

Apex Proposed Action Plan

Item No.	Item	Issue	Immediately (From 30.09.13)	Short - Medium Term (One Month)	Long Term (Contract Term)	Outcome/Conclusion
1	Emergency Attendances	Apex have consistently failed this KPI. Over the last 6 periods there has been between 12 and 35 failures to attend within the two hour emergency attendance target against a target of zero.	Apex to apply a dedicated administrator to the COL contract who will monitor all calls. This will ensure that when a call is placed, the SLA can be monitored and logistical planning can be utilised to ensure the KPI's are met. Additionally, Apex to work closely with COL to ensure that the KPI's are correct at time of call placement. (please see attached last period KPI report with comments from Apex to give a starting point for discussion).	In addition to the current direct staff employed to complete the PPM's and calls, Apex to apply a callout technician who will predominantly react to all COL calls where logistically practicable. Of course, it should prove that through the correct KPI timescale agreement and management, this will further positively impact the service delivery on reactive calls.	KPIs monitored and hit through ALL periods. Clear and exacting feedback to be provided to allow open discussion from an educated perspective.	a) Looking at feasibility of splitting Acute + P1's to separate KPI's. b) Dedicate staff supplied by Apex.
2	Attendance - Priorities 2-4	This KPI passed in Periods 11 & 12 but there was a decrease of over 31% in Period 13 (65.27% against a target of 96%. However this has now improved but still not meeting the target.	See attached current period KPI report with Apex feedback. Next KPI report to be submitted with accurate feedback from Apex in line with the contract terms.	As detailed above, moving forward Apex to apply sufficient labour through admin and skilled site staff and again a forward plan on accurate KPI information at point of call.	KPIs monitored and hit through ALL periods. Clear and exacting feedback to be provided to allow open discussion from an educated perspective.	a) Completed as scores are passing priorities 2-4.
3	Work Completion	Apex have consistently failed this KPI scoring between 57.86% and 84.9% against a target of 97% over the last 6 periods.	Dedicated Admin to monitor work completions, where risk becomes apparent, escalation to COL CM to plan logistics to meet with KPI's. Additionally as detailed, improvement between Apex and COL on KPI levels.	Education of current dedicated staff to ensure they are keyed into the relevant correct KPI's following agreement with COL. Constant monitoring by CM and Admin team at Apex, definitive feedback on KPI report to be discussed at contract meetings.	All work completions to be completed within contract KPI's	a) Administrator is in place. b) More accurate reporting against priorities therefore more effective use of priorities.
4	Personnel Changes in June 2013	Looking at the scores and stats it appears that performance has dropped since this change period.	Apex re-routing complete. Had no impact on KPI's as current dedicated team have not been changed. Re-routing has allowed callout engineers to be located within a closer vicinity to COL, allowing flexibility and reactive measures to be put in place should callout work load require it.	With monitoring by admin and escalation to Apex COL CM, and additional local staffing numbers, logistical planning can be clearer to adapt to all eventualities regarding callout load.	All contractual KPI's to be met through the correct escalation measures and logistical planning as required.	a) Apex Contract Manager has been replaced. b) New Apex Service Director introduced and more familiar with the portfolio.

Apex Proposed Action Plan

Item No.	Item	Issue	Immediately (From 30.09.13)	Short - Medium Term (One Month)	Long Term (Contract Term)	Outcome/Conclusion
5	Frequency of Meetings	It was agreed to move from weekly to fortnightly meetings in May as both parties were reasonably happy with performance at that time. This clearly is not working, is a different format required?	Apex suggest that as most of the required robust plan requirements were being discussed, now the plan is in place it would be suggested that bi weekly meetings remain in place.	To be adjusted as Apex service delivery does improve.	To be adjusted as and when agreed.	a) Completed.
6	CAFM System	It was reported in the minutes of 13/09/12 that the CAFM was live at Apex and subject to getting the firewall issue resolved would be available to CoL. To date this has not happened. This was committed to as part of the contract.	Apex CAFM IT developer has contacted COL and awaits contact to agree convenient times to attend Guildhall complex, to ascertain what the final issues are and to provide.	Ongoing discussions to agree the COL requirements for the CAFM system of course following the required training.	Updates as necessary to provide clear information for COL usage.	a) Currently discussing with CoL IS Department regarding security and firewall.
7	Quality of PPMs	Following an assessment undertaken by an external consultant plus CoL's own audit inspections, approximately 60 lifts were identified with a mixture of items from minor to serious issues that need to rectified urgently. This significant number is extremely concerning as two full maintenance cycles have been completed.	Recent combined Audits have confirmed that with the exception of 1 minor item all the requirements within Schedules 1-4 including those items within the independent consultants reports have been concluded.	Recent further schedules have been issued. These will be managed by the Apex COL CM to be completed within the indicated timescales. Additional combined audits between the COL lift engineer and Apex Cm to confirm completion to a mutually agreed satisfactory level.	Current plan to be adopted moving forward. Apex CM and COL lift engineer to ensure combined audits are to be completed within reasonable timescales following confirmation of completion.	a) Joint audit process commenced 19 November 2013 - ongoing process.
8	Critical Spares	Lack of critical spares has contributed to delays in getting lifts back into service e.g. Tower Bridge. We currently should have a limited supply as agreed early in the contract, further review update now contract is 1+ year in. A supply should be kept in stock.	Apex refute the tower bridge house scenario, as this was outside everyone's control and discussed with the COL lift engineer team. Although following this we have agreed to supply critical spares to Tower bridge. Of course this does not cover the rest of the portfolio and as agreed we do have critical spares for the type of aged units on the COL portfolio all as detailed at mobilisation.	Develop a critical spares list for any units that cause sufficient concern over supply chain that may delay any callout or reactive works completion. Specifically and which will be detailed below covering the public units in the first instance.	Critical spares to be stored covering the portfolio.	a) Completed and ongoing - part of audit process. - discussed at fortnightly meeting.

