

Motivating Success

A Toolkit for Performance Measurement -National Vehicle Recovery Manager-

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The purpose of this paper

This paper is intended to illustrate that 'performance' under the National Vehicle Recovery Manager Contract:

1. Is capable of being measured and is to be measured
2. Creates a performance regime that encourages continuous improvement and best value
3. Incorporates the principles of the Highways Agency Motivating Success Toolkit [MST]

The performance regime installed under the contract follows on from consultation with HA Procurement Directorate who advised on the principles of the MST; a system which is mandatory to adopt for all new supplier contracts.

What follows demonstrates the proximity of the performance regime under contract to that of MST and catalogues how that performance will be reported each month.

The National Vehicle Recovery Manager Contract

In 2003, the Highways Agency and the Association of Chief Police Officers undertook a review of their then existing roles and responsibilities on the Strategic Road Network (SRN). This review concluded that certain traffic management activities carried out by the police should, in the future, be undertaken by the Agency. This included dealing with abandoned, broken down, and accident damaged vehicles (and their loads) on the Strategic Road Network.

From this review, the uniformed Traffic Officer Service (TOS) was established and it has since been deployed on most motorways in England and some trunk roads. The function of dealing with abandoned, broken down and accident damaged vehicle removals, outside of police interest, was always planned to take place at a later date. This was due to the complexities involved with securing statutory powers for traffic officers and support contracts with the vehicle recovery industry.

The National Vehicle Recovery Project (NVRP) was established in July 2006 to realise the complete functional transfer of responsibilities. A Strategic Business Case was produced and signed off in October 2006. This considered a range of different business models and made the case for the project to procure a single, nationally managed, vehicle recovery service. Following a competitive dialogue process, procurement was complete when, on the 1st October 2008, a contract was awarded to FMG Support Limited of Huddersfield as the Agency's first National Vehicle Recovery Manager [NVRM].

The NVRM Contract & Performance Measurement

During the course of competitive dialogue, the procurement route adopted, a good deal of discussion took place regarding performance measurement. This is a fundamental feature of the contract awarded and the contract achieves this through a number of mechanisms. Amongst these are a system of Key Performance Indicators, Performance Indicators, a Service Credit regime and incorporation of the principles of the Agency's Motivating Success Toolkit. A full list of KPIs and PIs can be found at Appendix 'A' and Appendix 'B'.

This document is designed to illustrate that the principles of the Toolkit have been incorporated into the contract, by reference to the appropriate contract clause or schedule and advocates how these principles will be turned into a reality not only each month but as the contract moves forward.

Why is Performance Measurement Important – Introducing the Motivating Success Toolkit

The Highways Agency Corporate Plan ‘Customers First’ highlights the need to provide a continually improving service to customers and for Agency contracts to provide Best Value. Performance measurement has been identified as a key process in delivering that continued improvement and best value for all Highways Agency contracts.

For the reasons shown above Procurement Directorate has developed Motivating Success: A Toolkit for Performance Measurement. What follows are the principles of that Toolkit. Each of these principles has been incorporated and furthered within the NVRM contract.

This Toolkit is intended to support the Highways Agency in realising the benefits of long-term relationships with its Suppliers through driving continuous improvement¹ by benchmarking performance², identifying best practice³ and learning lessons⁴ from experience. Further, the Toolkit is designed to help Suppliers to understand their own performance with respect to Client expectations, in relation to competitors and the wider industry. In summary, it is intended to support the efforts of Suppliers to continually improve their service delivery to Clients.

Key amongst the principles of the Toolkit is that of partnering⁵. Considerable efforts have been made by the Agency to encourage project teams to develop a partnering approach by building a culture of trust, respect, honesty and openness. In so doing the Integrated Team [the Agency & its Supplier] are better able to deliver high performance through the timely and efficient identification and resolution of issues, the identification of improvement opportunities and implementation of improvement plans and the instigation of innovation.

The Toolkit consists of 6 distinct Areas of Measure. Performance by the Integrated Team for each measurement area is determined using Key Performance Indicators & Performance Indicators⁶. These Areas of Measure are closely aligned with the Agency’s business objectives and together provide a scorecard of the performance of the Integrated Team.

Allied to the KPIs and PIs is a requirement for parties to score performance not covered by KPIs or other measures and this includes the seventh Area of Measure, a 360 degree performance review⁷ of the Authority’s performance.

