Hampshire County Council

Street Lighting PFI Project Guide
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1.0 Introduction

This guide is intended for use by people who are either new to the PFI project or want more background information regarding the contract principles and methods of operation. If more detailed information is required then please email the Street Lighting Team at street.lighting@hants.gov.uk.

1.1 What is a PFI?

A Private Finance Initiative (PFI) is a way of creating "public–private partnerships" by funding public infrastructure projects with private capital lending from organisations such as banks. Hampshire County Council, West Sussex County Council and Southampton City Council joined forces to procure a PFI contract that enables all three councils to carry out essential street lighting replacement and maintenance work over the next 25 years on separate contracts. Without this it would have been extremely challenging to maintain the high level of safety and value for money the public have come to expect.

The PFI contract was awarded to Tay Valley Lighting Limited who is referred to as the Service Provider.

The project term is April 2010 – March 2035.

Hampshire County Council has a 50 per cent stake in the overall project. The cost of this is the same, in monetary terms, as in previous years meaning that, as a council, we are not spending more than we usually do to be a part of the PFI. The Hampshire Street Lighting PFI will see the replacement or updating of approximately 150,000 street lights, illuminated signs and bollards with the latest energy efficient equipment during the first five years of the project (the Core Investment Period or CIP). The focus for the remaining 20 years will be on maintaining and operating the new lights to a high standard, with Hampshire County Council’s monitoring team keeping a check on project delivery and operations.

A remote monitoring system will also be installed during the Core Investment Period to all street lighting and illuminated signs apparatus. This will give the County Council the most modern and flexible system to vary the light output of street lights and to have rapid notification of any defects.

Aging lighting stock will be replaced with white fluorescent light in residential areas. The new lighting gives greater clarity and representation of colour and features. Existing lighting on the principal road network
(all A, B and C class roads) will be relit to comply with current British Standards. Also, all urban town centres and urban high crime residential areas will be relit or upgraded. Existing lighting in rural communities and low crime urban residential areas will also be replaced on a like –for – like and one for one basis.

There are many Victorian and Edwardian street lights throughout Hampshire and, in recognition of this, there will be sympathetic replacement or refurbishment of existing lights wherever possible.

1.2 The Operating Sub-Contractor – Southern Electric Contracting (SEC)

Tay Valley Lighting (Hampshire) Ltd were awarded the contract for the Hampshire project in December 2009 and similarly to West Sussex County Council and Southampton City Council.

The Service Provider, Tay Valley Lighting -TVL (Hampshire) Ltd, TVL (West Sussex) Ltd, and TVL (Southampton) Ltd - are wholly owned subsidiary companies of Scottish and Southern Energy plc (SSE).

SSE is a UK-based FTSE top 50 integrated energy company with a market capitalisation of over £10bn and employs over 18,500 people in the UK. SSE owns Southern Electric Contracting Limited, the largest provider of street lighting services in the UK maintaining around 1.1m units of which over 250,000 are under long term PFI contracts.

Tay Valley Lighting have appointed Southern Electric Contracting Ltd (now branded as SSE) as the Operating Sub- Contractor for carrying out the PFI work and are also part of Scottish and Southern Energy plc.

The main project headquarters is based in a custom - built facility at Flanders Road, Hedge End. The 60,000ft² site incorporates dedicated offices for both Hampshire, Southampton and SEC staff as well as indoor warehouse and lantern demonstration facilities.
1.3 Aims of the PFI

The Project aims to deliver the following significant benefits arising from investment in the lighting infrastructure:

- improved/appropriate lighting levels
- improved road safety
- reduction in crime and the fear of crime
- maximised energy efficiency
- improved maintenance standard
- improved structural and electrical integrity
- enhancement of the local environment enabling communities and businesses to develop and flourish in a sustainable manner

2.0 Scope of the Project

The Project includes:

- street lighting and off highway lighting installations
- internally illuminated traffic signs and illuminated traffic bollards
- externally illuminated traffic signs, including the sign plate
- surface car park lighting
- flood lighting of monuments and buildings
- subway lighting
- under bridge lighting
- private cable networks (to all apparatus including feeder pillars);
- festive lighting (limited to the provision of electrical supplies, other than as provided for under Schedule 4)
- Distribution Network Operator (DNO) supplies
- CCTV and video surveillance equipment (limited to the provision of electrical supplies)

The Project excludes:

- free standing illuminated street advertising units
- automatic public conveniences
- CCTV and video surveillance equipment other than as set out
- traffic signals
- pay and display ticket dispensing machines
- illuminated bus shelters
- boundary signs or street clocks
- non-illuminated signs other than those fitted to street lighting furniture
- multi storey car park lighting
- maintenance of posts to which existing attachments are re-sited and new attachments are fitted
- energy procurement (other than in accordance with the requirements of the Contract)
3.0 Works to be Undertaken

3.1 Replacement Policy

All roads within the county have been divided into three categories:

- high crime residential roads
- low crime residential roads
- principal roads & town centres

High crime residential roads will be relit to meet the current British Standard for Road Lighting (BS5489: 2003).

Low crime residential roads will have their lights replaced on a one-for-one basis only.

Principal roads and town centres will be relit to meet the current British Standard for Road Lighting (BS5489: 2003).

All lighting equipment is split into two varieties:

- compliant (or deemed to comply)
- non-compliant (not deemed to comply)

Compliant equipment is any item of equipment deemed to be structurally sound until at least 2040 (five years after the end of the contract). In such cases only the existing lanterns will be replaced.

Non-compliant equipment is any item of equipment not deemed to be structurally sound until at least 2040 (five years after the end of the contract). In such cases the column and the lantern will be replaced.

These are the replacement figures over five years of the Core Investment Period.

**PFI Inventory**  150,753

We aim to change 90,089 complete units deemed not to comply with current safety standards.

We aim to change a further 55,042 lanterns on units deemed to comply with current safety standards.  5,622 to have Remote Monitoring nodes only.
3.2 Complete Units / Lanterns Only

5 & 6m  
39,969 - lantern only  
66,398 - complete units  
Illuminated signs  
2,934 - lantern only  
6,192 - complete units

8m  
9,870 - lantern only  
7,793 - complete units  
Illuminated bollards  
3,345 to be replaced

10m  
4,224 - lantern only  
5,659 - complete units  
Remainder  
93 for high masts, feeder pillars and subway units

12m  
979 - lantern only  
609 – complete units

3.3 Milestones (2010-2015)

The Core Investment Period is broken down into 10 milestones. These milestones are the amount of complete unit (lantern and column) and lantern only changes that are due to be done over the Core Investment Period (CIP).

