



## **Efficiency and Performance Sub (Finance) Committee**

**Date:** TUESDAY, 11 SEPTEMBER 2018  
**Time:** 1.45 pm  
**Venue:** COMMITTEE ROOMS - WEST WING, GUILDHALL

**Members:** Jeremy Mayhew (Chairman)  
Deputy Jamie Ingham Clark (Deputy Chairman)  
Randall Anderson  
Alderman Robert Howard  
Paul Martinelli  
Hugh Morris  
Ian Seaton  
Deputy Philip Woodhouse

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**Lunch will be served in the Guildhall Club at 1pm**

**John Barradell  
Town Clerk and Chief Executive**

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES OF THE PREVIOUS MEETING**  
To agree the public minutes of the meeting held on 13<sup>th</sup> July 2018.  
**For Decision**  
(Pages 1 - 4)
4. **WORK PROGRAMME FOR FUTURE MEETINGS**  
Report of the Town Clerk.  
**For Information**  
(Pages 5 - 6)
5. **CORPORATE AND BUSINESS PLANNING UPDATE**  
Report of the Town Clerk.  
**For Information**  
(Pages 7 - 12)
6. **CORPORATE FM GENERAL UPDATE**  
Report of the City Surveyor.  
**For Information**  
(Pages 13 - 18)
7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
9. **EXCLUSION OF THE PUBLIC**  
MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.  
**For Decision**

## Part 2 - Non-Public Agenda

10. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**  
To agree the non-public minutes of the meeting held on 13 July 2018.  
**For Decision**  
(Pages 19 - 26)

11. **OUTSTANDING ACTIONS FROM NON-PUBLIC MINUTES OF PREVIOUS MEETINGS**

Report of the Town Clerk.

**For Information**  
(Pages 27 - 28)

12. **DEPARTMENTAL MONITORING**

**For Information**

- a) Update - CoLP's Annual Efficiency Savings / Demand and Value for Money Review / CoLP's Transform Programme (Pages 29 - 36)

Report of the Commissioner of the City of London Police.

- b) Economy, Efficiency and Effectiveness Health Check - Mansion House & Central Criminal Court (Pages 37 - 46)

Report of the Executive Director of Mansion House and Central Criminal Court.

13. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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## EFFICIENCY AND PERFORMANCE SUB (FINANCE) COMMITTEE

Friday, 13 July 2018

Minutes of the meeting of the Efficiency and Performance Sub (Finance) Committee held at Guildhall, EC2 on Friday, 13 July 2018 at 1.45 pm

### Present

#### Members:

Jeremy Mayhew (Chairman)  
Deputy Jamie Ingham Clark (Deputy Chairman)  
Randall Anderson  
Alderman Robert Howard  
Paul Martinelli  
Ian Seaton

#### Officers:

John Cater	- Town Clerk's Department
Peter Kane	- Chamberlain
Caroline Al-Beyerty	- Chamberlain's Department
Kate Smith	- Town Clerk's Department
Tom Conniffe	- Town Clerk's Department
Geoff Parnell	- Chamberlain's Department
Paul Wilkinson	- City Surveyor
Carolyn Dwyer	- Director of Built Environment
Pascale Yart	- City Surveyor's Department
Julie Gibbs	- Markets and Consumer Protection Department

#### 1. APOLOGIES

Apologies were received from Hugh Morris and Deputy Philip Woodhouse

#### 2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

There were no declarations.

#### 3. MINUTES OF THE PREVIOUS MEETING

**RESOLVED** - That the public minutes of the meeting held on 23<sup>rd</sup> May 2018 be agreed as an accurate record.

#### 4. OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS

The Sub-Committee considered a report of the Town Clerk which set out the outstanding actions from previous meetings of the Sub-Committee.

**RESOLVED** – That the Committee notes the report.

#### 5. WORK PROGRAMME FOR FUTURE MEETINGS

The Sub-Committee considered a report of the Town Clerk which set out the work plan for future meetings.

Members requested officers populate the work plan with more detail, particularly with future cross-cutting reports.

**RESOLVED** – That the Sub-Committee notes the report.

6. **ASSET MANAGEMENT - SERVICE BASED REVIEW - INTERIM REPORT**

The Sub-Committee received a Report of the City Surveyor concerning progress made with the Asset Management Review.