Apex Proposed Action Plan

Item No.	Item	Issue	Immediately (From 30.09.13)	Short - Medium Term (One Month)	Long Term (Contract Term)	Outcome/Conclusion
9	Piano Lift at GSMD	This lift was out of service for several weeks. This is a business critical lift that needs to be maintained effectively. Very politically sensitive.	Apex have provided the report and costs following the tests required and carried out by the COL preferred suppliers. Delay was due to awaiting report details from COL approved supplier. Apex have detailed to COL they will not use this supplier moving forward.	Works as per recommendations provided by Apex.	Following works, lift should continue to be reliable and efficient.	a) Completed.
10	Payment on time	This is unacceptable from CoL.	Apex to forward the relevant information according to the timeframe specified in the contract.	Apex to notify CoL if they have not received payment and provide the necessary back up documentation to enable CoL to investigate and resolve any issues immediately. Monthly	No Late payments.	a) Completed. - process established to speed up payment.
11	Public Lifts	12x public lifts that are high profile and closely monitored by elected members on behalf of their Ward(s). On too many occasions these are reported as not working correctly or out of service. Additionally the inclinators and public escalators suffer too many breakdowns and periods of not working. Generally, sourcing replacement parts, repairs and rectification works take too long.	All units have been surveyed by Apex. Each engineer specific to each lift are to carry out Technical PPMs ensuring the lifts/Escalators are running at their optimum characteristics using the current equipment.	Continued focus by Apex team on all Public units to ensure the correct levels of maintenance are carried out. Apex suggest that possible enhanced maintenance regimes should be applied to these units as a variation to the contract in consideration of their focus. Additionally, Apex are currently populating a COL investment plan (example: Upgrade door operator at Pilgrims reach, replace control panel on Wood street scenic lift to a British made generic type to name a few).	Continued focus on PPM levels, potential enhanced maintenance levels. COL investment.	a) Public Lifts have an increased PPM regime i.e. fortnightly rather than monthly. b) Monitoring process enhanced and more resilient.
12	Asset Register	This has been requested to be delivered in CoL format which is imperative to meet CoL lift/escalator insurance requirements. Asset register includes condition surveys and PPM schedules. Thereafter forward maintenance plans can be formulated.	Apex are commencing updating and infilling on the agreed template.	All information as required, inclusive of a forward maintenance and budget plan to be completed as soon as humanly possible.	Following all information provided, ongoing maintenance plan to be adhered to and additionally investment programme from COL with Apex to be agreed to ensure the forward life of the current aged equipment across the portfolio.	a) Asset Register for each public lift completed.

Apex Proposed Action Plan

Item No.	Item	Issue	Immediately (From 30.09.13)	Short - Medium Term (One Month)	Long Term (Contract Term)	Outcome/Conclusion
13	Barbican	Standard of service the Barbican is receiving is poor taking into consideration the lift technician (plus assistant) previously worked for the Barbican and therefore the knowledge base should be in place. More effective usage of this resource and improved performance fundamental due to the business critical usage of lifts in the Barbican Centre.	Apex have as agreed taken a considered view on all lifts at the Barbican. This has included employing specialist cleaners to clean down L8, L17 and L20, all of which are local to kitchens. Additionally the on site engineer has revisited all other units an brought them to an acceptable standard.	Apex suggest combined re-visits to all Barbican units with COL lift engineer to ensure that meet with COL requirements. Focus by on site engineer to ensure PPM levels are kept up to the required levels.	Quarterly audits by Apex CM of all Barbican units. Potential investment by COL to upgrade lifts to ensure future reliability and efficiency.	a) Condition Surveys for each lift being carried out to produce an Asset Plan. b) All Lifts have been audited. c) Morning inspections conducted by Apex and BC each day. d) Trend issues currently being identified.