The 10, six monthly, milestones are as shown below:

<table>
<thead>
<tr>
<th>Milestone</th>
<th>%</th>
<th>Units</th>
<th>Lanterns</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>3</td>
<td>2351</td>
<td>1651</td>
<td>4002</td>
</tr>
<tr>
<td>2</td>
<td>6</td>
<td>4702</td>
<td>3302</td>
<td>8004</td>
</tr>
<tr>
<td>3</td>
<td>9</td>
<td>7054</td>
<td>4953</td>
<td>12007</td>
</tr>
<tr>
<td>4</td>
<td>10</td>
<td>7837</td>
<td>5504</td>
<td>13341</td>
</tr>
<tr>
<td>5</td>
<td>12</td>
<td>9405</td>
<td>6605</td>
<td>16010</td>
</tr>
<tr>
<td>6</td>
<td>13</td>
<td>10188</td>
<td>7155</td>
<td>17343</td>
</tr>
<tr>
<td>7</td>
<td>13</td>
<td>10188</td>
<td>7155</td>
<td>17343</td>
</tr>
<tr>
<td>8</td>
<td>13</td>
<td>10188</td>
<td>7155</td>
<td>17343</td>
</tr>
<tr>
<td>9</td>
<td>12</td>
<td>9405</td>
<td>6605</td>
<td>16010</td>
</tr>
<tr>
<td>10</td>
<td>9</td>
<td>7057</td>
<td>4957</td>
<td>12014</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>78375</td>
<td>55042</td>
<td>133417</td>
</tr>
</tbody>
</table>
3.4 Certification of Milestone Targets

Confirmation that works have been completed in accordance with the terms of the contract is undertaken by an Independent Certifier – Designs for Lighting, based in Winchester. Their job is to check a proportion of the schemes put forward, by the PFI Service Provider, accepting or rejecting schemes according to a specified checklist. The proportion of schemes is shown below:

<table>
<thead>
<tr>
<th>Milestone</th>
<th>% Streets Notified</th>
</tr>
</thead>
<tbody>
<tr>
<td>Milestone 1</td>
<td>75%</td>
</tr>
<tr>
<td>Milestones 2&amp;3</td>
<td>35%</td>
</tr>
<tr>
<td>Milestones 4&amp;5</td>
<td>30%</td>
</tr>
<tr>
<td>Milestones 6&amp;7</td>
<td>20%</td>
</tr>
<tr>
<td>Milestones 8,9&amp;10</td>
<td>10%</td>
</tr>
</tbody>
</table>

Hampshire County Council’s client monitoring team will check all other roads that have not been checked by the IC for snagging purposes only. These roads cannot be certified by the client monitoring team.
Figure 1 - PFI Core Investment Period Map
3.5 Remote Monitoring System (RMS)

A key part of the PFI is the installation of the “Mayflower” remote monitoring system. This is a computerised system using a combination of radio and internet communications that allows equipment to be remotely checked to ensure correct operation (i.e. on or off). It also allows equipment to be dimmed at set times of night.

Apparatus that can be controlled by remote monitoring:

- lighting column lanterns
- pole/wall bracket mounted lanterns
- illuminated traffic signs
- illuminated traffic bollards
- expect solar powered bollards
- illuminated pedestrian refuge beacons – non-flashing only
- flood lighting of monuments and buildings
- subway lighting (group-controlled and monitored only)
- high masts

Apparatus that cannot be controlled by remote monitoring:

- flashing Belisha beacons
- flashing beacons
- flashing school crossing patrol warning lights
- vehicle activated signs (VAS)
- non-illuminated apparatus
- solar powered apparatus

Variable light output (dimming) can be applied to all units with the exception of:

- illuminated traffic lights
- illuminated traffic bollards
- high masts
- subway units

A 25% dimming policy is included within the specification of the Project so that the vast majority of the lights will be dimmed between 12am – 5am daily thus saving on energy consumption and reducing our carbon footprint.

The remote monitoring system will be installed during the Core Investment Period again using the 10 six monthly milestones.
Installed, commissioned and self certified between milestones 2 – 10.

<table>
<thead>
<tr>
<th>Milestone</th>
<th>%</th>
<th>Nodes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>2</td>
<td>7</td>
<td>9522</td>
</tr>
<tr>
<td>3</td>
<td>16 (9)</td>
<td>12243</td>
</tr>
<tr>
<td>4</td>
<td>28 (12)</td>
<td>16324</td>
</tr>
<tr>
<td>5</td>
<td>40 (12)</td>
<td>16324</td>
</tr>
<tr>
<td>6</td>
<td>52 (12)</td>
<td>16324</td>
</tr>
<tr>
<td>7</td>
<td>61 (12)</td>
<td>16324</td>
</tr>
<tr>
<td>8</td>
<td>76 (12)</td>
<td>16324</td>
</tr>
<tr>
<td>9</td>
<td>88 (12)</td>
<td>16324</td>
</tr>
<tr>
<td>10</td>
<td>100 (12)</td>
<td>16326</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>136035</td>
</tr>
</tbody>
</table>

4.0 Schedules and Method Statements

There are 28 schedules and 24 method statements incorporated into the PFI.

The schedules are the governance documents. The method statements detail how the Service Provider will meet the requirements of Schedule 2, the Output Specification.

The most commonly used schedules are:

- Schedule 1 - Project Management
- Schedule 2 - Output Specification
- Schedule 4 - Attachments
- Schedule 8 - Payment Mechanism
- Schedule 15 - Accruals and De-accruals
- Schedule 16 - Change Mechanism
- Schedule 26 - Independent Certifier’s Contract
5.0 Payment Mechanism (Schedule 8)

The Payment Mechanism details all of the calculations and adjustments that determine the payment to the Service Provider.

5.1 Annual Unitary Charge (AUC)

The Annual Unitary Charge is a pre-determined figure which is annually adjusted to take into account the relevant inflation index and any changes to the inventory (accruals and de-accruals) during the previous year.

The Annual Unitary Charge is then divided by 12 to give the Monthly Unitary Charge (MUC) which is then further adjusted to account for any performance rebates and other financial payments from the previous month. This figure is the monthly payment to the Service Provider and is fully detailed in the Monthly Payment Report (MPR).

5.2 Monthly Monitoring Report

Part 1 – Information against the Performance Standards and the MPR
Part 2 – Service delivery information
Part 3 – Contract management information

Payment details are agreed between the Authority and the Service Provider at the monthly meetings in accordance with the contract agreement.

