

EAST SUSSEX**WASTE COLLECTION, RECYCLING, STREET & BEACH CLEANSING AND
ASSOCIATED SERVICES CONTRACT**

Schedule 8

Performance Management Framework**TABLE OF CONTENTS**

1	Introduction	1
2	performance failure	1
3	Rectification Procedure	2
3.1	Introduction	2
3.2	Rectification Notice	2
3.3	Period to Remedy a Rectification Notice	2
4	Default Procedure	3
4.1	Introduction	3
4.2	Default Notice	4
5	Performance Points	4
5.1	Application of Performance Points	4
6	Performance Deductions.....	5
6.1	Application of Performance Deductions	5
6.2	Period to Remedy a Default Notice	5
7	Contract Warning and Termination Proceedings.....	6
7.1	Introduction	6
7.2	Thresholds relating to the issue of a Warning Notice	7
7.3	Thresholds relating to the issue of a Termination Notice	7
8	Key Performance Indicators.....	8
	Appendix A – Rectifiable Default Process Flow Diagram	13
	Appendix B – Calculated Deduction Methodology.....	14

1 INTRODUCTION

- 1.1.1 This Performance Management Framework sets out the Authorities' process for managing the performance of the Contract. The Authorities' vision is to deliver a self-monitoring Contract that operates as a single integrated Service across all Partner Authorities. There is an onus on the Contractor to evidence the level of performance being achieved and to respond to Performance Failures in a timely fashion to minimise the impact to Customers and to ensure a high-quality Service is delivered.
- 1.1.2 The Performance Management Framework relates to Contractor's obligations in the Specification (Schedule 2 to the Contract) and the Contractor's Service Delivery Plan (Schedule 3 to the Contract). The purpose of this Performance Management Framework is to:
- define what Performance management means within the context of this Contract;
 - sets out what is deemed to be a Performance Failure; and
 - provide a guide to all those involved in the Contract's performance management process.
- 1.1.3 The Performance Management Framework applies to all those engaged in the delivery of the Authorities' vision for the Services. The Performance Management Framework sets out the principles for remedy and default for Performance Failures and the Services' Key Performance Indicators.

2 PERFORMANCE FAILURE

- 2.1.1 Defaults shall apply from Twelve (12) weeks and onwards from Service Commencement Date for both Street & Beach Cleansing and Household Residual Waste, Household Recyclable Waste, Household Garden Waste, Household Clinical Waste, Household Bulky Waste.
- 2.1.2 Following the commencement date of the long-term Routine Service Programme for Household Residual Waste, Household Recyclable Waste, Household Garden Waste, Household Clinical Waste, Household Bulky Waste defaults shall not apply for a further period of eight (8) Weeks. For the avoidance of doubt this grace period does not apply to Street & Beach Cleansing Services.
- 2.1.3 Should the Authorities issue an Instruction, in writing, to the Contractor to implement Household Food Waste Services during the Contract Term (i.e. after the Service Commencement Date) then following the commencement date for the Household Food Waste Services, defaults in relation to the Household Food Waste Services shall not apply for a period of twelve (12) Weeks.
- 2.1.4 If at any time other than
- a) within the first twelve (12) weeks from the Services Commencement Date or
 - b) during the first eight (8) weeks after the implementation of long-term Routine Services Programme or
 - c) if the Authorities instruct the Contractor to implement the Household Food Waste Collection Services, then eight (8) weeks after Household Food Waste Collection Services Commencement
- any work or Services are not performed by the Contractor according to
- a) the requirements of the Specification (Schedule 2 to the Contract) and/or
 - b) the Contractor's Service Delivery Plan (Schedule 3 to the Contract) or
 - c) Works or Services are not of an acceptable Standard or

- d) do not meet the performance standards as set out in Table 2,
then the Supervising Officer and/or Authorised Officer may issue (without prejudice to its other rights under the Contract, including notice to terminate the Contract)
- a) a Rectification Notice and/or Default Notice in accordance with this paragraph or
- b) may advise the Contractor verbally of any works which may become the subject of a Rectification Notice and/or Default Notice.

