

SANRAL
SOUTH AFRICAN NATIONAL ROADS AGENCY SOC LTD



BUILDING SOUTH AFRICA
THROUGH BETTER ROADS

**THE SOUTH AFRICAN NATIONAL
ROADS AGENCY SOC LIMITED**

CONTRACT SANRAL X.002-184-2023/1

**PROCUREMENT OF THE OPERATIONS AND MAINTENANCE OF AN OPEN
ROAD TOLLING SYSTEM IN THE GAUTENG PROVINCE, SOUTH AFRICA,
AND A NATIONAL TRANSACTION CLEARING HOUSE**

VOLUME 3

PART C3 EMPLOYER'S REQUIREMENTS

**PART C3.5.1 PART B – TRANSITIONAL SUBCONTRACT:
PERFORMANCE MEASUREMENT
ALLOCATION**

CHIEF EXECUTIVE OFFICER

SOUTH AFRICAN NATIONAL ROADS AGENCY SOC LIMITED

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NAME OF TENDERER:

Set sequential number



CONTRACT SANRAL X.002-184-2023/1

FOR

**THE PROCUREMENT OF THE OPERATIONS AND MAINTENANCE OF
AN OPEN ROAD TOLLING SYSTEM IN THE GAUTENG PROVINCE,
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PART C3

EMPLOYER'S REQUIREMENTS

PART C3.5.1

**PART B – TRANSITIONAL
SUBCONTRACT: PERFORMANCE
MEASUREMENT ALLOCATION**

COMPILED UNDER THE DIRECTION OF THE REGIONAL MANAGER: NORTHERN REGION

SOUTH AFRICAN NATIONAL ROADS AGENCY SOC LIMITED

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LIST OF CONTRACT DOCUMENTS

The following documents form part of this Contract:

Volume 1: The FIDIC Conditions of Contract for Design, Build and Operate Projects (September 2008), issued by the International Federation of Consulting Engineers, which the Tenderer shall purchase himself.

Volume 2: Not applicable.

Volume 3: The Project Document, containing the tender notice, Conditions of Tender, Tender Data, Returnable Schedules, general and particular conditions of contract, project specifications, Pricing Schedule, Form of offer and Site Information is issued by the Employer. The Employer's Form of Acceptance and any correspondence from the selected tenderer, performance security-demand guarantee and all addenda issued during the period of tender will also form part of this volume once a successful tenderer has been appointed.

The conditions of tender are the standard conditions of tender as contained in the South African Bureau of Standards, SANS 10845-3:2015, Construction procurement – Part 3: Standard conditions of tender, document, which the tenderer shall purchase himself.

Volume 4: Not applicable.

Volume 5: Not applicable.

Volume 6: Not applicable.

Volume 7: Not applicable.

The following documents form part of this Contract:

<u>Volume 1</u>	<u>The FIDIC Conditions of Contract for Design, Build and Operate Projects, First Edition 2008</u>
<u>Volume 2</u>	<u>Not Applicable</u>
<u>Volume 3</u>	<u>Project Document (Parts T1, T2, C1, C2, C3 and C4)</u>
<u>Part T1</u>	<u>Tender Procedures</u>
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SECTION 1. PERFORMANCE MEASUREMENT ALLOCATION

1.1 INTRODUCTION

1.1.1 Overview

- 1.1.1.1 This Part C3.5.1, Part B outlines the performance risks in terms of KPIs, considered as Operator Debt KPIs, Critical KPIs and Standard KPIs. It further provides the concept for the allocation of associated performance liabilities of the Principal Contractor and the Transitional Subcontractor during the Transitional- and the Operations Service Periods in relation to the Transitional Subcontract.
- 1.1.1.2 The application of above-mentioned KPI groups and associated mechanisms specified in the Employer's Requirements are regulated under FIDIC Sub-Clause 10.7 [Failure to Reach Production Outputs].
- 1.1.1.3 This Part C3.5.1, Part B shall be understood, interpreted and construed in accordance with the associated Employer's Requirements, and the following principle provisions:
- 1.1.1.3.1 This Part C3.5.1, Part B is only applicable to the existing Systems to be supported under the Transitional Subcontract. In the event that new Systems have been implemented and commissioned in future, the Performance Regime shall be reviewed under the Principal Contract using similar principles as set out hereunder, save for the total maximum negative adjustments set out under 1.1.3.5 (Operator Debt group of KPIs) below which shall not apply. In this regard, the Principal Contractor shall note that he will have reasonable opportunity to participate and comment (as a means of risk mitigation) during the implementation and execution of the Section 2 Design-Build (new systems) in relation to the design, testing, commissioning, etc processes.
- 1.1.1.3.2 During the Transitional- and Operation Service Periods of the Transitional Subcontract, the specified Performance Regime and implementation and maintenance thereof shall apply.
- 1.1.1.3.3 The standard group of KPIs shall attract no positive or negative adjustments under the contracts, but shall be used and reported on for the purpose of detecting & resolving problem areas and associated continuous performance improvements.
- 1.1.1.3.4 The Critical group of KPIs shall attract positive and/or negative adjustments under the contracts (Principal Contract and Transitional Subcontract) which shall be measured and calculated on a monthly basis in arrears and in accordance with the prescribed model and / or associated provisions of the Employer's Requirements.