6.0 Energy

Although the procurement and payment of unmetered energy charges are currently outside the scope of the contract targets for consumption and emissions reductions are incorporated into the contract and the payment mechanism as shown below:

‘Projected consumption of energy reduced by 5,439,171 (KwH) over the Core Investment Period.’

<table>
<thead>
<tr>
<th>Energy and CO₂</th>
<th>Kilowatt/hours</th>
<th>CO₂ (tonnes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>End of year 1 (April 2011)</td>
<td>48,358,727</td>
<td>26,106</td>
</tr>
<tr>
<td>End of year 2 (April 2012)</td>
<td>47,347,146</td>
<td>25,614</td>
</tr>
<tr>
<td>End of year 3 (April 2013)</td>
<td>46,038,826</td>
<td>24,907</td>
</tr>
<tr>
<td>End of year 4 (April 2014)</td>
<td>44,426,093</td>
<td>24,034</td>
</tr>
<tr>
<td>End of year 5 (April 2015)</td>
<td>42,917,556</td>
<td>23,218</td>
</tr>
</tbody>
</table>
'Projected CO₂ emissions reduced by 2,888 metric tonnes over the Core Investment Period.'

Energy consumption and CO₂ emissions are subject to change dependant upon inventory growth and changes to the dimming (Variable Light Output) policy.

7.0 Performance Monitoring

Managing service performance involves monitoring achievement of the contracted service outputs, ensuring appropriate payment deductions are made, and ensuring that contractual performance improvement processes are enacted and complied with. A main activity of the contract management function is to assess performance of the Service Provider against the contract and standards to ensure that:

- best value is realised
- change is monitored
- service improvements are implemented when service standards are not fulfilled
- remedial measures being implemented are effective
- monitoring meetings are held on a regular basis and in accordance with the contractual requirements
- obligations for payment are made on time and in accordance with the contract
- continual improvement is encouraged

Performance is monitored by the Service Provider’s Management Information System (MIS) and reported monthly. While the contract is “self-monitoring”, the Street Lighting PFI Client staff have an audit requirement placed on them to provide evidence of performance against payment. There is a robust and documented procedure to validate the payment of invoices. Auditors need to be involved in the process of validation of payments.

The 10 Performance Standards required by the Contract are further detailed in Appendix A.

All performance standards are linked to the Payment Mechanism (Schedule8).

PS1 Lighting Installation Core Investment Period
PS2 Lighting Performance and Planned Maintenance
PS3 Operational Responsiveness and Reactive Maintenance
PS4 Contract Management and Customer Interface
8.0 Communications and Consultations

8.1 Communications

A Communication Strategy has been created to ensure all information on the PFI is communicated effectively to key stakeholders, this includes:

- Mail drops / literature which go to residents, cllrs and internal affiliates i.e. Highways
- Media and social media to broadcast ‘what’s going on’
- Web – Hantsweb & Hantsnet. These pages have been created to steer the public and internal stakeholders to important & useful information
- Events i.e. The New Forest Show
- E-newsletters (InRoads) sent bi monthly
- Policy - The street lighting policy document can be found at [www.hants.gov.uk/street-lighting](http://www.hants.gov.uk/street-lighting)
- Monthly updates sent to key cllrs re: the Core Investment Period (CIP) updates
- HantsDirect. Our direct link to the customer
- Monthly communications meeting with PFI partners
- Consultations, an integral part of reaching all audiences

8.2 Consultations

Consultations are a key part of communicating with key stakeholders such as councilors, conservation groups etc as well as members of the public.

They are split into three types of consultation:

- High Level: normally one year ahead of construction with local Conservation Officers, other key Borough Council Members and staff
- Key Stakeholder Consultation : normally six months ahead of construction with local members, public or voluntary organisations etc
- Public open evenings
These meetings are put together to go through any potential risks and to keep people fully informed so they know exactly what to expect from the PFI Program. The meetings are especially helpful for councilors advising their constituencies as well as members of the public who may have specific street lighting requests. Leaflets are delivered to every household in advance of the construction giving details of the proposed works, contact information etc.

![Diagram of PFI Consultation Process]

Figure 2 – PFI Consultation Process

### 8.3 Customer Care – System for reporting lighting defects

A key tool for contract management and reporting is the Service Provider’s Customer Care Call Centre. This provides a 24 hour reporting service for defects and emergencies. All public contacts relating to any street lighting is routed through the Authority’s own contact centre. The Service Provider shall set up and maintain an integrated link between the Authority’s existing call centre software and the Customer Care System element within its own MIS. There is a requirement in the contract for the Local Authority to have access to this system on a “read-only” basis.

This enables the Local Authority to track customer requests and interrogate the Service Provider’s compliance with the contract requirements. Additionally a reporting web site is available at [www.lightsoninhampshire.co.uk](http://www.lightsoninhampshire.co.uk). The operation of the Customer Care system is shown in Figure 3.
Figure 3. Customer Care System
8.4 Programme of Works

The Programme of Works is the construction detail broken down into area and street.

Links to the Programme of Works can be found on the following sites:

HCC Staff
http://intranet.hants.gov.uk/environment/group-pages/street-lighting.htm

Non-HCC staff
http://www.lightsoninhampshire.co.uk

9.0 Client Monitoring Team

Otherwise known as the Street Lighting Section the Client Monitoring Team are responsible for monitoring all aspects of service delivery from the Service Provider and the authorisation of changes and payments due under the Project.

The Client monitoring Team is co-located with the Operating Sub-Contractor at Hedge End.

