



Key Performance Indicators for the University of Worcester

Key Performance Indicators for the Contract

Scored Indicators

The *Contractor* must achieve the minimum acceptable weighted score for all measures in the scoring table. Failure to achieve this suspends the *Contractor* from the subsequent Framework tender opportunity for this period.

Ref	KPI Name	Performance	Weighting	Minimum acceptable performance	Weighted score
		(A)	(B)	(C)	(A/5) x (B)
1.01	TIME – Taken for construction against contract practical completion date		10%	10.00%	
1.02	TIME – To rectify defects		10%	2.00%	
2.01	COST – No. of inflated claims for variations		5%	2.00%	
2.02	COST – Cost savings and value improvements against contract sum		5%	0.00%	
3.01	QUALITY – No. of defects/snags at Practical Completion		10%	0.00%	
3.02	QUALITY – Acting in a spirit of mutual trust and cooperation with Employer		5%	1.00%	
3.03	QUALITY – With product from Client		5%	2.00%	
4.01	BUSINESS PERFORMANCE – Time taken to settle final accounts		5%	1.00%	
4.02	BUSINESS PERFORMANCE – Time taken to pay subcontractors		10%	4.00%	
5.01	HEALTH AND SAFETY – Yellow, Red, Black card system		10%	2.00%	
6.01	SUSTAINABILITY – Reduced waste to landfill		10%	2.00%	
7.01	SOCIAL VALUE – Positive Local Impact		5%	0.00%	
8.01	ENVIRONMENT – Considerate Contractor		10%	2.00%	
			100%		

- Performance for each Indicator is measured (A) above.
- Each performance indicator has its own weighting (B).
- Overall the Contractor must pass the Gateway Indicators, meet the minimum acceptable weighted score for every scored indicator and achieve a total score of **65** to be eligible for the subsequent Framework tender opportunity.
- KPI definitions are in the following pages. These will be finalised with the successful tenderers.

Key Performance Indicator **1.01 TIME**
Indicator

KPI Name	TIME – Taken for construction against Practical Completion date
Results Reporter(s)	Employers Inspection Records

Purpose	<p>Minimise disruption to Employer and Users.</p> <p>Measure the ability of the Contractor to complete the works by the Practical Completion date.</p>
Definition	<p>Practical Completion is achieved when all the necessary construction work is completed, operation and maintenance manuals are available and corrected any items which would prevent the employer from using the works.</p> <p>Employer inspects all parts of works and agrees to take possession of the works. This date is recorded against the specified completion date.</p>
Minimum Pass Mark	
Method	Practical Completion Date achieved = pass
Information Source	Employer Inspection Records

Calculation	<table border="1"> <thead> <tr> <th>Criteria</th> <th>Score</th> <th>Achieved Score</th> </tr> </thead> <tbody> <tr> <td>Practical completion date missed</td> <td>0</td> <td></td> </tr> <tr> <td></td> <td>1</td> <td></td> </tr> <tr> <td></td> <td>2</td> <td></td> </tr> <tr> <td></td> <td>3</td> <td></td> </tr> <tr> <td></td> <td>4</td> <td></td> </tr> <tr> <td>Practical completion date achieved</td> <td>5</td> <td></td> </tr> </tbody> </table>	Criteria	Score	Achieved Score	Practical completion date missed	0			1			2			3			4		Practical completion date achieved	5	
	Criteria	Score	Achieved Score																			
	Practical completion date missed	0																				
		1																				
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		4																				
Practical completion date achieved	5																					
<u>Comments</u>																						

Key Performance Indicator **1.02 TIME**

KPI Name	TIME – To rectify defects within rectification period
Results Reporter(s)	Employers Inspection Records

Purpose	The Contractors time taken to rectify all defects.
Definition	The Contractors time taken to rectify all defects in the rectification period after Practical Completion. Rectification periods as detailed in the Preliminaries.
Minimum Pass Mark	
Method	Employer records time taken to rectify defects once they have been notified to the contractor. Actual time taken to rectify all defects
Information Source	Employers Inspection Records
Calculation	

Calculation																						
	<table border="1"> <thead> <tr> <th>Criteria</th> <th>Score</th> <th>Achieved Score</th> </tr> </thead> <tbody> <tr> <td>0%</td> <td>0</td> <td></td> </tr> <tr> <td>1% - 79%</td> <td>1</td> <td></td> </tr> <tr> <td></td> <td>2</td> <td></td> </tr> <tr> <td>80% - 99%</td> <td>3</td> <td></td> </tr> <tr> <td></td> <td>4</td> <td></td> </tr> <tr> <td>100%</td> <td>5</td> <td></td> </tr> </tbody> </table>	Criteria	Score	Achieved Score	0%	0		1% - 79%	1			2		80% - 99%	3			4		100%	5	
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100%	5																					
Comments	To be undertaken 12 months after Practical Completion																					