3 RECTIFICATION PROCEDURE

3.1 Introduction

- 3.1.1 The Supervising Officer will issue a Rectification Notice, where there has been a rectifiable Performance Failure, to the Contractor giving details of the Performance Failure and requiring the Contractor to remedy such Performance Failure within a specified period of time (see Performance Management Framework process flow diagram in Appendix A to this Schedule).

3.2 Rectification Notice

- 3.2.1 Typically, the Rectification Notice will be issued electronically and contain the following details:

- (i) A unique reference, be dated and authorised by the Supervising Officer.
- (ii) The precise Location of the particular site where the Performance Failure has occurred.
- (iii) The date and time at which the Performance Failure was found to exist.
- (iv) A description of the Performance Failure required to be remedied.
- (v) A description of the action required to remedy the Performance Failure and where applicable the methodology to be used.
- (vi) The period of time being allowed to remedy the Performance Failure (the 'Rectification Period'), as stipulated by the Supervising Officer. For Collection issues, this will normally be one (1) Working Day from when reported. For Street & Beach Cleansing the period of time will be in accordance with the timeframes set out in the Litter Code.
- (vii) The Rectification Notice will include provision for the Contractor to respond and advise the time and date on which the remedial work was completed.
- (viii) The Contractor must sign / authorise and date the Rectification Notice and return it electronically via the Waste Management System to the Supervising Officer to verify completion of any remedial work (refer to section 1.11 of the Specification (Schedule 2 to the Contract)).
- (ix) Confirmation that a Performance Point shall apply.

- 3.2.2 Following the issue of a Rectification Notice, remedial work will be carried out by the Contractor in accordance with the period set out in the Rectification Notice pursuant to Paragraph 3.3 of this Performance Management Framework (Schedule 8 to the Contract).

3.3 Period to Remedy a Rectification Notice

- 3.3.1 The period allowed in which to remedy any Performance Failure identified in a Rectification Notice will commence on receipt by the Contractor of the notice itself

and the Contractor will carry out whatever Works are necessary to effectively remedy the Performance Failure within the period specified. If the Contractor remedies the Performance Failure within the period specified, then he will be entitled to full payment for the Services without any Performance Deduction. The Contractor shall be required to provide evidence of Task completion (e.g. date, time and photographic evidence), where possible via the In-Cab Technology, mobile device or other electronic means prior to the Supervising Officer approving payment.

- 3.3.2 The timescales for rectification ('Rectification Period') are subject to annual review using the Annual Service Improvement Plan and are to be defined as pre-set Rectification Periods in the Waste Management System.
- 3.3.3 On the issuance of a Rectification Notice the Contractor shall be required to execute properly or remedy the Performance Failure in accordance with the Supervising Officer's instructions.
- 3.3.4 If the Contractor fully complies with the terms of the Rectification Notice, within the Rectification Period, then the Supervising Officer shall take no further action.