The team has five monitoring functions:

- Core Investment Period Works
- All maintenance works
- Communications and consultations
- Design and design comments for CIP works
- Finance / Administration

![Client Monitoring Team Organisation Chart](image)

*Figure 4 – Client Monitoring Team Organisation Chart*
10.0 Governance

10.1 Network Board Members: Roles and Responsibilities

The Network Board Members are broadly responsible for resolution of disputes at a contractual level between the Local Authority and the Service Provider. The Network Board has responsibility for ensuring the partnership is operating successfully and also to provide strategic guidance. The primary objectives and functions of the Network Board are to:

- provide a strategic overview to ensure long-term issues are properly considered
- ensure that the objectives of the contract are met over the full term of the contract
- ensure an ethos of working in partnership is developed and maintained
- ensure that the project is aligned with both parties’ business or service plans
- ensure effective communication is taking place at all levels
- provide a strategic overview to ensure long-term issues are properly resolved
- consider and report on any changes in legislation
- agree proposed efficiencies and changes
• set year-on-year improvement targets if appropriate
• promote Best Value through the management of whole-life costing, through innovation and service improvements

10.2 The Authority Project Representative (PFI Manager)
The PFI Manager is responsible for monitoring service delivery against service levels and key performance indicators, and for ensuring the day-to-day matters are dealt with as efficiently as possible. The primary objectives and functions of the Authority Project Representative are:

• review the Monthly Monitoring Report (MMR) and matters arising from it
• review the payment request and agree deductions and payments due
• resolve issues regarding production of information
• take a forward view of the project
• identify efficiencies and necessary changes
• record and discuss issues affecting the contract (for example, compensation events, delays, extension of time)
• review areas of conflict
• ensure the Network Board and SMG member are briefed on actions taken
• promote partnership working
• deployment the Client Monitoring team

10.3 The Service Provider Representative (Operations Manager)
The Operations Manager is responsible for service delivery of the project in accordance with set service levels and key performance indicators and for ensuring that day-to-day matters are dealt with as efficiently as possible. The primary objectives and functions of the Operations Manager are:

• Submit the Monthly Monitoring Report (MMR) to the Authority Project Representative
• Detail any payments or deductions in the payment request
• Produce and submit all relevant information by the Authority Project Representative
• Take a forward view of the project
• Identify efficiencies and any necessary changes
• Review areas of conflict
• Identify and discuss any issues affecting the contract (for example, compensation events, delays, extension of time)
• Ensure the Network Board are briefed on actions taken
• Promote partnership working
• Deployment of the Service providers team
11.0 Accruals/De-Accruals and Attachments

Accruals/De-Accruals is the technical term given to the addition or deletion of equipment from the contract.

- attachments refers to any additional equipment installed, mainly on street lighting columns, and includes items such as:
- bus stop signs
- Neighbourhood Watch or No Cold Calling Zone signs
- litter bins
- flower baskets
- festive decorations
- mobile CCTV cameras

11.1 Accruals/De-Accruals (Schedule 15)

Expected growth in lighting asset of 20% over the contract period;

- All apparatus to be accrued must be PFI compliant and will not require any capital expenditure by the Service Provider
- Accrual/de-accrual payment codes identified in the Payment Mechanism. Adjustments are made via the Monthly Payment Report including the Forecast Energy Consumption. The Annual Unity Charge reconciles all accruals/de-accruals during the previous contract year
- Authority to inform the Service Provider of all accruals/de-accruals

11.2 Attachments (Schedule 4)

- Can be either Authority or third party
- Highways Units approves/rejects initial application for attachments
- Service Provider must be notified if approval given
- Service Provider or third party can erect attachment
- Service Provider confirms lighting unit suitable for attachment
- If third erect then they must provide indemnity against damage to lighting unit to the Service Provider
- Service Provider can remove any non-notified attachments

11.3 Added Value

In addition to the budgets for CIP and maintenance works the Service Provider has set aside funds to provide added value to the PFI in the following areas:

- LED Fund
- Innovation Fund
- Unlit Footpaths Fund
- Unlit Roads Fund
Appendix A

PERFORMANCE STANDARD 1

Required Outcomes

- The Service Provider shall design and Install the CIP Apparatus and/or other Apparatus during the Core Investment Programme in accordance with this Performance Standard 1.

- By the end of the Core Investment Programme Period, all Apparatus which are not Deemed to Comply shall have been replaced in accordance with the Core Investment Programme. Replacement CIP Apparatus shall comply with this Output Specification.

- The Service Provider shall ensure that Deemed to Comply Apparatus that ceases to comply with the Relevant Standards (Deemed to Comply) during the Contract Period is replaced as part of an Annual Investment Programme.

- By the end of the CIPP the Service Provider shall ensure that all streets, roads, footpaths and other areas listed in Appendix 4 (Inventory) of this Output Specification shall have lighting Installed which complies with each Specific Lighting Design Standard and the Performance Standard 9 and Performance Standard 10.

PS1 Performance Targets

The Service Provider shall meet the following levels of performance in order to avoid any Adjustments to the Unitary Charge under this PS1:

PS1 Performance Target A:

- The requirements set out in this PS1 have been satisfied; and
- The Independent Certifier has issued a Certificate of Compliance in respect of the Replacement
- CIP Apparatus identified in such Certificate of Compliance.
PERFORMANCE STANDARD 2

Required Outcomes

From the Service Commencement Date:

- All Lighting Points shall be In Light in accordance with the Lighting-Up Periods, as set out in Part 3 (Lighting-Up Periods) of this Output Specification;
- All Street Lighting and Off Highway Lighting Installations (except Deemed to Comply Apparatus) shall be operated and maintained so that its light output is maintained at the Specific Lighting Design Standards;
- All Apparatus shall be inspected, tested, maintained and cleaned as appropriate in accordance with the Relevant Standards and the PS2 Performance Targets;
- All Lighting Points shall be operated and maintained in accordance with the bulk clean and change regime set out in Method Statement 5 (Lighting Performance and Planned Maintenance);
- All Apparatus shall be maintained in accordance with the Method Statements; and
- The Service Provider shall comply with the requirements of paragraph 7.3 (Tree Maintenance) below and Appendix 7 (Tree Maintenance Flow Chart) of this Output Specification.

PS2 PERFORMANCE TARGET

The Service Provider shall meet the following levels of performance in order to avoid any Adjustments to the Unitary Charge under this PS2:

PS2 Performance Target A: ninety nine per cent (99%) or more Lighting Points shall be In Light during the Lighting-Up Periods;

PS2 Performance Target B: one hundred per cent (100%) of Lighting Points shall comply with the requirements set out as item 4 in Table 2 (Maintenance Frequencies) below; and