Members expressed concerns about GVAs finding regarding the lack of joined-up governance on asset related decisions. Whilst the Corporate Asset Sub-Committee played a key part in the operational building portfolio, it was crucial that the “centre” takes ultimate responsibility for the decision-making process. A more holistic approach, it was argued, would be beneficial, as currently the prevailing mindset was that departments “own” property, rather than occupy the Corporation’s assets. As a starting point, the Chairman suggested that the Finance Committee could look at changing the remit of the Corporate Asset Sub-Committee to meet better this governance gap.

Officers informed Members that a resource plan to support the overall recommendations will be submitted to the Strategic Resources Group in September and thereafter Summit Group. There will be a further Report to this Sub-Committee in the autumn, this will include a proposed roadmap for implementation and a resourcing plan.

**RESOLVED** – that the Sub-Committee noted the Report.

7. **CORPORATE AND BUSINESS PLANNING UPDATE**

The Sub-Committee received a Report of the Town Clerk concerning Corporate and Business Planning.

Highlighting paragraph 8, Members requested that the Sub-Committee still be kept informed about relevant outputs from the Chief Officer Peer Review Sessions.

Members expressed the view that the High-Level business plans were too often a “fait accompli” and a tick box exercise. These plans were the only opportunity to shape the agenda for the following year, so needed more engagement, than simply being nodded through. The City Surveyor suggested that a useful way to increase Member engagement was via strategy away days for spend committees and relevant officers; this was something that the Property Investment Board were exploring in the autumn. The Chairman thought this a good idea and suggested that it would be helpful, in general, to hold these discussions outside of the routine Committee meetings and that more engagement at *each stage* (e.g. start of the year, quarterly progresses, end of year outturn) of the planning process.

**RESOLVED** – that the Sub-Committee noted the Report.

8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

There were no questions.

9. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no items of urgent business.

10. **EXCLUSION OF THE PUBLIC**

**RESOLVED** - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

11. **NON-PUBLIC MINUTES OF THE PREVIOUS MEETING**

**RESOLVED** - That the non-public minutes of the meeting held on 23<sup>rd</sup> May 2018 be agreed as an accurate record.

12. **OUTSTANDING ACTIONS FROM NON-PUBLIC MINUTES OF PREVIOUS MEETINGS**

The Sub-Committee considered a report of the Town Clerk which set out the non-public outstanding actions from previous meetings of the Sub-Committee.

**RESOLVED** – That the Committee notes the report.

13. **CONTRACT MANAGEMENT CORPORATE SUPPLIER PERFORMANCE SCORECARD RESULTS FY 17/18**

The Sub-Committee received a Report of the Chamberlain concerning the Contract Management Corporate Supplier Performance Scorecard Results for FY18/19.

14. **DEPARTMENTAL MONITORING**

14.1 **Department of the Built Environment**

The Sub-Committee received a Report of the Director of the Built Environment.

14.2 **The City Surveyor's Department**

The Sub-Committee received a Report of the City Surveyor.

15. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There was no other business.

**The meeting ended at 3.30 pm**

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Chairman

**Contact Officer: John Cater  
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john.cater@cityoflondon.gov.uk**



**Efficiency and Performance Sub-Committee – Work Programme 2018/19**

<b>Meeting:</b>	<b>13/7/18</b>	<b>11/9/18</b>	<b>5/11/18</b>	<b>11/1/19 tbc</b>
<b>Continuous Improvement (Efficiency and Sustainability Plan)</b>				
	Asset Management Review update		Operational Property Review	Asset Management Review  Robotics Process Automation (RPA) – pilot and potential wider roll-out  ERP Review (including HR, Payroll and OPN systems)
<b>Specific Departmental Focus &amp; Commercial/Income Generation Opportunities</b>				
	<b>City Surveyors/Built Environment</b>  Contract Management Corporate Supplier Scorecard – initial performance report	<b>City of London Police/Mansion House &amp; Courts</b>	<b>Barbican/ Markets and Consumer Protection</b>	Remembrancer/HR (TBC)
<b>Outcomes and Performance (Benchmarking)</b>				
	Corporate and Business Planning Update	Corporate FM General Update  Corporate and Business Planning Update	Space Utilisation	Income generation/commercial opportunities