Key Performance Indicator
2.01 COST

KPI Name	COST – No. of inflated claims for variations
Results Reporter(s)	Employers Inspection Records

Purpose	Reduce the number of inflated claims submitted by the contractor.
Definition	Order Changes which apply to alterations to the employer’s requirements or contractors proposals. The submitted cost of change should not be artificially inflated above the actual cost of construction. An inflated price shall be defined as one which includes items that are non-existent, exaggerated, or unrelated.
Minimum Pass Mark	
Method	Cost of order change is verified by Employer or his nominated representative as inflated.
Information Source	Employers Inspection Records

Calculation																						
	<table border="1"> <thead> <tr> <th>Criteria</th> <th>Score</th> <th>Achieved Score</th> </tr> </thead> <tbody> <tr> <td>2+ inflated claims</td> <td>0</td> <td></td> </tr> <tr> <td>1 inflated claim</td> <td>1</td> <td></td> </tr> <tr> <td></td> <td>2</td> <td></td> </tr> <tr> <td></td> <td>3</td> <td></td> </tr> <tr> <td></td> <td>4</td> <td></td> </tr> <tr> <td>Nil</td> <td>5</td> <td></td> </tr> </tbody> </table>	Criteria	Score	Achieved Score	2+ inflated claims	0		1 inflated claim	1			2			3			4		Nil	5	
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Key Performance Indicator **2.02 Cost**

KPI Name	COST – Cost savings and value improvements against contract sum
Results Reporter(s)	Project Manager’s Report

Purpose	To manage efficiency and deliver value for money
Definition	Proposals can be capital or revenue savings; be specific and relevant to the project; and must retain compliance with the Client Brief.
Minimum Pass Mark	
Method	Actual % cost reduction achieved through continuous improvement and innovation in each project. Value improvement proposals to be submitted by contractor and then implemented on the project.
Information Source	Contractors tender submission

Calculation	<table border="1"> <thead> <tr> <th>Criteria</th> <th>Score</th> <th>Achieved Score</th> </tr> </thead> <tbody> <tr> <td>Nil contribution</td> <td>0</td> <td></td> </tr> <tr> <td></td> <td>1</td> <td></td> </tr> <tr> <td></td> <td>2</td> <td></td> </tr> <tr> <td>Contribution up to +5%</td> <td>3</td> <td>X</td> </tr> <tr> <td>Contribution +5 to +15%</td> <td>4</td> <td></td> </tr> <tr> <td>Contribution >15%</td> <td>5</td> <td></td> </tr> </tbody> </table>	Criteria	Score	Achieved Score	Nil contribution	0			1			2		Contribution up to +5%	3	X	Contribution +5 to +15%	4		Contribution >15%	5	
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<u>Comments</u>																						

Key Performance Indicator **3.01 QUALITY**

KPI Name	QUALITY – No. of defects/snags at Practical Completion
Results Reporter(s)	Employers Inspection Records

Purpose	Quality outputs and outcomes (right first time) Monitor quality of works as evaluated at Practical Completion.
Definition	An employer’s pre-completion list of outstanding work, which is shared with the contractor to clarify what work remains outstanding before Practical Completion. "snagging" is used to describe unsatisfactory work or small items of work still to be completed which are discussed/discovered during final site inspections. Site inspections may be limited to a random sample or representative area of the project works.
Minimum Pass Mark	
Method	Number of defects/snags evident during inspection measured per 500 square meters.
Information Source	Employer’s pre-completion list of outstanding work

Calculation			
	Criteria	Score	Achieved Score
	Above 21 defects/snags only	0	
	Up to 20 defects/snags only	1	
	Up to 10 defects/snags only	2	
		3	
		4	
	No defects at all	5	
	<u>Comments</u>		

Key Performance Indicator **3.02 QUALITY**

KPI Name	QUALITY – Acting in a spirit of mutual trust and co-operation with Employer
Results Reporter(s)	Employer Survey

Purpose	Effective delivery, strategic alignment of partners and win/win relationship.
Definition	To measure the Contactor's delivery of Thirteenth Recital and Schedule 5 – SUPPLEMENTAL PROVISIONS <ul style="list-style-type: none"> • Collaborative working: Paragraph 1 Timely, sincere, impartial and open communication and relationship management. Approach to problem solving, adhering to requirements, conflict resolution and flexibility
Minimum Pass Mark	
Method	Data from representative anonymous random survey to Employer's staff issued using a grading system representing their actual experiences.
Information Source	Survey of Employers' staff