PS2 Performance Target C: Apparatus shall be inspected, tested, cleaned, painted and, where appropriate, replaced in accordance with the minimum frequencies set out in Table 2 (Maintenance Frequencies) below (excluding item 4).
<table>
<thead>
<tr>
<th></th>
<th>Description</th>
<th>Method/Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Inspection and testing of mechanical and structural integrity of the Apparatus</td>
<td>In accordance with the Relevant Standards, Method Statement 6 and with TR22.</td>
</tr>
<tr>
<td>2</td>
<td>Inspection and testing of electrical integrity of the Apparatus</td>
<td>In accordance with the Relevant Standards Method Statement 6 and with BS 7671.</td>
</tr>
<tr>
<td>3</td>
<td>Cleaning of Apparatus programmed for cleaning in the Month due</td>
<td>In accordance with the Method Statement 6.</td>
</tr>
<tr>
<td>4</td>
<td>Lamp Change of all Lighting Points programmed for replacement in the Month due</td>
<td>In accordance with the Method Statement 6 (Apparatus Performance).</td>
</tr>
<tr>
<td>5</td>
<td>Painting any item of Apparatus</td>
<td>In accordance with Method Statement 6 (Apparatus Performance) and manufacturers instructions.</td>
</tr>
<tr>
<td>6</td>
<td>Inspection of all Apparatus through the Outage Detection Cycle</td>
<td>As set out in Method Statement 6 (Apparatus Performance).</td>
</tr>
</tbody>
</table>
PERFORMANCE STANDARD 3

Required Outcomes

- Emergency Faults, Urgent Faults, Non-Emergency Faults, and Snagging Items shall be rectified in accordance with this PS3 within the Prescribed Maximum Period for Rectification

PS3 PERFORMANCE TARGETS

The Service Provider shall meet the following levels of performance in order to avoid any Adjustments to the Unitary Charge under this PS:

**PS3 Performance Target A:** The Service Provider shall within two (2) hours of any Emergency Fault coming to the attention of the Service Provider (either from a report by the Authority or the emergency services or from any other source or logged in the Customer Care System), attend to such Emergency Fault on site. Where a DNO or Private Cable Network Fault is the only consequence of the Emergency Fault, then a report shall to be made to the DNO or an internal order for the repair of the Private Cable Network Fault be made at the end of the time for completion of the Emergency Fault report; and/or

**PS3 Performance Target B:** Urgent Faults, Non-Emergency Faults, and Snagging Items shall be rectified in accordance with the Relevant Standards and within the Prescribed Maximum Period for Rectification (including Fault repair periods for DNO Connections and Private Cable Networks).

**PS3 Performance Target C:** As a consequence of; an Emergency Fault, Urgent Fault or Non-Emergency Fault where a DNO cable Fault is the result, the following rectification periods; high priority fault repair, multiple unit fault repair, or single unit fault repair, shall apply. High priority fault repair, multiple unit fault repair and single unit fault repair, shall be rectified in accordance with the Relevant Standards and within the Prescribed Maximum Period for Rectification in Table 3 (PS3 Rectification Periods) below (contained in the Ofgem Un-Metered Service Level Agreement).
Table 3: PS3 Rectification Periods

<table>
<thead>
<tr>
<th>Type of Fault</th>
<th>Prescribed Maximum Period for Rectification</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (a) An Emergency Fault;</td>
<td>Two (2) hours Two (2) hours</td>
</tr>
<tr>
<td>(b) As a further consequence of 1(a), where an Emergency DNO attendance is required or the Service Provider (NERS accredited) jointer is required to attend;</td>
<td>One (1) Business Day</td>
</tr>
<tr>
<td>(c) As a further consequence of 1(a) where an Urgent Fault on a Private Cable Network only is the result;</td>
<td>Ten (10) Business Days</td>
</tr>
<tr>
<td>(d) As a further consequence of 1(a) where a non-urgent multiple Private Cable Network Fault only is the result;</td>
<td>Twelve (12) Business Days</td>
</tr>
<tr>
<td>(e) As a further consequence of 1(a) where a Non-Urgent single Private Cable Network Fault only is the result.</td>
<td></td>
</tr>
<tr>
<td>2 (a) Urgent Fault - a Non-Emergency Fault which, without limitation, in the reasonable opinion of the Authority could lead to a more serious problem if not dealt with quickly, such as multiple outages, outages at sensitive locations, accident black spots or where non-attendance on site would damage the Authority’s reputation;</td>
<td>Twenty Four (24) hours</td>
</tr>
<tr>
<td>(b) As 2(a) where a or an Urgent Fault occurs on a Private Cable Network.</td>
<td>Forty Eight (48) hours</td>
</tr>
<tr>
<td>3 (a) Non-Emergency Faults involving the repair or replacement of components of Apparatus (including Luminaire Replacement);</td>
<td>Three (3) Business Days</td>
</tr>
<tr>
<td>(b) As 3(a) where an Urgent Fault occurs on a Private Cable Network</td>
<td>Four (4) Business Days</td>
</tr>
<tr>
<td>(c) As 3(a) where a multiple fault occurs on a Private Cable Network</td>
<td>Thirteen (13) Business Days</td>
</tr>
<tr>
<td>(d) As 3(a) where a single fault occurs on a Private Cable Network.</td>
<td>Fifteen (15) Business Days</td>
</tr>
<tr>
<td>4 (a) Non-Emergency Fault involving the repair or replacement of Illuminated Traffic Bollards, Illuminated Traffic Sign, Belisha Beacons, Illuminated Pedestrian Refuge Beacons, School Crossing and</td>
<td>Three (3) Business Days</td>
</tr>
<tr>
<td>Type of Fault</td>
<td>Prescribed Maximum Period for Rectification</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------</td>
<td>--------------------------------------------</td>
</tr>
<tr>
<td>Patrol Warning Lights (excluding DNO equipment).</td>
<td>Ten (10) Business Days</td>
</tr>
<tr>
<td>(b) Non-Emergency Fault involving the repair or replacement a complete unit of Apparatus (excluding 4 (a) above and excluding DNO equipment).</td>
<td>Thirty (30) Business Days</td>
</tr>
<tr>
<td>(c) Non-Emergency Fault involving the repair or replacement of a Lighting Column or Post which has a Serious Structural Defect and which is considered not to warrant an emergency response (excluding DNO equipment.).</td>
<td>Twenty (20) Business Days</td>
</tr>
<tr>
<td>(d) Provision of DNO connection to any of 4(a) (b) or (c) above</td>
<td></td>
</tr>
<tr>
<td>5 A Snagging Item has not been rectified.</td>
<td>Within the period specified by the Independent Certifier or a maximum of twenty (20) Business Days of issue of the Certificate of Compliance if certification is by the Service Provider.</td>
</tr>
</tbody>
</table>
PERFORMANCE STANDARD 4

Required Outcomes

- The Service Provider shall design and/or develop and/or implement and/or maintain the Management Information System in accordance with paragraph 11.4 and shall keep the Management Information System available for access by the Authority 24 hours per day 365 (or in the case of a leap year 366) days in each year.