¹ See Clause 16 Terms & Conditions, Schedule 2 Specification [Services to the Authority], Schedule 25 Governance & Schedule 26 NVRM’s Solution

² See Clause 16 & 41 Terms & Conditions, Schedule 2 Specification [Services to the Authority], Schedule 8 Records & Reports, Schedule 9 Pricing & Payment Mechanism [Annex A], Schedule 19 Sub-Contractors, Schedule 25 Governance & Schedule 27 Benchmarking

³ See Schedule 2 Specification [Operating & Improving the Service], Schedule 25 Governance & Schedule 26 NVRM’s Solution

⁴ See Schedule 3 Implementation, Schedule 8 Records & Reports, Schedule 25 Governance, Schedule 26 NVRM’s Solution and Schedule 31 Service Continuity

⁵ See Clause 1.5 Terms & Conditions, Schedule 2 Specification, Schedule 25 Governance & Schedule 26 NVRM’s Solution

⁶ These can be found in Schedule 9 Pricing & Performance Mechanism

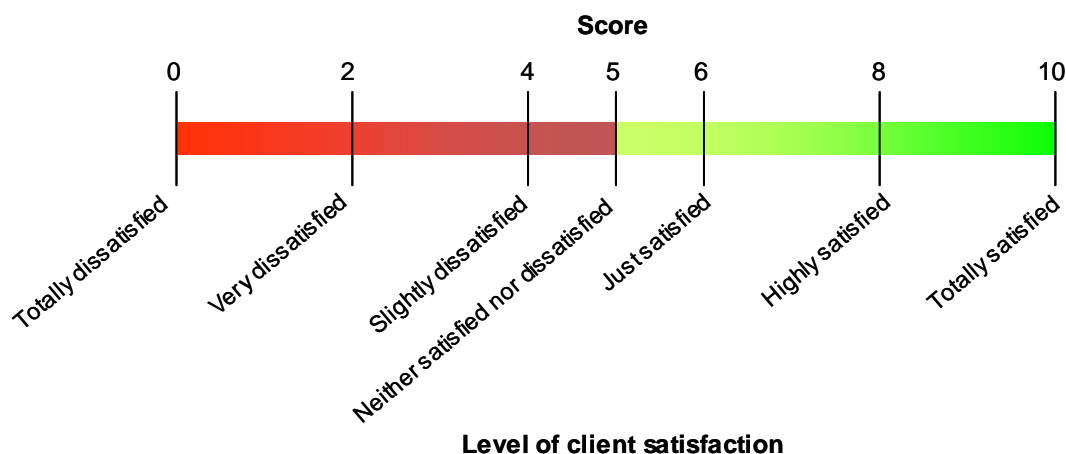
⁷ See Schedule 2 Specification

Performance Indicators are scored using a Client Satisfaction scoring scale shown in Figure 2. The scores range from 0-10. Between the two is a range of satisfaction levels. Half scores and intermediary scores [i.e. 1, 3, 7 or 9] are not permissible. A vagary of MST is that generally only even numbers count and performance between even numbers is always rounded down.

The scoring range can be summarised as follows:

- A score of greater than 5 indicates Client satisfaction
- A score of less than 5 indicates Client dissatisfaction
- A score of 5 indicates 'neutral performance' i.e. the Client is neither satisfied nor dissatisfied
- A score of 10 indicates total Client satisfaction
- A score of 0 indicates Client total dissatisfaction

Figure 2



It is argued that under MST measuring performance in this manner provides the information required to drive continuous improvement of both Supplier and the Agency through appropriate performance management intervention. Performance can be assessed both as a snapshot in time and through time using trend analysis. Where performance has fallen the Integrated Team can work to understand the reasons and, if required, develop and implement improvement plans.

Conversely, where improvements have been made, the reasons for the improvement can also be determined from the performance evidence. Where appropriate best practice can be identified and applied elsewhere within the Agency. Measuring Integrated Team performance also enables performance levels to be compared against other activities in the Agency; another mechanism helping drive continuous improvement.

How the contract incorporates and develops the concept of Motivating Success Toolkit

Partnering is a feature of the NVRM contract and the principle appears in several places. It is best illustrated at Clause 1.5. of the Terms and Conditions which highlights the benefits accruing to each of the parties if the agreement is performed in a spirit of cooperation and partnership. Accordingly, both parties are asked to work together to facilitate effective, efficient and economic delivery of the services.

