



Highways England Company Limited
Lower Thames Crossing
Integration Partner

NEC4 Professional Service Contract
(June 2017 with amendments January 2019)

Volume 3C
Incentive Schedule

Key Performance Indicators

The KPIs together incentivise the *Consultant* to influence Project outcomes positively, whilst controlling its own costs. There are three categories of Key Performance Indicators ("KPIs")

- "Mobilisation KPIs" are applicable only during the Mobilisation Phase (Phase M) and includes one KPI submitted by the *Consultant* with its tender
- "Delivery Phase KPIs" are based on matters which are within the control of the Consultant and directly linked to the service within each Delivery Phase (Delivery Phases 1 to 5) and
- "Project KPIs" are based on matters which can be influenced by the Consultant and comprise
 - three KPIs - linked to the overall delivery of the Project and
 - two KPIs submitted by the *Consultant* with its tender.

The KPIs in each of these categories are set out in the KPI Incentive Table (below). KPIs submitted by the *Consultant* with its tender are referred to as "Bidder KPIs".

The KPI Incentive Table at Annex 1 to this Incentive Schedule sets out for each category of KPI, the relevant measure, frequency of assessment and weighting. The KPI Metric to determine each the score for each KPI between minimum and maximum limits is developed during the Mobilisation Phase in accordance with this Incentive Schedule.

Profit Element

KPIs are used to adjust the amount of profit which the Consultant can recover, whether by addition or reduction, dependent on KPI performance.

In this Incentive Schedule "Profit Element" means for

- Mobilisation KPIs: the Mobilisation Profit and
- Delivery Phase KPIs for any Phase: the aggregate Profit for all Task Orders in that Phase up to the date of the relevant assessment.

There is no Profit Element for Project KPIs. Project KPIs, however

- moderate any adjustment to profit arising under the Delivery Phase KPI and
- provide for a bonus profit if all Project KPIs are met at the date of Completion.

Mobilisation KPIs

Monitoring and assessment of Mobilisation Phase KPIs

Mobilisation Phase KPIs are monitored as part of the monthly project reporting cycle and progress against KPIs is reviewed quarterly following submission of the *Consultant's* report of its performance against the Mobilisation Phase KPIs.

The *Consultant* provides all the data by which the *Client* can assess the *Consultant's* performance accurately against each Mobilisation Phase KPI.

Assessment of performance against the Mobilisation KPIs is not made until completion of the Mobilisation Phase and any amount due to the *Consultant* or the *Client* as an adjustment to the Profit Element for the Mobilisation Phase is paid in accordance with clause X20.4.

All Mobilisation Phase KPIs are assessed on a pass/fail basis.

Relationship between Mobilisation Phase KPI performance and profit

100% of the Profit Element for the Mobilisation Phase is included in the assessment of each amount due under clause 50 of the *conditions of contract* during the Mobilisation Phase.

If the *Consultant* fails to achieve any of the Mobilisation Phase KPIs by the numbers of days stated in the column headed "Frequency", the *Consultant* pays (or allows) to the *Client* 50% of the Profit Element for the Mobilisation Phase multiplied by its percentage weighting stated in the Incentive Table.

Delivery Phase KPIs and Project KPIs

Development of KPI Metrics During Mobilisation Phase

As part of the Mobilisation Activities, the *Consultant* develops the detailed processes which underpin the KPI Metrics for each

- Delivery Phase KPI and
- Project KPI.

Before applying its weighting stated in the Incentive Table, each Delivery Phase KPI and Project KPI is calibrated in accordance with the following range

- maximum score is 200
- "par" score is 100 and
- minimum score is 0.

For each Delivery Phase KPI and Project KPI and before applying its weighting, using the range described above, the *Consultant* calibrates the actual KPI measurement with its score. The calibrated range need not be linear. This is referred to in this Incentive Schedule as the "KPI Metric".

The *Consultant* submits its proposals for each KPI Metric to the *Service Manager* for acceptance no later than 90 working days after the *starting date*.

A reason for not accepting a proposed KPI Metric is that

- they do not align with the Incentive Table set out below,
- they do not reflect an symmetrical balance between the opportunity for any Profit Element to increase or decrease,
- they do not allow the *Client* to assess accurately whether KPIs have been met or
- they do not otherwise comply with the contract.