- The Service Provider shall keep available and maintain the Customer Care System for access and use by the Authority and any member of the public or other stakeholder in accordance with the Relevant Standards and to enable prompt and efficient transactions with the same, 24 hours per day 365 (or in the case of a leap year 366) days in each year.

- All requests received by the Service Provider, from the press or other media, shall immediately be referred to the Authority who shall respond as it sees fit, in accordance with clause 59 (Public Relations and Publicity) of the Contract.

The Management Information System shall:

- Have a minimum accuracy of ninety nine per cent (99%) across both Primary Data Sets and Secondary Data Sets in respect of any changes or updates made by the Service Provider during the forty eight (48) Months following the Service Commencement Date;

- Have a minimum accuracy of ninety nine per cent (99%) across all Data Sets from the expiry of the period referred to in paragraph 11.4 (a); and

- Ensure that all events which change the status of any field in the Data Set shall be recorded on the Management Information System comply with this Output Specification and are recorded accurately within the same Business Day of the occurrence of the Recordable Event.

- Be accessible through the customer interface in accordance with paragraph 11.8 (a)(iii) so that parties have real time access to the MIS enabling the status of a Fault and other relevant information to be accessed and relayed.

PS4 Performance Targets

The Service Provider shall meet the following levels of performance in order to avoid any Adjustments of the Unitary Charge under this PS4:
**PS4 Performance Target A:** The Service Provider shall respond to the matters set out in Table 4 (PS4 Responsiveness Targets) within the Prescribed Periods for Response or otherwise provide details of the resulting outcomes:

**Table 4: PS4 Responsiveness Targets**

<table>
<thead>
<tr>
<th>Nature of Request/Event</th>
<th>Prescribed Period for Response/outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Answering the telephone</td>
<td>Within five (5) rings</td>
</tr>
<tr>
<td>Missed calls</td>
<td>Number of missed calls</td>
</tr>
<tr>
<td>Responding to all correspondence and written requests for information from the Authority</td>
<td>Within five (5) Business Days</td>
</tr>
<tr>
<td>Urgent requests from the Authority for information relating to Service delivery</td>
<td>Within two (2) Business Day</td>
</tr>
<tr>
<td>Responding to all correspondence (except where from the Authority)</td>
<td>Within five (5) Business Days</td>
</tr>
<tr>
<td>Dealing with complaints</td>
<td>Within three (3) Business Days</td>
</tr>
</tbody>
</table>

**PS4 Performance Target B:**

The Service Provider shall ensure that:

- from the Service Commencement Date the Management Information System shall have a minimum accuracy of ninety nine per cent (99%) across both Primary Data Sets and Secondary Data Sets in respect of any changes or updates made by the Service Provider during the forty eight (48) Months following the Service Commencement Date; and

- From expiry of the date set out in paragraph 12.1 (b), the Management Information System shall have minimum accuracy of ninety nine per cent (99%) across all Data Sets;

**PS4 Performance Target C:** The Service Provider shall ensure that all events that change the status of any field in the Data Set and that are required to be recorded on the Management Information System are recorded accurately and on the same Business Day of the occurrence of a Recordable Event;

**PS4 Performance Target D:** The Service Provider shall, from the Service Commencement Date, at all times keep available and maintain the Management Information System in accordance with the Relevant Standards;

**PS4 Performance Target E:** The Service Provider shall, from the Service Commencement Date, at all times keep available and maintain the Customer Care System in accordance with the Relevant Standards.
PERFORMANCE STANDARD 5

Required Outcomes

- The Service Provider has assisted the Authority to demonstrate that it is achieving: its Best Value Duty in the delivery of its public lighting service; and continuous improvement in the delivery of the Service.
- The Authority is able to properly monitor the Service and have sufficient data and information to assess accurately what Adjustments (if any) of the Payment Mechanism should be made.
- The Service Provider shall provide accurate, relevant and timely information on it’s performance in relation to the Services to the Authority. The Service Provider shall further provide that strategic assistance and reporting procedures are adopted for the delivery of the Service to allow the Authority to regularly review the Service to determine whether it meets current and future needs, consult with users and other stakeholders and benchmark performance against other service providers.

PS5 PERFORMANCE TARGET

The Service Provider shall meet the following levels of performance in order to avoid any Adjustments of the Unitary Charge under this PS5.

PS5 Performance Target A: The Service Provider shall provide the information, data and other assistance required pursuant to paragraph 13.5 within ten (10) Business Days of such request (or such other time as the parties may agree) and in a form that enables Authority to report on the RPI’s and LPI’s.

PS5 Performance Target B: The Service Provider shall provide the information set out in Part 2 of the Monitoring Report and the Annual Service Report by the date indicated in paragraphs 13.6 (Monitoring Report and Monitoring Meeting) or 13.7 (Annual Service Report) (as the case may be) in such form that all requirements of the relevant parts of paragraph 13.6 (Monitoring Report and Monitoring Meeting) or of paragraph 13.7 (Annual Service Report) (as the case may be) are satisfied.

PS5 Performance Target C: All other information requested or required by the Authority pursuant to this PS5 shall be provided within the time periods specified in this PS5 (or if
no time period is specified within a reasonable time) and is in such form as is suitable for its intended purpose, where the intended purpose is made known to the Service Provider.

**PS5 Performance Target D:** The Service Provider shall carry out the Customer Satisfaction Survey in the manner and at the time required by paragraphs 13.9 (Customer Satisfaction Surveys) through to 13.13 (Customer Satisfaction Surveys) inclusive.
PS6 PERFORMANCE TARGET

The Service Provider shall meet the following levels of performance in order to avoid any Adjustments under this Performance Standard 6:

- The achievement of specific quality assurance accreditation in respect of the Service within twelve (12) Months of the Service Commencement Date and all subsequent Months;
- Where the Service is covered by an accredited quality assurance system, the number of non-conformities in a three (3) Month period shall not exceed four (4) (minor) or one (1) (major);
- The number of defaults issued under NRSWA shall not exceed ten per cent (10%) of notices issued;
- The number of notifiable accidents or incidents under health and safety legislation shall not exceed one (1) in any six (6) Month period;
- Non-reporting of notifiable accidents or incidents under health and safety Legislation;
- Non-conformity of Service Provider Personnel with the requirements of 15.2 (i) (Service Provider Personnel) of this Performance Standard 6 and the Service Provider’s Method Statement 13 (Working Practices); and
- Non-conformity of Service Provider Personnel with the requirements of 15.2 (k) (Deportment of Personnel) of this Performance Standard 6 and the Service Provider’s Method Statement 13 (Working Practices).