The contract contains within Schedule 9 [Pricing & Payment Mechanism] a number of Key Performance Indicators and Performance Indicators that are seen as integral to the success of the NVRM operation in meeting Agency objectives. Each of these KPI's and PI's has ascribed to it an Area of Measure as set out in MST. As previously indicated, these KPIs can be found at Appendix 'A' and the PIs at Appendix 'B' along with the Area of Measure allocated to them.

It should be noted that KPIs are tied to payment under something known as a Service Credit Regime. Non-performance against the KPI service levels will give rise to Service Credits – an inability on the part of the Supplier to attain the full financial benefits available under the contract for meeting performance levels. PIs are not linked to payment but if performance is consistently under par then there is the mechanism, with notice, for these to be elevated to KPI status and thus linked to payment. In summary, these service levels are measurable outcomes of the quality of the service provided.

Schedule 8 of the NVRM contract concerns itself with Reports & Records. This schedule was developed to accommodate the principles of quality management systems under ISO 9000. Continuous improvement is a feature of the ISO format [see Continuous Improvement post]. Under Schedule 8 there is a requirement for monthly reports [on a national & regional basis] on performance within 10 business days of the end of each month and an annual report on performance within 20 business days of the end of each calendar year. These reports shall include associated supporting documentation [evidence] on performance in the form of a Service Delivery Report which provides information on all KPI and PI service levels as well as providing data to meet the Authority performance monitoring [MST]. Details of the content of monthly & annual reports can be found at Appendix 'C' and Appendix 'D'. It will be noted that these reports also contain a requirement to highlight areas of under performance and reports of what is taking place to redress the situation [viz: rectification plans].

This reporting regime will therefore be used for the Supplier to score their performance under the provisions of MST. It can be seen that this process is in large part quantitative and can be thoroughly evidenced by reference to recorded events. These scores, at the performance meeting which will occur monthly, will be agreed and shall be used for benchmarking data to compare performance across similar Authority contracts. As illustrated earlier, to attain a score of 10 under MST, the Client must be totally satisfied. This converts to the Supplier achieving the level of performance required for each KPI so as not to incur any form of Service Credit.

To exceed this contractual level of performance on a regular basis, whilst not attracting a score above the level of 10, will represent continuous improvement. An example might be KPI No.1 where the Supplier regularly exceeds the immediate removal of light vehicles under the target time of 45 minutes.

In keeping with MST, there is a requirement for a meeting to discuss performance, for scores to be agreed and for a 360 degree performance review of the Authority's performance⁹. [For further details see **How it will Work** post & the MST reporting structure see Appendix 'E'].

The record of the monthly MST meeting will be forwarded to HA Procurement each month together with, should they so wish, a copy of the monthly Service Delivery Report produced by the Supplier under Schedule 8. For the reasons recorded in the previous paragraph, PIs will not be subject of the reporting procedure at Appendix 'E'. The reasons for this are that these PIs are extensively reported upon as part of the Service Delivery Report and are therefore being continuously monitored. If there is regular under performance it will be noted, rectification plans will be introduced and those PIs may be elevated into the category of a KPI and thus fall into the Service Credit and MST regime.

⁹ See Schedule 2 at paragraph 3.4.4.

It can be seen that the Supplier's performance is extensively scrutinised under the contract. To make PI reporting part of the reporting system at Appendix 'E' would be repetitious, unjustifiable on time grounds and add little value overall.

Continuous Improvement

Under the terms of the contract the NVRM has an ongoing obligation throughout the contract to identify new or potential improvements to the service and report upon these¹⁰. Further there is a requirement for the NVRM to propose and agree a plan for continuous improvement¹¹ throughout the period of the contract and report upon this. These principles are repeated¹² within the governance structure as set out in Schedule 25.

The requirement to adopt Quality Management Systems appears under the terms of the NVRM contract and this shall be to British Standards. For example, under Schedule 15 – Quality Plans at 2.1. the NVRM shall operate and manage a structured quality management system to deliver the services to meet the principles of BS EN ISO 9001:2000 guidelines. Using data gathered in the first 9 months of the contract, the NVRM will apply for full BSI BS EN 9001:2000 accreditation and once secured will be obliged to apply for external verification of compliance on an annual basis.

Benchmarking

The requirement for benchmarking¹³ to take place appears throughout the contract. Here the Supplier is obliged to report to the Authority every six months on how its KPIs compare to publicly available benchmarks of performance for similar services. Further, the Authority at its absolute discretion has the ability to require a benchmarking exercise¹⁴ to be carried out where, amongst other matters, it does not believe that the services represent value for money.

