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PPSD - Operations and Maintenance

Fire Detection and Suppression Services – Key Performance Indicators (KPIs)

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# Contents

[1 Scope 4](#_Toc1384504)

[2 Purpose 4](#_Toc1384505)

[3 Responsibility 4](#_Toc1384506)

[4 Key Performance Indicators (KPIs) 4](#_Toc1384507)

[5 Framework 6](#_Toc1384510)

[6 Scoring 6](#_Toc1384511)

[7 Consequence of Failure 7](#_Toc1384512)

[8 Measuring Interval 7](#_Toc1384513)

[9 Reporting 7](#_Toc1384514)

[10 Escalation 8](#_Toc1384515)

[11 Appendix A: Key Performance Indicators – Definition 9](#_Toc1384516)

# Scope

The Fire Detection and Suppression Contractor (*Contractor)* are responsible for planned preventative maintenance and reactive maintenance for the Bank of England’s (*Bank’s*) Fire Detection, Suppression and Public Address and Voice Alarm (PAVA) systems.

The *Contractor*’s performance is measured by a number of Key Performance Indicators (KPIs).

# Purpose

The purpose of this document is to detail the requirements for KPIs for the Services*.*

The KPIs will assist the *Bank* in identifying, measuring and quantifying key risks on the *Bank’s* Fire Detection, Suppression and PAVA systems whilst maintaining a robust and stringent support and maintenance program.

This document provides information on the framework used for measuring KPIs, when and how KPIs will be measured, the scoring matrix, penalties, reporting requirements and the escalation process.

# Responsibility

The Bank’sContract Owner has the overall responsibility for defining and monitoring KPIs for the *Bank.*

It is the responsibility of the *Contractor’s* AccountManager to manage and produce statistics in the agreed format and present them as part of the reporting process.

It is the responsibility of the *Contractor’s* Engineers to collect the required statistics to be fed into the monthly progress report.

# Key Performance Indicators (KPIs)

The *Contractor* shall provide the Services so as to meet or exceed the KPIs. The Parties shall meet every month to review the KPIs. The KPIs have been designed to measure the performance of the *Contractor* against set targets.

The KPI comparator shall be a target based on previous performance and/or where applicable, industry benchmarks.

The KPIs have been designed with the following criteria in mind:

* Ability to provide the *Bank* with timely and accurate information on assets, reactive callouts and PPM activity.
* Ability to measure and drive a better overall level of service and business performance.
* Ability to identify key issues in a timely manner and influence future activity and events.
* Ability to drive consistency in service performance and delivery across the estate.
* To focus and prioritise staff activity on the key risk issues.

KPIs may be added, deleted, or modified with approval from both parties at any time by agreement between the parties. For the avoidance of doubt, the *Contractor* will not withhold or delay its consent to any changes to the KPIs that are required to achieve a fair, accurate and consistent measurement of the Contractor's performance in delivering the Services.

The *Bank* may also decide to introduce temporary KPIs in the event of ongoing issues or where performance falls below the expected standards. Any changes/additions to the KPIs shall be done in consultation with the *Contractor.*

The Contractor shall use appropriate tools in order to measure and report the levels of performance of the Services that are subject to the KPIs. Such measurement shall permit reporting which is detailed enough to verify compliance with the KPIs and the Charges and shall be subject to audit by the Bank on reasonable notice.

A general overview of the KPIs is provided in the below table:

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| --- | --- | --- |
| **Service Specification** | **Key Performance Indicators** | **KPIs in this Service Specification** |
| Call Out Response | Attend all calls in the specified time frame, as set out in KP #001. | Response Times - High Response Times - Medium Response Time – Low |
| PPM Schedule and Reporting | Complete all Planned Preventive Maintenance.  Provide the required PPM documentation by the agreed scheduled time. | PPM Progress PPM Reporting PPM Job Sheets |
| Method Statements | Comply with agreed operational method statements. | Method Statements |
| Quotations/Invoices Accuracy and Timing | Meet the specified time frames. | Quotations Accuracy and Response Invoicing Accuracy and Response |
| Availability of Help Desk | Acknowledge all calls within 30 minutes | Availability of Help Desk |
| Costs to Budget | 100% accuracy of charges against quoted rates and budget. | Cost to Budget |
| Health and Safety | 100% compliance with Health and Safety at Work etc. Act 1974. | Health and Safety and Environmental Management |
| Management Information | Provide Management information in the specified time frame. | Monthly Management Report Minutes From Monthly Reports Weekly Updates Report Minutes From Weekly Management Report Inventory Status |

Refer to Appendix A. for list of active KPIs.

