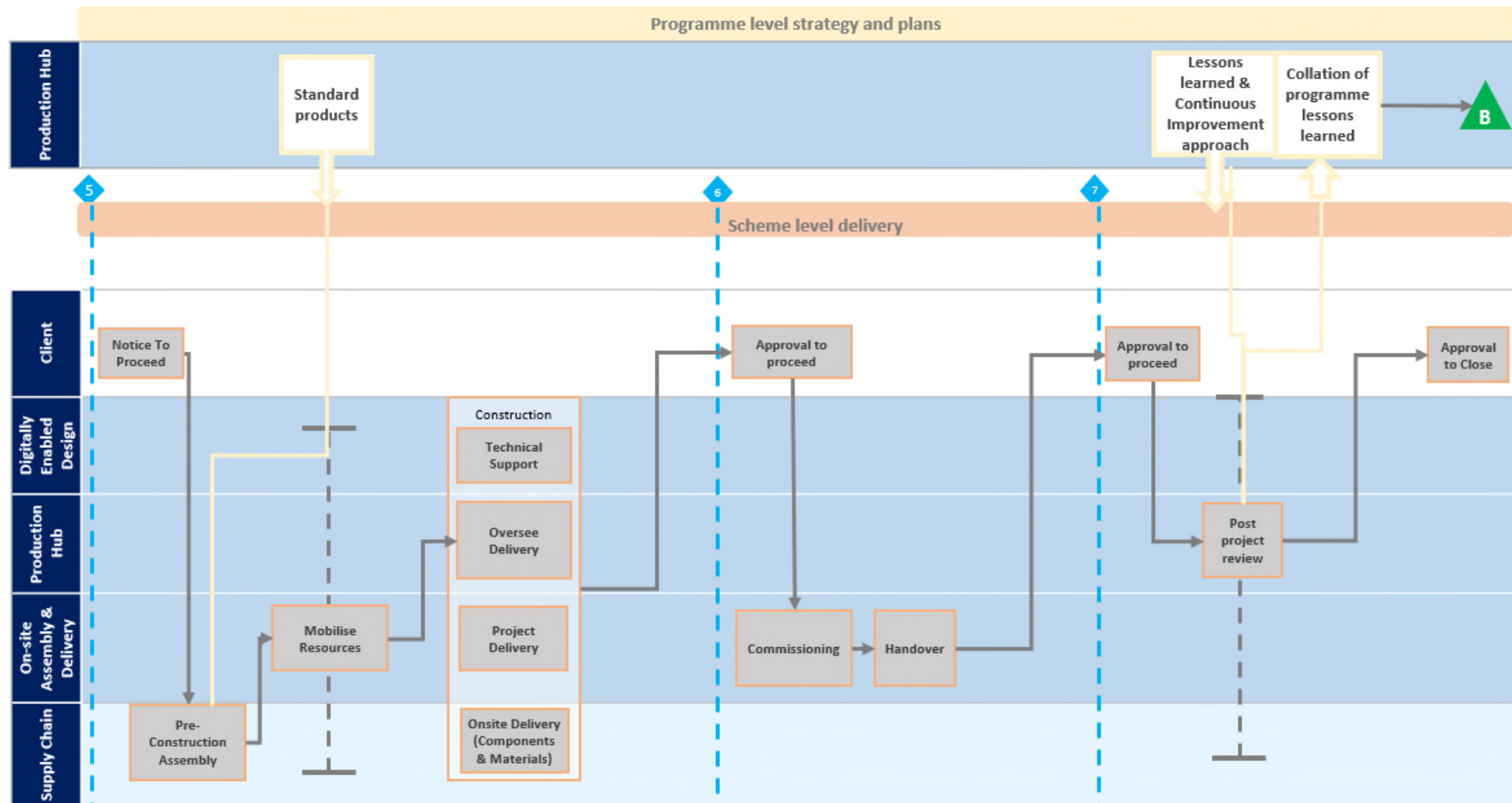
## Programme level strategy and plan development



## Scheme level planning and design



## Scheme level delivery



## Annex H Performance Table Information

### About this Annex

231. This document is used to produce the Performance Table that shall include:

- Part A (Rules)
- Part B (Performance Assessment)
- Part C (Performance Targets), populated in accordance with this document.

232. This document outlines the performance related payment assessment for the Alliance, based on collective performance achieved against the four objectives of:

- Safety
- Customer
- Delivery
- Outperforming Budget

233. This document consists of the following sections:

- Part A (Rules) sets out how the Performance Table will be administered under the contract and provides the rules on how the Performance Table is established and maintained, and the measurement of performance.
- Part B (Performance Assessment) defines the payment made against performance outcome(s) for each of the four objectives listed above. Includes example calculations.
- Part C (Performance Targets Template) provides a template for the Alliance to prepare the Performance Targets.
- Part D (Indicative Performance Targets) sets out indicative Performance Targets that incorporates the Alliance Objectives in relation to safety, customer and delivery goals. The indicative Performance Targets will be considered when the Alliance prepares the Performance Table. This section also includes the mandatory Outperforming Budget Objectives, which will be included in all Performance Tables unamended.
- The Performance Table Information should be read in conjunction with Section 8 which describes the performance management approach of the Alliance.

## Part A – Rules

Item	Description
Production of the Performance Table	The Alliance uses Part A and Part B un-amended and populates Part C in accordance with these Rules.
Fixed and mandatory content of the Performance Assessment:	The Performance Assessment Section (Part B) is fixed and mandatory.
Fixed and mandatory content of the Performance Targets	The Outperforming Budget objective is fixed and mandatory. Performance Targets for the other three objectives (referenced in Paragraph 232) are to be agreed in accordance with these Rules.
Mandatory Performance Measures	<p>Each Performance Table will be required to incorporate the tender commitments listed in the Commitment SLA Register, as directed by the Alliance Manager in accordance with the Implementation Plan.</p> <p>The following reporting requirements are to be incorporated into the Safety Performance Targets:</p> <ul style="list-style-type: none"> <li>i. Fatal Accidents</li> <li>ii. Accident Frequency Rate (AFR)</li> </ul> <p>The following reporting requirements are to be incorporated into the Delivery Performance Targets:</p> <ul style="list-style-type: none"> <li>i. Start of Works (SoW)</li> <li>ii. Open for Traffic (OfT)</li> <li>iii. Scheme Completion</li> </ul> <p>The performance against the Budget.</p>
Performance Periods:	<p>The first Performance Period commences on the Alliance Start Date and ends on the following 31 March.</p> <p>Each following Performance Period is a period of 12 months commencing on the expiry of the previous Performance Period (subject to the next paragraph).</p> <p>The Performance Period in which Alliance Completion or termination occurs commences on the expiry of the previous Performance Period and ends on Alliance Completion or earlier termination.</p> <p>Any Performance Targets for the first Performance Period or the Performance Period in which Alliance Completion or termination occurs are measured pro rata to the number of complete months in the relevant Performance Period.</p>
Submission and agreement of annual Performance Targets:	<p>The Alliance Manager shall prepare a draft Performance Table in consultation with the Alliance Board.</p> <p>The Alliance Manager is required to consult with the <i>Client</i></p>