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<b>Committee(s):</b> Efficiency & Performance (Finance) Sub-Committee	<b>Date:</b> 11 September 2018
<b>Subject:</b> Corporate and Business Planning Update	
<b>Report of:</b> Kate Smith, Head of Corporate Strategy & Performance	
<b>Authors:</b> Tom Conniffe, Corporate Performance Manager, and Jaime Rose, Corporate Performance Officer	<b>For information</b>

## Summary

This paper summarises the changes for the 2019/20 Business Planning cycle to improve the range, quality and usefulness of the information collected. These changes include the production of a 'corporate health' dashboard for each department, as the first part of the Corporate Performance Framework, to enable comparisons to be drawn of departmental performance on a small suite of key performance indicators.

## Recommendations

It is recommended that Efficiency & Performance Sub-Committee (EPSC) notes the:

- i. proposed content changes for the 2019/20 cycle, set out in paragraphs 3 to 5 of the report;
- ii. establishment of a Core Indicator Set, introduced in paragraph 6, and suggests measures for inclusion therein;
- iii. setting up a Corporate Performance Task and Finish Group to:
  - a. help develop outcome-based measures to include in the corporate performance framework,
  - b. liaise with departmental management teams, and
  - c. work with relevant colleagues to collect relevant datasets
- iv. timings for developing the overall Corporate Performance Framework, outlined in paragraph 15, noting the process dependencies and the need for Member clearance.

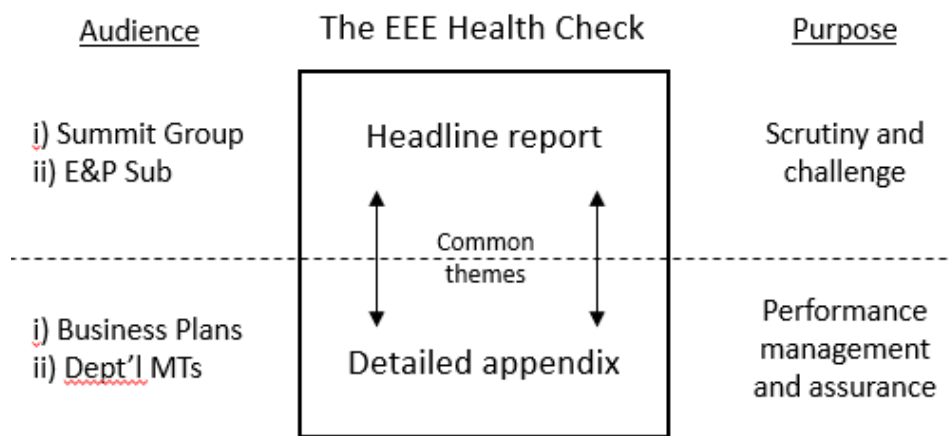
## Background and Purpose

1. The 2018/19 Business Planning cycle was the second cycle in which the high-level summary (aka the "two-pager") Business Plan was used to capture key business planning information by department. It was the first cycle in which a suite of detailed templates and documents were deployed, including the workforce plan, IT plan, asset management plan and the new EEE Health Check. As part of the process, only high-level summary Business Plans are submitted for consideration by Committees, with departments retaining the detailed document suite for internal use and, where appropriate, officer challenge.

- Summit Group agreed in May that Business Planning and budget setting cycles would be integrated in time for the 2020/21 round. In the meantime, a number of changes to the Business Planning process are proposed for the 2019/20 round that will improve the range, quality and usefulness of the information collected. They will ensure that the position of Business Plans, as “a single source of truth” linking Corporate Plan outcomes through to operational workstreams, is strengthened.

**Proposed changes for the 2019/20 Business Planning cycle**

- Several potential improvements to the 2019/20 Business Planning cycle were identified through the review of 2018/19 Business Plans. Departmental spending at a broad level will be mapped against Corporate Plan outcomes in the 2019/20 cycle and this will now feature in departmental high-level summary Business Plans in place of the financial information that was previously included. This is a precursor to aligning the departmental resource allocation and Business Planning cycles in 2020/21, as discussed at EPSC in July. Strengthened guidance has also been developed for the EEE Health Check, again as noted at EPSC in July.
- In consequence, the EEE Health Check now divides into two related and interlinked documents, as set out in the diagram above – the EEE headline report and the EEE detailed appendix.