## In Hours Callouts

In-hours callouts must be responded to within 4 hours and fixed immediately (as spares allow).

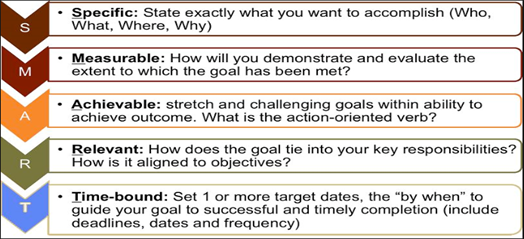
## Out of Hours Callouts

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| **Risk** | **Examples of type of Failure** | **Response Time** | **Fix Time** |
| High | * Fire Detection: Complete failure of the Fire Detection system * Fire Suppression: Complete failure or activation of the Fire Suppression system * PAVA: Complete failure of the PAVA system * Any serious issue relating to the Fire Detection or Suppression system where there is a risk to human life, safety or damage to property | 4 Hours | 4 Hours |
| Medium | * Fire Detection: Zonal failure or panel failure * Fire Detection: Inability to reset systems after false or nuisance alarms * Fire Detection: Loss of Fire System Graphical Interface in a Control Room environment * Fire Detection: Several faults rendering part of a zone with automatic fire detection. * Fire Suppression: Loss of Fire Suppression capabilities in Datacentres or other critical areas * PAVA: Loss of widespread PAVA functionality | 8 Hours | 8 Hours |
| Low | * All other faults | Next Working Day | Next Working Day |

# Framework

The KPIs are based on the SMART framework, which is designed to set objectives in a clear and concise manner.

The table below describes the framework and provides descriptions for each category in the SMART acronym:



# Scoring

The KPIs shall be measured on a Red Amber Green (RAG) model.

Each KPI shall be clearly defined and have a set of meaningful attributes to identify whether a threshold has been met and/or exceeded.

The KPIs shall be set over 3 levels based on criticality and weighted accordingly:

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| KPI Level | Total Points Per KPI | Risk Heading |
| Level 3 | 9 Points | High Risk |
| Level 2 | 6 Points | Medium Risk |
| Level 1 | 3 Points | Low Risk |

The KPIs shall be scored as a monthly percentage on an overall total achievable score of 81 points (Overall Monthly Score).

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| Flag | Points | Percentage[[1]](#footnote-1) | Success/Failure Criteria |
| **Red** | <=58 | <=72% | An unacceptable result. A severe issue has been identified, which needs to be rectified immediately. |
| **Amber** | 59 to 70 | 73% to 87% | An unacceptable result. A significant issue has been identified, which may result in a more substantial problem in the future. Plans for rectification should be sought. |
| **Green** | >=71 | >=88% | An acceptable result. No major issues were identified, but monitoring may be required. |

The Contractor will have an Overall Monthly Failure where:

1. The Overall Monthly Score is lower than [88]%; or
2. There is a sequence of KPI failures as follows:

* Any three level 3 failures in any given Month.
* Two level 3 failures for a single KPI over 2 or more Months.
* Ongoing failures (any level) where remediation has been agreed but has not been implemented.

It is in the interest of the *Contractor* to notify the *Bank* of any known issues which may result in potential KPI failures. Early detection of issues may help avert failures during the marking process.

# Consequence of Failure

Notwithstanding any other rights or remedies the Bank shall have the discretion where there are KPI failures to;

* Apply Service Credits to the sum of 20% of the monthly part of the Annual Maintenance Charge which is due to be payable in the relevant Month if there is an Overall Monthly Failure.
* Issue a formal notice to the *Contractor* in the case of serious or ongoing breaches of KPIs setting out the breach (or repeated ongoing issue). The notice may require a senior Director to attend the Bank to discuss the issue and agree a resolution. Receipt of more than two such notices in any quarter may result in a meeting with senior Bank of England management.

# Measuring Interval

The KPIs shall be measured on a Monthly basis. On an annual basis a review of the previous year’s activity shall be undertaken.

All metrics shall form part of the Monthly report to be presented by the *Contractor* to the *Bank* ahead of the scheduled Monthly meetings.