The total monthly adjustment amount calculated shall then be distributed between the Principal Contractor and the Transitional Subcontractor in accordance with the specified methodology tabled below.

The total maximum negative adjustments shall be R 1,050,000 per month and the total maximum positive adjustments shall be R 525,000 per month (on the Principal Contract), as applied to the Interim and Final Payment Certificates, to be cumulatively calculated over the total number of actual months applicable to the contracts.

The distribution of these maximum adjustments between the Principal Contractor and Transitional Subcontractor shall be:

Principal Contractor: R 1,050,000 negative per month cumulatively and R 525,000 positive adjustment per month cumulatively.

Transitional Subcontractor: R 190,000 negative per month cumulatively and R 94,000 positive adjustment per month cumulatively.

The total liability or total capped amount shall be the monthly value above multiplied with the contract duration and can result in a monthly adjustment in excess of the monthly values specified above. These capped amounts shall be subject to monthly Consumer Price Index (CPI) increases as described in Part C2.1.1 Payment Methodology.

For example, and in the case of a 10-month contract duration for the Principal Contractor with some negative adjustments without CPI:

Month	Maximum cumulative adjustment	Attributable Incident	Monthly adjustment	Cumulative Monthly Adjustments
1	R 1 050 000			
2	R 2 100 000			
3	R 3 150 000	R 3 600 000	R 3 150 000	R 3 150 000
4	R 4 200 000		R 450 000	R 3 600 000
5	R 5 250 000			R 3 600 000
6	R 6 300 000	R 500 000	R 500 000	R 4 100 000
7	R 7 350 000			R 4 100 000
8	R 8 400 000	R 20 000 000	R 4 300 000	R 8 400 000
9	R 9 450 000		R 1 050 000	R 9 450 000
10	R 10 500 000		R 1 050 000	R 10 500 000
Total	R 10 500 000	R 24 100 000	R 10 500 000	R 10 500 000

- 1.1.1.3.5 The Operator Debt group of KPIs shall attract negative adjustments under the contracts (Principal Contract and Transitional Subcontract) which shall be measured and calculated on a monthly basis in arrears and in accordance with the prescribed model and / or associated provisions of the Employer's Requirements.

The total monthly adjustment calculated shall then be distributed between the Principal Contractor and the Transitional Subcontractor in accordance with the specified methodology tabled below.

The total maximum negative adjustments shall be R 790,000 per month, as applied to the Interim and Final Payment Certificates, to be cumulatively calculated over the total number of actual months applicable to the contracts.

The distribution of these maximum negative adjustments between the Principal Contractor and Transitional Subcontractor shall be:

Principal Contractor: *R 790,000 negative adjustment per month cumulatively.*

Transitional Subcontractor: *R 630,000 negative adjustment per month cumulatively.*

These capped amounts are subject to Consumer Price Index (CPI) increases as described in Part C2.1.1 Payment Methodology.

The example in the table above similarly applies to Operator Debt.

- 1.1.1.3.6 The maximum allocation of any Critical or Operator debt KPI adjustment to the Transitional Subcontractor or New System Contractor shall be 80%, in order to permit the allocation of the management and / or interfacing risk for which the Principal Contractor is responsible.
- 1.1.1.3.7 In case of any Operator Debt encountered / suffered which does not fall within the specific ambit of the KPIs contained in the specified Performance Regime, or is related to that of ongoing negligence of the Contractor, other additional remedies may be enforceable under the contracts.
- 1.1.1.3.8 During the Transitional Period (ramping up and ramping down), the complexity of the allocation of risk and liability is acknowledged. Therefore, all parties (Principal Employer's Personnel, Principal Contractor's Personnel and Transitional Subcontractor's Personnel) shall use and apply their best endeavours to co-operate in the spirit of joint resolution, taking into account the actual circumstances and interests of all parties where and when necessary.
- 1.1.1.3.9 It is envisaged that the existing Performance Regime shall be improved during the duration of the Transitional Subcontract Period.