Finally, again under the terms of the contract there is provision for best practice to be exercised and promoted and for lessons learned to be incorporated into the activities of the NVRM so as to provide a premier service to the Agency and its officers.

How it will work

As indicated earlier, the contract calls for performance data to be produced on a regional and a national basis. Each RCC region will have a Vehicle Recovery Service Team representative [a Regional Performance Manager] who will have an opposite number from the Supplier side known as the Regional Network Manager.

Each month it is recommended that the HA Regional Performance Manager and NVRM Regional Network Manager meet to discuss regional performance data and at that meeting complete, for their region, the MST pro-forma to be found at Appendix 'E'. This includes 360 degree feedback.

Once agreed these are brought to the monthly Vehicle Recovery Management Group where performance will be a standing item. Here MST regional scores are submitted and later collated to form a national MST profile prior to the national score sheet being despatched to HA Procurement as part of their reporting requirements.

¹⁰ See Clause 16 of the Terms & Conditions

¹¹ Schedule 2 at paragraph 3.4.1

¹² Schedule 25 at paragraph 2.2.6

¹³ Schedule 2 at paragraph 3.2.5

¹⁴ See Clause 41.1 of the Terms & Conditions

Appendix 'A' – KEY PERFORMANCE INDICATORS

| Theme | No | Sub-category | Measure | Target |
|--|----|--|--|--------|
| Time | 1 | Time for immediate recovery of vehicles | Light vehicles removed within 45 minutes | 90% |
| | | | LGVs attended within 45 minutes | 90% |
| | | | LGVs removed within 90 minutes | 90% |
| | | | All vehicles attended within 60 minutes | 98% |
| | | | All vehicles attended within 120 minutes | 99.99% |
| | 2 | Time for routine recovery of vehicles | Light vehicles removed with 45 minutes | 80% |
| | | | LGV attended within 45 minutes | 80% |
| | | | All vehicles attended within 60 minutes | 90% |
| All vehicles attended within 120 minutes | | | 99.50% | |
| Service | 3 | 24/7/365 service availability | NVRM Telephony or electronic means of contact available | 99.99% |
| Right first time | 4 | Escalation of service issues | The number of occasions unable to provide a meaningful response within 10 minutes | 1 |
| Service / Time | 5 | Answering all vehicle Recovery requests promptly (including calls and electronic requests) | Within 20 seconds | 95% |
| Service | 6 | Satisfactory complaint handling | Acknowledgment within 1 day of receipt | 95% |
| | | | Substantive response or complaint resolution by letter within 15 working days | 95% |
| | | | Substantive response or complaint resolution by email within 5 working days | 95% |
| Time | 7 | Timeliness of Statutory Charge collection from Customer to the NVRM | 90 days | 75% |
| Cost / Time | 8 | Highways Agency receipt of Statutory Charges and Referral Fees from the NVRM | Highways Agency should receive all payments of Statutory Charges from the current month within 30 days and all payments of Referral Fees from the current month within 7 Business Days of the month end. | 98.5% |

| Theme | No | Sub-category | Measure | Target |
|-------------------|----|--|--|--------|
| Service | 9 | Road user satisfaction | Respondents choose Good or above on 3 point scale (Excellent, Good, Poor) | 85% |
| | | HATO Satisfaction | Respondents choose Good or above on 3 point scale (Excellent, Good, Poor) | 85% |
| | | Regional Control Centre Satisfaction | Respondents score a 3 or above on a 5 point scale for the overall rating of the Service. | 85% |
| | | Partner Health Check | Percentage satisfied on two point scale (satisfied/dissatisfied). | 85% |
| Product / Service | 10 | Property handling , sealing, recording and disposal | Number of occasions unable to produce, upon request, all appropriate records. | 0 |
| Product / Service | 11 | Satisfactory vehicle case management | Number of occasions unable to produce, upon request, vehicle case records including logs of casualty vehicle condition and payment transparency. | 0 |
| Time | 12 | On time payments to supply chain | 30 days from receipt by the NVRM for valid non queried amounts | 98.5% |
| Safety | 13 | Accidents occurring to the NVRM Staff during delivery of Service per annum | Total number of accidents | - |
| | | | RIDDOR reportable (major) | - |
| | | | RIDDOR reportable (minor injury over 3 days) | - |