Calculation																						
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<u>Comments</u>																						
Additional Consultant Feedback on contractor																						

Key Performance Indicator **3.03 QUALITY**

KPI Name	QUALITY – with product from Client
Results Reporter(s)	Employer Survey

Purpose	Use surveys to assess whether project meet clients expectations and whether they are satisfied with the results.
Definition	How satisfied the Client (Project Manager or Contract Administrator) was with the finished product using the score against the 1 to 10 scale set out criteria below.
Minimum Pass Mark	
Method	Survey to Client with a grading system representing their actual experiences. 10 = Totally satisfied 5/6 = Neither satisfied nor dissatisfied 1 = Totally dissatisfied
Information Source	Data from survey to Client.

Calculation	Criteria	Score	Achieved Score
	Totally dissatisfied	0	
		1	
		2	
	Neither satisfied nor dissatisfied	3	
		4	
	5		
<u>Comments</u>			

Key Performance Indicator **4.01 BUSINESS PERFORMANCE**
Indicator

KPI Name	BUSINESS PERFORMANCE – To settle final accounts
Results Reporter(s)	Project Manager’s Report

Purpose	Ensure agreement of the final accounts by planned date.
Definition	Time taken to reach final account from Practical Completion expressed in weeks.
Minimum Pass Mark	
Method	Settled within 3 months of Practical Completion date
Information Source	Project Manager’s Report

Calculation	<table border="1"> <thead> <tr> <th>Criteria</th> <th>Score</th> <th>Achieved Score</th> </tr> </thead> <tbody> <tr> <td>Over 3 months</td> <td>0</td> <td></td> </tr> <tr> <td>Within 3 months</td> <td>1</td> <td></td> </tr> <tr> <td></td> <td>4</td> <td></td> </tr> <tr> <td>Within 2 months</td> <td>3</td> <td></td> </tr> <tr> <td></td> <td>4</td> <td></td> </tr> <tr> <td>Within 1 month</td> <td>5</td> <td></td> </tr> </tbody> </table>	Criteria	Score	Achieved Score	Over 3 months	0		Within 3 months	1			4		Within 2 months	3			4		Within 1 month	5	
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Comments																						

Key Performance Indicator **4.02 BUSINESS PERFORMANCE**

KPI Name	BUSINESS PERFORMANCE – time taken to pay subcontractors
Results Reporter(s)	Sub-contractor report

Purpose	Contractor should pay undisputed invoices of small suppliers not more than 45 calendar days from the end of the calendar month, in accordance with the UK Prompt Payment Code.
Definition	Payment by the Contractor (Tier 1) is received by their subcontractors (Tier 2) within 45 days of the due date for payment. Days are calendar days excluding bank holidays
Minimum Pass Mark	45 days
Method	Random sample of sub-contractor reports to Employers
Information Source	Sub-contractor reports

Calculation	<table border="1"> <thead> <tr> <th>Criteria</th> <th>Score</th> <th>Achieved Score</th> </tr> </thead> <tbody> <tr> <td>0%</td> <td>0</td> <td></td> </tr> <tr> <td>0% - 50%</td> <td>1</td> <td></td> </tr> <tr> <td>51% - 75%</td> <td>2</td> <td></td> </tr> <tr> <td>76% - 99%</td> <td>3</td> <td></td> </tr> <tr> <td></td> <td>4</td> <td></td> </tr> <tr> <td>100%</td> <td>5</td> <td></td> </tr> </tbody> </table>	Criteria	Score	Achieved Score	0%	0		0% - 50%	1		51% - 75%	2		76% - 99%	3			4		100%	5	
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Key Performance Indicator
5.01 HEALTH AND SAFETY

KPI Name	HEALTH AND SAFETY – Amber, Red card system
Results Reporter(s)	Project Manager’s Report

Purpose	Ensure site health and safety
Definition	Notices and warnings received under the University of Worcester H&S card system.
Minimum Pass Mark	No more than Yellow Cards – 10 Red Cards – 1
Method	Site inspection carried out by Employer
Information Source	Health Safety and Environment Inspection Report

Calculation	<table border="1"> <thead> <tr> <th>Criteria</th> <th>Score</th> <th>Achieved Score</th> </tr> </thead> <tbody> <tr> <td>10+ Yellow or 1 Red</td> <td>0</td> <td></td> </tr> <tr> <td>8+ Yellow</td> <td>1</td> <td></td> </tr> <tr> <td>4+ Yellow</td> <td>2</td> <td></td> </tr> <tr> <td>Up to 3 Yellow only</td> <td>3</td> <td></td> </tr> <tr> <td>Up to 2 Yellow only</td> <td>4</td> <td></td> </tr> <tr> <td>Zero cards issued</td> <td>5</td> <td></td> </tr> </tbody> </table>	Criteria	Score	Achieved Score	10+ Yellow or 1 Red	0		8+ Yellow	1		4+ Yellow	2		Up to 3 Yellow only	3		Up to 2 Yellow only	4		Zero cards issued	5	
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Zero cards issued	5																					
Comments	.																					