- Other improvements to the 2019/20 cycle, that were agreed at Summit Group on 25 July, are as follows:
  - Address information gaps by including a review of progress against the previous year’s Business Plan (building on reports sent to Committees for this purpose) and making links to risk mitigation, projects (Gateway and others) and areas of collaboration more explicit;
  - Continue to improve the suite of supporting documents by replacing the objectives document with a dashboard of departmental performance indicators and by working with IT business partners to clarify what is required in the IT projects plan;

- Improve the challenge process: build in more central and peer challenge to the emerging high-level plans, thus enabling greater cross-departmental collaboration; and introduce a Member Challenge process to strengthen engagement and scrutiny of high-level summary Business Plans;
  - Improve the guidance and support from the corporate centre: improve our guidance around medium-term Business Planning, provide more information on ways to measure outcomes and impacts and ensure that the SharePoint site is effectively moderated.
6. We are also introducing a set of 10-12 core performance measures, the 'Core Indicator Set', to enable comparisons and improve transparency between departments on common measures including e.g. sickness absence and Freedom of Information request response times. This will form one of the dashboard reports within the new Corporate Performance Framework. It is proposed to develop measures under the following headings:
- Workforce
  - Financial Performance
  - Delivery of agreed actions
  - Internal Customer Service.
7. Members are invited to suggest measures for inclusion in the Core Indicator Set.

### **Corporate Performance Framework**

8. The Corporate Performance Framework, outlined in a paper to EPSC in July, is intended to meet the following business needs:
- a) to enable people (including the public) to track the City Corporation's progress in delivering the 12 Corporate Plan outcomes;
  - b) to enable senior leaders and Members to monitor and drive the delivery and the impact of the vast range of work being done across the organisation; and
  - c) to support staff in analysing the data to identify areas for improvement.
9. When taken together with Core Indicator Set performance information, the first part of the new corporate performance framework, this will provide the City Corporation with the mechanism to ensure departmental business is being delivered in an efficient and effective way.
10. Work is ongoing to identify a comprehensive list of Performance Indicators (PIs) being used across the organisation, as reported in either Business Plans, management team reports or Committee reports.
11. A twin-track approach has been taken to development: top-down, using professional judgement to allocate potential impact and performance indicators to the Corporate Plan; and bottom-up, reviewing key performance indicators being used across departments and identifying which are fit for use. This dual approach

enables us to incorporate existing departmental work where possible, thus reducing duplication.

### **The top-down approach**

12. To measure progress towards delivering the Corporate Plan, a series of 24 impact targets that align to the 12 Corporate Plan outcomes are being developed, e.g. suggesting 'reduction in acquisitive crime' (the highest volume crime in the Square Mile), to impact on 'people are safe'. Criteria for selecting the target include:
  - how big an impact it could have on the outcome,
  - whether the monitoring data aligned to the target is easily, and regularly, accessible, and
  - whether this data can be benchmarked.
13. In addition to this, a selection of possible KPIs for each of the 48 'high level actions' is being identified, ensuring they are as outcome-based as possible.
14. A Corporate Performance Task and Finish Group (CPTFG) has been set up to:
  - a) help develop outcome-based measures to include in the corporate performance framework,
  - b) liaise with departmental management teams,
  - c) work with relevant colleagues to collect relevant datasets, and
  - d) bring together the outputs from the top-down and bottom-up processes, ensuring their ongoing alignment.
15. The membership of this group is drawn from officers in both the corporate centre and departments who hold responsibility for performance and data management.
16. Once the outcome-based measures have all been agreed and approved by officers and Members, they will form the core of the Corporate Performance Framework. It is expected that a beta version will be available for consultation towards the end of 2018 and, subject to ratification by officers and Members, cleared for adoption in time for the start of the 2019/20 financial year.

### **The bottom-up approach**

17. Data quality issues will affect how quickly much of the currently-available performance information can be incorporated into the Corporate Performance Framework. Around one-quarter of the KPIs do not have a target attached – or at least not one that is visibly reported. When targets are used, a significant proportion are direction-of-travel based ('increase/decrease') rather than SMART in nature. There is also little benchmarking in evidence, thus making it challenging to put the City Corporation's performance in context.