KPI Scores for Delivery Phase KPIs and Project KPIs

The KPI Score for the Delivery Phase KPIs and the Project KPIs is a number between 0 and 200. At each quarterly assessment the relevant KPI Score is as follows

- Delivery Phase KPIs in any Delivery Phase: the KPI Score is the aggregate of the weighted scores for all Delivery Phase KPIs for that Phase in that quarter and
- Project KPI in any Delivery Phase: the KPI Score is the aggregate of the weighted scores for all Project KPIs in all quarters in the relevant Delivery Phase up to and including the quarterly assessment.

For the purpose of determining the KPI Score for any Project KPI, the KPI Score is based on the forecast outturn KPI Score of that KPI for all Delivery Phases up to and including the current Delivery Phase at the date of the quarterly assessment.

Monitoring and assessment of KPIs

Delivery Phase KPIs and Project KPIs are monitored monthly as part of the monthly project reporting cycle. The *Consultant* provides all the data by which the *Client* can assess the *Consultant's* performance accurately against each Delivery KPI and Project KPI.

Payments owing to or from the *Consultant* in respect of Delivery Phase KPIs are assessed quarterly at the next assessment date following submission of the *Consultant's* report of its performance against the Delivery Phase KPIs and Project KPIs.

Relationship between Delivery Phase KPI performance and Profit

The extent of the adjustment (whether by addition or reduction) of the Profit Element for all Task Orders in a Delivery Phase arising from the performance in respect of Delivery Phase KPIs for any quarterly assessment in that Phase is as shown in the table below.

Additional Profit Element payable or deductible (linear scale)	Delivery Phase KPI Score (linear scale)
100% x Profit Element payable	200
0% x Profit Element (no adjustment)	100 (par score for KPI suite)
100% x Profit Element deductible	0

In respect of any assessment date under clause 50 in respect of which Delivery Phase KPIs are not required to be reported under clause X20.2 during the assessment interval relating to that assessment date, 100% of the Profit Element for all the Task Order in that Phase is included in the assessment of each amount due under clause 50 of the *conditions of contract* for that Task Order.

In respect of any assessment date under clause 50 in respect of which Delivery Phase KPIs are required to be reported under clause X 20.2 during the assessment interval relating to that assessment date, if the KPI Score for the relevant Delivery Phase KPIs

- equals 100, the *Consultant* is entitled to retain the Profit Element for all Task Orders in that Phase which has been included in the assessments of Price for Service Provided to Date for the relevant reporting period, and no further amount is payable to or by the *Consultant* in respect of its Delivery Phase KPI performance for the relevant reporting period,
- is greater than 100 (subject to the "release-retain" mechanism set out below), the *Consultant* is entitled to be paid an additional proportion of the Profit Element for all Task Orders in that Phase on a pro rata basis, up to a maximum of 100% of that Profit Element for the relevant reporting period (and such additional proportion of the Profit Element is referred to in this Incentive Schedule as the "Earned Profit Element") and

- is below 100, the *Consultant* pays (or allows) to the *Client* a proportion of the Profit Element for all Task Orders in that Phase on a pro rata basis, up to a maximum of 100% of that Profit Element for the relevant reporting period .

Release-Retain of Earned Profit Element

Project KPIs and Phase KPIs are interdependent and the *Consultant* is only entitled to be paid any Earned Profit Element in respect of the Delivery Phase KPIs if the Project KPIs are being met, in accordance with this “release-retain” mechanism.

At each quarterly assessment in respect of the Delivery Phase KPIs for a Delivery Phase, the extent to which there is a release of Earned Profit Element for that Phase (whether such Earned Profit Element relates to the same or a previous quarterly assessment) will depend on whether the Project KPIs are, at the date of that assessment,

- “green”, meaning that a KPI Score for the Project KPIs of 100 or more has been achieved at that assessment date,
- “amber”, meaning that a KPI score for the Project KPIs of less than 100 but more than 90 has been achieved at that assessment date or
- “red”, meaning that a KPI score for the Project KPIs of less than 90 has been achieved at that assessment date.

Project KPIs Green

If the Project KPIs are “green” at the date of any quarterly assessment, all Earned Profit Element for the relevant Delivery Phase KPIs is released in full and paid to the *Consultant* in accordance with clause X20.