4 DEFAULT PROCEDURE

4.1 Introduction

- 4.1.1 Where a Performance Failure cannot be rectified, the Supervising Officer may issue a Default Notice to the Contractor giving details of the failure (without issuing a Rectification Notice). This is considered a Non-rectifiable Default.
- 4.1.2 Examples of situations that would be interpreted as a Non-rectifiable Default include but are not limited to:
 - a) breaches of health and safety;
 - b) omission of major Tasks or significant failure to meet Specification (Schedule 2 to the Contract) Service levels (excluding elements which are deemed to be a Rectifiable Default);
 - c) if the Contractor does not comply with Rectification Notices within the timescale set out within those Notices;
 - d) where a Collection Services Performance Failure (regardless of collection type i.e. Household Residual Waste, Household Recyclable Waste, Household Garden Waste, Household Food Waste (if applicable) etc.) occurs at the same Household more than twice (2) over a five (5) week period;
 - e) where the Contractor fails to deliver the scheduled Work for that Prescribed Day, unless in exceptional circumstances as determined by the Authorised Officer;
 - f) where the Performance Failure affects, or is likely to affect, the health and safety of any person, persons or property;
 - g) where the Performance Failure affects, or is likely to affect, the reputation of the Partner Authorities; and
 - h) where any Service Performance Failure or incident recorded occurs repeatedly, i.e. a repeat Service Performance Failure that occurs more than three times consecutively.
- 4.1.3 Where the Contractor fails to remedy a failure within the Rectification Period allowed by a Rectification Notice, the Supervising Officer may issue to the Contractor a Default Notice and, if appropriate, may require the Contractor to remedy such failure

within a further specified period of time (see process in Appendix A for a Rectifiable Default).

4.1.4 Where the Rectification Period, as set out in the Default Notice is not complied with, the Supervising Officer may issue further Default Notices until rectification is achieved or until the threshold to initiate Contract Warning Notice or Contract Termination proceedings is reached.

4.1.5 The Authorised Officer's decision on the issuing of any Default Notice shall be final and binding on all concerned.

4.2 Default Notice

4.2.1 A Default Notice will be issued by the Supervising Officer (usually electronically) and will contain the following details:

- (i) A unique reference, be dated and authorised by the Supervising Officer.
- (ii) The date and reference number of the relevant Rectification Notice if applicable.
- (iii) The precise Location of the particular site where the Performance Failure has occurred.
- (iv) The date and time at which the Performance Failure was found to exist.
- (v) A description of the Performance Failure required to be remedied.
- (vi) A description of the action required to remedy the Performance Failure and, where applicable, the methodology to be used.
- (vii) The period of time being allowed to remedy the Performance Failure, taking into account the period of time already allowed in any Rectification Notice, after which a second Default Notice can be issued will be subject to a maximum of 48 hours and no minimum, unless otherwise agreed by the Supervising Officer.
- (viii) Value of Performance Deduction.
- (ix) Confirmation that Performance Point(s) or Performance Deduction(s) shall apply.

5 PERFORMANCE POINTS

5.1 Application of Performance Points

5.1.1 Performance Failures shall be subject to either Performance Points or Performance Deductions when confirmed by the applicable Rectification Notice or Default Notice. Performance Failures which are not set out in Table 2 may not result in a Performance Deduction but will still receive a Performance Point.

5.1.2 Performance Points may be awarded for any Performance Failure as follows:

- a) to meet the KPIs in Table 2 or to provide the Services in accordance with the Specification (Schedule 2 to the Contract) or
- b) the Contractor's Service Delivery Plan (Schedule 3 to the Contract).

5.1.3 The Contractor will receive at least one (1) Performance Point per Performance Failure or per occasion the Contractor fails to deliver the Services in accordance with the Specification or the Contractor's Service Delivery Plan. A higher number of Performance Points is applicable for the Key Performance Indicators (KPI) listed in Table 2.

- 5.1.4 Where Performance Points are accrued whether as a result Performance Failure for failing to provide the Services in accordance with the Specification (Schedule 2 to the Contract) or the Contractor's Service Delivery Plan (Schedule 3 to the Contract) or Performance Failures covered by Table 2, these shall be recorded by the Contractor and included within the Monthly Report. The Contractor shall distinguish between Performance Failures listed in Table 2 and failure to provide the Services in accordance with the Specification or the Contractor's Service Delivery Plan.
- 5.1.5 Performance Points accrued each Contract Month for all Performance Failures will be discussed and agreed by the parties to the Contract at the Monthly Contract Review and Performance (CRP) meetings.