1.1.2 Organisational Arrangement versus Terminology

1.1.2.1 There are two primary contracts relevant to the Project.

1.1.2.1.1 The first is this Contract, the ORT Operations Contract, which is for (inter-alia):

- All operations and maintenance related to the Gauteng ORT tolling system, the national TCH, VPC and VAS functions.
- The supply and maintenance of a replacement Roadside System; when triggered.
- The supply and maintenance of all toll system hardware for the new Toll Back Office System; once said system procurement is triggered.

1.1.2.1.2 The second contract is a Toll Back Office System supply and support contract, when triggered by SANRAL, for the supply of a new toll back office and billing system for the Gauteng ORT, national account hosting and transaction processing, and violations processing, excluding that of hardware supply, which is the responsibility of the ORT Operations Contract.

1.1.2.2 Also forming part of the structuring going forward is a nominated subcontract for transitional operations and maintenance support services to the ORT Operations Contract, which subcontract is termed the Transitional Subcontract. The Transitional Subcontractor is the Incumbent Contractor.

1.1.2.3 TABLE 1.1-1 clarifies the organisational arrangements versus the appropriate terminology as is used in the Employer's Requirements.

TABLE 1.1-1: ORGANISATIONAL ARRANGEMENT VS. TERMINOLOGY

Entity (vertical) / Contract (horizontal)	ORT Operations Contract	Transitional Subcontract	SI [New Toll Back Office System] Contract, if / when triggered by SANRAL
SANRAL	Employer	Principal Employer	Employer
ORT Contractor	Contractor	Employer	"Other contractor" * of Employer under FIDIC Sub-Clause 4.6(b)
Transitional Subcontractor	Nominated Subcontractor	Contractor	"Nominated subcontractor" * of ORT Contractor under FIDIC Sub-Clause 4.5
SI [New Toll Back Office System] Contractor	"Other contractor" * of Employer under FIDIC, Sub-Clause 4.6(b)	"Other contractor" * of Principal Employer under FIDIC, Sub-Clause 4.6(b)	Contractor

* Terminology as used by FIDIC

1.2 KPI PERCENTAGE RISK ALLOCATION

1.2.1 Overview

1.2.1.1 The sections below details the proposed risk percentage allocation of the various KPIs.

1.2.2 Operator Debt

1.2.2.1 The Operator Debt KPIs relates directly to the losses incurred by SANRAL and in some instances allows a margin of error called threshold, which is considered allowable losses.

1.2.2.2 TABLE 1.2-1 provides the list of existing OD KPIs and indicates the associated risks for the Contractors.

TABLE 1.2-1: OPERATOR DEBT KPIS

Operator Debt			Root Cause: System [Hardware, Software, Transaction processing (<i>Automated</i>), Support (<i>2nd and 3rd line</i>)]				Root Cause: Operations [System touching E&M (<i>Specialist Maintenance</i>), System touching E&M (<i>Routine Maintenance</i>), Transaction processing (Manual), Maintenance, Support (<i>1st line</i>)]			
			Before Operations Transition KPI % Risk Allocation		Post Operations Transition KPI % Risk Allocation		Before Operations Transition KPI % Risk Allocation		Post Operations Transition KPI % Risk Allocation	
Code	Name	ASA 3 Category	Transitional Contractor	Principle Contractor	Transitional Contractor / New Toll Back Office System Contractor	Principle Contractor	Transitional Contractor	Principle Contractor	Transitional Contractor / New Toll Back Office System Contractor	Principle Contractor
ORT-100 OD ^a	Tolling Points - availability (Per TP)	OD	80%	20%	80%	20%	80%	20%	80%	20%
ORT-101 OD	Evidential Records submitted to the TCH - quality	OD	80%	20%	40%	60%	80%	20%	0%	100%
ORT-102 OD	Tolling Points - performance I (of Vehicles Per TR)	OD	80%	20%	80%	20%	80%	20%	80%	20%
ORT-120 OD	No data loss	OD	80%	20%	60%	40%	80%	20%	0%	100%
ORT-123 OD ^a	Security key changes at installed Tolling Points – quantity	OD	80%	20%	80%	20%	80%	20%	0%	100%