Project KPIs Amber

If the Project KPIs are “amber” at the date of any quarterly assessment, 50% of any Earned Profit Element for the relevant Delivery Phase KPIs is released and paid to the *Consultant* in accordance with clause X20 and 50% is retained by the *Client* (that retained balance being referred to in this Incentive Schedule as the “Amber Retained Balance”).

The Amber Retained Balance does not become a sum due to the *Consultant* unless and until it is released in accordance with these provisions.

If at the

- first following quarterly assessment date, the Project KPIs are “amber”, the Amber Retained Balance is retained by the *Client* for a further quarter and
- second following quarterly assessment date (being 6 months after the initial assessment date), the Project KPIs are “amber”, the Amber Retained Balance is retained permanently by the *Client* and the *Consultant* loses all entitlement to that Amber Retained Balance.

The Amber Retained Balance is

- is released in full and paid to the *Consultant* in accordance with clause X20, if the Project KPIs become “green” at the first following quarterly assessment date or second following quarterly assessment date,
- retained by the *Client*, if the Project KPIs remain “amber” at the first following quarterly assessment date and/or

- retained permanently by the *Client* and the *Consultant* loses all entitlement to the Amber Retained Balance, if the Project KPIs become “red” at the second following quarterly assessment date (providing the Project KPIs have not become “green” at the first following quarterly assessment date).

Project KPIs Red

If the Project KPIs are “red” at the date of any quarterly assessment, 100% of any Earned Profit Element for the relevant Delivery Phase KPIs is retained by the *Client* (that retained balance being referred to in this Incentive Schedule as the “Red Retained Balance”). The Red Retained Balance does not become a sum due to the *Consultant* unless and until it is released in accordance with these provisions.

The Red Retained Balance is,

- retained permanently by the *Client* and the *Consultant* loses all entitlement to the Red Retained Balance, if the Project KPIs remain “red” at the first following quarterly assessment date,
- retained by the *Client*, if the Project KPIs become “amber” at the first following quarterly assessment date,
- retained permanently by the *Client* and the *Consultant* loses all entitlement to that Red Retained Balance, if the Project KPIs remain “amber” or become “red” at the second following quarterly assessment date and/or
- released in full and paid to the *Consultant* in accordance with clause X20, if the Project KPIs become “green” at the first or second following quarterly assessment date (having been “red” at the previous quarterly assessment date and “amber” at the first following quarterly assessment).

Project KPI Completion Bonus

If the Project KPIs are “green” at the date of Completion of the contract, the Client pays to the Consultant an additional amount equal to 50% of the aggregate of the:

- Baseline Price Estimates for all the Task Orders in all Delivery Phases at the Contract Date, multiplied by the *profit percentage* and
- Mobilisation Profit at the Contract Date.

Incentive Table

The Incentive Table is at Annex 1 to this Incentive Schedule.

To the extent a Target Budget, Completion Date or Key Date (as those terms are defined under each Project Contract) is adjusted under a Project Contract as a result of a compensation event under section 6 of that Project Contract, the equivalent parameters in the “Basis of Metric” or “Basis of Measure” of any KPI in the Incentive Table are adjusted so that achievement of that KPI by the *Consultant* is no better or no worse as a result of that compensation event, provided there is no such adjustment if and to the extent that that compensation event arises from any neglect, default or omission of the *Consultant*.

In the Incentive Table any reference to,

- “Actual cost” or “Actual Integration Partner cost” for one or more Task Orders is a reference to the “Price for Service Provided to Date” for those Task Orders and

- “Task Order value” for one or more Task Orders is to the “Prices” for those Task Orders at their respective Task Starting Dates, each as adjusted for any compensation events under the contract.