# Reporting

9.1 **Monthly Report** - A performance review meeting shall take place on a Monthly basis, normally in the second week of the Month. For this meeting the *Contractor* shall produce a report, providing the following:

* Executive Summary
* Details of the previous Month’s activities
* PPM activity and progress
* Reactive callouts and Concept tasks (numbers and issues)
* Projects updates
* Staff holidays, absenteeism and training
* Health and Safety and Compliance issues
* Invoices and quotations (including total spend)
* Company updates and changes
* KPI Metrics and Dashboard
* AOB

9.2 **Spares Report** – A report detailing Spares shall be provided on a Monthly basis:

* List of all Spares per site
* Minimum acceptable stock levels
* Current stock levels

9.3 **Weekly Update Report** – A weekly update report shall be provided detailing the following:

* Overview of current tasks
* Staff absenteeism
* Operational issues/AOB

9.4 **Adhoc Service Review Meetings** – These meetings will be scheduled as required.

# Escalation

All issues and incidents relating to KPI activity shall be reported to the Bank’s Contract Owner.

All level 3 KPI failures shall be reported to the to the Bank’s Relationship Manager.

All ongoing level 3 KPI failures shall be reported to the Bank’s Accountable Executive.

# Appendix A: Key Performance Indicators – Definition

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| KPI #001 | Category: Response Times |
| KPI Name | Response Times – All Categories |
| Key Performance Indicator | The *Contractor* shall ensure that all callouts are responded to within the allocated timeframe(s) and all other conditions are met for each category.  Resources supplied must be vetted by the *Bank* to SC level and must have working knowledge of the *Bank’s* buildings, operations and systems.  Callouts are defined under two subcategories – In Hours and Out of Hours. Out of Hours callouts are based on a risk rating presented below with examples of issue types.  1. High Risk – All incidents under this category are to be responded to within 4 hours and fixed within an additional 4 hours. This includes, but is not limited to:   * Fire Detection: Complete failure of the Fire Detection system * Fire Suppression: Complete failure or activation of the Fire Suppression system * PAVA: Complete failure of the PAVA system * Any serious issue relating to the Fire Detection or Suppression system where there is a risk to human life, safety or damage to property   2. Medium Risk – All incidents under this category are to be responded to within 8 hours and fixed within an additional 8 hours. This includes, but is not limited to:   * Fire Detection: Zonal failure or panel failure * Fire Detection: Inability to reset systems after false or nuisance alarms * Fire Detection: Loss of Fire System Graphical Interface in a Control Room environment * Fire Detection: Several faults rendering part of a zone with automatic fire detection. * Fire Suppression: Loss of Fire Suppression capabilities in Datacentres or other critical areas * PAVA: Loss of widespread PAVA functionality   3. Low Risk – All incidents under this category are responded to the next Working Day and fixed as Spares allow. This includes, but is not limited to:   * All other faults   4. In Hours callouts must be responded to within 4 hours and fixed immediately (as Spares allow). |
| Purpose of KPI | To ensure the *Contractor* suitably manages response times for resourcing under this category. |
| KPI Measurement Type | Fixed Thresholds |
| KPI Weighting | Level 3 |
| Definition of KPI Event | All resourcing requests under this category are met and responded to within the allocated timeframe. |
| Definition of Event Failure | A single incident for any category under this KPI is a failure. This shall occur for each instance where:   * The *Contractor* fails to meet the allocated response of fix time. * The *Contractor* fails to provide suitable resources that are vetted by the *Bank* to SC level and/or have working knowledge of the *Bank’s* buildings, operations and systems.   *RAG Model*   * RED: The response was outside of the allocated timeframe or suitable resources were not provided to apply the fix and/or there was a delay in resolving the issue (within the *Contractor’s* control). * GREEN: Suitable resources were provided to apply the fix and the response time was met.   Note: A 30 minutes grace period shall be acknowledged. This period is for the *Contractor* to discuss the issue with the *Bank* after a callout has been logged and shall be used to discuss/apply a remote fix. |
| Measured By | This KPI shall be measured by:   * The *Contractor's* own self-monitoring and audit as part of the quality management plan. * The *Contractor's* own investigation following a complaint. * The *Bank's* audit or investigation following a complaint. |
| Consequence of Failure | Service Credits |
| Reporting (Measurement) | Monthly and Annual Trends |