	<p>during preparation of the draft Performance Table which shall include the Safety Performance Targets, Customer Performance Targets and Delivery Performance Targets for the next Performance Period and is required to consider any of</p> <ul style="list-style-type: none"> <li>• the <i>Client</i>'s external reporting requirements (e.g. ORR),</li> <li>• formal commitments and/or</li> <li>• issued publications (e.g. Roadworks a Customer view).</li> </ul> <p>The Alliance Manager shall submit the draft Performance Table to the <i>Client</i> for the first Performance Period in accordance with the timescales set out in the Implementation Plan and all future Performance Periods at least 3 months prior to the commencement of each Performance Period.</p> <p>The <i>Client</i> will review and respond to the Alliance Manager's submission within 4 weeks of receipt and will either accept or provide comments for consideration by the Alliance Manager on the draft Performance Table.</p> <p>If not accepted, the Alliance Manager is required to update the draft Performance Table to incorporate <i>Client</i> comments and re-submit within a further 2 weeks after receipt of <i>Client</i> comments.</p> <p>Within a further 4 weeks, the <i>Client</i> will either accept or reject the draft Performance Table.</p> <p>If accepted the draft Performance Table shall become the Performance Table for the Performance Period.</p> <p>If not accepted, the <i>Client</i> will issue the Performance Table for the relevant Performance Period.</p>
<p>Adjustments to Performance Targets for new or cancelled Orders</p>	<p>Within 4 weeks of any of the following:</p> <ul style="list-style-type: none"> <li>• issue of an Order,</li> <li>• change in Alliance membership,</li> <li>• termination of a Partner's participation in the Alliance or</li> <li>• cancellation of a Scheme</li> </ul> <p>the Alliance amends the Performance Table, to update the Performance Targets to take account of changes required for the above. No other changes shall be made. This is subject to <i>Client</i> acceptance in accordance with the process described below:</p> <p>The Alliance Manager shall submit the draft amended Performance Table to the <i>Client</i>.</p> <p>The <i>Client</i> will review and respond to the Alliance Manager's submission within 4 weeks of receipt and will either accept or provide comments for consideration by the Alliance Manager on the draft amended Performance Table.</p>

	<p>If not accepted, the Alliance Manager is required to update the draft amended Performance Table to incorporate <i>Client</i> comments and re-submit within a further 2 weeks after receipt of <i>Client</i> comments.</p> <p>Within a further 4 weeks, The <i>Client</i> will either accept or reject the draft amended Performance Table.</p> <p>If accepted the draft amended Performance Table shall become the Performance Table for the remainder of the Performance Period.</p> <p>If not accepted, the <i>Client</i> will issue the amended Performance Table.</p>
Performance standard required for setting Performance Targets:	<p>The Performance Targets are required to be set at a level that a competent contractor should expect to achieve taking into account the expected business improvement of the Alliance and taking into account the Alliance Objectives and the commitments in the Commitment SLA Register.</p>
Reasons for the <i>Client</i> non-acceptance of Performance Table proposed by the Alliance Manager:	<p>Reasons for the <i>Client</i> not accepting the Performance Table including the targets within it, include that the Performance Table:</p> <ul style="list-style-type: none"> <li>• does not meet performance standard required for setting Performance Targets;</li> <li>• does not incorporate the mandatory performance measures;</li> <li>• does not meet the requirements for defining the three performance thresholds (maximum, pro-rata, minimum scores) for each imperative;</li> <li>• represents a reduction to Performance Targets set in the previous Performance Period without a rationale or prior agreement with the <i>Client</i>;</li> <li>• does not take account of previous sustainable levels of performance achieved by the Alliance;</li> <li>• does not adequately incorporate the tender commitments notified by the Alliance Manager to the Partners pursuant to the Implementation Plan;</li> <li>• includes Performance Targets that are insufficiently defined, subjective or inappropriately weighted;</li> <li>• does not apply to all current Schemes;</li> <li>• does not include Milestone Key Dates for all current</li> </ul>



	<p>Schemes;</p> <ul style="list-style-type: none"> <li>contains a delivery plan that is not consistent with dates set out in the Order;</li> <li>does not provide evidence to support the maximum available score for each performance measure in the Performance Table;</li> <li>has not considered the indicative Performance Targets (Part D); or</li> <li>does not comply with the Performance Table Information.</li> </ul>
Interim Performance Payments against Outperforming Budget Objective	<p>Interim assessments and annual reconciliations of Outperforming Budget Objective performance payments are “on account” assessments only.</p> <p>The performance payment will not be earned by the Alliance until Alliance Completion when total Alliance Costs are finalised and compared against the final Budget.</p> <p>An Outperforming Budget Objective performance payment cannot be earned as a result of any element of Budget surplus generated by an adjustment to payment associated with performance lower than a Performance Target.</p>
Alliance Safety Objective Score	<p>Calculated as:</p> $\% = \frac{\text{Safety Score Achieved}}{\text{Safety Performance Target Score}}$ <p>Capped at 100%</p> <p>Where the Safety Score Achieved is the total of the scores for all of the safety performance measures achieved, outlined in the Safety Performance Targets.</p> <p>and</p> <p>The Safety Performance Target Score is the total of the target score available for all the safety performance measures, outlined in the Safety Performance Targets.</p> <p>If the Alliance has a fatality on any Scheme within the Performance Period, the Alliance Safety Objective Score will be capped at 50% for the Performance Period, subject to achieving the scoring required.</p>
Alliance Customer Objective Score	<p>Calculated as:</p> $\% = \frac{\text{Customer Score Achieved}}{\text{Customer Performance Target Score}}$

	<p>Capped at 100%</p> <p>Where the Customer Score Achieved is the total of the scores for all of the customer performance measures achieved, outlined in the Customer Performance Targets.</p> <p>and</p> <p>The Customer Performance Target Score is the total of the target scores available for all the safety performance measures, outlined in the Customer Performance Targets.</p>
Alliance Delivery Objective Score	<p>Calculated as:</p> $\% = \frac{\text{Delivery Score Achieved}}{\text{Delivery Performance Target Score}}$ <p>Capped at 100%</p> <p>Where the Delivery Score Achieved is the total of the scores for all of the delivery performance measures achieved, outlined in the Delivery Performance Targets.</p> <p>and</p> <p>The Delivery Performance Target Score is the total of the target scores available for all the delivery performance measures, outlined in the Delivery Performance Targets.</p>
Scoring Approach:	<p>The scoring of performance achieved against each of the Alliance safety, customer and delivery objectives is assessed each month and at the end of each Performance Period as set out in the table below.</p> <p>The monthly assessment of performance against the Alliance Safety, Customer and Delivery Objectives will be a combination of actual performance achieved to date (e.g. a Milestone Key Date due to have been completed by the end of the current month has been achieved or missed) and forecast performance to be achieved within the Performance Period (e.g. develop and implement a freight, road haulage, and large goods vehicle management plan).</p> <p>The Performance Targets agreed for the Performance Period will confirm which measures are assessed monthly on the basis of actual performance and those assessed on the basis of forecast performance to be achieved by the end of the Performance Period.</p> <p>At the end of the Performance Period, performance against all Performance Targets, except for the Outperforming Budget Objective, will be assessed based on actual performance achieved.</p> <p>The Alliance Manager prepares the performance data based</p>

	upon data provided by the members of the Alliance.
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## Part B – Performance Assessment

The following table outlines the methodology for assessing performance against the Performance Targets including performance against the Budget.