ANNEX 1: INCENTIVE TABLE¹²

Project KPIs	Measure	Basis of Metric	Basis of Calibration	Frequency	Weight
Project cost	Actual Project Cost versus Project Cost at Final Business Case	For Delivery Phase 1 the baseline will be the Form 300 Assured Estimate of project cost within the Outline Business Case submission to DfT. For Delivery Phases 2-5 the baseline will be the Form 300 Assured Estimate of project cost within the Final Business Case submission to DfT. Actual project cost measured from the forecast project cost required under CS3-03.7	Actual Project Cost 90% of Project Cost at Final Business Case = 200. Actual Cost equal to Project Cost at Final Business Case = 100. Actual Project Cost 105% of Project Cost at Final Business Case = 0	Phase	35.0%
Project Schedule	Road Open to Traffic Date versus Planned Road Open to Traffic Date	For all Delivery Phases the baseline will be the Road Open to Traffic Date stated within the Outline Business Case submission to DfT. Planned Road Open to Traffic Date measured from the Integrated Project Programme required under CS3-03.7	12 weeks float against baseline = 200. 4 weeks Float against baseline = 100. Negative Float = 0	Phase	30.0%
LTC BSC	BSC score for People & Communities (CSF7 and CSF8) and Economic (CS9 and CSF10) strategic themes only	Refer to BSC Schedule tab	Metric Achieved = 100. 110% of Metric Achieved = 200; 90% of Metric Achieved = 0. Metric to be defined during Phase M by Highways England and to be agreed with IP	Phase	5.0%
DP commission cost	Actual cost of Integration Partner contract versus Baseline Estimate	Baseline will be the total Baseline Price Estimate including the profit for all Phases as stated within the bid price table within the IFT. Baseline Price Estimate indexed in accordance with Z100. Actual cost measured from the interim payment certificates plus forecast of cost to completion for Integration Partner with forecast amounts derived from Task Orders issued and Forecast of Time Charge to Completion and Baseline Price Estimate where Task Orders have not yet been issued.	Actual Integration Partner Cost 90% of Baseline = 200. Actual Integration Partner Cost equal to Baseline = 100. Actual Implementation Partner Cost 110% of Baseline = 0	Phase	10.0%
Bidder KPI #1	Year on year improvement to customer satisfaction levels and wellbeing scores, with no injuries to customers.	Baseline of customer satisfaction and wellbeing established during mobilisation. RIDDOR metrics, Near misses. Compliance with safety legislation and standards	<input type="checkbox"/> No customer injuries, with near misses quickly remedied and communicated as lessons learned (within 24hrs) <input type="checkbox"/> Customers receive at least 1-month notice of capacity reductions, and advice on reducing impact on journeys. <input type="checkbox"/> Customer satisfaction score (CSS) better than the baseline, with evidence of continuous improvement (including during times of capacity reduction) <input type="checkbox"/> CSS better than baseline and previous quarter, no customers harmed = 200, CSS better than baseline, no customers harmed = 100, CSS below baseline = 0	Quarterly, and at Phase end	10.0%
Bidder KPI #2	No incidence of non-compliance reported, with 'live' data environment in the PMO used to prove ongoing compliance with all DCO, consent and statutory obligations.	Baseline will be established during the mobilisation phase and maintained throughout the project.	<input type="checkbox"/> All DCO and consent obligations captured in 'live' data reporting environment within 2 weeks of grant. <input type="checkbox"/> All inspections, audits and enforcement activity recorded in 'live' data environment within 2 weeks of event. <input type="checkbox"/> All proposals for variations and revocations of consents and other statutory permits assessed for schedule and cost impact within 1 week of notice and recorded / updated in our reporting within 2 weeks of notice. All compliance data (as above) captured within 2 weeks, no breaches = 200, >90% of data captured within 2 weeks, no breaches = 100, < 90% and/or 1 (or more) breaches = 0	Quarterly, and at Phase end	10.0%
Phase KPIs - Phase M				By (working days):	Weight
CS/PS	Target Cost quotations for Phase 1 accepted for all Service Lines	All quotations required under Key Date 6	Absolute	90	15.0%
CS/PS	Service Plans submitted for acceptance for all Service Lines excluding CS1, CS3, CS5, CS6	All service plans which comprise the Project Specific Requirements under S205.18, Key Date 5	Absolute	90	15.0%
SP	Lump Sum quotations for systems and processes for Phases 1 to 5 accepted	All quotations required under Key Date 7	Absolute	90	15.0%
CS	Service Plans submitted for acceptance for Service Lines CS1, CS3, CS5, CS6	All service plans which comprise the Project Specific Requirements under S205.18, Key Date 3	Absolute	45	5.0%
CS	Services commenced for Service Lines CS1, CS3, CS5, CS6	All services required under Key Date 4	Absolute	75	5.0%