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| KPI #002 | Category: Maintenance |
| KPI Name | Planned Preventative Maintenance (PPM) |
| Key Performance Indicator | The *Contractor* shall ensure that PPM tasks are on schedule. The schedule must be set at the beginning of each year and approved by the *Bank*. A start and end date must be clearly defined.  All PPM reports and job sheets shall be presented to the *Bank within 5 working days* of completion with the required level of detail. A standard set will be defined at the beginning of the contract and is subject to regular review. |
| Purpose of KPI | To ensure the *Contractor* suitably delivers PPM in an efficient and timely manner. |
| KPI Measurement Type | Fixed Thresholds |
| KPI Weighting | Level 3 |
| Definition of KPI Event | All PPM tasks are actioned within the allocated timeframe and associated reports are delivered on time. |
| Definition of Event Failure | A KPI event failure shall occur for each instance where:   * The *Contractor* falls behind the set schedule where all access has been granted. * The *Contractor* fails to provide suitable resources to undertake the PPM tasks. * The *Contractor* fails to provide PPM reports or job sheets within the allocated timeframe. * The *Contractor* fails to provide the required detail and/or provides inaccurate or incomplete information on the PPM reports or job sheets.   *RAG Model*   * RED: PPM tasks are behind the set schedule and/or PPM reports and/or job sheets have not been submitted within the allocated timeframe and/or the required detail is missing. * GREEN: All PPM tasks are on schedule and PPM reports and job sheets have been delivered to the *Bank* within the allocated timeframe and with the required detail.   Note: Denials to pre-approved access due to business reasons will be discussed between the *Bank* and *Contractor* on whether a KPI failure has occurred. |
| Measured By | This KPI shall be measured by:   * The *Contractor's* own self-monitoring and audit as part of the quality management plan. * The *Contractor's* own investigation following a complaint. * The *Bank's* audit or investigation following a complaint. |
| Consequence of Failure | Service Credits |
| Reporting (Measurement) | Monthly and Annual Trends |

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| KPI #003 | Category: Maintenance |
| KPI Name | Works Quotations (Additional Services) |
| Key Performance Indicator | The *Contractor* shall ensure that works quotations are provided to the *Bank* in a timely manner. Within 3 working day of a formal request from the *Bank* the *Contractor* shall conduct a survey (if applicable) and provide a quotation within a further 5 working days.  The *Contractor* shall then send the *Bank* a Risk Assessment Method Statement (RAMS) within 7 working days prior to any services commencing on site. Refer to KPI #004. |
| Purpose of KPI | To ensure the *Contractor* suitably delivers quotations in an efficient and timely manner. |
| KPI Measurement Type | Fixed Thresholds |
| KPI Weighting | Level 3 |
| Definition of KPI Event | All maintenance quotations are provided within the allocated timeframe(s). |
| Definition of Event Failure | A KPI event failure shall occur for each instance where:   * The *Contractor* fails to provide quotations within the allocated timeframes. * The *Contractor* fails to provide the required detail and/or provides inaccurate or incomplete information in any part of the quotation process.   *RAG Model*   * RED: The timeframes specified in this KPI are not met and/or the *Contractor* failed to provide the required detail and/or provided inaccurate or incomplete information. * GREEN: The specified timeframes were met and the required detail was provided. |
| Measured By | This KPI shall be measured by:   * The *Contractor's* own self-monitoring and audit as part of the quality management plan. * The *Contractor's* own investigation following a complaint. * The *Bank's* audit or investigation following a complaint. |
| Consequence of Failure | Service Credits |
| Reporting (Measurement) | Monthly and Annual Trends |