Appendix 'B' – PERFORMANCE INDICATORS

| Theme | No | PI description | Measure | Target |
|------------------|----|---|--|---|
| Service | 1 | Report of KPI comparison to publicly available benchmarks | Six monthly report against set requirements | 100% of agreed benchmarks reported |
| Time | 2 | Response to the Authority about performance issues where attendance has taken more than two hours | Response within one working day of occurrence | 100% response to every occurrence |
| Service | 3 | Senior member availability in case of severe incidents | Availability | 100% on request |
| Service | 4 | Attendance at cold incident debriefs | Presence following a request for a meeting | 100% attendance |
| Right first time | 5 | Following recovery request, right resource sent the first time | Correct resource arrives on site within the correct KPI time | 98% of correct resource sent the first time |
| Product | 6 | Provision of specialist recoveries | Number of non-compliance events where experts were not available | Zero |
| Time | 7 | Report of recovery vehicle dispatched to the incident | Information provided to HA Regional Control Centre within 5 min of recovery vehicle dispatch | 99% reported on time |
| Service | 8 | Inform Customer of estimated arrival time where Customer's mobile is made available | Number of informed Customers where mobile phone was made available | 99% reported on time |
| Time | 9 | Inform Regional Control Centre of estimated arrival time | Information provided to HA Regional Control Centre within 5min of recovery vehicle dispatch | 99% reported on time |

| Theme | No | PI description | Measure | Target |
|---------|----|--|---|--|
| Service | 10 | Logging of actual arrival time | Information provided to HA Regional Control Centre daily and available for monthly audit via vehicle case management system | 99% logged correctly |
| Product | 11 | Sealing of vehicles before moving to storage facility | Audit of vehicles in storage and TO observation at the scene | 99% of all vehicles which can be sealed intact |
| Time | 12 | Report of vehicle arrival to storage to the Authority | Within two hours of arrival | 99% reported on time |
| Product | 13 | Record of items removed from, and returned to, the casualty vehicle | Audit of case management systems should provide record of all items removed from, and returned to, the casualty vehicle | 99.5% of removed and returned items recorded correctly |
| Service | 14 | Suitable vehicle and property retention facilities | Audit of vehicle and property retention facilities once per year | Facilities comply with HA requirements |
| Service | 15 | Notification of vehicle release or disposal to the Authority | Within 1 day | 99% |
| Service | 16 | The NVRM shall not dispose of any vehicle, subject to Statutory Removal, or property without written authorisation from the Authority. | Difference in number of authorisations vs number of disposals for vehicles and property | Zero |
| Service | 17 | The NVRM will dispose of vehicles and any unclaimed property as per agreed procedures | Number of non compliant disposals | Zero |
| Service | 18 | Supporting the Authority training | Compliance with training plan | Hours / modules / courses delivered as agreed in the training plan |

| Theme | No | PI description | Measure | Target |
|---------|----|--|---|---|
| | | | | between the Authority and the NVRM |
| Safety | 19 | Monitoring of drivers' hours | 17 weekly reports of driving hours exceeding regulations. HA may audit these reports on monthly basis | Compliant or not compliant |
| Safety | 20 | Reporting of accidents and near miss incidents | Accuracy of reporting of accidents and near miss incidents | Compliant or not compliant |
| Safety | 21 | Use of the hard shoulder without permission | Number of non compliant events | Zero |
| Safety | 22 | Monitoring of compliance with speed limits | Number of non compliant events, e.g. speeding tickets, reports from TOs and reports from any monitoring systems | Zero |
| Service | 23 | Provision of suitable facilities for Customers | Audit of Customer facilities and results of Customer satisfaction survey | Compliant or not compliant |
| Service | 24 | Provision of Customer feedback opportunity | Percentage of Customers offered opportunity to provide feedback on the Services received | 100% of Customers should be offered feedback opportunity |
| Cost | 25 | The NVRM shall verify that charging for Services is in line with the scale of fixed prices | Audit of charges vs fixed prices | 100% of all charges should be as per fixed pricing menu |
| Cost | 26 | The NVRM shall produce a receipt for all Services showing the extent of Services delivered | Audit of financial records and status of payment for any vehicle case shall be available to the Authority within normal | 100% of all records auditable and logged within vehicle case management |

| Theme | No | PI description | Measure | Target |
|------------------|----|---|--------------------------------------|---------|
| | | | working hours | system. |
| Right first time | 27 | Any dispute regarding overcharging which cannot be resolved by the NVRM shall be referred to the Authority. | Number of overcharging events upheld | Zero |

