

CONTRACT FOR PRISONER AND NON-PRISONER FOOD SUPPLY

SCHEDULE 3

PERFORMANCE LEVELS

Performance Levels

1 DEFINITIONS

1.1 In this Schedule, the following definitions shall apply:

“Compliant Delivery”	has the meaning given in Paragraph 2 of PART B of ANNEX 1;
“Delivery Compliance: Vehicle and Equipment”	has the meaning given in Paragraph 6 of PART B of ANNEX 1;
“Online Ordering System Available Hours”	6am to 7pm (UK time) on each calendar day;
“Online Ordering System Availability”	has the meaning given in Paragraph 5 of PART B of ANNEX 1;
“Performance Failure”	any performance by the Supplier which does not meet the Target Performance Level in respect of each Key Performance Indicator;
“Performance Monitoring Report”	has the meaning given in Paragraph 1.1 of PART B;
“Product Availability”	has the meaning given in Paragraph 1 of PART B of ANNEX 1;
“Product Complaint”	has the meaning given in Paragraph 7 of PART B of ANNEX 1
“Repeat KPI Failure”	has the meaning given in Paragraph 3.1 of PART A;
“Security Compliance”	has the meaning given in Paragraph 4 of PART B of ANNEX 1;
“Service Credit”	a financial credit accumulated by the Authority calculated in reference to paragraph 4 of Part A of this Schedule, and “Service Credits” shall be construed accordingly;
“Service Downtime”	planned unavailability of the Online Ordering System, notified by the Supplier to the Authority in accordance with Paragraph 1.2(s) of PART B of this Schedule;
“Timely Deliveries”	has the meaning given in Paragraph 3 of PART B of ANNEX 1.

PART A: PERFORMANCE INDICATORS AND SERVICE CREDITS

1 PERFORMANCE INDICATORS

- 1.1 ANNEX 1 sets out the Key Performance Indicators and Subsidiary Performance Indicators which the Parties have agreed shall be used to measure the standards for the delivery of the Products and Services provided by the Supplier.
- 1.2 The Supplier shall:
- (a) meet or exceed the Target Performance Level in respect of each Performance Indicator;
 - (b) monitor its performance against each Performance Indicator; and
 - (c) report to the Authority the level of service actually achieved in accordance with PART B.
- 1.3 Service Points shall accrue for any KPI Failure and shall be calculated in accordance with Paragraphs 2 and 3.

2 SERVICE POINTS

- 2.1 If the level of performance of the Supplier during a Service Period achieves the Target Performance Level in respect of a Key Performance Indicator, no Service Points shall accrue to the Supplier in respect of that Key Performance Indicator.
- 2.2 If the level of performance of the Supplier during a Service Period is below the Target Performance Level in respect of a Key Performance Indicator, Service Points shall accrue to the Supplier in respect of that Key Performance Indicator as set out in Paragraph 2.3.
- 2.3 The number of Service Points that shall accrue to the Supplier in respect of a KPI Failure shall be the applicable number as set out in the 'Service Points' column in Table A, ANNEX 1, unless the KPI Failure is a Repeat KPI Failure when the provisions of Paragraph 3 shall apply.
- 2.4 Paragraph 4 of this Schedule sets out the mechanism by which Service Points shall be converted into Service Credits.

3 REPEAT KPI FAILURES

- 3.1 If a KPI Failure occurs in respect of the same Priority Key Performance Indicator in any two or more Service Period(s) in any 12-month rolling period, the second and any subsequent such KPI Failure shall be a **"Repeat KPI Failure"**.
- 3.2 The number of Service Points that shall accrue in respect of a KPI Failure that is a Repeat KPI Failure shall be calculated as follows:

$$SP = P \times RM$$

where:

SP = the number of Service Points that shall accrue for the Repeat KPI Failure

P = the number of Service Points owed as the result of the KPI Failure for the Service Period in question as set out in Annex 1

RM = the Repeat Performance Failure Multiplier, as set out in the following table:

Number of repeat Performance Failures (in any 12-month rolling period)	Multiplier
1st repeat Performance Failure	2
2nd repeat Performance Failure	3
3rd repeat Performance Failure	4

4th repeat Performance Failure	5
5th repeat Performance Failure and each repeat Performance Failure thereafter	10

- 3.3 A worked example of the Repeat Performance Multiplier mechanism is included in Annex 2 of Part B of this Schedule.