SP01	Fully integrated Project Information System in service - meets requirement, fit for purpose, passed User Acceptance Tests, and training commenced	All systems and processes required under Key Date 2	Absolute	90	15.0%
SP02	Consultant software in service - meets requirement, fit for purpose, passed User Acceptance Tests, and training commenced	All Consultant Software required under Key Date 1	Absolute	45	15.0%
Bidder KPI #3	ICT team maturity benchmarking and development plans	The maturity baseline will be created during mobilisation and benchmarked against other major projects	<input type="checkbox"/> Team behavioural maturity baseline recorded through team feedback surveys <input type="checkbox"/> Collaboration Academy set up and 2-day workshop <input type="checkbox"/> Team charter signed by members of the ICT leader <input type="checkbox"/> Individual behavioural development plans created and baselined for each member of the ICT leadership team <input type="checkbox"/> A roadmap of planned activities for the duration of the project mapped out and scheduled <input type="checkbox"/> IBIP facilitators and behavioural coaches onboarded	Measured at the end of the mobilisation phase	15.0%
Phase KPIs - Phase 1				Frequency	Weight
Phase cost .v. target	Actual Integration Partner cost for phase versus Task Order value	Baseline will be the Task Order value. Actual cost measured from the interim payment certificates plus forecast of cost to completion for the phase for Integration Partner	Actual Integration Partner Cost 90% of Baseline = 200. Actual Integration Partner Cost equal to Baseline = 100. Actual Implementation Partner Cost 110% of Baseline = 0	1/4ly	20.0%
Quality of deliverables	Performance under CPF as per S544 versus Quality Management Points as per S542	High performance as the positive axis as determined by the quarterly CPF score, quality as the negative axis as determined by the number of quality management points as determined by the provisions of S542 and as per the Project Quality Management System required by CS6-02.2	CPF score of 10 = 200. Nil Quality Management Points and CPF score of 6 = 100. 25 Quality Management Points = 0	1/4ly	15.0%
Partnership review	360 Degree behaviours and values survey as required by CS5-02.16	Satisfaction levels as measured by 360 degree survey of Project Contractors and Integrated Client Team	To be developed in Mobilisation Phase, asymmetrical to drive positive behaviours and values.	1/4ly	20.0%
Systems availability	Availability and performance of the Project Information System	Network availability SLA as required by SP5 SP6 SP7 and SP9. System availability of Project Information System as stated at SP1 - 13	To be developed in Mobilisation Phase asymmetrical to drive high system availability	1/4ly	15.0%
TP services	Successful transition of Technical Partner to agreed resourcing levels for PCF stage 4 and stage 5	Baseline will be a transition plan provided to the Implementation Partner for agreement during the Mobilisation Phase for the implementation of Services during Phase 1 as per S205.15	Absolute	Phase end	10.0%
MWC mobilisation	Successful completion of Project Contractor mobilisation and Phase 1 as per S205.1	Baseline will be the Integrated Project Programme	Absolute	Phase end	20.0%
Phase KPIs - Phase 2				Frequency	Weight
Phase cost .v. target	Actual Integration Partner cost for phase versus Task Order value	Baseline will be the Task Order value. Actual cost measured from the interim payment certificates plus forecast of cost to completion for the phase for Integration Partner	Actual Integration Partner Cost 90% of Baseline = 200. Actual Integration Partner Cost equal to Baseline = 100. Actual Implementation Partner Cost 110% of Baseline = 0	1/4ly	20.0%
Quality of deliverables	Performance under CPF as per S544 versus Quality Management Points as per S542	High performance as the positive axis as determined by the quarterly CPF score, quality as the negative axis as determined by the number of quality management points as determined by the provisions of S542 and as per the Project Quality Management System required by CS6-02.2	CPF score of 10 = 200. Nil Quality Management Points and CPF score of 6 = 100. 25 Quality Management Points = 0	1/4ly	15.0%
Partnership review	360 Degree behaviours and values survey as required by CS5-02.16	Satisfaction levels as measured by 360 degree survey of Project Contractors and Integrated Client Team	To be developed in Mobilisation Phase, asymmetrical to drive positive behaviours and values.	1/4ly	20.0%
Systems availability	Availability and performance of the Project Information System	Network availability SLA as required by SP5 SP6 SP7 and SP9. System availability of Project Information System as stated at SP1 - 13	To be developed in Mobilisation Phase asymmetrical to drive high system availability	1/4ly	15.0%