APPENDIX 'C' – MONTHLY REPORTS UNDER THE CONTRACT

KPI Reports

| Report | Theme | Report Description |
|---|----------------------------|---|
| Recovery Times | TIME | <ul style="list-style-type: none"> Measurement of Recovery Performance Against Time Targets |
| Telephone Response Times | TIME | <ul style="list-style-type: none"> Telephone Response Against KPI Target of 95% Answered Within 20 Seconds |
| Timeliness of Statutory Charge Collection | TIME | <ul style="list-style-type: none"> Measurement of Collection of Statutory Charge from Customers (75% Within 90 Days) |
| Supply Chain Payments | TIME | <ul style="list-style-type: none"> Measurement of Time Taken to Pay Supply Chain (98.5% Within 30 Days) |
| KPI Report Delivery | TIME | <ul style="list-style-type: none"> Measurement of the Delivery Time for KPI Reports (2 Weeks of Month End) |
| Service Availability | SERVICE | <ul style="list-style-type: none"> Measurement of the Availability of the NVRM Service 24/7/365 |
| Satisfactory Complaint Handling | SERVICE | <ul style="list-style-type: none"> Measurement of Response to Customer Complaints |
| Customer Satisfaction | SERVICE | <ul style="list-style-type: none"> Measurement of Customer Satisfaction |
| Receipt of Charges and Fees From NVRM | COST TIME | <ul style="list-style-type: none"> Measurement of Receipt Times for Statutory Charges and Referral Fees |
| Escalation of Service Issues | RIGHT 1 st TIME | <ul style="list-style-type: none"> Response to Escalations Within 10 Minutes |
| Accuracy of KPI Reports | RIGHT 1 st TIME | <ul style="list-style-type: none"> Measurement of Accuracy and Completeness of KPI Reports (2wks of Month End) |
| Property Handling | PRODUCT/SERVICE | <ul style="list-style-type: none"> Audit of Property Records for Accuracy |
| Satisfaction – Case Management | PRODUCT/SERVICE | <ul style="list-style-type: none"> Audit of Vehicle Case Records of Vehicle Condition and Payment Transparency |
| Accident Report | SAFETY | <ul style="list-style-type: none"> Report of Accidents Occurring to NVRM Staff (Number, Fatalities, RIDDOR Reportable) |
| Benchmarking | Service | <ul style="list-style-type: none"> Report on Available Benchmarks 6 MONTHLY |
| Authority Performance | 360 Review | <ul style="list-style-type: none"> NVRM score for Authority performance |

PI Reports

| Report | Theme | Report Description |
|--|----------------------------|--|
| Response to Authority – Performance Issues | TIME | <ul style="list-style-type: none"> Measurement of Response Time for Service Issues (100% in 1 Day) |
| Recovery Vehicle Dispatch to Regional Control Centre | TIME | <ul style="list-style-type: none"> Measurement of the Time Taken for Report Recovery Vehicle Dispatched (99% in 5 Mins) |
| Estimated Arrival Time to Regional Control Centre | TIME | <ul style="list-style-type: none"> Measurement of the Time Taken for Report Estimated Arrival Time (99% in 5 Mins) |
| Arrival of Vehicle to Storage to Regional Control Centre | TIME | <ul style="list-style-type: none"> Measurement of the Time Taken for Report Time of Vehicle to Secure Storage (99% in 2hrs) |
| Senior Staff Member Availability (Severe Incidents) | SERVICE | <ul style="list-style-type: none"> Report on Availability of Senior NVFRM Staff Member for Major Incidents (100%) |
| Attendance of Cold Incident Debriefs | SERVICE | <ul style="list-style-type: none"> Attendance of a Cold Case Debrief by NVRM Staff (100%) |
| Inform Customer of ETA via Mobile Phone | SERVICE | <ul style="list-style-type: none"> Customers informed of ETA via Available Mobile Phone (99%) |
| Logging of Actual Arrival Time | SERVICE | <ul style="list-style-type: none"> Monthly Audit of Actual Arrival Times (99%) |
| Vehicle and Property Retention Suitability | SERVICE | <ul style="list-style-type: none"> Compliance with HA Requirements |
| Notification to HA of Vehicle Release or Disposal | SERVICE | <ul style="list-style-type: none"> Measurement of Time Taken to Notify HA of Vehicle release or Disposal (99% in 1 Day) |
| Disposal – Written HA Authorisation | SERVICE | <ul style="list-style-type: none"> Compliance With HA Requirement (100% of Disposals with Written HA Authorisation) |
| Disposal of Vehicles and Unclaimed Property | SERVICE | <ul style="list-style-type: none"> Measurement of Non Compliant Disposals (0%) |
| Training Reports | SERVICE | <ul style="list-style-type: none"> Measurement of Support of HA Training Plan |
| Provision of Suitable Customer Facilities | SERVICE | <ul style="list-style-type: none"> Compliance of Customer Facilities |
| Customer Feedback Opportunities | SERVICE | <ul style="list-style-type: none"> Measurement of Percentage of Customers Offered Feedback Opportunity (100%) |
| Right Resource Sent 1 st Time | RIGHT 1 st TIME | <ul style="list-style-type: none"> Measurement of Resource Sent 1st Time Within KPI (98%) |
| Overcharge Escalations | RIGHT 1 st TIME | <ul style="list-style-type: none"> Measurement of Number of Upheld Overcharging Events (0%) |
| Specialist Recovery | PRODUCT | <ul style="list-style-type: none"> Measurement of Compliance (0%) |