Operator Debt			Root Cause: System [Hardware, Software, Transaction processing (<i>Automated</i>), Support (<i>2nd and 3rd line</i>)]				Root Cause: Operations [System touching E&M (<i>Specialist Maintenance</i>), System touching E&M (<i>Routine Maintenance</i>), Transaction processing (Manual), Maintenance, Support (<i>1st line</i>)]			
			Before Operations Transition KPI % Risk Allocation		Post Operations Transition KPI % Risk Allocation		Before Operations Transition KPI % Risk Allocation		Post Operations Transition KPI % Risk Allocation	
Code	Name	ASA 3 Category	Transitional Contractor	Principle Contractor	Transitional Contractor / New Toll Back Office System Contractor	Principle Contractor	Transitional Contractor	Principle Contractor	Transitional Contractor / New Toll Back Office System Contractor	Principle Contractor
ORT-141 OD ^b	Manual Validation resulting in unidentifiable or no VLN - Audit		80%	20%	0%	100%	80%	20%	0%	100%
TCH-220 OD	No data loss	OD	80%	20%	60%	40%	80%	20%	0%	100%
TCH-221 OD	Rejection of Compliant Transaction Records	OD	80%	20%	80%	20%	80%	20%	0%	100%
TCH-262 OD ^c	KAH Interest Invoice	OD	80%	20%	20%	80%	80%	20%	0%	100%
TCH-263 OD ^c	KAH Management Fee Invoice	OD	80%	20%	20%	80%	80%	20%	0%	100%
TCH-264 OD ^c	Rejected (Stale) and Disputed Transactions	OD	80%	20%	60%	40%	80%	20%	0%	100%
VPC-320 OD	No data loss	OD	80%	20%	60%	40%	80%	20%	0%	100%
VPC-321 OD	Rejection of Compliant Transaction Records	OD	80%	20%	80%	20%	80%	20%	0%	100%

1.2.2.3 Notes:

- ^a This OD calculation includes the losses incurred through security key changes at installed Tolling Points. (ORT-100 OD and ORT-123 OD)
- ^b Already agreed with the Transitional Contractor to include as a new OD, based on audited percentage of probable income loss. (ORT-141 OD)
- ^c The various TCH-240 OD KPIs have been renamed to TCH-262 OD, TCH-263 OD and TCH-264 OD respectively. (TCH-240 OD)

1.2.3 Critical KPIs

1.2.3.1 The Critical KPIs relate key business measures with predefined service levels that need to be achieved to ensure the entire project functions at acceptable levels. If the service levels are not reached, then penalties need to be paid by the Contractor whilst if the service levels are exceeded, bonuses might be received. The intention of these KPIs are not to penalise the Contractor, but rather to ensure the desired levels of performance are achieved.

1.2.3.2 TABLE 1.2-2 provides the list of existing critical KPIs and indicates the associated risks for the Contractors.

TABLE 1.2-2: CRITICAL KPIS

Critical KPIS			Root Cause: System [Hardware, Software, Transaction processing (Automated), Support (2 nd and 3 rd line)]				Root Cause: Operations [System touching E&M (Specialist Maintenance), System touching E&M (Routine Maintenance), Transaction processing (Manual), Maintenance, Support (1 st line)]			
			Before Operations Transition KPI % Risk Allocation		Post Operations Transition KPI % Risk Allocation		Before Operations Transition KPI % Risk Allocation		Post Operations Transition KPI % Risk Allocation	
Code	Name	ASA 3 Category	Transitional Contractor	Principle Contractor	Transitional / New Toll Back Office System Contractor	Principle Contractor	Transitional Contractor	Principle Contractor	Transitional / New Toll Back Office System Contractor	Principle Contractor
ORT-103 C	Tolling Points - performance II	Critical	80%	20%	80%	20%	80%	20%	0%	100%
ORT-104 C	Customer Service Centres - availability	Critical	80%	20%	50%	50%	80%	20%	0%	100%
ORT-105 C	Internet Services - availability (TCH)	Critical	80%	20%	0%	100%	80%	20%	0%	100%
ORT-106 C	Internet Services - availability (VPC)	Critical	80%	20%	0%	100%	80%	20%	0%	100%
ORT-107 C	Transaction Records submitted to TCH - timeliness	Critical	80%	20%	30%	70%	80%	20%	0%	100%
ORT-108 C ^j	Charging and charge reconciliation	Critical	80%	20%	40%	60%	80%	20%	0%	100%