Key Performance Indicator
6.01 SUSTAINABILITY

KPI Name	SUSTAINABILITY – Waste reduced to landfill
Results Reporter(s)	Contractors waste tickets

Purpose	Encourage sustainability and reduce waste to landfill.
Definition	Exemptions include asbestos and other deleterious materials.
Minimum Pass Mark	
Method	Amount of waste recycled, divided by the amount of waste produced.
Information Source	Contractors waste tickets

Calculation	<table border="1"> <thead> <tr> <th>Criteria</th> <th>Score</th> <th>Achieved Score</th> </tr> </thead> <tbody> <tr> <td>0%</td> <td>0</td> <td></td> </tr> <tr> <td>1% - 25%</td> <td>1</td> <td></td> </tr> <tr> <td>26% - 50%</td> <td>2</td> <td></td> </tr> <tr> <td>51% - 75%</td> <td>3</td> <td></td> </tr> <tr> <td>76% - 99%</td> <td>4</td> <td></td> </tr> <tr> <td>100%</td> <td>5</td> <td></td> </tr> </tbody> </table>	Criteria	Score	Achieved Score	0%	0		1% - 25%	1		26% - 50%	2		51% - 75%	3		76% - 99%	4		100%	5	
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Comments																						

Key Performance Indicator **7.01 SOCIAL VALUE (Discretionary)**

KPI Name	SOCIAL VALUE – Positive Local Impact
Results Reporter(s)	Project Manager’s Report

Purpose	Ensuring delivery of commitments made at tender stage.
Definition	Positive Local Impact - achievement of plans identified in Tender submission and agreed with the Client.
Minimum Pass Mark	
Method	Compare actual achievement to proposals for percentage complete result.
Information Source	Contractor’s Tender document and Contractor's Plan.

Calculation	<table border="1"> <thead> <tr> <th>Criteria</th> <th>Score</th> <th>Achieved Score</th> </tr> </thead> <tbody> <tr> <td>0%</td> <td>0</td> <td></td> </tr> <tr> <td>1% - 25%</td> <td>1</td> <td></td> </tr> <tr> <td>26% - 50%</td> <td>2</td> <td></td> </tr> <tr> <td>51% - 75%</td> <td>3</td> <td></td> </tr> <tr> <td>76% - 99%</td> <td>4</td> <td></td> </tr> <tr> <td>100%</td> <td>5</td> <td></td> </tr> </tbody> </table>	Criteria	Score	Achieved Score	0%	0		1% - 25%	1		26% - 50%	2		51% - 75%	3		76% - 99%	4		100%	5	
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Comments																						

Key Performance Indicator **8.01 ENVIRONMENT (Discretionary)**

KPI Name	ENVIRONMENT – Considerate Constructor Scheme
Results Reporter(s)	CCS Site Report

Purpose	Encourage the construction of new and refurbished buildings in a manner that will promote sustainability, conserve and enhance natural resources and prevent environmental pollution.
Definition	As required by the Considerate Constructor Scheme
Minimum Pass Mark	CCS Scheme Assessment Average score of 33
Method	<p>CCS Assessment Score Criteria</p> <p>CCS score 36 or over – Score Excellent; 33 to 35.5 – Score Very Good (see note below) 30-32.5 – Score Good; less than 30 – Score Minor non compliance</p> <p>(if a project specific requirement has been made in excess of 33 – eg for BREEAM- then this target must be achieved for 3 to be scored)</p>
Information Source	CCS Site Report

Calculation	<table border="1"> <thead> <tr> <th>Criteria</th> <th>Score</th> <th>Achieved Score</th> </tr> </thead> <tbody> <tr> <td>Less than 30</td> <td>0</td> <td></td> </tr> <tr> <td>30 – 32.5</td> <td>1</td> <td></td> </tr> <tr> <td></td> <td>2</td> <td></td> </tr> <tr> <td>33 – 35.5</td> <td>3</td> <td></td> </tr> <tr> <td></td> <td>4</td> <td></td> </tr> <tr> <td>36 or over</td> <td>5</td> <td></td> </tr> </tbody> </table>	Criteria	Score	Achieved Score	Less than 30	0		30 – 32.5	1			2		33 – 35.5	3			4		36 or over	5	
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