Performance Assessment Table						
Performance assessment		Performance payment assessment			Sharing of performance payments between Partners	
Alliance Objective : Safety						
Performance Target : Achievement of the Safety Performance Target for the current Performance Period						
<p>The safety performance measures for the Performance Period and definition of the requirements for achievement of each target are set out in the Safety Performance Targets.</p> <p>Assessment of the Alliance Safety Objective is assessed monthly based on Alliance performance achieved against all the safety performance measures for the current Performance Period as set out in the Safety Performance Targets.</p> <p>Adjustment to payment is based on the score achieved against the Alliance Safety Objective as set out in the Performance Table.</p>	<b>Alliance Safety Objective Score</b>		<b>Partner Performance Deduction Portion</b>	<b>Goals</b>	<b>Frequency of assessment</b>	For this Alliance Objective each Partner pays the Partner Goals Performance Deduction Portion, being the amount calculated in accordance with the previous column.
	less than 50%		Partner Goals Performance Cap multiplied by 1/3 multiplied by 100%		Monthly	
	from 50%	to 85%	Partner Goals Performance Cap multiplied by 1/3 multiplied by (100% minus Alliance Safety Objective Score)		Monthly	
	from 85%	to 100%	0%		Monthly	
	Alliance Objective : Customer					
Performance Target : Achievement of all Customer Performance Targets for the current Performance Period						
<p>The Customer performance measures for the Performance Period and definition of the requirements for achievement of each target are set out in the Customer Performance Targets.</p> <p>Assessment of the Alliance Customer Objective is assessed monthly based on Alliance performance achieved against all the customer performance measures for the current Performance Period as set out in the Customer Performance Targets.</p> <p>Adjustment to payment is based on the score achieved against the Alliance Customer Objective as set out in the Performance Table.</p>	<b>Alliance Customer Objective Score</b>		<b>Partner Performance Deduction Portion</b>	<b>Goals</b>	<b>Frequency of assessment</b>	For this Alliance Objective each Partner pays the Partner Goals Performance Deduction Portion, being the amount calculated in accordance with the previous column.
	less than 50%		Partner Goals Performance Cap multiplied by 1/3 multiplied by 100%		Monthly	
	from 50%	to 85%	Partner Goals Performance Cap multiplied by 1/3 multiplied (100% minus Alliance Customer Objective Score)		Monthly	
	from 85%	to 100%	0%		Monthly	

Performance Assessment Table																							
Performance assessment		Performance payment assessment			Sharing of performance payments between Partners																		
Alliance Objective : Delivery																							
Performance Target : Achievement of all Delivery Performance Targets for the current Performance Period																							
<p>The delivery performance measures for the Performance Period and definition of the requirements for achievement of each target are set out in the Delivery Performance Targets.</p> <p>Assessment of the Alliance Delivery Objective is assessed monthly based on Alliance performance achieved against all the delivery performance measures for the current Performance Period as set out in the Delivery Performance Targets.</p> <p>Adjustment to payment is based on the score achieved against the Alliance Delivery Objective as set out in the Performance Table.</p>		<b>Alliance Delivery Objective Score</b>		<b>Partner Goals Performance Deduction Portion</b>	<b>Frequency of assessment</b>																		
		less than 50%		The amount is the Partner Goals Performance Cap multiplied by 1/3 multiplied by 100%	Monthly																		
		from 50%	to 85%	The amount is the Partner Goals Performance Cap multiplied by 1/3 multiplied by (100% minus Alliance Delivery Objective Score)	Monthly																		
		from 85%	to 100%	0%	Monthly																		
For this Alliance Objective each Partner pays the Partner Goals Performance Deduction Portion, being the amount calculated in accordance with the previous column.																							
Alliance Objective : Outperforming Budget																							
Performance Target : Achievement of Alliance Cost within the Budget																							
<p>The performance against the Budget is assessed monthly and reconciled by the Alliance Manager annually.</p> <p>Assessment and any subsequent payments are interim, and subject to adjustment, until final reconciliation at Alliance Completion.</p>		<p>On a monthly basis, the Alliance Manager assesses the difference between the Alliance Earned Value to date and the Alliance Cost. The difference is divided into increments falling within each of the share ranges in the table below. The limits of a share range are the Alliance Cost divided by the Alliance Earned Value to date, expressed as a percentage.</p> <p>On a monthly basis, the performance payment equals the sum of the products of the increments within the share ranges greater than 100% and the corresponding Partners' share percentage.</p> <p>On an annual basis, the performance payment equals the sum of the products of the increment within each share range and the corresponding Partners' share percentage.</p>																					
		<table><tr><th colspan="2">share range</th><th>Partners' share percentage</th><th>Frequency of assessment</th></tr><tr><td colspan="2">less than 90%</td><td>30%</td><td>Annually and at Alliance Completion</td></tr><tr><td>from 90%</td><td>to 95%</td><td>50%</td><td>Annually and at Alliance Completion</td></tr><tr><td>from 95%</td><td>to 100%</td><td>70%</td><td>Annually and at Alliance Completion</td></tr><tr><td colspan="2">greater than 100%*</td><td>70%</td><td>Monthly and at Alliance Completion</td></tr></table>		share range		Partners' share percentage	Frequency of assessment	less than 90%		30%	Annually and at Alliance Completion	from 90%	to 95%	50%	Annually and at Alliance Completion	from 95%	to 100%	70%	Annually and at Alliance Completion	greater than 100%*		70%	Monthly and at Alliance Completion
share range		Partners' share percentage	Frequency of assessment																				
less than 90%		30%	Annually and at Alliance Completion																				
from 90%	to 95%	50%	Annually and at Alliance Completion																				
from 95%	to 100%	70%	Annually and at Alliance Completion																				
greater than 100%*		70%	Monthly and at Alliance Completion																				
		<p>If the Alliance Earned Value to date is higher than the Alliance Cost, each Partner is paid the Partner Budget Incentive, which is the performance payment calculated in the previous column multiplied by the Partner Budget Performance Cap divided by the sum of all Partner Budget Performance Caps.</p> <p>If the Alliance Earned Value to date is lower than the Alliance Cost, each Partner pays the Partner Budget Deduction, which is the performance payment calculated in the previous column multiplied by the Partner Budget Performance Cap divided by the sum of all Partner Budget Performance Caps. The Partner Budget Deduction is capped at the Partner Budget Performance Cap.</p>																					

### Example Calculations:

If at an annual assessment, the Alliance Earned Value is £100K, examples of possible outcomes are

- a) Alliance Cost = £85K  
Saving under Earned Value = £15K  
Comprising three increments:

Less than 90%	Less than 90K	= 5K @ 30%	= 1.5K
From 90% to 95%	From 90K to 95K	= 5K @ 50%	= 2.5K
From 95% to 100%	From 95K to 100K	= 5K @ 70%	= 3.5K
			<hr/>
<b>Partners' share</b>			<b>= 7.5K</b>
(paid by the <i>Client</i> )			

Sharing between Partners:

2	Total Partner Fees Paid	Partner Budget Share	Partner Budget Cap	Partner share of performance payment (paid by the <i>Client</i> )
Partner 1	£1K	30%	£0.3K	$(0.3/4.7) \times £7.5K = £0.479K$
Partner 2	£2K	35%	£0.7K	$(0.7/4.7) \times £7.5K = £1.117K$
Partner 3	£2K	30%	£0.6K	$(0.6/4.7) \times £7.5K = £0.957K$
Partner 4	£2.5K	40%	£1.0K	$(1.0/4.7) \times £7.5K = £1.596K$
Partner 5	£2.5K	30%	£0.75K	$(0.75/4.7) \times £7.5K = £1.197K$
Partner 6	£3K	45%	£1.35K	$(1.35/4.7) \times £7.5K = £2.154K$
		<b>total</b>	<b>£4.7K</b>	

- b) Alliance Cost = £105K  
Overspend over Earned Value = £5K  
Comprising one increment:

Greater than 100%	= 5K @ 70%	= 3.5K
		<hr/>
<b>Partners' share</b>		<b>= 3.5K</b>
(paid to the <i>Client</i> )		

Sharing between Partners:

Partner	Total Partner	Partner Budget	Partner Budget Cap	Partner share of performance payment (paid to the <i>Client</i> )
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	Fees Paid	Share		
Partner 1	£1K	30%	£0.3K	$(0.3/4.7) \times £3.5K = £0.223K$
Partner 2	£2K	35%	£0.7K	$(0.7/4.7) \times £3.5K = £0.521K$
Partner 3	£2K	30%	£0.6K	$(0.6/4.7) \times £3.5K = £0.447K$
Partner 4	£2.5K	40%	£1.0K	$(1.0/4.7) \times £3.5K = £0.745K$
Partner 5	£2.5K	30%	£0.75K	$(0.75/4.7) \times £3.5K = £0.559K$
Partner 6	£3K	45%	£1.35K	$(1.35/4.7) \times £3.5K = £1.005K$
		<b>total</b>	<b>£4.7K</b>	

c) Alliance Cost = £115K

Overspend over Earned Value = £15K

Comprising two increments:

greater than 100%	= 6.714K @ 70%	= 4.7K
Greater than the maximum Partners' share	= 8.286K @ 0%	= 0K
<b>Partners' share</b>		<b>= 4.7K</b>
(paid to the <i>Client</i> )		

Sharing between Partners:

Partner	Total Partner Fees Paid	Partner Budget Share	Partner Budget Cap	Partner share of performance payment (paid to the <i>Client</i> )
Partner 1	£1K	30%	£0.3K	$(0.3/4.7) \times £4.7K = £0.3K$
Partner 2	£2K	35%	£0.7K	$(0.7/4.7) \times £4.7K = £0.7K$
Partner 3	£2K	30%	£0.6K	$(0.6/4.7) \times £4.7K = £0.6K$
Partner 4	£2.5K	40%	£1.0K	$(1.0/4.7) \times £4.7K = £1.0K$
Partner 5	£2.5K	30%	£0.75K	$(0.75/4.7) \times £4.7K = £0.75K$
Partner 6	£3K	45%	£1.35K	$(1.35/4.7) \times £4.7K = £1.35K$
		<b>total</b>	<b>£4.7K</b>	

Examples of possible outcomes for the Delivery Objective at the end of a Performance Period are:

d) The Alliance achieves an Alliance Delivery Objective Score of 75%

Delivery Score Achieved	60
Delivery Performance Target Score	80

Alliance Delivery Objective Score	$60/80 =$	75%
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Partner	The Partner Fees Paid (Current Year)	Partner Goals Share	Partner Goals Performance Cap	Partner Goals Performance Deduction Portion (paid to the <i>Client</i> )
Partner 1	£2K	10%	£0.2K	$£0.2K \times (1/3) \times (100\% - 75\%) = £0.017K$
Partner 2	£3K	15%	£0.45K	$£0.45K \times (1/3) \times (100\% - 75\%) = £0.038K$
Partner 3	£2.5K	20%	£0.5K	$£0.5K \times (1/3) \times (100\% - 75\%) = £0.042K$
Partner 4	£3.5K	15%	£0.525K	$£0.525K \times (1/3) \times (100\% - 75\%) = £0.044K$
Partner 5	£4K	10%	£0.4K	$£0.4K \times (1/3) \times (100\% - 75\%) = £0.033K$
Partner 6	£3K	12%	£0.36K	$£0.36K \times (1/3) \times (100\% - 75\%) = £0.030K$

e) The Alliance achieves an Alliance Delivery Objective Score above 85%

Delivery Score Achieved	90
Delivery Performance Target Score	80

Alliance Delivery Objective Score	$90/80 =$	100%	score is capped at 100%
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Partner	The Partner Fees Paid (Current Year)	Partner Goals Share	Partner Goals Performance Cap	Partner Goals Performance Deduction Portion (paid to the Client)
Partner 1	£2K	10%	£0.2K	0% = £0K
Partner 2	£3K	15%	£0.45K	0% = £0K
Partner 3	£2.5K	20%	£0.5K	0% = £0K
Partner 4	£3.5K	15%	£0.525K	0% = £0K
Partner 5	£4K	10%	£0.4K	0% = £0K
Partner 6	£3K	12%	£0.36K	0% = £0K

f) The Alliance achieves an Alliance Delivery Objective Score below 50%

Delivery Score Achieved	36
Delivery Performance Target Score	80
Alliance Delivery Objective Score	$36/80 = 45\%$

Partner	The Partner Fees Paid (Current Year)	Partner Goals Share	Partner Goals Performance Cap	Partner Goals Performance Deduction Portion (paid to the Client)
Partner 1	£2K	10%	£0.2K	$£0.2K \times (1/3) \times 100\% = £0.067K$
Partner 2	£3K	15%	£0.45K	$£0.45K \times (1/3) \times 100\% = £0.150K$
Partner 3	£2.5K	20%	£0.5K	$£0.5K \times (1/3) \times 100\% = £0.167K$
Partner 4	£3.5K	15%	£0.525K	$£0.525K \times (1/3) \times 100\% = £0.175K$
Partner 5	£4K	10%	£0.4K	$£0.4K \times (1/3) \times 100\% = £0.133K$
Partner 6	£3K	12%	£0.36K	$£0.36K \times (1/3) \times 100\% = £0.120K$

Part C - Performance Targets Template

The following Indicative Performance Table incorporates the proposed objectives (safety, customer and delivery) and the mandatory Outperforming Budget Objective.