6 PERFORMANCE DEDUCTIONS

6.1 Application of Performance Deductions

- 6.1.1 Performance Failures which are subject to Performance Deductions are confirmed by the applicable Default Notice and are set out in Table 2.
- 6.1.2 When a Default Notice is issued, the Supervising Officer will determine whether the Service Performance Failure constitutes any of those set out in Table 2 Performance Failures **Table** which includes the pre-estimates of likely costs to be incurred by the Authority as a consequence of the Service Performance Failure (a 'Pre-estimated Deduction').
- 6.1.3 For each Default Notice that is issued for Performance Failures listed in Table 2, the corresponding Pre-estimated Deduction shall be used by the Contractor to calculate the total Performance Deductions that are to be applied against the Monthly Payment in accordance with the Payment Mechanism (Schedule 4, Part 1, to the Contract).
- 6.1.4 The Pre-estimated Deduction rates will be adjusted using the Indexation mechanism as set out in the Payment Mechanism (Schedule 4 to the Contract).
- 6.1.5 For each Default Notice issued for any Performance Failures other than those listed in Table 2, the Authorities may elect to apply a calculated Performance Deduction (a 'Calculated Deduction') that are to be applied against the Monthly Payment in accordance with the Payment Mechanism (Schedule 4, Part 1, to the Contract). Any Calculated Deductions use the methodology set out in Appendix B.

6.2 Period to Remedy a Default Notice

- 6.2.1 The period allowed in which to remedy the Performance Failure will commence on receipt by the Contractor of the Default Notice. The Contractor shall carry out whatever Works are necessary to remedy the failure for each Default Notice within the period allowed.
- 6.2.2 Successful remediation of the Default Notice will not avoid application of Performance Points or Performance Deductions.
- 6.2.3 Failure to remedy a Default Notice within the period allowed may result in subsequent Default Notices being issued until rectification is achieved or the threshold to initiate Contract Warning Notice or Contract Termination proceedings is reached.

7 CONTRACT WARNING AND TERMINATION PROCEEDINGS

7.1 Introduction

- 7.1.1 In addition to the rectification and default procedures set out in sections 3 and 4 of this Performance Management Framework (Schedule 8 to the Contract), the cumulative total of Performance Points will determine when a Contract Warning Notice may be issued or when Contract Termination proceedings should commence.
- 7.1.2 Any Performance Points allocated pursuant to the Performance Management Framework (Schedule 8 to the Contract) must be recorded by the Contractor and will remain valid for a period of 12 months from the date of issue.
- 7.1.3 The cumulative totals of Performance Points and Performance Deductions will be recorded and maintained by the Contractor for rolling 6-month and 12-month periods during the Contract Term in order to track progression toward the Warning Notice and Termination Notice Thresholds. The totals will be recorded as an item in the Monthly Report and the record will inform the parties as to whether a Warning Notice or a Termination Notice may be issued pursuant to this Performance Management Framework (Schedule 8 to the Contract).

Table 1: Cumulative Thresholds

Rolling Cumulative thresholds	Service the Threshold applies to	Warning Notice Threshold (rolling 6-months)	Termination Notice Threshold (rolling 12-months)
Cumulative Total Performance Deductions (£)	Household Residual Waste Collection Services; Household Recycling Collection Services; Household Clinical Waste Collection Services; Household Garden Waste Collection Services; Household Food Waste Collection Services and Household Bulky Waste Collection Services	£75,000	£130,000
	Street & Beach Cleansing Services	£50,000	£70,000
	All Services	£125,000	£250,000
Cumulative Total Performance Points	Household Residual Waste Collection Services; Household Recycling Collection Services; Household Clinical Waste Collection Services; Household Garden Waste Collection Services; Household Food Waste Collection Services and Household Bulky Waste Collection Services	70,000	100,000
	Street & Beach Cleansing Services	30,000	60,000
	All Services	100,000	200,000