Project KPIs	Measure	Basis of Metric	Basis of Calibration	Frequency	Weight
De-risking Project	Increased headroom within Project Contractors target budgets and creation of float within Project Contractors Accepted Programme	Baseline will be the Target Budget at award for each Project Contract and the Road Open For Traffic Date within the Accepted Programme for each Project Contract. Headroom measured by the Forecast of Defined Cost for each Project Contract and the Forecast date for Road Open for Traffic in each Project Contract.	Absolute	Phase end	7.5%
Design Approvals on plan	Project Contractors detailed design assurance right first time - measured against PS1-03.5 and PS1-03.6	Baseline will be the design management plan accepted by the Project Manager under the Project Contracts and the Accepted Programme for each Project Contract.	Absolute	Phase end	7.5%
Consents discharge on plan	All consents in place to allow construction to commence in accordance with each Project Contractors Accepted Programme	Baseline will be the Project Contractors Accepted Programme and the consents required for the Project as detailed in the Commitments and Requirements Management Tool required under CS6-02.3	Absolute	Phase end	7.5%
Readiness for construction	Measured against achievement of SGAR 5 stage gate	Baseline will be the date for SGAR 5 stage gate within the Integrated Project Programme current at the date the Task Order for Delivery Phase 1 is issued.	Absolute	Phase end	7.5%
Phase KPIs - Phase 3				Frequency	Weight
Phase cost . v. target	Actual Integration Partner cost for phase versus Task Order value	Baseline will be the Task Order value. Actual cost measured from the interim payment certificates plus forecast of cost to completion for the phase for Integration Partner	Actual Integration Partner Cost 90% of Baseline = 200. Actual Integration Partner Cost equal to Baseline = 100. Actual Implementation Partner Cost 110% of Baseline = 0	1/4ly	20.0%
Quality of deliverables	Performance under CPF as per S544 versus Quality Management Points as per S542	High performance as the positive axis as determined by the quarterly CPF score, quality as the negative axis as determined by the number of quality management points as determined by the provisions of S542 and as per the Project Quality Management System required by CS6-02.2	CPF score of 10 = 200. Nil Quality Management Points and CPF score of 6 = 100. 25 Quality Management Points = 0	1/4ly	15.0%
Partnership review	360 Degree behaviours and values survey as required by CS5-02.16	Satisfaction levels as measured by 360 degree survey of Project Contractors and Integrated Client Team	To be developed in Mobilisation Phase, asymmetrical to drive positive behaviours and values.	1/4ly	20.0%
Systems availability	Availability and performance of the Project Information System	Network availability SLA as required by SP5 SP6 SP7 and SP9. System availability of Project Information System as stated at SP 1 - 13	To be developed in Mobilisation Phase asymmetrical to drive high system availability	1/4ly	15.0%
Safety	Safety of Workforce	Measured against AFR	To be developed in Mobilisation Phase asymmetrical to drive high performance	1/4ly	15.0%
Interface management	Measured by number of Early Warning Notices issued via CEMAR for resolution of interface matters	Measured against number of unresolved EWN's relating to interface matters at each monthly reporting period cut off date	To be developed in Mobilisation Phase asymmetrical to drive high performance	1/4ly	7.5%
High availability asset	Quality Management and Quality Control during construction	Measured against the number of NCR's raised under the Project Quality Management System and the number of NCR's not closed at the end of each monthly reporting cut off date.	To be developed in Mobilisation Phase asymmetrical to drive high performance	1/4ly	7.5%
Phase KPIs - Phase 4				Frequency	Weight
Phase cost . v. target	Actual Integration Partner cost for phase versus Task Order value	Baseline will be the Task Order value. Actual cost measured from the interim payment certificates plus forecast of cost to completion for the phase for Integration Partner	Actual Integration Partner Cost 90% of Baseline = 200. Actual Integration Partner Cost equal to Baseline = 100. Actual Implementation Partner Cost 110% of Baseline = 0	1/4ly	20.0%