<b>Objective:</b>
Version:
Date:

<b>Purpose:</b>	
<b>Description:</b>	
<b>Performance Targets Introduction:</b>	

Performance Measure	Description	Target	Achievement Definition	Methodology	Scoring	Data Source	Data Validation & Assurance	Frequency of Reporting

<b>Overall Objective Target Score:</b>	[Insert Target Score for which the performance table will assess performance]
<b>Additional Commentary:</b>	[Insert any additional commentary to support the objective]

## Part D - Indicative Performance Targets

The following Indicative Performance Table incorporates the proposed objectives for the (safety, customer and delivery) and the mandatory Outperforming Budget Objective.

Objective: Safety Version: 1.0 Date: May 2019	
<b>Purpose:</b>	Measure Alliance health, safety and wellbeing performance during the delivery of the Smart Motorway Programme.
<b>Description:</b>	<p>The ambition is that 'no one is killed or seriously harmed whilst working or travelling on the network' The AFR rate for Smart Motorways Programme in February 2019 was 0.08. The objective is for the Alliance to deliver a stepped change in this and move towards zero harm and get everyone home safe and well, by:</p> <ul style="list-style-type: none"> <li>▪ inspiring – we inspire people to connect health, safety and wellbeing into their everyday work</li> <li>▪ supporting – we provide support and professional advice to assist in proportionate and risk-based decision making</li> <li>▪ empowering – we provide a proactive management system that is valued</li> <li>▪ developing – we create an environment in which people advance, develop and apply their health, safety and wellbeing skills</li> <li>▪ communicating – we promote understanding, learning and improvement through engaging communications in all that we do</li> <li>▪ involving - we work in collaboration to improve health, safety and wellbeing for all.</li> </ul>
<b>Performance Targets Introduction:</b>	<p>This objective will be made up of four themes, which will contain individual performance measures.</p> <ol style="list-style-type: none"> <li>1. Reporting of accidents, incidents &amp; observations within the workplace: Alliance safety performance against their safety management system indicators &amp; HSE RIDDOR requirements.</li> <li>2. Audit &amp; Continuous Improvement: Alliance performance through Alliance &amp; <i>Client</i> audit, and demonstration of proactive/corrective action.</li> <li>3. Competency Development: Alliance performance against health and safety (&amp; wellbeing) competency development programme.</li> <li>4. Tender Promises/Commitments: Alliance performance against health and safety tender promises/commitments.</li> </ol>

Performance Measure	Description	Achievement Definition	Methodology	Scoring	Data Source	Data Validation & Assurance	Frequency of Reporting
Fatal Accidents	A work-related injury that results in loss of life of the worker as reported by RIDDOR.	No fatal accidents reported in accordance with RIDDOR.	Sum of fatal accidents.	- 50	To be defined in accordance with Alliance H&S Management System (s) (H&SMS).	To be defined in accordance with Alliance Quality Management System(s) (QMS).	Monthly
Accident Frequency Rate	Accident Frequency Rate of the Alliance whilst delivering the Smart Motorway Programme target of 0.08.	To be defined in accordance H&SMS.	No. of reportable accidents and diseases per year / (No. of hours worked in the year * 100,000)	+/- 1 per month per 0.01 variance to target	As above.	As above	Monthly
High Potential Near Miss	An unplanned, uncontrolled near miss event that had the potential severity to cause a RIDDOR major injury, or fatality, or where the learning from the near miss would provide significant value to others in the Supply Chain.	No high potential near misses reported in accordance with RIDDOR.	Sum of High Potential Near Misses.	- 10	As above.	As above	Monthly
Near Misses	An event not causing harm, but has the potential to cause injury or ill health (the term near miss will include dangerous occurrences)	To be defined in accordance H&SMS	Sum of Near Misses.	- 2	As above.	As above	Monthly
H&S Observations	An observation of the safe / unsafe behaviour and conditions within the Working Areas.	As above.	Sum of H&S Observations.	+ 0.1	As above.	As above	Monthly
Senior	A site safety visit by senior managers from the Alliance (direct	As above.	Average score	- 2 to + 2	As above.	As above	Monthly

Representative Safety Visit Reviews	report to Alliance Manager or above) or a <i>Senior Representative</i> from the <i>Client</i> . The visits to be scored positively or negatively.		determined through Senior Manager audits.	score range (-20 to +20 score)			
Alliance Manager H&S Inspections	Alliance Manager health and safety inspections completed on time with observations/findings recorded.	As above.	Average score determined through Project Manager audits.	- 2 to + 2 score range (-20 to +20 score)	As above	As above	Monthly
Safety Interventions Acted Upon	Actions arising from investigations or safety leadership or inspections acted up on within identified timescales.	As above.	Sum of actions completed to time associated with defined safety interventions.	+ 0.5	As above	As above	Monthly
H&S Training	Establish a competency and training matrix for staff working within the Alliance. Deliver training which will enhance and improve the competence of Alliance staff. Training can include, delivering tool box talks, supervision skills, specific competent person training e.g. appointed person for lifting, hazard awareness/appreciation, SMSTS/SSSTS (or equivalent).	As above.	Sum of scores for training matrix + any training delivered.	+ 5	As above	As above	Monthly
Health, Safety & Wellbeing Events / Initiatives	A behavioural interaction between Alliance member and a leader or supervisor to achieve long term benefits or improvements in safety, health or wellbeing. These can be a safety stand down day, a discussion on negative behaviours or to reinforce positive behaviours, an intervention through a safety observation etc. They exclude safety training. They can be non-project specific addressing generic behaviours and best practice.  NB. Alliance Managers interacting with staff through day to day activities, e.g. toolbox talks, inspections or audits, are not classed as safety interventions for the purpose of this objective.	As above.	Sum of scores for wellbeing events, and any initiatives delivered.	+ 2 + 10	As above	As above	Monthly
H&S Tender Commitments.	Implementation and embedding of health and safety tender promises proposed by the Alliance.	As above.	Sum of tender commitments acted upon.	+ 10	As above	As above	Monthly

<b>Safety Performance Target Score:</b>	[The Alliance are to provide supplementary information to demonstrate how the Safety Performance Target Score has been established.]		
	Example: -		
	<b>Performance measure</b>	<b>Target commentary</b>	<b>Target score</b>
	Fatal Accidents	0 events	0 points
	Accident Frequency Rate	0 variance to AFR target	0 points
	High Potential Near Miss	0 events	0 points
	Near Misses	0 events	0 points
	H&S Observations	x 20 per month per projects (3 projects)	72 points
	Senior Representative Safety Visit Reviews	1.5 Average audit score during the performance period	15 points
	Alliance Manager H&S Inspections	1.5 Average audit score during the performance period	15 points
	Safety Interventions Acted Upon	x 2 per month across 3 projects (1x Senior Manager Safety	36 points