Critical KPIs			Root Cause: System [Hardware, Software, Transaction processing (Automated), Support (2 nd and 3 rd line)]				Root Cause: Operations [System touching E&M (Specialist Maintenance), System touching E&M (Routine Maintenance), Transaction processing (Manual), Maintenance, Support (1 st line)]			
			Before Operations Transition KPI % Risk Allocation		Post Operations Transition KPI % Risk Allocation		Before Operations Transition KPI % Risk Allocation		Post Operations Transition KPI % Risk Allocation	
Code	Name	ASA 3 Category	Transitional Contractor	Principle Contractor	Transitional / New Toll Back Office System Contractor	Principle Contractor	Transitional Contractor	Principle Contractor	Transitional / New Toll Back Office System Contractor	Principle Contractor
	processes - accuracy									
ORT-109 C	VPC process - availability	Critical	80%	20%	80%	20%	80%	20%	0%	100%
ORT-110 C	Data processes to Toll Agencies - availability	Critical	80%	20%	80%	20%	80%	20%	0%	100%
ORT-114 C ^d	Compliance with Employer's accounting reporting requirements	Critical	80%	20%	0%	100%	80%	20%	0%	100%
ORT-122 C	Charge reconciliation and reporting processes - availability	Critical	80%	20%	80%	20%	80%	20%	0%	100%

Critical KPIs			Root Cause: System [Hardware, Software, Transaction processing (<i>Automated</i>), Support (<i>2nd and 3rd line</i>)]				Root Cause: Operations [System touching E&M (<i>Specialist Maintenance</i>), System touching E&M (<i>Routine Maintenance</i>), Transaction processing (Manual), Maintenance, Support (<i>1st line</i>)]			
			Before Operations Transition KPI % Risk Allocation		Post Operations Transition KPI % Risk Allocation		Before Operations Transition KPI % Risk Allocation		Post Operations Transition KPI % Risk Allocation	
Code	Name	ASA 3 Category	Transitional Contractor	Principle Contractor	Transitional / New Toll Back Office System Contractor	Principle Contractor	Transitional Contractor	Principle Contractor	Transitional / New Toll Back Office System Contractor	Principle Contractor
ORT-124 C	Maintenance	Critical	80%	20%	0%	100%	80%	20%	0%	100%
ORT-127 C	Automatic Vehicle Classification Accuracy	Critical	80%	20%	80%	20%	80%	20%	80%	20%
ORT-130 C	ANPR Correct Read Rate	Critical	80%	20%	80%	20%	80%	20%	80%	20%
ORT-132 C ^e	Vehicle Framing Accuracy & DSCR Capture Rate	Critical/Std	80%	20%	80%	20%	80%	20%	80%	20%
ORT-138 C ^e	Customer Satisfaction	Critical	80%	20%	0%	100%	80%	20%	0%	100%
ORT-200 C	Transaction Record management process - availability	Critical	80%	20%	80%	20%	80%	20%	0%	100%

Critical KPIs			Root Cause: System [Hardware, Software, Transaction processing (Automated), Support (2 nd and 3 rd line)]				Root Cause: Operations [System touching E&M (Specialist Maintenance), System touching E&M (Routine Maintenance), Transaction processing (Manual), Maintenance, Support (1 st line)]			
			Before Operations Transition KPI % Risk Allocation		Post Operations Transition KPI % Risk Allocation		Before Operations Transition KPI % Risk Allocation		Post Operations Transition KPI % Risk Allocation	
Code	Name	ASA 3 Category	Transitional Contractor	Principle Contractor	Transitional / New Toll Back Office System Contractor	Principle Contractor	Transitional Contractor	Principle Contractor	Transitional / New Toll Back Office System Contractor	Principle Contractor
ORT-203 C	Account management processes to Customer Service Centres - availability	Critical	80%	20%	80%	20%	80%	20%	0%	100%
TCH-204 C ^j	Statements and Invoices - accuracy	Critical	80%	20%	40%	60%	80%	20%	0%	100%
TCH-206 C ^d	Compliance with Employer's accounting reporting requirements (All Entities)	Critical	80%	20%	0%	100%	80%	20%	0%	100%
TCH-223 C	Transaction Records submitted to VPC – timeliness	Critical	80%	20%	80%	20%	80%	20%	0%	100%

Critical KPIs			Root Cause: System [Hardware, Software, Transaction processing (<i>Automated</i>), Support (<i>2nd and 3rd line</i>)]				Root Cause: Operations [System touching E&M (<i>Specialist Maintenance</i>), System touching E&M (<i>Routine Maintenance</i>), Transaction processing (Manual), Maintenance, Support (<i>1st line</i>)]			
			Before Operations Transition KPI % Risk Allocation		Post Operations Transition KPI % Risk Allocation		Before Operations Transition KPI % Risk Allocation		Post Operations Transition KPI % Risk Allocation	
Code	Name	ASA 3 Category	Transitional Contractor	Principle Contractor	Transitional / New Toll Back Office System Contractor	Principle Contractor	Transitional Contractor	Principle Contractor	Transitional / New Toll Back Office System Contractor	Principle Contractor
TCH-228 C ^a	Enquiry and Complaint Processing (All Entities & All Channels)	Std			0%	100%			0%	100%
TCH-237 C ^f	Call queuing time, including IVR calls held pending transfer to an operator	Critical	80%	20%	30%	70%	80%	20%	0%	100%
TCH-240 C	Despatching of Invoices and Statements - timeliness	Critical	80%	20%	80%	20%	80%	20%	0%	100%
TCH-246 C	Customer Satisfaction (All Entities)	Critical	80%	20%	0%	100%	80%	20%	0%	100%