Quality of deliverables	Performance under CPF as per S544 versus Quality Management Points as per S542	High performance as the positive axis as determined by the quarterly CPF score, quality as the negative axis as determined by the number of quality management points as determined by the provisions of S542 and as per the Project Quality Management System required by CS6-02.2	CPF score of 10 = 200. Nil Quality Management Points and CPF score of 6 = 100. 25 Quality Management Points = 0	1/4ly	15.0%
Partnership review	360 Degree behaviours and values survey as required by CS5-02.16	Satisfaction levels as measured by 360 degree survey of Project Contractors and Integrated Client Team	To be developed in Mobilisation Phase, asymmetrical to drive positive behaviours and values.	1/4ly	20.0%
Systems availability	Availability and performance of the Project Information System	Network availability SLA as required by SP5 SP6 SP7 and SP9. System availability of Project Information System as stated at SP 1 - 13	To be developed in Mobilisation Phase asymmetrical to drive high system availability	1/4ly	15.0%
Safety	Safety of Workforce	Measured against AFR	To be developed in Mobilisation Phase asymmetrical to drive high performance	1/4ly	15.0%
Readiness for T&C	Readiness for Testing and Commissioning	Measured against Integration Partner T&C readiness activities as required by PS11 and as set out in Integrated Project Programme and progress to physical completion milestone within Project Contractors Accepted Programme	8 weeks float against baseline = 200. 4 weeks Float against baseline = 100. Negative Float = 0	1/4ly	7.5%
High availability asset	Quality Management and Quality Control during construction	Measured against the number of NCR's raised under the Project Quality Management System and the number of NCR's not closed at the end of each monthly reporting cut off date.	To be developed in Mobilisation Phase asymmetrical to drive high performance	1/4ly	7.5%
Phase KPIs - Phase 5				Frequency	Weight
Phase cost . v. target	Actual Integration Partner cost for phase versus Task Order value	Baseline will be the Task Order value. Actual cost measured from the interim payment certificates plus forecast of cost to completion for the phase for Integration Partner	Actual Integration Partner Cost 90% of Baseline = 200. Actual Integration Partner Cost equal to Baseline = 100. Actual Implementation Partner Cost 110% of Baseline = 0	1/4ly	20.0%
Quality of deliverables	Performance under CPF as per S544 versus Quality Management Points as per S542	High performance as the positive axis as determined by the quarterly CPF score, quality as the negative axis as determined by the number of quality management points as determined by the provisions of S542 and as per the Project Quality Management System required by CS6-02.2	CPF score of 10 = 200. Nil Quality Management Points and CPF score of 6 = 100. 25 Quality Management Points = 0	1/4ly	15.0%
Partnership review	360 Degree behaviours and values survey as required by CS5-02.16	Satisfaction levels as measured by 360 degree survey of Project Contractors and Integrated Client Team	To be developed in Mobilisation Phase, asymmetrical to drive positive behaviours and values.	1/4ly	20.0%
Systems availability	Availability and performance of the Project Information System	Network availability SLA as required by SP5 SP6 SP7 and SP9. System availability of Project Information System as stated at SP 1 - 13	To be developed in Mobilisation Phase asymmetrical to drive high system availability	1/4ly	15.0%
Safety	Safety of Workforce	Measured against AFR	To be developed in Mobilisation Phase asymmetrical to drive high performance	1/4ly	15.0%
Readiness for Operations	Readiness for Trial Operations	Measured against Integration Partner operational readiness activities as required by PS12 and as set out in Integrated Project Programme and progress to completion of integrated system testing and commissioning milestone within Project Contractors Accepted Programme	8 weeks float against baseline = 200. 4 weeks Float against baseline = 100. Negative Float = 0	1/4ly	7.5%
Quality of asset handover	Successful handover to HE operations directorate	Measured against number of unresolved defects at handover, NCRs unresolved in the Project Quality Management System and obligations of the Integration Partner under PS12.	To be developed in Mobilisation Phase asymmetrical to drive high performance	1/4ly	7.5%

¹ Where any KPI is only assessed at Phase End, then for all assessments up to the reporting period in which the Phase End occurs, performance is deemed to be 100.

² If a Phase KPI is measured on an "Absolute" basis, then a "pass" scores 200 and a fail scores 0.