	<div>H&amp;S Training Health, Safety &amp; Wellbeing Events / Initiatives  H&amp;S Tender Commitments. <b>Total</b></div>	<div>Visit and 1x PM visit per month assumed) Matrix established and x6 training events delivered 35 points 1x Alliance HSW Away Day, 2x events per project (3 projects), 4x initiatives implemented 54 points 2x tender commitments delivered 20 points <b>247 points</b></div>	
	<div>Less than 50% &lt;123.50 points</div>	<div>From 50% to 85% 123.50 – 209.95 points</div>	<div>From 85% to 100% &gt;209.95 points</div>
<b>Additional Commentary:</b>	<div>IAN 128/15/C which sets out the <i>Client’s</i> expectations of the nature of incidents, involving <i>Client</i> Staff, delivery partner’s employees and members of the public, to be reported and investigated.</div> <div>The <i>Client</i> expect the Alliance to capture and provide sufficient evidence to demonstrate achievement of the Alliance Objectives.</div> <div>Although Alliances can use their own systems to track and report data, they must reconcile with the <i>Client’s</i> AirsWeb system for the year end audit.</div> <div>The <i>Client</i> reserves the right to audit on a periodic basis.</div> <div>Note: If the Alliance has a fatality within the Performance Period, the performance score for safety for that Performance Period will be capped at a maximum of 50%, subject to achieving the scoring required (and assessed using the Performance Table).</div>		

**Objective: Customer**

Version: 1.0  
Date: May 2019

<b>Purpose:</b>	Measure Alliance performance in supporting delivery of the <i>Client's</i> customer service strategy plan during delivery of the Smart Motorway Programme. The measures are aligned to the key themes within this plan; namely, consistently delivering the basics, improving the <i>Client's</i> service and network and developing the <i>Client's</i> relationships with customers.
<b>Description:</b>	Customers are at the heart of everything we do and continually challenging our ways of working to improve customer satisfaction. This Alliance Objective is to provide a positive customer experience across the whole lifecycle of the Alliance delivery model. This Alliance Objective provides focus on delivering the standards that the <i>Client's</i> customers expect, whilst seeking to make improvements in the services we provide to road users and communities during delivery of the Smart Motorway Programme.
<b>Performance Targets Introduction:</b>	This Alliance Objective will be made up of four themes, which will contain individual performance measures. 1. Delivering our relationships with customers 2. Improving our service and network 3. Consistently delivering the basics 4. Tender Commitments

Performance Measure	Description	Achievement Definition	Methodology	Scoring	Data Source	Data Validation & Assurance	Frequency of Reporting
Deliver our relationships with customers	Launch a single customer service standard across the Alliance. This should include a customer relationship tool.	Evidence provided by Alliance, subject to <i>Client</i> audit.	Item completed / not completed.	+ 10	To be defined in accordance with Alliance Quality Management System(s) (QMS).	To be defined in accordance with QMS.	Monthly
	Demonstrate other Alliance standards clearly consider the impact on customer outcomes.	Evidence provided by Alliance, subject to <i>Client</i> audit.	Item completed / not completed.	+ 10	As above.	As above	Monthly
	Develop and implement a freight, road haulage, and large goods vehicle management plan.	Evidence provided by Alliance, subject to <i>Client</i> audit.	Item completed / not completed.	+ 10	As above.	As above	Monthly
	Develop and implement a customer induction programme for all Alliance Staff.  [To insert target for % of Alliance Staff inducted within 3 months]	Evidence of customer induction material provided by Alliance, subject to <i>Client</i> audit.  % of Alliance Staff completed customer induction.	Item completed / not completed.  Sum of Staff inducted within 3 months.	+ 10  + 2 / - 2 per percentage variance to target.	As above.	As above	Monthly
Improving our Service & Network	Develop and utilise customer & community satisfaction surveys to inform the customer & engagement plan.	% completion of planned surveys.	Planned vs actual surveys completed.	+ 2 / - 2 per percentage variance to target.	As above.	As above	Monthly
	[To insert target for % completion of planned surveys]	Average survey score.	Sum of surveys scores completed.	+ 2 / - 2 per percentage			

	[To insert target for survey score]	Feedback acted upon.	Sum of feedback acted upon.	variance to target. + 0.5			
	Establish a customer competency and training matrix for Staff working within the Alliance. Deliver training which will enhance and improve the competence of Alliance staff.	Evidence of Alliance customer competency training matrix.  Evidence of customer training being implemented within the Alliance.	Item completed / not completed.  Sum of events completed.	+ 5  + 2 per event	As above.	As above	Monthly
Consistently Delivering the basics	Delivering SMP in accordance with our customer standards as described within the <i>Client's</i> PCF.	Evidence of assessment against the defined standard.	Average of audit scores completed.	- 2 to + 2 score range per audit. (-20 to +20 score)	As above.	As above	Monthly
	Minimise the delay and impact to customers during construction works.  [To insert target for planned customer journey time]	Evidence provided by Alliance, subject to <i>Client</i> audit	Planned vs actual customer journey time.	+ 2 / - 2 per percentage variance to target.	As above.	As above	Monthly
	Minimise unplanned activity during construction works.	Evidence provided by Alliance, subject to <i>Client</i> audit	Sum of all unplanned road closures	- 5	As above.	As above	Monthly
	Managing incidents adequately.  [The target is one hour from the point an incident is reported]	Develop and implement an incident management procedure.  Incidents cleared within one hour from the point that the incident is reported.	Item completed / Not completed.  Incidents cleared within target / total incidents.	+ 5  + 2 / - 2 per percentage variance to target.	As above.	As above	Monthly
Tender Promises	Implementation of customer related tender promises proposed by the Alliance.	To be defined by the Alliance.	Sum of tender commitments delivered.	+10	To be defined by the Alliance.	As above	Monthly

Customer Performance Target Score:	[The Alliance are to provide supplementary information to demonstrate how the Customer Performance Target Score has been established.]		
	Example: -		
	Performance measure	Target commentary	Target score
	Deliver our relationships with customers	Customer services standard delivered	10 points
		Alliance standards include Customer imperative delivered	10 points
		Freight, road haulage, and large goods vehicle management plan delivered.	10 points
		Customer induction programme delivered.	6 points
		98% induction target within 3 months average (95% target).	
	Improving our Service & Network	95% completion of planned surveys (95% target).	0 points
		88% survey score (90% target).	-4 points
4x feedback actioned per project (3 projects).		6 points	
Customer competency matrix delivered.		5 points	
4 x customer training events delivered.		8 points	
Consistently Delivering the basics	1.5 average audit score customer PCF products.	15 points	
	Planned customer journey time during roadworks achieved (Actual = Target time).	0 points	
	1 unplanned road closure.	- 5 points	
	Incident management procedure delivered.	5 points	
	85% of accidents cleared within 1 hour (85% target)	0 points	
Tender Commitments	1x tender commitment delivered.	10 points	
Total		86 points	
	Less than 50% <43 points	From 50% to 85% 43 - 73.10 points	From 85% to 100% > 73.10 points
Additional Commentary:	The <i>Client</i> expects the Alliance to capture and provide sufficient evidence to demonstrate achievement of the Alliance Objectives.		
	The <i>Client</i> reserves the right to audit on a periodic basis.		