7.2 Thresholds relating to the issue of a Warning Notice

7.2.1 The Authorised Officer may issue the Contractor with a “Warning Notice” when:

- c) The Contractor incurs Performance Deductions in excess of the values stated in Table 1 (Indexed in accordance with Schedule 4 of the Contract) during any rolling 6-month period covering operation of the Waste Collection and Recycling Service; or
- d) the Contractor incurs Performance Deductions in excess of the values stated in Table 1 (Indexed in accordance with Schedule 4 of the Contract) during any rolling 6-month period covering the operation of Street & Beach Cleansing Services; or
- e) the Contractor incurs Performance Deductions in excess of the values stated in Table 1 (Indexed in accordance with Schedule 4 of the Contract) in any rolling 6-month period covering operation of both the Waste Collection and Recycling Services and/or the Street & Beach Cleansing combined (i.e. all Services); or
- f) the Contractor incurs Performance Points in excess of the values stated in Table 1 during any rolling 6-month period covering operation of the Waste Collection and Recycling Service; or
- g) the Contractor incurs Performance Points in excess of the values stated in Table 1 during any rolling 6-month period covering operation of the Street & Beach Cleansing Services; or
- h) the Contractor incurs Performance Points in excess of the values stated in Table 1 during any rolling 6-month period covering operation of both the Waste Collection and Recycling Service and/or the Street & Beach Cleansing combined (i.e. all Services).

7.2.2 The Contractor shall cover the Authorities’ reasonable administration and re-inspection costs producing and issuing the Warning Notice. The value of these costs shall be set out by the Authorities in the Warning Notice, and must be recorded by the Contractor and deducted as set out in Schedule 4, Part 1, Payment Mechanism.

7.3 Thresholds relating to the issue of a Termination Notice

7.3.1 The Authority may issue the Contractor with a Termination Notice, where:

- a) the Contractor incurs Performance Deductions in excess of the values stated in Table 1 (Indexed in accordance with Schedule 4 of the Contract) during any rolling 12-month period covering operation of the Waste Collection and Recycling Services; or
- b) the Contractor incurs Performance Deductions in excess of the values stated in Table 1 (Indexed in accordance with Schedule 4 of the Contract) during any rolling 12-month period covering operation of the Street & Beach Cleansing Services; or
- c) the Contractor incurs Performance Deductions in excess of the values stated in Table 1 (Indexed in accordance with Schedule 4 of the Contract) in any rolling 12 Month period covering operation of both the Waste Collection and Recycling Services and the Street & Beach Cleansing Services combined (i.e. all Services); or
- d) the Contractor incurs Performance Points in excess of the values stated in Table 1 during any 12-month period covering operation of the Waste Collection and Recycling Services; or

Schedule 8: Performance Management Framework	v2.0	19/01/2022	Updated: XXXXXXXXXX
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- e) the Contractor incurs Performance Points in excess of the values stated in Table 1 during any rolling 12-month period covering operation of the Street & Beach Cleansing Services; or
- f) the Contractor incurs Performance Points in excess of the values stated in Table 1 in any rolling 12-month period covering operation of both the Waste Collection Services and the Street & Beach Cleansing Services combined (i.e. all Services).

8 KEY PERFORMANCE INDICATORS

- 8.1.1 Table 2 below sets out the Key Performance Indicators (KPIs) to be achieved by the Contractor.
- 8.1.2 Where the Contractor fails to achieve the KPIs set out in Table 2, a Rectification Notice and/or a Default Notice may be issued.
- 8.1.3 Each Rectification Notice will incur one (1) Performance Point.
- 8.1.4 Each Default Notice will incur either the Performance Points or the Performance Deductions set out in Table 2.
- 8.1.5 The descriptions, targets, rectification periods, Performance Points and Performance Deductions for each KPI will be reviewed annually as an element of the Annual Services Improvement Plan.
- 8.1.6 Performance will be reviewed during the Contract Review and Performance (CRP) meetings each month.