Required Outcomes

The Service Provider shall, from the Service Commencement Date, perform the Services in accordance with the Service Delivery Outputs set out below.

- Health and Safety and Site Security
- Waste Disposal and COSHH
- Environmental Management
- Quality Assurance
- Working Hours and Nuisance
- Protester Action
- Access
• Service Provider Personnel
• The Service Provider shall maintain, and shall procure that any Sub-contractors maintain a training record in respect of each of their Employees and shall procure that the same be available for inspection by the Authority Project Representative.
• Department of Personnel
• Corporate Identification Services for third parties and Recovery of Debts
PERFORMANCE STANDARD 7

Required Outcomes

- In order for the Authority to monitor the performance of the Service Provider and to ensure appropriate Monthly Payments are made under the Contract, the Service Provider shall provide accurate and complete reporting to the Authority on how the Service Provider is complying with the requirements of this Output Specification.

PS7 Performance Targets

PS7 Performance Target A:

Part 1 of each Monitoring Report shall contain all the information listed in the relevant part of paragraph 5 of Schedule 17 (Monitoring and Reporting) together with such other information and/or data as may be required pursuant to this Output Specification; and

The Actual Monthly Payment Report shall contain all the information required by paragraph 8 (Monitoring and Reporting) of Part 1 of the Payment Mechanism, and such information shall be complete and accurate.

PERFORMANCE STANDARD 8 (PS8) – POST CORE INVESTMENT PROGRAMME PERIOD NOT REQUIRED
PERFORMANCE STANDARD 9

Required Outcomes

The Service Provider shall:

- Install the Control Apparatus during the Control Apparatus Investment Programme Period in accordance with Method Statement 1(a) (Core Investment Programme) and PS9; and

- By the end of the Control Apparatus Investment Programme Period, procure that all Control Apparatus shall be self-certified in accordance with this PS9.

Period in accordance with Method Statement 1(a) (Core Investment Programme) and PS9; and

By the end of the Control Apparatus Investment Programme Period, procure that all Control Apparatus shall be self-certified in accordance with this PS9.

PS9 PERFORMANCE TARGET

The Service Provider shall meet the following levels of performance in order to avoid any Adjustments to the Unitary Charge under this PS9:

PS9 Performance Target A:

The requirements set out in this PS9 have been satisfied; and

The Service Provider has issued a report to the Authority in respect of the Control Apparatus identified in the notice to carry out commissioning tests issued pursuant to clause 13.10 (Notification by the Service Provider to the Authority) of the Contract.
PERFORMANCE STANDARD 10

Required Outcomes

- The Service Provider shall maintain the Control Apparatus System Software in accordance with this PS10 and shall keep the Control Apparatus System Software available for access by the Authority 24 hours per day 365 days in each year (366 days in a leap year) from the commissioning date of the first Node;

- Node Faults, Multiple-Node Faults, Sub-Master Faults, shall be rectified by the Service Provider in accordance with this PS10 within the Prescribed Maximum Periods for Rectification;

- The Control Apparatus System shall have a minimum accuracy of ninety-nine per cent (99%) across all data in respect of Lighting Points in Light.

- The Service Provider shall demonstrate accuracy of the Control Apparatus Clock;

- All Apparatus with Variable Control Apparatus are dimmed to the appropriate level in accordance with the Variable Light Control Programme.

PS10 Performance Targets

The Service Provider shall meet the following levels of performance in order to avoid any Adjustments to the Unitary Charge under this PS10:

PS10 - Performance Target A (Availability of Control Apparatus System Software):

The Service Provider shall ensure that commencing on the date of self-certification of the first Node the Control Apparatus System Software is maintained and available at all times.

PS10 - Performance Target B (Availability of Control Apparatus System): A Single Node Fault, Multiple Node Faults and/or Sub-Master Fault shall be rectified within the Prescribed Maximum Period for Rectification as set out in Table 6 (PS10 Rectification Periods) below. The Prescribed Maximum Period for Rectification shall begin from the time when such fault has been logged in the Management Information System.
Table 6: PS10 Rectification Periods

<table>
<thead>
<tr>
<th>Type of Fault</th>
<th>Prescribed Periods for Rectification</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. A Single Node Fault</td>
<td>Three (3) Business Days</td>
</tr>
<tr>
<td>2. A Multiple Node Fault (3 or more Nodes out in a row)</td>
<td>One (1) Business Day</td>
</tr>
<tr>
<td>3. A Sub-Master Fault</td>
<td>Three (3) Business Days</td>
</tr>
<tr>
<td>4. Communications Failure for relevant Apparatus affected</td>
<td>Twenty (20) Business Days, or such other period as agreed between the Parties acting reasonably.</td>
</tr>
</tbody>
</table>

PS10 PERFORMANCE TARGET C (Accuracy of remote Monitoring Data)

The Service Provider shall ensure that from the date that the Control Apparatus System has been commissioned, the Control Apparatus System (as defined by paragraph 4 of Performance Standard 9) shall have a minimum accuracy of ninety-nine per cent (99%) in the monitoring and reporting of Apparatus In Light. The Service Provider shall demonstrate accuracy of the Control Apparatus Clock;

In any Month where the Remote Monitoring Data Accuracy is below ninety-nine per cent (99%) the Service Provider will undertake a minimum of one (1) additional Night Scout Activity in that Month (or within five (5) days of first being aware that the accuracy of the Remote Monitoring Data was below ninety-nine per cent (99%)) to establish if the accuracy is in fact below 99%. If this additional Night Scout Activity establishes that the accuracy of the Remote Monitoring Data is below ninety-nine per cent (99%) the Service Provider would undertake a minimum of ten (10) Night Scout Activities in the following Month the results of which will be used to calculate PS2 Target A for that Month.

Failure to achieve ninety five per cent (95%) Remote Monitoring Data Accuracy would trigger a Service Provider investigation into the failure. The investigation would seek to identify and resolve the issues of data inaccuracy. The Service Provider will continue to undertake a minimum of ten (10) Night Scout Activities a month until the investigation is complete or the Remote Monitoring Data Accuracy is proved to be in excess of 95%.