18. The datasets seen thus far are held in different systems and are of variable quality. Bringing the data together into one place, verifying it and ensuring GDPR compliance is going to be a significant endeavour. To this end, and to align with the software used for risk management in the City Corporation, a site licence will be obtained for Pentana Performance or similar specialist software to hold and link all the data, and, subject to this acquisition, to start bringing datasets into it over the autumn period.

### **Next steps**

19. Draft Business Planning guidance and a pre-populated workbook have been developed and both are being issued to departments in September 2018.

20. Moving forward, it is expected that demands for additional information to be included in Business Plans will continually emerge, such as lists of forthcoming capital projects. The Corporate Performance Team (CPT) intends to play a gatekeeper role for such demands, working with relevant officers to ensure they are carefully specified and tested before they are incorporated within Business Plans.

21. The CPT will build the relevant performance frameworks in Pentana Performance or similar and design dashboards for roll-out, once the appropriate information is available and the necessary back-office changes have been implemented.

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<b>Committee(s):</b> Corporate Asset Sub Committee	<b>Date(s):</b> 05/09/2018
<b>Subject:</b> Corporate Facilities Management – Annual Update Report	<b>Public</b>
<b>Report of:</b> City Surveyor CS:307/18	<b>For Information</b>
<b>Report author:</b> Alison Bunn – Head of Facilities Management	

## Summary

The following report details the work that has been undertaken by the Corporate Facilities Management (FM) team within the last twelve months. It also presents the current performance of all FM corporate contractors and the main workstreams that the team will be completing in the forthcoming year.

## Recommendation

Members are asked to:

- Note the report.

## Main Report

### Background

1. The Corporate FM team has an overall total members of staff of 93 and are split into three areas:
  - Corporate Property FM Team
  - Guildhall FM Team
  - Guildhall Security Team
2. These teams are assisted by the following support teams within the overall FM team:
  - Property Contracts Performance Team
  - Property Health & Safety Team
3. The FM team manage 460 operational properties across the whole of London and beyond with a replacement value of about £5bn and a floorspace of 6.9m sqft.
4. Of the 460 properties 10% have listed status which means that their maintenance and upkeep costs can be significantly higher than a conventional building. The most notable of these being the Guildhall, Mansion House and Central Criminal Court

5. The FM team deliver a range of Hard and Soft FM services to the service departments including Building, Repairs and Maintenance (BRM), Cleaning, Security, Pest Control, Lift & Escalators, Couriers, Water Coolers and Catering
6. The Property Contracts performance team manage FM contracts to the value of £90 million with 588 Key Performance Indicators measured within them.

### **FM Contract Status**

7. Appendix 1 shows the performance of the main FM contractors over the last three months (April, May and June). All contracts continue to run correctly and any repeated failure of KPI's are managed through a contractor action plan which is aimed to address the issues.

### **Achievements in the last 12 months**

8. Introduction of a Computer Aided Facilities Management (CAFM) System Micad to manage all FM services including an up to date asset register, provision of the property service desk and improved reporting of management information.
9. Creation of a FM strategy for the Guildhall to move towards a five-star service subject to additional funding agreement.
10. Re-Shaping of the Property Contracts Performance Team to ensure it is fit for purpose to deliver the service required
11. Successful demobilisation of the BRM1 contract with Mitie including agreement on final accounts
12. Achieved BRM2 savings on BRM1 of £1 million per annum directly attributable to the City's own budgets
13. Successful mobilisation of the BRM2 contract with Skanska
14. Achieved permanent employment of the Assistant Property Facilities Managers (APFM) through the FM Service Based Review
15. Continued consolidation of services by bringing the Central Criminal Court into the BRM2 contract along with 21 New Street and GYE
16. Update of the FM Strategy to meet the business needs and planning
17. Property Service Desk processed over 20,000 call requests either by phone or email
18. Employed an FM Supervisor apprentice
19. Moved to a more customer facing automated property service desk utilising Micad to allow the team to work more effectively
20. Processed 107 variations to FM contracts to alter service delivery
21. Increased collaboration with the Barbican by deploying a PFM to assist with the re-structure of their services
22. Creation of a Head of Security role for the Guildhall to meet counter terrorism and corporate security needs
23. Promotion of the CAFM system by the Property Service Desk at a roadshow to encourage more users in the Guildhall