| <i>Report</i> | <i>Theme</i> | <i>Report Description</i> |
|-------------------------------|--------------|--|
| Provision | | |
| Sealing Vehicles | PRODUCT | <ul style="list-style-type: none"> • Measurement of Vehicles Sealed Intact (99%) |
| Removed Items Report | PRODUCT | <ul style="list-style-type: none"> • Measurement of Items Removed Records (99.5%) |
| Drivers Hours Report | SAFETY | <ul style="list-style-type: none"> • Compliance with Drivers Hours regulations |
| Accidents/Near Misses | SAFETY | <ul style="list-style-type: none"> • Compliance of Report Accuracy |
| Hard Shoulder Usage | SAFETY | <ul style="list-style-type: none"> • Compliance of Hard Shoulder Use With Permission (100%) |
| Speed Limit Compliance Report | SAFETY | <ul style="list-style-type: none"> • Report of Non Compliant Events (0%) |
| Charging Report | COST | <ul style="list-style-type: none"> • Audit of Charges vs Fixed Prices |
| Receipt Provision | COST | Audit of Financial Records |

APPENDIX 'D' – ANNUAL REPORTS UNDER THE CONTRACT

KPI Reports

| <i>Report</i> | <i>Theme</i> | <i>Report Description</i> |
|---|----------------------------|---|
| Recovery Times | TIME | <ul style="list-style-type: none"> Measurement of Recovery Performance Against Time Targets |
| Telephone Response Times | TIME | <ul style="list-style-type: none"> Telephone Response Against KPI Target of 95% Answered Within 20 Seconds |
| Timeliness of Statutory Charge Collection | TIME | <ul style="list-style-type: none"> Measurement of Collection of Statutory Charge from Customers (75% Within 90 Days) |
| Supply Chain Payments | TIME | <ul style="list-style-type: none"> Measurement of Time Taken to Pay Supply Chain (98.5% Within 30 Days) |
| KPI Report Delivery | TIME | <ul style="list-style-type: none"> Measurement of the Delivery Time for KPI Reports |
| Service Availability | SERVICE | <ul style="list-style-type: none"> Measurement of the Availability of the NVRM Service 24/7/365 |
| Satisfactory Complaint Handling | SERVICE | <ul style="list-style-type: none"> Measurement of Response to Customer Complaints |
| Customer Satisfaction | SERVICE | <ul style="list-style-type: none"> Measurement of Customer Satisfaction |
| Receipt of Charges and Fees From NVRM | COST TIME | <ul style="list-style-type: none"> Measurement of Receipt Times for Statutory Charges & Referral Fees |
| Escalation of Service Issues | RIGHT 1 st TIME | <ul style="list-style-type: none"> Response to Escalations Within 10 Minutes |
| Accuracy of KPI Reports | RIGHT 1 st TIME | <ul style="list-style-type: none"> Measurement of Accuracy and Completeness of KPI Reports (2wks of Month End) |
| Property Handling | PRODUCT/ SERVICE | <ul style="list-style-type: none"> Audit of Property Records Accuracy |
| Satisfaction – Case Management | PRODUCT/ SERVICE | <ul style="list-style-type: none"> Audit of Vehicle Case Records of Vehicle Condition and Payment Transparency |
| Accident Report | SAFETY | <ul style="list-style-type: none"> Report of Accidents Occurring to NVRM Staff (Number, Fatalities, RIDDOR Reportable) |

| Report | Theme | Report Description |
|-----------------------|--------------|--|
| Authority Performance | 360 Review | <ul style="list-style-type: none"> NVRM score for Authority performance |