4 **SERVICE POINTS TO SERVICE CREDITS**

- 4.1 In respect of Service Points incurred by the Supplier, the Authority shall be entitled to recover the financial value such Service Points from the Supplier as Service Credits. Service Credits shall be calculated in accordance with this Paragraph 4, determined by the Authority and invoiced by the Authority and paid by the Supplier in accordance with Paragraph 5.3 of Part B of Schedule 15 (Charges and Invoicing).
- 4.2 The total Service Credits applicable to the Service Period shall be calculated in accordance with the following formula:

$$SC = TSP \times x$$

where:

SC = the total Service Credits for the relevant Service Period;

TSP = the total Service Points that have accrued for the relevant Service Period;

x = a value in pounds sterling, which for the first 12 months following the Supply Commencement Date will be £400. This value will be fixed for the 12 months from the Supply Commencement Date and will be subject to indexation on an annual basis.

The relevant indexation adjustment shall be:

- a) effective on the first anniversary of the Supply Commencement Date and on the same date in each subsequent year; and
- b) determined by multiplying the Service Credit value applicable in the preceding 12 months by the percentage increase or change in the Consumer Price Index 01-12 (12-month rate) most recently published prior to the relevant adjustment date.

- 4.3 The Authority shall use the Performance Monitoring Reports provided pursuant to PART B, among other things, to verify the calculation and accuracy of the Service Credits (if any) applicable to each Service Period.

5 **SERVICE CREDITS**

- 5.1 Service Credits are a reduction of the Charges payable in respect of the relevant Products and Services to reflect the reduced value of the Products and Services actually received and are stated exclusive of VAT.
- 5.2 Service Credits shall be payable by the Supplier to the Authority Quarterly (if applicable) in accordance with Paragraph 5.3 of Schedule 15 (Charges and Invoicing).
- 5.3 Service Credits are not an exclusive financial remedy for the Authority in respect of any failure to meet a Key Performance Indicator. The Supplier confirms that it has modelled the Service Credits and has taken them into account in setting the level of charges under this Agreement. The Parties agree that the Service Credits are a reasonable method of price adjustment to reflect poor performance.

The liability of the Supplier in respect of Service Credits shall be subject to the Service Credit Cap at Clause 28.4.3 (*Financial and other Limits*) provided that, for the avoidance of doubt, although no Service

Credits will accrue in excess of the Service Credit Cap, the operation of the Service Credit Cap shall not affect the continued accrual of Service Points in excess of such financial limit in accordance with the provisions of this Schedule 3**CONTRACT FOR PRISONER AND NON-PRISONER FOOD SUPPLY**

SCHEDULE 3

PERFORMANCE LEVELS

5.4 *(Performance Levels).*

6 CRITICAL PERFORMANCE FAILURE

6.1 If the level of performance of the Supplier, during a Service Period, results in a Critical Performance Failure, the Authority may, in its sole discretion, do any of the following:

- (a) without terminating the Agreement, itself supply or procure the supply of all or part of the Services and Products (at the cost of the Supplier) until such time as the Supplier shall have demonstrated to the reasonable satisfaction of the Authority that the Supplier will once more be able to supply all or such part of the Services and Products in accordance with the Agreement; or
- (b) terminate, in accordance with Clause 13.3, the whole or part of the Agreement.

7 PERMITTED MAINTENANCE

7.1 The Supplier shall be allowed to book a reasonable number of hours Service Downtime for Permitted Maintenance in any one Service Period which shall take place outside of the Online Ordering System Available Hours, provided that the dates and times of such Service Downtime shall be notified to the Authority in advance in accordance with Paragraph 1.2(s) of Part B of this Schedule.

PART B: PERFORMANCE MONITORING

1 PERFORMANCE MONITORING AND PERFORMANCE REVIEW

- 1.1 Within ten (10) Working Days of the end of each Service Period, the Supplier shall provide a report to the Authority Representative which summarises the performance by the Supplier against each of the Performance Indicators as more particularly described in Paragraph 1.2 (the “**Performance Monitoring Report**”).