### **Going Forward over the next 12 months**

24. Re-tender of the Lift and Escalator contract to move to the 2<sup>nd</sup> generation and a more fit for purpose contract including the utilisation of the City's CAFM system

25. Re-tender of the Security contract to move to the 2<sup>nd</sup> generation and a more fit for purpose contract
26. Recruitment of 9 security officers and a security manager for the Guildhall to bring the team up to a full compliment of staff and reduce an unnecessary overtime burden on current staff
27. Delivery of a 3-year maintenance strategy for the Guildhall predominately looking at internal decoration in line with the possible overall refurbishment of the Guildhall through capital projects
28. Mobilisation during August of the new catering contract for the Gild staff restaurant which starts in September and includes modernising the offer of products available and creating a bespoke coffee area
29. Upload the additional assets and servicing regimes into the CAFM system to deliver correct planned preventative maintenance schedules
30. Give the ability to report on the status of statutory compliance within the portfolio
31. Work with Skanska to move to condition-based maintenance rather than time expired maintenance
32. Invest in the Property Appraisal Module for the CAFM System to create accurate Forward Maintenance Plans and ensure all asset information is held in the same location
33. Work with all corporate FM contractors to derive a 2% efficiency savings for this year without it having an impact on the service provided
34. Create a local FM network to the Guildhall to share experiences and best practice for delivering FM services

### **Corporate & Strategic Implications**

35. Facilities Management at the City supports the following objective in the City Surveyors Business Plan:

**Property assets and facilities management:** We will ensure buildings are fit for purpose, sustainable, safe and secure, providing access for all, meeting service needs and community expectations and delivering value for money through enhancing our efficiencies; this includes asset management plans, facilities management including hard (planned and reactive maintenance) and soft services (cleaning, security, etc...), cyclical projects and minor improvements and delivery of major capital projects for refurbishments and new builds.

### **Conclusion**

36. This report shows the progress that the team are making in managing the FM for the Corporate property estate. Much work has been completed in the last year to bring the service up to a professional level. However, as FM is a continually evolving service there is much more work to do in the forthcoming year. It is intended that this report gives Members comfort that the City Surveyor is managing the service in a competent manner.

### **Appendices**

- Appendix 1 – KPI Information for FM Contracts

**Alison Bunn**

Head of Facilities Management – City Surveyor's

T: 020 7332 1069

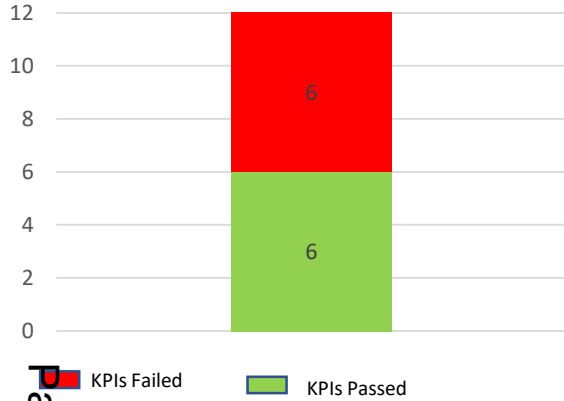
E: [Alison.bunn@cityoflondon.gov.uk](mailto:Alison.bunn@cityoflondon.gov.uk)

# Property Contract Executive KPI Summary June 2018

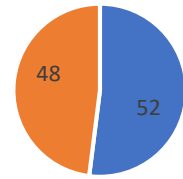
Apex Lifts

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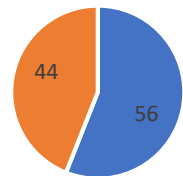
Apex KPI Summary