Critical KPIs			Root Cause: System [Hardware, Software, Transaction processing (<i>Automated</i>), Support (<i>2nd and 3rd line</i>)]				Root Cause: Operations [System touching E&M (<i>Specialist Maintenance</i>), System touching E&M (<i>Routine Maintenance</i>), Transaction processing (Manual), Maintenance, Support (<i>1st line</i>)]			
			Before Operations Transition KPI % Risk Allocation		Post Operations Transition KPI % Risk Allocation		Before Operations Transition KPI % Risk Allocation		Post Operations Transition KPI % Risk Allocation	
Code	Name	ASA 3 Category	Transitional Contractor	Principle Contractor	Transitional / New Toll Back Office System Contractor	Principle Contractor	Transitional Contractor	Principle Contractor	Transitional / New Toll Back Office System Contractor	Principle Contractor
TCH-251 C	KARS Satisfaction Scorecard	Critical	80%	20%	70%	30%	80%	20%	0%	100%
TCH-253 C ^g	Audit Findings Resolution				0%	100%			0%	100%
VPC-300 C/S ^b	Proportion of Invoices (excluding Final Invoices) issued within 61 days	Critical/ Standard	80%	20%			80%	20%		
VPC-301 C/S ^b	Proportion of Final Invoices (Demands or LODs) issued within 30 days	Critical/ Standard	80%	20%			80%	20%		
VPC-302 C/S ^b	Proportion of Instruments issued within 30 days	Critical/ Standard	80%	20%			80%	20%		

Critical KPIs			Root Cause: System [Hardware, Software, Transaction processing (<i>Automated</i>), Support (<i>2nd and 3rd line</i>)]				Root Cause: Operations [System touching E&M (<i>Specialist Maintenance</i>), System touching E&M (<i>Routine Maintenance</i>), Transaction processing (Manual), Maintenance, Support (<i>1st line</i>)]			
			Before Operations Transition KPI % Risk Allocation		Post Operations Transition KPI % Risk Allocation		Before Operations Transition KPI % Risk Allocation		Post Operations Transition KPI % Risk Allocation	
Code	Name	ASA 3 Category	Transitional Contractor	Principle Contractor	Transitional / New Toll Back Office System Contractor	Principle Contractor	Transitional Contractor	Principle Contractor	Transitional / New Toll Back Office System Contractor	Principle Contractor
VPC-303 C	Violation processing system to pursue the Debt Collection process - availability	Critical	80%	20%	80%	20%	80%	20%	0%	100%
VPC-304 C ^h	Rejection of Transaction Records by a Peace Officer or Toll Peace Officer	Critical	80%	20%			80%	20%		
VPC-305 C ^j	Rejection of Instruments during the Debt Collection process	Critical	80%	20%	80%	20%	80%	20%	0%	100%
VPC-306 C ^j	Invoices, Final Invoices and Debt Collection	Critical	80%	20%	40%	60%	80%	20%	0%	100%

Critical KPIs			Root Cause: System [Hardware, Software, Transaction processing (Automated), Support (2 nd and 3 rd line)]				Root Cause: Operations [System touching E&M (Specialist Maintenance), System touching E&M (Routine Maintenance), Transaction processing (Manual), Maintenance, Support (1 st line)]			
			Before Operations Transition KPI % Risk Allocation		Post Operations Transition KPI % Risk Allocation		Before Operations Transition KPI % Risk Allocation		Post Operations Transition KPI % Risk Allocation	
Code	Name	ASA 3 Category	Transitional Contractor	Principle Contractor	Transitional / New Toll Back Office System Contractor	Principle Contractor	Transitional Contractor	Principle Contractor	Transitional / New Toll Back Office System Contractor	Principle Contractor
	Instruments - accuracy									
VPC-309 C ^d	Compliance with Employer's accounting reporting requirements	Critical	80%	20%	0%	100%	80%	20%	0%	100%
VPC-322 C ⁱ	Processing of Nominations and Representations	Std	80%	20%	0%	100%	80%	20%	0%	100%
VPC-334 C ^f	Call queuing time, including IVR calls held pending transfer to an operator	Critical	80%	20%	30%	70%	80%	20%	0%	100%
VPC-335 C	Customer Satisfaction ^e	Critical	80%	20%	0%	100%	80%	20%	0%	100%