Performance Monitoring Report

- 1.2 The Performance Monitoring Report shall be in such format as agreed between the Parties from time to time and contain, as a minimum, the following information:

Information in respect of the Service Period just ended

- (a) for each Key Performance Indicator and Subsidiary Performance Indicator, the actual performance achieved over the Service Period;
- (b) a summary of all Performance Failures (which, for the avoidance of doubt, in respect of KPI4, KPI6 and KPI7, shall include a summary of each instance of compliance failure) and Critical Performance Failures that occurred during the Service Period;
- (c) the severity level of each KPI Failure which occurred during the Service Period and whether each PI Failure which occurred during the Service Period fell below the PI Service Threshold;
- (d) which Performance Failures remain outstanding and progress in resolving them;
- (e) for any Material KPI Failures or Material PI Failures occurring during the Service Period, the cause of the relevant Material KPI Failure or Material PI Failure and the action being taken to reduce the likelihood of recurrence;
- (f) the status of any outstanding Rectification Plan processes, including:
 - (i) whether or not a Rectification Plan has been agreed; and
 - (ii) where a Rectification Plan has been agreed, a summary of the Supplier's progress in implementing that Rectification Plan;
- (g) for any Repeat Failures, actions taken to resolve the underlying cause and prevent recurrence;
- (h) the number of Service Points awarded in respect of each KPI Failure;
- (i) the Service Credits to be applied, indicating the KPI Failure(s) to which the Service Credits relate;
- (j) the conduct and performance of any agreed periodic tests that have occurred, such as the annual failover test of the Service Continuity Plan;
- (k) relevant particulars of any aspects of the Supplier's performance which fail to meet the requirements of this Agreement; and
- (l) such other details as the Authority may reasonably require from time to time;
- (m) any application which has been submitted by the Supplier, in accordance with Clause 37 (Authority Cause) and/or Clause 38 (Force Majeure), for relief from performance and the basis thereof, together with details of all action taken by the Supplier to prevent or mitigate the impact of the relevant event for which relief is being claimed;
- (n) the impact on the performance of the Supplier against Key Performance Indicators and/or Subsidiary Performance Indicators in the relevant Service Period in the event that the Authority grants any application from relief in accordance with Clause 37 (Authority Cause) and/or Clause 38 (Force Majeure), including the impact on:

- (i) the Supplier's performance against Key Performance Indicators and/or Subsidiary Performance Indicators;
- (ii) the occurrence of any Repeat Failures;
- (iii) the number of Service Points awarded in respect of each KPI Failure;
- (iv) the Service Credits to be applied, indicating the KPI Failure(s) to which the Service Credits relate.

Information in respect of previous Service Periods

- (o) a rolling total of the number of Performance Failures that have occurred over the past twelve Service Periods;
- (p) the amount of Service Credits that have been incurred by the Supplier over the past twelve Service Periods;
- (q) the conduct and performance of any agreed periodic tests that have occurred in such Service Period such as the annual failover test of the Service Continuity Plan;
- (r) any application which was submitted by the Supplier, in accordance with Clause 37 (Authority Cause) and/or Clause 38 (Force Majeure), for relief from performance which was granted or rejected by the Authority; and

Information in respect of the next Quarter

- (s) any scheduled Service Downtime for Permitted Maintenance and Updates for the next Quarter.

- 1.3 The Performance Monitoring Report shall be reviewed and their contents agreed by the Performance Board at the next Performance Management Meeting held in accordance with Schedule 21 (Governance).
- 1.4 The Authority shall be entitled to raise any additional questions and/or request any further information from the Supplier regarding any actual performance against the Performance Indicators, any KPI Failure and/or PI Failure.
- 1.5 The Supplier shall provide a response to any additional questions and/or request, as set out in Paragraph 1.4, within ten (10) Working Days.
- 1.6 Following the determination by the Authority of the outcome of any application by the Supplier for relief from performance made in accordance with Clause 37 (Authority Cause) and/or Clause 38 (Force Majeure), the Supplier shall issue a revised and updated version of the Performance Monitoring Report which reflects the extent of any relief granted by the Authority or otherwise in relation to the relevant Service Period, including the impact on:
 - (a) the Supplier's performance against Key Performance Indicators and/or Subsidiary Performance Indicators;
 - (b) the occurrence of any Repeat Failures;
 - (c) the number of Service Points awarded in respect of each KPI Failure;
 - (d) the Service Credits to be applied, indicating the KPI Failure(s) to which the Service Credits relate.