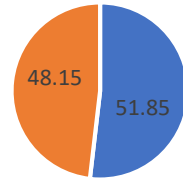
Work Completion



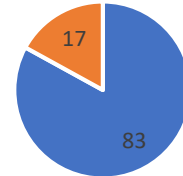
First Time Fix



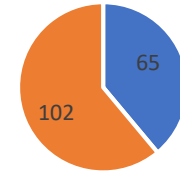
P2 - P4 Attendance



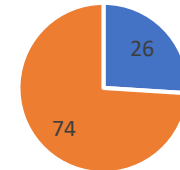
Service Plan



Insurance Defects



Acute & Emergency Attendance



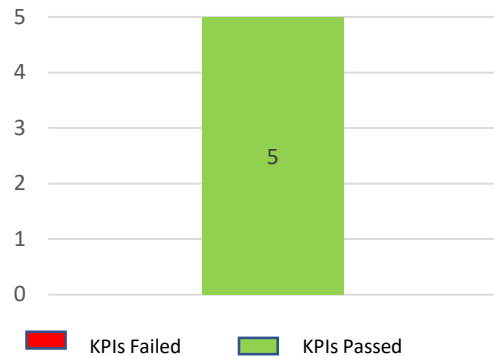
Direction of Travel



- Apex failed 6 of their 12 KPIs
- 102 Insurance Defects remain incomplete, an increase on last months performance of 84
- Financial deductions are now being deducted from monthly fixed cost payments rather than invoices being raised.

Servest Cleaning

Servest KPI Summary



No KPI failures

Direction of Travel

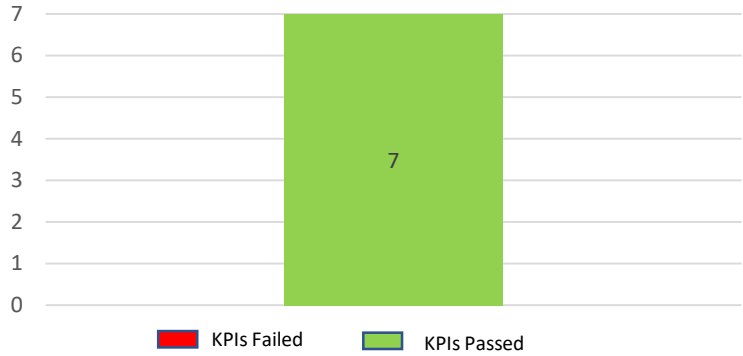


- Servest achieved all their KPIs

# Property Contract Executive KPI Summary June 2018

**Noonan Security**

Noonan KPI Summary



No KPI failures

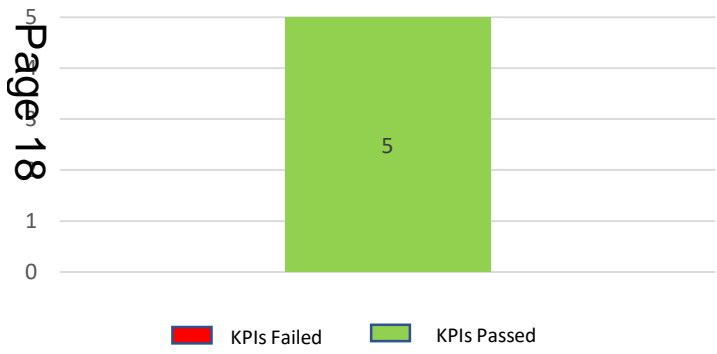
Direction of Travel



- Noonan achieved 7/7 of their KPIs
- New KPIs have been created these are more effective and suitable and additionally enable a higher level of penalty per KPI failure.

**Parkers Windows**

Parkers KPI Summary



No KPI failures

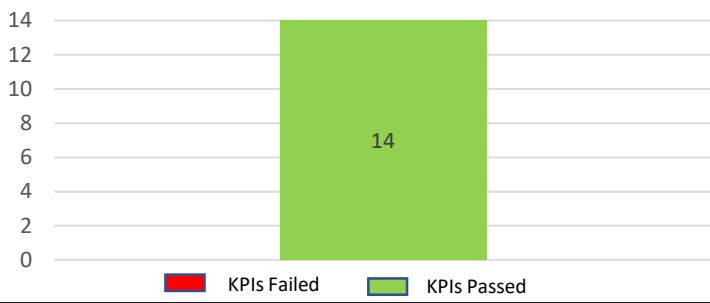
Direction of Travel



- Parkers achieved all their KPIs
- Commencement of 'reach and wash' cleaning was due to start in July but was delayed due to defective equipment.

**Skanska**

Skanska KPI Summary



No KPI failures

Direction of Travel



- Skanska passed all their KPIs

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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