**Objective: Delivery**

Version: 1.0  
Date: May 2019

<b>Purpose:</b>	To demonstrate the Alliance's effectiveness in delivering the Issued Programme to time.
<b>Description:</b>	<p>The ambition is to create a high performing organisation able to deliver the <i>Client</i> imperatives of safety and customer whilst outperforming the efficiency targets. Delivery of Milestone Key Dates in a timely manner is key to this.</p> <p>This Alliance Objective is to monitor delivery against Milestone Key Dates and against the delivery plan.</p>
<b>Performance Targets Introduction:</b>	<p>This is a measure of the number of defined Milestone Key Dates related to issued Schemes are achieved on time as a percentage of those that should have been achieved in a Performance Period.</p> <p>For the purpose of this Alliance Objective the Alliance shall agree for each scheme a planned milestone completion date and measure actual delivery date achieved for:</p> <ul style="list-style-type: none"> <li>SGAR 3</li> <li>SGAR 5</li> <li>Start of Works (SoW)</li> <li>Interim construction milestones (to be agreed on a scheme by scheme basis)</li> <li>Road Open for Traffic (OfT)</li> <li>SGAR 6</li> <li>Alliance Completion (excluding landscaping and ecology).</li> <li>Alliance Completion (including landscaping and ecology).</li> <li>Other Milestone Key Dates: Other key milestones that are crucial in the delivery of the Issued Programme.</li> </ul> <p>It is recognised that the delivery objective initially focuses on milestone delivery, however the <i>Client</i> expects this to be developed further by the Alliance to recognise other delivery aspects (e.g. productivity and quality related measures) and also incorporate any relevant tender commitments.</p>

Performance Measure	Description	Achievement Definition	Methodology	Scoring	Data Source	Data Validation & Assurance	Frequency of Reporting
SGAR	Completion of Stage Gate Assessment Reviews (SGAR) in accordance with the <i>Clients</i> Project Controls Framework (PCF).	All relevant documentation for SGAR's are submitted to the <i>Client</i> and approved by the <i>Client</i> as complete to allow the Scheme to progress to the next stage as defined by the PCF.	Sum of SGAR scores (see table below) within the Performance Period.	See table below	To be defined in accordance with Alliance Quality Management System(s) (QMS).	To be defined in accordance with QMS.	Monthly
Start of Works	Start of construction works.	Achieved when physical work has commenced on the network sufficient to allow the <i>Client</i> to claim Start of Works.	Sum of SoW scores (see table below) within the Performance Period.		As above.	As above.	Monthly
Interim Construction Milestones	To be defined and agreed between the Alliance & the <i>Client</i> as appropriate.	To be defined and agreed between the Alliance & the <i>Client</i> on an annual basis specific to the programme of works planned to be undertaken during the next Performance Period.	Sum of Interim Construction Milestones scores (see table below) within the Performance Period.		As above.	As above.	Monthly
Open for Traffic	Smart Motorway opened for traffic.	Achieved in accordance with the definition stipulated by the <i>Client</i> for the current Performance Period.	Sum of OfT scores (see table below) within the Performance Period.		As above.	As above.	Monthly

Scheme Completion	Completion of all Scheme <i>works</i> excluding landscaping and planting.	When all works as set out in the scope are complete including as built records and health safety plans, operation and maintenance manuals and all appropriate certifications are in place to allow satisfactory acceptance of the works into the operations directorate.	Sum of Scheme Completion scores (see table below) within the Performance Period.		As above.	As above.	Monthly
Completion of all works	Completion of all Scheme <i>works</i> including landscaping and planting.	When all <i>works</i> (including landscaping and planting) as set out in the scope are completed and all stated requirements for SGAR 7 are achieved and is approved by the <i>Client</i> .	Sum of completion of all <i>works</i> milestones (see table below) within the Performance Period.		As above.	As above.	Monthly
Other Milestone Key Dates	To be defined and agreed between the Alliance & the <i>Client</i> as appropriate.	To be defined and agreed between the Alliance & the <i>Client</i> on an annual basis specific to the programme of works planned to be undertaken during the next Performance Period.	Sum of other key milestones scores (see table below) within the Performance Period.		As above.	As above.	Monthly
Tender Commitments	The delivery objective shall include implementation of delivery related tender promises proposed by the Alliance.	To be defined by the Alliance.	To be defined by the Alliance.		As above.	As above.	Monthly

Milestone	Time at which the milestone has been achieved					
	Achievement on or before the agreed date	Achievement later than the agreed date (<2 weeks)	Achievement later than the agreed date (2-4 weeks)	Achievement later than the agreed date (4-6 weeks)	Achievement later than the agreed date (6-8 weeks)	Achievement later than the agreed date (8+ weeks)
SGAR Milestones	3	0	-3	-6	-9	-12
ORR Milestones (Start of Works / Open for Traffic)	6	0	-6	-12	-18	-24
Interim Design & Construction Milestones	4.5	0	-4.5	-9	-13.5	-18
Completion Milestones (Excluding & Including Landscaping & Ecology)	3	0	-3	-6	-9	-12

Delivery Performance Target Score:	[The Alliance are to provide supplementary information to demonstrate how the Delivery Performance Target Score has been established.]		
	Example: -		
	Performance measure	Target commentary	Target score
	SGAR	4x projects delivered on or before date	12 points
	Start of Works	2x projects delivered on or before date.	12 points
	Interim Construction Milestones	1x project delivered on or before date	4.5
	Open for Traffic	1x project delivered on or before date.	6 points
	Total		34.5 points
	Less than 50%	From 50% to 85%	From 85% to 100%
	< 17.25	17.25 – 29.33	> 29.33
Additional Commentary:	<p>Some or all of these milestones could be applicable within a particular Performance Period. [This will be aligned to the Issued Programme within the given period.] Milestone Key Dates will be developed by the Alliance and confirmed by the <i>Client</i> in advance of the Performance Period.</p> <p>The <i>Client</i> shall stipulate SoW and OfT and Scheme Completion milestones for each Scheme upon issue of an Order for the Scheme.</p> <p>All Awarded Schemes that are yet to be completed must have at least one milestone per Performance Period. Additionally, all Scheme ‘Start of Works’ and ‘Open for Traffic’ dates shall be mandatory milestones for inclusion in the Performance Period in which they fall.</p>		

<b>Objective: Outperforming Budget</b>	
Version: 1.0 Date: May 2019	

<b>Purpose:</b>	Measure Budget performance during the delivery of the Smart Motorway Programme.
<b>Description:</b>	The ambition of the Alliance is to align all Alliance members to outperform the Budget.
<b>Performance Targets Introduction:</b>	

Performance Measure	Description	Target	Achievement Definition	Methodology	Scoring	Data Source	Data Validation & Assurance	Frequency of Reporting
Budget Delivery	Delivery of the Smart Motorway to Budget	Outperform the Budget	Alliance Cost is less than Alliance Earned Value to date.	Comparison of Alliance Cost to Alliance Earned Value (= final Budget at Alliance Completion)	Variance to Budget	Prism	To be defined in accordance with Alliance Quality Management System(s) (QMS)	Monthly

<b>Overall Objective Target Score:</b>	[See Budget delivery scoring]
<b>Additional Commentary:</b>	[Insert any additional commentary to support the objective]