Table 2: Key Performance Indicators (standards and targets)

No	Performance Standard	Rectifiable or Non-rectifiable	Performance Points	Performance Deduction (prior to 2022-23 uplift)	Monitoring Frequency	Rectification Period
1	Missed Collection : Household Residual Waste, Household Recyclable Waste, Household Bulky Waste, Household Clinical Waste	Rectifiable	1	£0	Daily	24 hours
2	Repeated Missed Collection : occurs at the same Household more than twice (2) over a five (5) week period Household Residual Waste, Household Recyclable Waste, Household Bulky Waste, Household Clinical Waste	Non-rectifiable	0	£10.35 per Household missed more than twice in 5 weeks (rolling period to include 2 AWC cycles)	Monthly	N/A
3	Missed Collection : Household Garden Waste	Non-rectifiable	10 per Household missed	£0	Daily	N/A
4	Missed Collections : whole of a scheduled Round Failure to deploy Collection or Cleansing Rounds or Staff for scheduled Work (as per the Routine Services Programme) that Working Day.	Rectifiable	0	£1034.69 per Round missed	Daily	24 hours
5	Missed Collections from Households with Assisted Collections in each Authority shall not exceed: Year 1: more than 10 Missed Collections per 100,000 scheduled collections Year 2 onwards: The Contractor shall propose targets for each subsequent Contract Year in the Annual Service Improvement Plan for discussion and approval by the Authorised Officer. Proposed targets must demonstrate ambition for continuous improvement. (Year 2 = 9, year 3 = 8.)	Non-rectifiable	0	£10.35 per Household per Authority in each Calendar month	Monthly	N/A

Schedule 8: Performance Management Framework	v2.0	19/01/2022	Updated: XXXXXXXXXX
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No	Performance Standard	Rectifiable or Non-rectifiable	Performance Points	Performance Deduction (prior to 2022-23 uplift)	Monitoring Frequency	Rectification Period
6	Missed Collections from Households in each Authority shall not exceed: Year 1: 120 Missed Collections per 100,000 scheduled collections in each Authority area Year 2 onwards: The Contractor shall propose targets for each subsequent Contract Year in the Annual Service Improvement Plan for discussion and approval by the Authorised Officer. Proposed targets must demonstrate ambition for continuous improvement. (Year 2 = 96, year 3 = 77.)	Non-rectifiable	0	£1034.69 per Authority per Calendar month	Monthly	N/A
7	Failure to maintain road at Cleansing Standard required by the Partner Authority as set out in the Specification (Schedule 2 to the Contract) (ref Litter Code)	Rectifiable	10	£0	Daily	<u>Land Use Intensity</u> Maximum: 4 Working Hours High: 4 Working Hours Medium: 1 Working Day Low: 14 Working Days
8	Service complaints (stage 1) shall exceed no more than ten (10) per Partner Authority per Calendar Month	Non-rectifiable	100	£0 per complaint	Monthly	N/A
9	Justified Service Complaint (stage 2 as determined by the Authorised Officer)	Non-rectifiable	0	£103.47 per Complaint	Monthly	N/A
10	Contamination in Household Recyclable Waste >5% (more than 5%)	Non-rectifiable	100	£0	Monthly	N/A
11	Contamination in Household Garden Waste >1% (more than 1%)	Non-rectifiable	100	£0	Monthly	N/A