2 PERFORMANCE RECORDS

- 2.1 The Supplier shall keep appropriate documents and records (including Help Desk records, staff records, timesheets, training programmes, staff training records, products received documentation, supplier accreditation records, complaints received etc) in relation to the Services being delivered. Without prejudice to the generality of the foregoing, the Supplier shall maintain accurate records of call histories for a minimum of twelve (12) months and provide prompt access to such records to the Authority upon the Authority's request. The records and documents of the Supplier shall be available for inspection by the

Authority and/or its nominee at any time and the Authority and/or its nominee may make copies of any such records and documents.

- 2.2 In addition to the requirement in Paragraph 2.1 to maintain appropriate documents and records, the Supplier shall provide to the Authority such supporting documentation as the Authority may reasonably require in order to verify the level of the performance of the Supplier and the calculations of the amount of Service Credits for any specified period.
- 2.3 The Supplier shall ensure that the Performance Monitoring Report (as well as historic Performance Monitoring Reports) and any variations or amendments thereto, any reports and summaries produced in accordance with this Schedule and any other document or record reasonably required by the Authority are available to the Authority on-line and are capable of being printed.

3 PERFORMANCE VERIFICATION

- 3.1 The Authority reserves the right to verify the Availability of the Online Ordering System and the Supplier's performance under this Agreement against the Performance Indicators including by sending test transactions through the Online Ordering System or otherwise.

4 SERVICE CREDIT CALCULATION

- 4.1 Each Quarter retrospectively, the Authority's Senior Contract Manager (SCM) will review the Supplier's performance under the Key Performance Indicators and decide the calculation of the Service Credits to be paid by the Supplier for the Quarter concerned, following the process below:
- (a) performance data shall be sent by the Supplier to the Authority at the end of each Service Period as per Part B of this Schedule 3 (Performance Levels);
 - (b) at each Performance Management Meeting the calculations and performance will be presented and agreed as per Schedule 3 (Performance Levels);
 - (c) Service Points are recorded in full at the end of each Quarter during the Performance Management Meeting and the decision on Service Credit calculation is deferred to the next Quarterly Contract Review Meeting;
 - (d) ahead of the Quarterly Contract Review Meeting, the Authority's SCM will engage with internal Authority stakeholders to obtain their views;
 - (e) the Authority's SCM will then speak to the Supplier and decide on the calculation of the Service Credits to be raised based on all the information available using their professional judgement;
 - (f) all parties are then notified, and the decision is formally minuted at the next Quarterly Contract Review Meeting;
 - (g) once recorded, the invoice (if any required), will be raised for payment as per Paragraph 4.2 of Schedule 15 (Charges and Payment).

PART A: KEY PERFORMANCE INDICATORS AND SUBSIDIARY PERFORMANCE INDICATORS TABLES

The Key Performance Indicators and Subsidiary Performance Indicators that shall apply to the Services (and the Subsidiary Performance Indicator relating to Social Value) are set out below:

No.	Key Performance Indicator Title	Definition	Frequency of Measurement / Reporting	Severity Levels	Service Points	Critical Performance Failure Threshold	Publishable Performance Information
Priority KPIs							
KPI1	Product Availability	See Paragraph 1 of PART B of this Annex	In each and every Performance Monitoring Report	Target Performance Level: 99% Minor KPI Failure: 98.50% - 98.99% Serious KPI Failure: 98.00.0% - 98.49% Severe KPI Failure: 97.50% - 97.99% Very Severe KPI Failure: 97.00% - 97.49% KPI Service Threshold: below 96.99%	0 1 2 3 4 5	Less than 95% each Service Period for 12 consecutive Service Periods	YES

No.	Key Performance Indicator Title	Definition	Frequency of Measurement / Reporting	Severity Levels	Service Points	Critical Performance Failure Threshold	Publishable Performance Information
KPI2	Compliant Delivery	See Paragraph 2 of PART B of this Annex	In each and every Performance Monitoring Report	Target Performance Level: 99% Minor KPI Failure: 98.50% - 98.99% Serious KPI Failure: 98.00.0% - 98.49% Severe KPI Failure: 97.50% - 97.99% Very Severe KPI Failure: 97.00% - 97.49% KPI Service Threshold: below 96.99%	0 1 2 3 4 5	Less than 95% each Service Period for 12 consecutive Service Periods	YES
KPI3	Timely Deliveries	See Paragraph 3 of PART B of this Annex	In each and every Performance Monitoring Report	Target Performance Level: 99% Minor KPI Failure: 98.50% - 98.99% Serious KPI Failure: 98.00% - 98.49%	0 1 2	Less than 95% each Service Period for 12 consecutive Service Period	YES