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| KPI #004 | Category: Contract Management |
| KPI Name | Method Statements |
| Key Performance Indicator | The *Contractor* shall produce Risk Assessment Method Statements (RAMS) at least 7 days prior to works commencing. The RAMS shall provide detailed information on the task and the delivery method, highlighting any specific or associated risks and dependencies. The RAMS shall not be generic in nature.  All RAMS must be approved in writing (email) by the *Bank.* |
| Purpose of KPI | To ensure the *Contractor* is suitably producing RAMS in an efficient and timely manner highlighting associated risks and dependencies. |
| KPI Measurement Type | Fixed Thresholds |
| KPI Weighting | Level 3 |
| Definition of KPI Event | All RAMS are provided within the allocated timeframe(s). |
| Definition of Event Failure | A KPI event failure shall occur for each instance where:   * The *Contractor* fails to provide the RAMS within the allocated timeframe. * The *Contractor* fails to provide the required detail and/or provides inaccurate or incomplete information in the RAMS.   *RAG Model*   * RED: The RAM was not provided on time and/or the *Contractor* failed to provide the required detail and/or provided inaccurate or incomplete or low quality information deemed to be unsuitable. * GREEN: The specified timeframes were met and the required detail was provided. |
| Measured By | This KPI shall be measured by:   * The *Contractor's* own self-monitoring and audit as part of the quality management plan. * The *Contractor's* own investigation following a complaint. * The *Bank's* audit or investigation following a complaint. |
| Consequence of Failure | Service Credits |
| Reporting (Measurement) | Monthly and Annual Trends |

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| KPI #005 | Category: Contract Management |
| KPI Name | Invoice Accuracy and Response |
| Key Performance Indicator | The *Contractor* shall provide invoices that are detailed, accurate and submitted in a timely manner. This includes, but is not limited to:   * The *Bank’s* Drawdown Number (if applicable) or Purchase Order Number * The *Contractor’s* Invoice Number * Detailed Description * Date * Building/Location * Primary Contact * Cost Breakdown/Mark-up (if applicable) and VAT*.*   All invoices shall be submitted for processing within 30 days of completion and sign off of the tasks. |
| Purpose of KPI | To ensure the Contractor is submitting accurate invoices in a timely manner, in line with the Bank’s requirements. |
| KPI Measurement Type | Fixed Thresholds |
| KPI Weighting | Level 3 |
| Definition of KPI Event | The *Contractor* is providing invoices that are accurate in a format agreed by the *Bank*. |
| Definition of Event Failure | A single incident for any category under this KPI is a failure   * The *Contractor* fails to provide detailed and/or accurate invoices to the *Bank* in a timely manner (as per above criteria).   *RAG Model*   * RED: An invoice is submitted with inaccurate information and/or does not provide the required detail (as per above criteria) and/or is delivered outside the agreed timeframe. * GREEN: All invoices are submitted with accurate information with the required level of detail and within the agreed timeframe. |
| Measured By | This KPI shall be measured by:   * The *Contractor's* own self-monitoring and audit as part of the quality management plan. * The *Contractor's* own investigation following a complaint. * The *Bank's* audit or investigation following a complaint. |
| Consequence of Failure | Service Credits |
| Reporting (Measurement) | Monthly and Annual Trends |

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| KPI #006 | Category: Contract Management |
| KPI Name | Support Desk Availability |
| Key Performance Indicator | The *Contractor* shall ensure that their support help desk is suitably resourced at all times and callout requests are acknowledged and responded to within the allocated timeframe (30 minutes). |
| Purpose of KPI | To ensure the *Contractor* can respond to callouts in the agreed timeframe. |
| KPI Measurement Type | Fixed Thresholds |
| KPI Weighting | Level 3 |
| Definition of KPI Event | Support calls shall be acknowledged within the agreed timeframes. |
| Definition of Event Failure | A KPI event failure shall occur for each instance where:   * The *Contractor* fails to acknowledge a support call within the allocated timeframe.   *RAG Model*   * RED: The Contractor responded to a callout request after 30 minutes. * GREEN: The Contractor responded to a callout request within 30 minutes. |
| Measured By | This KPI shall be measured by:   * The *Contractor's* own self-monitoring and audit as part of the quality management plan. * The *Contractor's* own investigation following a complaint. * The *Bank's* audit or investigation following a complaint. |
| Consequence of Failure | Service Credits |
| Reporting (Measurement) | Monthly and Annual Trends |

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| KPI #007 | Contract Management |
| KPI Name | Costs to Budget |
| Key Performance Indicator | This KPI measures the accuracy of charges against quoted rates and budget. 100% compliance is required. |
| Purpose of KPI | To ensure the *Contractor* remains aligned with the charges quoted. |
| KPI Measurement Type | Fixed Thresholds |
| KPI Weighting | Level 3 |
| Definition of KPI Event | To monitor any deviation with quoted rates and budget. |
| Definition of Event Failure | A KPI event failure shall occur for each instance where:   * There is a deviation from the 100% compliance on the quoted rates and budget.   *RAG Model*   * RED: There is a variance from charges against quoted rates and budget. * GREEN: The quoted rates and budget are accurate. |
| Measured By | This KPI shall be measured by:   * The *Contractor's* own self-monitoring and audit as part of the quality management plan. * The *Bank's* audit or investigation following a complaint. |
| Consequence of Failure | Service Credits |
| Reporting (Measurement) | Monthly and Annual Trends |