PS10 PERFORMANCE TARGET D (Remote Management Performance)

The Service Provider shall and/or shall procure that one hundred per cent (100%) of Lighting Points installed with Control Apparatus and where specified as being capable of varying light output (dimming) shall provide the dimming levels as specified in the Variable Light Control Programme during the Lighting Up Periods.
Appendix B

List of Method Statements

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Method Statement 3 – Design
Method Statement 4 – Consultation
Method Statement 5 – Lighting Performance & Planned Maintenance
Method Statement 6 – Apparatus Performance
Method Statement 7 – Monitoring of Operational Response & Reactive Maintenance
Method Statement 8 – Operational Response & Reactive Maintenance
Method Statement 9 – Contract Management and Customer Interface
Method Statement 10 – Operation of Contract Management and Customer Interface
Method Statement 11 – Strategic Assistance and Reporting
Method Statement 12 – Monitoring of and Compliance with Working Practices
Method Statement 13 – Working Practices
Method Statement 14 – Handback Inspection
Method Statement 15 – Apparatus Handback
Method Statement 16 – Commissioning
Method Statement 17 – Adoptions
Method Statement 18 – Connections
Method Statement 19 – Procurement of Energy
Method Statement 20 – Mobilisation Plan
Method Statement 21 – Innovation and Sustainability Solution
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Method Statement 23 – Human Resources
Method Statement 24 – Deemed to Comply List
Appendix C

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Schedule 26 – Independent Certifier’s Contract
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Schedule 28 – Design Sub-Contractor Collateral Warranty
Appendix D

Glossary

Best Value
The Best Value programme set up by the Communities and Local Government Department requires local authorities to make continuous improvement in certain functions being mindful of economy, efficiency and effectiveness. Performance and prospects for improvement are subject to external inspection, which is summarised in Comprehensive Performance Assessments (CPA).

Bidder
CPA (Comprehensive Performance Assessment)
The system for categorising the performance of English Local Authorities. These assessments bring together a wide range of performance information to deliver an overall judgement based on the delivery of core services and the corporate strength of each council. The CPA methodology draws information from a range of Government inspector’s reports, performance indicators, audits, and assessments of service plans across education, social services, environment (including waste, transport and planning), housing, libraries and leisure. See also: Communities and Local Government

Contract
The Contract is the agreement entered into between the Local Authority and the Service Provider.
Contract Award Notice
The formal notice send to OJEU (formerly OJEC) to record that a contract that was procured under the EC regime has been awarded.

DfT
Department for Transport. The Department’s aim is transport that works for everyone. This means a transport system that balances the needs of the economy, the environment and society. It was set up to provide a stronger focus on delivering the Government’s transport strategy. Their role is to set strategy and policy context, and to manage relationships with the delivery agencies. See also DfT

DNO
Distribution Network Operator. A company licensed to distribute electricity in Great Britain by the Office of Gas and Electricity Markets (OFGEM). There are fourteen regions, and in each area the DNO enjoys a monopoly on distributing electricity from the transmission grid to homes and businesses. Under the Utilities Act 2000 they are prevented from supplying electricity – this is done by a separate company chosen by the consumer. See also Electricity Distribution Companies
KPI (Key Performance Indicator)
A significant measure used on its own, or in combination with other key performance indicators, to monitor how well an entity is achieving its quantifiable objectives.

Local Authority
Any County Council, City Council, Borough Council, Unitary Authority or County Borough Council.

Method Statement
Any method statement or service delivery plan submitted by a Bidder detailing how an aspect of the service will be delivered.

OFGEM
Office of Gas and Electricity Markets. OFGEM is an authority that determines strategy, takes all major decisions and sets policy priorities for gas and electricity supply. Its role is to promote choice and value for all customers. It is funded by the energy companies that are licensed to run the gas and electricity infrastructure. See also Ofgem

Output Specification
A detailed description of the functions that the new accommodation must be capable of performing. Usually split into building functions and service functions. The Output Specification is intended to state only the outputs required of the services, and not the way in which the PSP will achieve these.

Partnering
Partnering is an umbrella term that covers all of the associated behaviours and techniques, arrangements and agreements that incorporate a partnering ethos and can take the form of a partnering arrangement, partnering agreement or a legal partnership.

Payment Mechanism
The method of calculation of the Unitary Charge as defined in the contract.

PFI (Private Finance Initiative)
A procurement route established in 1995, and more widely adopted since 1997. It is an important route for much Government spending on assets, as it transfers significant risks to the private sector. PFI requires private sector consortia to raise private finance to fund the project, which must involve investment in assets, and the long-term delivery of services to the public sector. PFI is one of several possible procurement routes being funded. See also Public private partnerships - HM Treasury
**Service**
The requirements of the contract that the **Service Provider** has to deliver.

**Service Provider**
The local authority’s partner in the PFI contract and includes all of the sub-contractors, facilities manager and other parties who are responsible for the delivery of the services.

**Unitary Charge**
The payment made to the **Service Provider** for the services delivered under the contract.

**VFM**
Value for Money is the term used to assess whether or not an organisation has obtained the maximum benefit from the goods and services it acquires or provides, within the resources available to it. It not only measures the cost of goods and services, but also takes account of the mix of quality, cost, resource use, fitness for purpose, timeliness and convenience to judge whether or not, when taken together, they constitute good value.
# Appendix E

## Contact Details

1. **HCC Contract Management Organisation**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Phone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chris Lait</td>
<td>Head of Highways South</td>
<td></td>
</tr>
<tr>
<td>Jim Pendrey</td>
<td>Authority Project Representative</td>
<td>01489 771770</td>
</tr>
<tr>
<td>Julian Higgins</td>
<td>Policy &amp; Communications Manager</td>
<td>01489 771772</td>
</tr>
<tr>
<td>Jon West</td>
<td>Senior Lighting Engineer</td>
<td>01489 771778</td>
</tr>
<tr>
<td>Claire Phillips</td>
<td>Communications Officer</td>
<td>01489 771771</td>
</tr>
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2. **Service Provider Organisation**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Phone Number</th>
</tr>
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<tbody>
<tr>
<td>Derek Bell</td>
<td>Regional Director &amp; TVL Representative</td>
<td>01489 771809</td>
</tr>
<tr>
<td>Dave Burrows</td>
<td>Operations manager &amp; TVL Representative</td>
<td>01489 771780</td>
</tr>
<tr>
<td>Dale Lewington</td>
<td>Commercial Advisor</td>
<td>01489 771710</td>
</tr>
<tr>
<td>Samantha Angus</td>
<td>Customer Care Manager</td>
<td>01489 771751</td>
</tr>
<tr>
<td>Dane Cloke</td>
<td>Performance Manager</td>
<td>01489 771741</td>
</tr>
<tr>
<td>Mick Smith</td>
<td>Performance Manager</td>
<td>01489 771714</td>
</tr>
</tbody>
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