PI Reports

| Report | Theme | Report Description |
|--|--------------|--|
| Response to Authority – Performance Issues | TIME | <ul style="list-style-type: none"> Measurement of Response Time for Service Issues (100% in 1 Day) |
| Recovery Vehicle Dispatch to Regional Control Centre | TIME | <ul style="list-style-type: none"> Measurement of the Time Taken for Report Recovery Vehicle Dispatched (99% in 5 Mins) |
| Estimated Arrival Time to Regional Control Centre | TIME | <ul style="list-style-type: none"> Measurement of the Time Taken for Report Estimated Arrival Time (99% in 5 Mins) |
| Arrival of Vehicle to Storage to Regional Control Centre | TIME | <ul style="list-style-type: none"> Measurement of the Time Taken for Report Time of Vehicle to Secure Storage (99% in 2hrs) |
| Senior Staff Member Availability (Severe Incidents) | SERVICE | <ul style="list-style-type: none"> Report on Availability of Senior NVFRM Staff Member for Major Incidents (100%) |
| Attendance of Cold Incident Debriefs | SERVICE | <ul style="list-style-type: none"> Attendance of a Cold Case Debrief by NVRM Staff (100%) |
| Inform Customer of ETA via Mobile Phone | SERVICE | <ul style="list-style-type: none"> Customers informed of ETA via Available Mobile Phone (99%) |
| Logging of Actual Arrival Time | SERVICE | <ul style="list-style-type: none"> Monthly Audit of Actual Arrival Times (99%) |
| Vehicle and Property Retention Suitability | SERVICE | <ul style="list-style-type: none"> Compliance with HA Requirements |
| Notification to HA of Vehicle Release or Disposal | SERVICE | <ul style="list-style-type: none"> Measurement of Time Taken to Notify HA of Vehicle release or Disposal (99% in 1 Day) |
| Disposal – Written HA Authorisation | SERVICE | <ul style="list-style-type: none"> Compliance With HA Requirement (100% of Disposals with Written HA Authorisation) |
| Disposal of Vehicles and Unclaimed Property | SERVICE | <ul style="list-style-type: none"> Measurement of Non-Compliant Disposals (0%) |

| <i>Report</i> | <i>Theme</i> | <i>Report Description</i> |
|---|----------------------------|--|
| Training Reports | SERVICE | <ul style="list-style-type: none"> Measurement of Support of HA Training Plan |
| Provision of Suitable Customer Facilities | SERVICE | <ul style="list-style-type: none"> Compliance of Customer Facilities |
| Customer Feedback Opportunities | SERVICE | <ul style="list-style-type: none"> Measurement of Percentage of Customers Offered Feedback Opportunity (100%) |
| Right Resource Sent 1 st Time | RIGHT 1 st TIME | <ul style="list-style-type: none"> Measurement of Resource Sent 1st Time Within KPI (98%) |
| Overcharge Escalations | RIGHT 1 st TIME | <ul style="list-style-type: none"> Measurement of Number of Upheld Overcharging Events (0%) |
| Specialist Recovery Provision | PRODUCT | <ul style="list-style-type: none"> Measurement of Compliance (0%) |
| Sealing Vehicles | PRODUCT | <ul style="list-style-type: none"> Measurement of Vehicles Sealed Intact (99%) |
| Removed Items Report | PRODUCT | <ul style="list-style-type: none"> Measurement of Items Removed Records (99.5%) |
| Drivers Hours Report | SAFETY | <ul style="list-style-type: none"> Compliance with Drivers Hours regulations |
| Accidents/Near Miss Reports | SAFETY | <ul style="list-style-type: none"> Compliance of Report Accuracy |
| Hard Shoulder Usage | SAFETY | <ul style="list-style-type: none"> Compliance of Hard Shoulder Use With Permission (100%) |
| Speed Limit Compliance Report | SAFETY | <ul style="list-style-type: none"> Report of Non Compliant Events (0%) |
| Charging Report | COST | <ul style="list-style-type: none"> Audit of Charges vs Fixed Prices |
| Receipt Provision | COST | <ul style="list-style-type: none"> Audit of Financial Records |

APPENDIX 'E' – REPORTING ON PERFORMANCE USING THE PRINCIPLES OF MST

For the reasons recorded previously, PIs will not be subject of the reporting procedure. The reasons for this are that these PIs are extensively reported upon as part of the Service Delivery Report and are therefore being continuously monitored. If there is regular under performance it will be noted, rectification plans will be introduced and those PIs may be elevated into the category of a KPI and thus fall into the Service Credit regime.