## Annex I Alliance key persons high level job descriptions

Role	Role Descriptions
Digitally Enabled Design Director	<ul style="list-style-type: none"> <li>Leads the overall Digitally Enabled Design function and provides oversight for the two Digitally Enabled Design Partners.</li> <li>Accountable for the design of Schemes from initial concept through to delivery and closeout</li> <li>Encourages the use of Rapid Engineering Model to prepare standard designs across all Schemes</li> </ul>
Head of Digitally Enabled Design for each area (one from each Digitally Enabled Design Partner)	<ul style="list-style-type: none"> <li>Leads the Digitally Enabled Design Function within their allocated Lot area</li> <li>Responsible for the design of Schemes from initial concept through to delivery and closeout within their allocated Lot area</li> <li>Encourages the use of Rapid Engineering Model to prepare standard designs across Schemes within their allocated Lot area</li> </ul>
Lead for Digital Design	<ul style="list-style-type: none"> <li>Rolls out the use of Rapid Engineering Model to prepare standard designs across all Schemes</li> <li>Owns the 3D model-based process that gives the insight and tools to more efficiently plan, design, construct, and manage Schemes from design to construction</li> <li>Enables a common information modelling solution for the whole programme</li> </ul>
Lead for Product Development and Standardisation.	<ul style="list-style-type: none"> <li>Leverages standard products in the design catalogue, generated by Rapid Engineering Model, to develop standard design products that can be shared across Schemes</li> <li>Encourages the use of standard products across all Schemes</li> <li>Shares best practice common processes and products across Schemes within the Alliance</li> </ul>
On-site Assembly and Delivery Director	<ul style="list-style-type: none"> <li>Leads the overall On-site Assembly and Delivery Functions and provides oversight for the three OSA Area leads</li> <li>Accountable for the on-site aspects of construction</li> </ul>

Role	Role Descriptions
	<p>works, assembly and delivery</p> <ul style="list-style-type: none"> <li>• Interfaces with members to support efficient and safe design and delivery with predictable cost and schedule outcomes</li> </ul>
Head of On-site Assembly and Delivery for each area (one head from each On-site Assembly Partner)	<ul style="list-style-type: none"> <li>• Leads the On-site Assembly and Delivery Functions within their allocated Lot area</li> <li>• Responsible for the on-site aspects of construction works, assembly and delivery within their allocated Lot area</li> <li>• Interfaces with members to support efficient and safe design and delivery with predictable cost and schedule outcomes within their allocated Lot area</li> </ul>
Lead for Construction Management	<ul style="list-style-type: none"> <li>• Leads the co-ordination of construction activities carried out in accordance with the detailed construction phase plan</li> <li>• Adopts a programmatic approaches to resource, such as integrated commercial management at a programme rather than site level, to result in reduced man-marking</li> <li>• Implements a package (rather than Scheme by Scheme) approach to work allocation</li> <li>• Improves standardisation of construction management processes</li> <li>• Develops productionisation of the delivery process with a standard approach to delivery</li> </ul>
Lead for Installation	<ul style="list-style-type: none"> <li>• Responsible for the provision and installation of equipment on site</li> <li>• Establishes the provision of standard products, equipment, plant and resource to deliver Schemes</li> <li>• Liaises with specialist Subcontractors alongside the Digitally Enabled Design Partners to support development of standard products which can be manufactured off-site, and/or assembled/constructed more easily on-site</li> </ul>
Production Hub Director	<ul style="list-style-type: none"> <li>• Leads the overall Production Hub function</li> <li>• Accountable for the delivery on a programmatic Alliance-wide basis</li> <li>• Responsible for the five sub-functions of the</li> </ul>

Role	Role Descriptions
	Production Hub: operations, Programme Management Office, production management, commercial and delivery
Lead for Production Planning	<ul style="list-style-type: none"> <li>Leads the production planning and sequencing activities within the Production Hub function</li> <li>Plans and sequence creation of products to be 'manufactured' and/or assembled offsite, incorporating Alliance approach to category management and standard products.</li> <li>Works in an integrated manner with master planning, digital rehearsal and logistics team to ensure a programmatic approach</li> <li>Enables reduced fragmentation in the Alliance approach to manufacture and delivery of component products (e.g. joined-up manufacture, just-in-time delivery) to reduce the time, costs and impact on safety associated with on-site assembly as contrasted with manufacturing approaches</li> </ul>
Head of Production Management	<ul style="list-style-type: none"> <li>Leads production management within the Production Hub function</li> <li>Responsible for inventory management and consolidation, production planning and sequencing, transport logistics, product (plant and material) management</li> </ul>
Lead for Transport Logistics	<ul style="list-style-type: none"> <li>Leads the transport logistics within the Production Hub function</li> <li>Integrates with master planning to plan, monitor and manage the off-site elements of transport logistics programmatically (e.g. to/from consolidation centre, and to/from site).</li> <li>Enables optimised use of vehicles to minimise carbon emissions and requirements for loading/unloading as a result of vehicle movements.</li> </ul>
Commercial, Finance and Procurement Director	<ul style="list-style-type: none"> <li>Leads the Commercial, Finance and Procurement functions</li> <li>Manages Commercial, Finance and Procurement Leads and enables alignment across other Alliance operations</li> <li>Enables a programmatic approach to the sourcing of</li> </ul>

Role	Role Descriptions
	material
Head of Cost Management	<ul style="list-style-type: none"> <li>Leads the Cost Management function</li> <li>Manages common Alliance cost management procedures, systems and protocols, including those relating to Subcontractors (including managing outbound Alliance payments, assessing Subcontractor applications, supporting cost management reviews and value engineering analysis, cost estimating, cost verification reviews and supporting cash flow forecasting)</li> </ul>
Head of Commercial	<ul style="list-style-type: none"> <li>Leads the Commercial function</li> <li>Delivers effective contract management and utilisation of Client-enabled (and CCS) category frameworks</li> <li>Enables a programmatic approach to the managing of contracts</li> </ul>
Head of Supply Chain	<ul style="list-style-type: none"> <li>Leads the Supply Chain function</li> <li>Develops, manages and maintains a programmatic approach to managing the supply chain,</li> <li>Enables a joined-up approach with master scheduling, category management, plant management etc.</li> <li>Provides the knowledge to give visibility of the programme requirements to the supply chain, and to rationalise the demand on the supply chain.</li> </ul>
Head of Finance	<ul style="list-style-type: none"> <li>Leads the Finance function</li> <li>Forecasts monthly, quarterly and annual Alliance results and monitor progress against forecasts</li> <li>Enables a programmatic approach to the management of finances</li> <li>Identifies and mitigates financial risk</li> </ul>
Head of Health, Safety and Wellbeing	<ul style="list-style-type: none"> <li>Leads the Health, Safety and Wellbeing function</li> <li>Establishes and maintain a culture of Health, Safety and Wellbeing</li> <li>Liaises with SES to ensure alignment to safety standards (in the event of updates) and leverage Highways England expertise.</li> </ul>