No.	Key Performance Indicator Title	Definition	Frequency of Measurement / Reporting	Severity Levels	Service Points	Critical Performance Failure Threshold	Publishable Performance Information
				Severe KPI Failure: 97.50% - 97.99% Very Severe KPI Failure: 97.00% - 97.49% KPI Service Threshold: below 96.99%	3 4 5		
KPI4	Security Compliance	See Paragraph 4 of PART B of this Annex	In each and every Performance Monitoring Report	Target Performance Level: 0 breaches KPI Failure: 1 instance of a failure to comply with Target Performance Level	0 3	12 KPI Failure(s) in the relevant Service Period	NO
KPI5	Online Ordering System Availability	See Paragraph 5 of PART B of this Annex	In each and every Performance Monitoring Report	Target Performance Level: 100% KPI Failure: failure to meet the Target Performance Level for KPI5	0 3 (on each occasion) with a further 3 Service Points for every 1% the performance is below the Target Performance Level	-	NO

No.	Key Performance Indicator Title	Definition	Frequency of Measurement / Reporting	Severity Levels	Service Points	Critical Performance Failure Threshold	Publishable Performance Information
Standard KPIs							
KPI6	Delivery Compliance	See Paragraph 6 of PART B of this Annex	In each and every Performance Monitoring Report	Target Performance Level: 0 breaches of KPI6 KPI Failure: for each breach of KPI6	0 Damaged Product Services Points for each instance of failure up to 8 instances in a Service Period: 0 Service Points for each instance of failure from the 9 th instance onwards in a Service Period: 1	-	NO
KPI7	Product Complaint	See Paragraph 7 of PART B of this Annex	In each and every Performance Monitoring Report	Target Performance Level: 0 breaches of KPI7 KPI Failure: for each breach of KPI7	0 1	-	NO

2. SUBSIDIARY PERFORMANCE INDICATORS

No.	Subsidiary Performance Indicator Title	Definition	Frequency of Measurement	Severity Levels	Publishable Performance Information
PI1	Social Value PI	See Paragraph 8 of Part B of this Annex	Annual	Target Performance Level: 0.01% reduction per Contract Year	YES

PART B: DEFINITIONS

1. PRODUCT AVAILABILITY

1.1 The Product Availability shall be measured in accordance with the following formula:

$$\text{Product Availability \%} = \frac{PA}{SD} \times 100$$

where:

PA = the total number of Products (by reference to Product Cases) for which the Authority has placed an Order (other than Emergency Orders) and the Supplier has confirmed its ability to fulfil such Order, expressed within a Service Period across all Sites

SD = the total number of Products (by reference to Product Cases) the Authority wished to order (other than via Emergency Orders) within a Service Period across all Sites

1.2 For clarity, if a Product is Ordered and is unavailable and an Alternative Product or Substitute Product is provided in accordance with the terms of the Agreement, then notwithstanding the supply of such Alternative Product or Substitute Product, the Product will be considered unavailable for the purposes of this calculation.

2. COMPLIANT DELIVERY

2.1 The total of all Products (including Substitute Products and Alternative Products) Delivered in accordance with the total of all the Products accepted on Purchase Order in the relevant Service Period. The Compliant Delivery KPI shall be measured as follows:

$$\text{Compliant Delivery \%} = \frac{D}{AP} \times 100$$

where:

D = total number of Products (by reference to Product Cases) Delivered in accordance with the accepted Purchase Order (other than Deliveries of Emergency Orders) across all Sites within the relevant Service Period

AP = total number of available Products (by reference to Product Cases) Ordered by the Authority (other than Emergency Orders) (or Substitute Products or Alternative Products agreed, by reference to Product Cases) within the relevant Service Period across all Sites

3. TIMELY DELIVERIES

3.1 The total of all Products delivered by the Supplier during a scheduled Delivery Window (in accordance with the Delivery Schedule or such other Delivery Window requested by the Authority and agreed between the Parties).

$$\text{Timely Deliveries \%} = \frac{D}{TP} \times 100$$

where:

D = total number of individual Deliveries (other than Deliveries of Emergency Orders) completed within the scheduled Delivery Window within the relevant Service Period across all Sites.

TP = total number of individual Deliveries (other than Deliveries of Emergency Orders) to be carried out within the relevant Service Period across all Sites.