1.2.3.3 Notes:

- ^a All the Enquiry and Complaint response time KPIs are combined regardless of channels and entity into 1 KPI within TCH and moved to be a critical KPI. (TCH-228, TCH-229, TCH-230, TCH-232, TCH-233, VPC-328, VPC-329 and VPC-330)
- ^b The KPI will no longer be applied after the transition period, but shall be directly accommodated in the Payment Certificate where different rates will be applied for the timeliness of the various financial instruments. The KPI will change from being a Critical KPI to being a Standard KPI. (VPC-300 C, VPC-301 C and VPC-302 C)
- ^c All of the Customer Satisfaction KPIs are combined into 1 KPI with TCH. (ORT-138, TCH-246 and VPC-335)
- ^d Employers Accounting Reporting KPIs are combined into KPI with TCH. (ORT-114, TCH-206 and VPC-309)
- ^e Combine Vehicle Framing Accuracy and DSCR Capture Rate (from Standard KPIs), limit penalty and bonus to current ORT-132 C. (ORT-131 C and ORT-132 C)
- ^f All of the Call Queuing Time KPIs are combined into 1 KPI with TCH. (TCH-237 C and VPC-334 C)
- ^g Audit Resolution shall only be applicable on the Principle Contractor. (TCH-253 C)
- ^h Removed. Transactions no longer validated on a transaction level but on an infringement level based on legal interpretation. (VPC-304 C)
- ⁱ Processing of Nominations and Representations are combined and moved from standard KPI to critical. If two-band option is pursued, the lower limit on the penalty band will be reduced from 95% to 91%. (VPC-322 C)
- ^j TSL and Bands were measured differently, changed to measure and apply increment for penalties instead of Invoices issued. (ORT-108 C, TCH-204 C, VPC-305 C and VPC-306 C)

1.2.4 Standard KPIs

- 1.2.4.1 The Standard KPIs relate key business measures with predefined service levels that need to be achieved to ensure the entire project functions at acceptable levels. No penalties or bonuses are associated with these KPIs, however the KPIs are measured to ensure the desired levels of performance is achieved.
- 1.2.4.2 Note that it might seem like some KPIs are duplicated from Operator Debt, but it provides performance in terms of number of transactions instead of the value thereof.
- 1.2.4.3 TABLE 1.2-3 provides the list of existing critical KPIs and indicates the associated risks for the Contractors.

TABLE 1.2-3: STANDARD KPIS

Standard KPIs		
Code	Name	ASA 3 Category
ORT-100 S	Tolling Points - availability (Per TP)	Std
ORT-101 S	Evidential Records submitted to the TCH - quality	Std
ORT-102 S	Tolling Points - performance I (of Vehicles) (Per TR)	Std
ORT-111 S	Support processes to Mobile policing - availability	Std
ORT-112 S	Mobile policing vehicles - availability	Std
ORT-113 S^j	Compliance with Employer's performance reporting requirements	Std
ORT-120 S	No data loss	Std
ORT-121 S	Evidential Store Availability	Std
ORT-123 S^m	Security key changes at installed Tolling Points – quantity	Std
ORT-125 S ^b	Repair Time - compliance	Std
ORT-126 S	VOSI Reporting - Timeliness	Std
ORT-128 S	ANPR Capture Rate	Std
ORT-129 S	ANPR Trigger Rate	Std
ORT-131 S^k	DSRC Capture Rate	Std
ORT-134 S	Valid customer complaints - proportion	Std
ORT-135 S	SMS service availability	Std
ORT-136 S	Account Registration Processing - accuracy	Std
ORT-139 S^s	Tactical marketing programme Level of Service (LOS)	Std
ORT-140 S^h	Contract Performance Management	Std