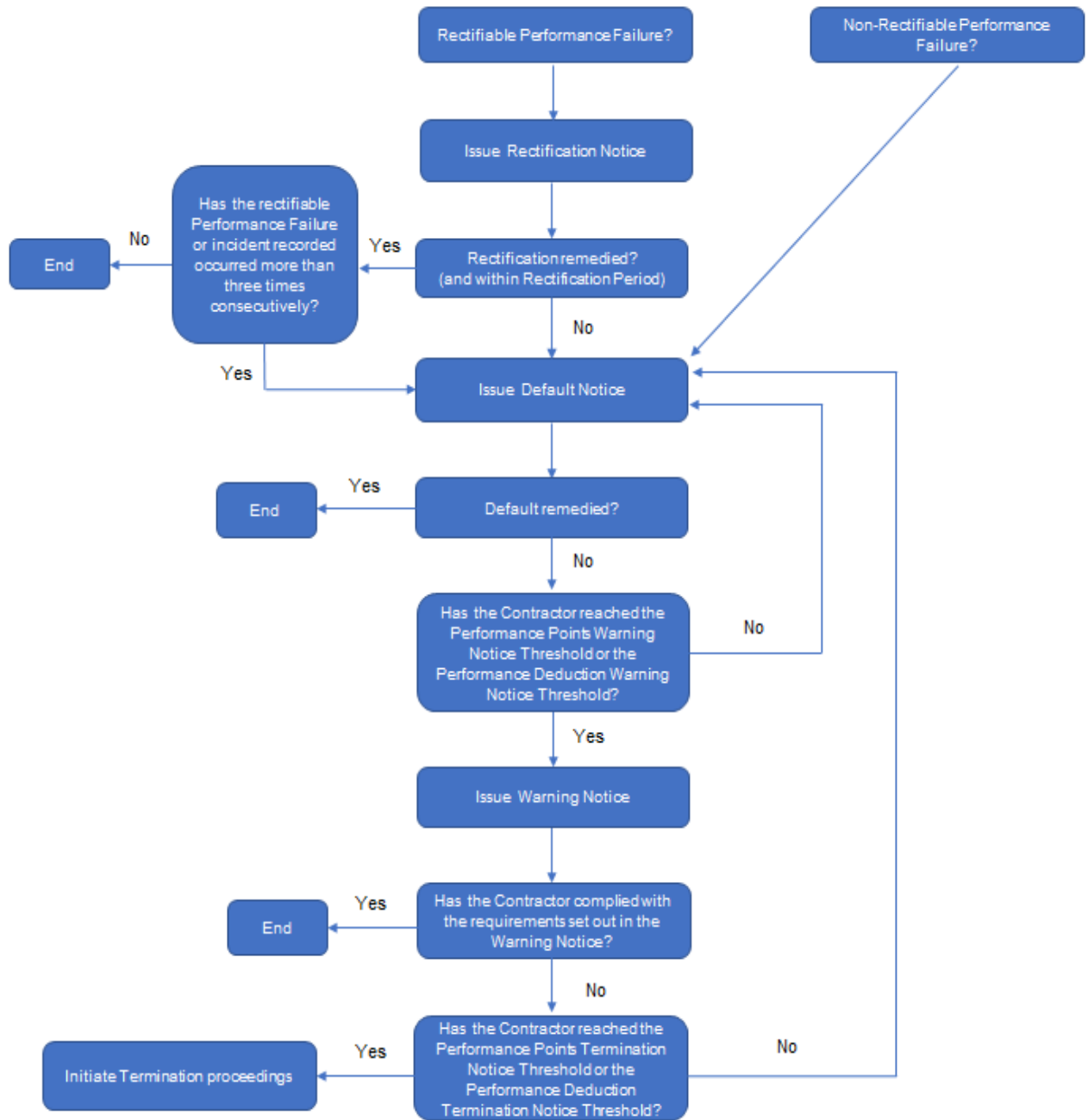
Schedule 8: Performance Management Framework	v2.0	19/01/2022	Updated: XXXXXXXXXX
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No	Performance Standard	Rectifiable or Non-rectifiable	Performance Points	Performance Deduction (prior to 2022-23 uplift)	Monitoring Frequency	Rectification Period
12	Household Recycling Rate: The amount of Dry Recycling collected plus the amount of Garden Waste collected as a percentage of the total Waste Collected. Year 1: Greater than 45% combined Year 2 onwards: The Contractor shall propose targets for each subsequent Contract Year in the Annual Service Improvement Plan for discussion and approval by the Authorised Officer. Proposed targets must meet the Partner Authorities' overall objective.	Non-rectifiable	100	£0 per annum (in Year 1) Year 2 onwards: To be reviewed in the Annual Service Improvement Plan	Monthly	N/A
13	Number of occasions Litter Bins found or reported to be full or over-flowing must not exceed 35 per quarter (in total across the Contract)	Non-rectifiable	100	£0	Quarterly	N/A
14	Number of occasions Dog Waste Bins found to be full or over-flowing must not exceed 40 per quarter (in total across the Contract)	Non-rectifiable	100	£0	Quarterly	N/A
15 (a)	NI195 scores in each of the Wealden & Rother District Council areas shall not exceed: - Litter 3%	Non-rectifiable	0	£1034.69 per percentage point above target per thirdile (4 months)	Three (3) times per annum (every 4 months) : commencing in December 2019	N/A
15 (b)	NI195 scores for both Wealden & Rother District Councils shall not exceed the following: - Detritus 7%	Non-rectifiable	0	£517.34 per percentage point above target per thirdile (4 months)	Three (3) times per annum (every 4 months) : commencing in December 2019	N/A