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| KPI #008 | Category: Contract Management |
| KPI Name | Compliance |
| Key Performance Indicator | This KPI is designed for the *Contractor* to assist the *Bank* in meeting its statutory obligations under the Health and Safety at Work etc. Act 1974 and regulations as set out in the services contract. 100% compliance is required. |
| Purpose of KPI | To ensure the *Contractor* delivers the services in the services contract to assist the *Bank* in meeting its statutory obligations. |
| KPI Measurement Type | Fixed Thresholds |
| KPI Weighting | Level 3 |
| Definition of KPI Event | All work is undertaken to a high standard meeting the *Bank’s* statutory obligations with workplace Health and Safety and environmental requirements and regulations |
| Definition of Event Failure | A KPI event failure shall occur for each instance where:   * There is a deviation from the 100% compliance requirement with workplace Health and Safety and Environmental requirements and regulations.   *RAG Model*   * RED: Compliance issues relating to Health and Safety and/or Environmental requirements and regulations are identified. * GREEN: 100% Compliance is met. |
| Measured By | This KPI shall be measured by:   * The *Contractor's* own self-monitoring and audit as part of the quality management plan. * The *Contractor's* own investigation following a complaint. * The *Bank's* audit or investigation following a complaint. |
| Consequence of Failure | Service Credits |
| Reporting (Measurement) | Monthly and Annual Trends |

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| KPI #009 | Category: Reporting |
| KPI Name | Management Information |
| Key Performance Indicator | The *Contractor* shall provide accurate and timely management information in an agreed format. This includes:  1. Monthly Management Report and Minutes – This report shall be provided to the *Bank* at least 24 hours before the meeting takes place and shall be accurate.  Minutes from the report shall be provided within 5 days of the meeting taking place.  The report shall include:   * Executive Summary * Details of the previous month’s activities * PPM activity and progress * Reactive callouts and Concept tasks (numbers and issues) * Projects updates * Staff holidays, absenteeism and training * Health and Safety and Compliance issues * Invoices and quotations (including total spent) * Company updates and changes * KPI metrics and Dashboard * AOB   Minutes from the meeting shall include an overview of the meeting and actions.  2. Critical Spares Report – This report shall be provided to the *Bank* on a monthly basis and shall include accurate information on critical spares stored onsite ensuring the minimum quota is adhered to.  The report shall include:   * List of all critical spares per site * Minimum acceptable stock levels * Current stock levels   3. Weekly Update Report and Minutes – This report shall be provided to the *Bank* at least 24 hours before the meeting takes place and shall be accurate.  Minutes from the report shall be provided within 24 hours of the meeting taking place.  The report shall include:   * Overview of current tasks * Staff absenteeism * Operational issues/AOB   The Contractor shall upload all documents onto the *Bank’s* filing system - FileSite. |
| Purpose of KPI | To ensure the *Contractor* is reporting key issues in a timely manner. |
| KPI Measurement Type | Fixed Thresholds |
| KPI Weighting | Level 3 |
| Definition of KPI Event | The *Contractor* is undertaking management reporting in line with the *Bank’s* requirements. |
| Definition of Event Failure | A KPI event failure shall occur for each instance where:   * The *Contractor* fails to provide or deliver the required information accurately and within the specified timeframe.   *RAG Model*   * RED: The reports were not submitted to the *Bank*, and/or were inaccurate, and/or there was a delay in the *Bank* receiving the report. * GREEN: The reports were submitted to the Bank in the agreed timeframe in the agreed format. |
| Measured By | This KPI shall be measured by:   * The *Contractor's* own self-monitoring and audit as part of the quality management plan. * The *Contractor's* own investigation following a complaint. * The *Bank's* audit or investigation following a complaint. |
| Consequence of Failure | Service Credits |
| Reporting (Measurement) | Monthly and Annual Trends |

1. All percentages have been rounded up/down accordingly. [↑](#footnote-ref-1)