Standard KPIs		
Code	Name	ASA 3 Category
ORT-227 S	Discount and Exemption Processing	Std
ORT-238 S	TCH website average response time	Std
ORT-241 S^b	Repair Time – compliance	Std
ORT-323 S	Average response time to a mobile data request from Mobile Policing Vehicles	Std
ORT-326 S^b	Repair Time – compliance	Std
ORT-332 S	Internet average response time	Std
TCH-201 S	Tags ready for service	Std
TCH-202 S ^d	Call Centre service availability, including IVR services	Std
TCH-205 S ⁱ	Compliance with Employer's performance reporting requirements	Std
TCH-207 S	KARS service availability	Std
TCH-220 S	No data loss	Std
TCH-221 S	Rejection of Compliant Transaction Records	Std
TCH-222 S	Account Update - timeliness	Std
TCH-224 S	Tag channel management	Std
TCH-225 S^j	Account Registration Processing (postal) – availability	Std
TCH-226 S^f	Call abandon rate, including IVR calls held pending transfer to a Call centre Operator	Std
TCH-228 S^a	Enquiry processing (Internet)	Std
TCH-229 S^a	Enquiry & Complaint processing (postal)	Std
TCH-230 S^a	Enquiry and payment request processing (SMS)	Std
TCH-231 S	Event notification	Std
TCH-232 S^a	Complaint processing (Internet)	Std
TCH-233 S^a	Processing of complaints received from POP Customer Service Facility	Std
TCH-234 S ^c	Refund request processing turnaround time (call centre)	Std
TCH-235 S^e	Refund request processing turnaround time (Internet)	Std
TCH-236 S^e	Refund request processing turnaround time (postal)	Std
TCH-239 S	Average response time to requests from the POP Customer Service Facility	Std
TCH-242 S	Availability of security key issue processes	Std
TCH-244 S	Publishing of updated VOSI List	Std
TCH-245 S ^e	Call Centre Level of Service (LOS) - Proportion of calls blocked in peak demand period	Std
TCH-247 S^g	Tactical marketing programme LOS	Std

Standard KPIs		
Code	Name	ASA 3 Category
TCH-248 S^h	Contract Performance Management	Std
TCH-249 S	KARS Enquiry Processing (Internet)	Std
TCH-250 S	KARS Processing of Complaints	Std
TCH-252 S	Account Update Time - Manual Pairing	Std
VPC-307 S^d	Call Centre Service availability	Std
VPC-308 Sⁱ	Compliance with Employer's performance reporting requirements	Std
VPC-320 S	No data loss	Std
VPC-321 S	Rejection of Compliant Transaction Records	Std
VPC-322 S^j	Processing of Representations	Std
VPC-324 S^j	Response to Nominations received from NaTIS	Std
VPC-327 S^e	Call Centre Level of Service (LOS) – Proportion of calls blocked in peak demand period	Std
VPC-328 S^a	Enquiry processing (Internet)	Std
VPC-329 S^a	Enquiry & Complaint processing (postal)	Std
VPC-330 S^a	Complaint processing (Internet)	Std
VPC-331 S^a	Processing of complaints received from POP Customer Service Facility	Std
VPC-333 S^f	Call abandon rate, including IVR calls held pending transfer to a Call Centre Operator	Std
VPC-336 S^e	Tactical marketing programme LOS	Std
VPC-337 S^h	Contract Performance Management	Std

1.2.4.4 Notes:

- ^a All the Enquiry and Complaint KPIs are combined regardless of channels and entity into 1 KPI and moved to be a critical KPI. (TCH-228 S, TCH-229 S, TCH-230 S, TCH-232 S, TCH-233 S, VPC-328 S, VPC-329 S and VPC-330 S)
- ^b All the Repair time compliance KPIs are consolidated into 1 KPI. (ORT-125 S, ORT-241 S and ORT-326 S)
- ^c All the Refund Request KPIs are combined regardless of channels. (TCH-234 S, TCH-235 S and TCH-236 S)
- ^d All the Call Centre Availability KPIs are combined into 1 KPI with TCH. (TCH-202 S and VPC-307 S)
- ^e All the Call Centre Level of Service KPIs are combined in TCH. (TCH-245 S and VPC-327 S)
- ^f All the Call Abandon Rate KPIs are combined in TCH. (TCH-226 S and VPC-333 S)

- ^g All the Marketing KPIs are removed. (ORT-139 S, TCH-247 S and VPC-336 S)
- ^h Contract Performance Management KPIs are removed. (ORT-140 S, TCH-248 S and VPC-337 S)
- ⁱ Employers Performance Reporting KPIs are combined in TCH. (ORT-113 S, TCH-205 S and VPC-308 S)
- ^j Account Postal Registration processing is removed considering few Road Users use post. (TCH-225 S)
- ^k DSCR Capture Rate to be combined with ORT-132 S as a critical KPI, adding no additional penalty. (ORT-131 S and ORT-132 S)
- ^l Combine Nominations and Representations processing time and move to Critical KPIs. (VPC-322 S and VPC-324 S)
- ^m Remove due to the effects being measured in ORT-100 OD. (ORT-123 S)

1.3 CONCLUSION

1.3.1 Overview

- 1.3.1.1 This document provides an outline of the expected Transitional Subcontract: Subcontract Performance Measurement Allocation.