Schedule 8: Performance Management Framework	v2.0	19/01/2022	Updated: XXXXXXXXXX
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No	Performance Standard	Rectifiable or Non-rectifiable	Performance Points	Performance Deduction (prior to 2022-23 uplift)	Monitoring Frequency	Rectification Period
15 (c)	NI195 scores for both Wealden & Rother District Councils shall not exceed the following: - Dog fouling 1%	Non-rectifiable	0	£517.34 per percentage point above target per thirdile (4 months)	Three (3) times per annum (every 4 months) : commencing in December 2019	N/A
16	Repeated Service Performance Failure : A Service Performance Failure that occurs more than three times consecutively at the same Location	Non-rectifiable	0	£103.47 per Location	Quarterly	N/A
17	Provision of an Exit Plan (within 3 months of the Service Commencement Date)	Rectifiable	0	£103.47 per Contract Month	Monthly	1 month

APPENDIX A – RECTIFIABLE DEFAULT PROCESS FLOW DIAGRAM



APPENDIX B – CALCULATED DEDUCTION METHODOLOGY

1. The Calculated Deduction is calculated by adding together the following costs:
 - a. An Administration Charge pursuant to paragraph 3 of this Appendix B to this Performance Management Framework, based on the level of Officer attention required, for each Default Notice issued; plus
 - b. A sum calculated from the rates set out in the Pricing Schedules in respect of the Services or part thereof which have not been performed or are not in compliance with Specification (Schedule 2 to the Contract) and/or Contractor's Service Delivery Plan (Schedule 3 to the Contract) and which are the subject of the Default Notice. The Authorities will not pay for Services which have not been performed; plus
 - c. Any lost income which would have been received e.g. Garden Waste subscription fees; plus
 - d. The amount of any damages, value of property, cost of remedy, or compensation of whatever kind and description incurred or suffered by the Authorities as a consequence of the Contractor's Default.
2. The Calculated Deduction relevant to each Default Notice shall be used subsequently by the Contractor to calculate the total Performance Deductions to be applied in the relevant Month against the Net Monthly Service Payment in accordance with the Payment Mechanism (Schedule 4, Part 1, to the Contract).
3. The calculation of the Administration Charge will be made by reference to the time involved in dealing with the Performance Failure and the seniority of Officer undertaking the work pursuant to Table 1 of this Appendix B to this Performance Management Framework.

Table 1: Administration Charges (rate (£) per hour)

Officer Category	£ per Hour
Administrative Officer	12.72
Technical Officer	18.37
Supervising Officer	28.26
Authorised Officer	35.33
Head of Service	42.39
Chief Executive / Executive Director	56.52