3.2 For the avoidance of doubt, an "individual Delivery" for the purposes of this KPI shall mean the Delivery of Products included in one purchase order (unless consolidated); for example, if one vehicle should Deliver five Orders (i.e. Products under five separate purchase orders) and is late, this shall constitute five late Deliveries and not one.

4. SECURITY COMPLIANCE

4.1 Security Compliance shall mean that the Supplier complies with Section 1, Chapter 2 and Chapter 3 of the Authority policy document "Conveyance and Possession of Prohibited Items and Other Related Offences PSI

10/2012" (as may be updated from time to time) and the attendant procedures within the Delivery Drivers Handbook.

5. ONLINE ORDERING SYSTEM AVAILABILITY

- 5.1 Online Ordering System Availability shall mean the available time of the Online Ordering System where the Authority can make Orders from the Supplier. The Online Ordering System Availability shall be calculated in accordance with the following formula:

$$\text{Online Ordering System Availability \%} = \frac{(AH - (UH))}{(AH)} \times 100$$

where:

AH = Online Ordering System Available Hours (i.e. 13 hours) x the number of calendar days in the relevant Service Period

UH = the number of hours in the relevant Service Period that the Online Ordering System is unavailable (as measured by the relevant process implemented by the Supplier for monitoring system unavailability)

6. DELIVERY COMPLIANCE

- 6.1 Delivery Compliance: The Supplier shall refer to the Supplier's obligation to comply with the relevant operational requirements contained within the Transport Managers and Delivery Drivers Handbook for personnel and equipment performance.
- 6.2 In regards to a damaged Product associated with the poor packing/stacking of pallets, 8 incidents or fewer per Service Period will not attract a Service Point with the 9th incident attracting a Service Point and each incident thereafter. Each instance may be single or multiple Product Cases and is defined when Products are reported "Delivered damaged at point of delivery". The acceptance of damaged Products for use will not negate the Supplier's responsibility to report damaged Products. Incidents of damage should continue to be identified as part of the monthly MI reporting pack.

7. PRODUCT COMPLAINT

- 7.1 "**Product Complaint**" shall mean any written complaint in respect of the Products and/or Services available made by an authorised representative of the Authority.
- 7.2 The Supplier shall acknowledge all Product Complaints in writing to the relevant Authorised User within 24 hours of being lodged and all Product Complaints are to be resolved to the reasonable satisfaction of the Authority within 2 weeks of being lodged except when:
- 7.2.1 the Supplier is awaiting information from the Site; and/or
- 7.2.2 Product testing is required, the result of which are awaited.
- 7.3 The Supplier shall ensure all Product Complaints that fall within the exceptions listed in Paragraphs 7.2.1 and 7.2.2 are resolved to the reasonable satisfaction of the Authority within 6 weeks after being lodged..
- 7.4 A Service Point shall accrue in respect of each failure of the Supplier to resolve the complaint within the time limit set out in Paragraph 7.2 or 7.3 (as relevant).

8. SOCIAL VALUE

- 8.1 The Supplier shall measure and reduce food waste in relation to the Services (as a percentage of the total weight of goods handled) by 0.01% per Contract Year from the baseline year of 2024, being 0.21%. The Supplier shall outline the method of calculating food waste ensuring that the data is robust and consistent with the WRAP UK Guidelines where possible.

ANNEX 2: WORKED EXAMPLE OF THE REPEAT KPI FAILURE MULTIPLIER MECHANISM

Worked Example – application of Repeat Performance Failure Multipliers:

In the following illustrative example, a Key Performance Indicator has the following Service Point regime:

Performance level	Over 99%	98.50% - 98.99%	98% - 98.49%	Below 97.50% - 97.99%	97.00% - 97.49%	Below 96.99%
Service Point applicable	No Service Points	1 Service Point	2 Service Point	3 Service Point	4 Service Point	5 Service Point

In this example, the Supplier has the following performance history in respect of the above Key Performance Indicator over a period of 16 Service Periods:

Service Period	Performance (%)
1	97.10%
2	94.00%
3	95.00%
4	96.00%
5	95.00%
6	97.10%
7	97.20%
8	97.20%
9	94.00%
10	95.00%
11	97.10%

12	97.10%
13	98.40%
14	97.90%
15	97.90%
16	97.95%

This would translate into the following Service Points accruing in each Service Period in respect of the above Key Performance Indicator (shown on the following page):



Service Credit
Example.xlsx

[illegible]

