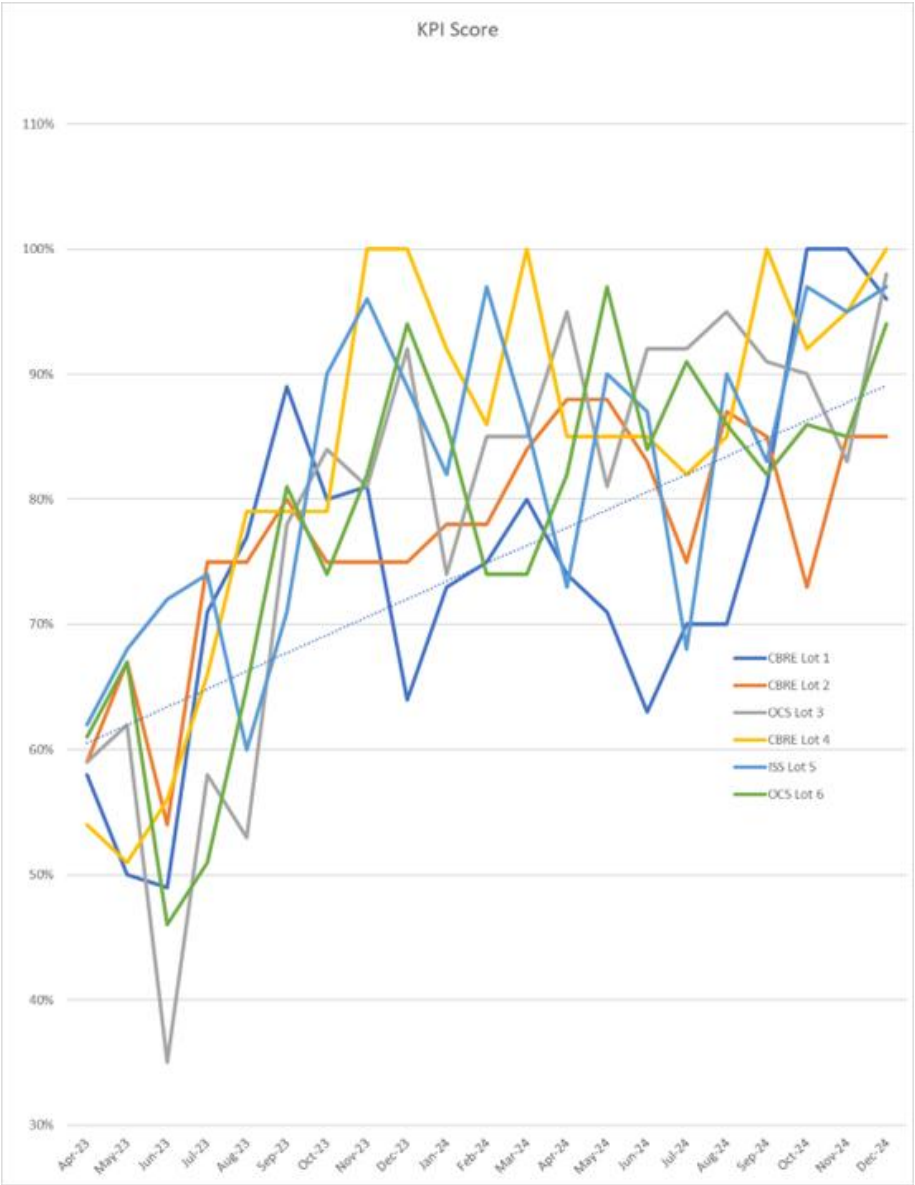


Appendix 1 – IFM Contractor KPI performance data

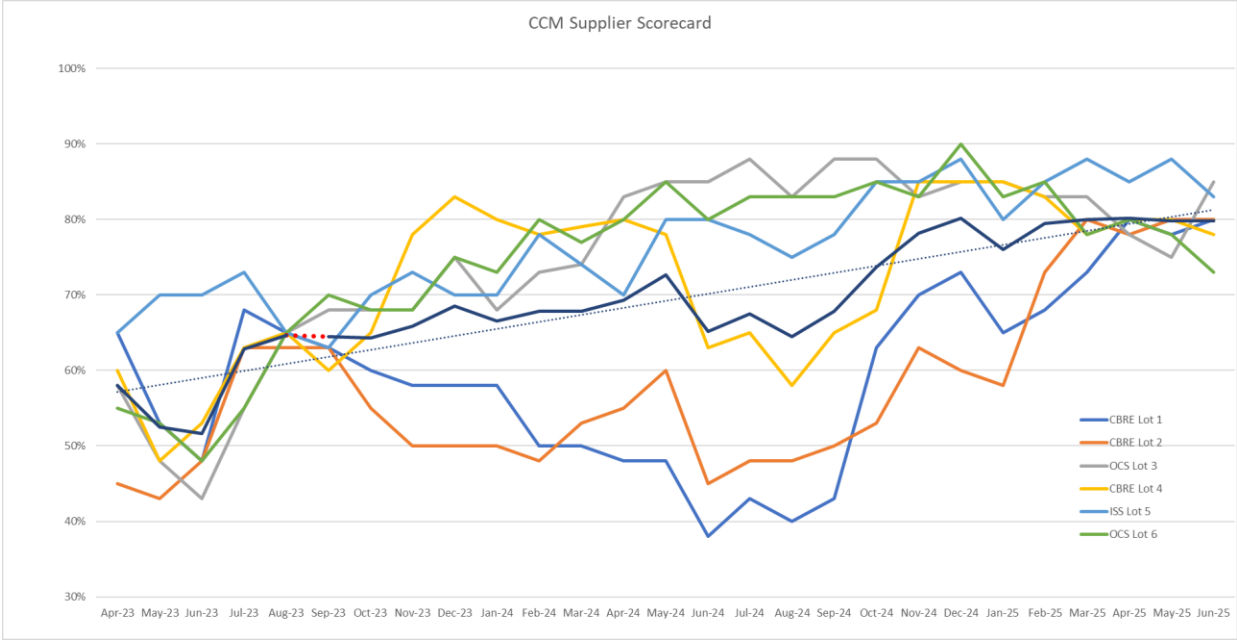


		CBRE	CBRE	OCS	CBRE	ISS	OCS	
	KPI Score (>90%)	Lot 1	Lot 2	Lot 3	Lot 4	Lot 5	Lot 6	Average
Year 1	Apr-23	58%	59%	59%	54%	62%	61%	59%
	May-23	50%	67%	62%	51%	68%	67%	61%
	Jun-23	49%	54%	35%	56%	72%	46%	52%
	Jul-23	71%	75%	58%	66%	74%	51%	66%
	Aug-23	77%	75%	53%	79%	60%	65%	68%
	Sep-23	89%	80%	78%	79%	71%	81%	80%
	Oct-23	80%	75%	84%	79%	90%	74%	80%
	Nov-23	81%	75%	81%	100%	96%	82%	86%
	Dec-23	64%	75%	92%	100%	89%	94%	86%
	Jan-24	73%	78%	74%	92%	82%	86%	81%
	Feb-24	75%	78%	85%	86%	97%	74%	83%
	Mar-24	80%	84%	85%	100%	86%	74%	85%
Year 2	Apr-24	74%	88%	95%	85%	73%	82%	83%
	May-24	71%	88%	81%	85%	90%	97%	85%
	Jun-24	63%	83%	92%	85%	87%	84%	82%
	Jul-24	70%	75%	92%	82%	68%	91%	80%
	Aug-24	70%	87%	95%	85%	90%	86%	86%
	Sep-24	81%	85%	91%	100%	83%	82%	87%
	Oct-24	100%	73%	90%	92%	97%	86%	90%
	Nov-24	100%	85%	83%	95%	95%	85%	91%
	Dec-24	96%	85%	98%	100%	97%	94%	95%
	Jan-25	92%	90%	77%	100%	83%	72%	86%
	Feb-25	92%	100%	84%	100%	97%	80%	92%
	Mar-25	93%	99%	95%	100%	97%	84%	95%
Year 3	Apr-25	96%	92%	79%	100%	87%	91%	91%
	May-25	93%	99%	94%	100%	97%	95%	96%
	Jun-25	100%	96%	96%	92%	93%	95%	95%
	Contract Average	79%	81%	81%	87%	84%	80%	82%
	Year 2/3 Average	86%	88%	89%	93%	89%	87%	89%

Notes

- 1. Target score is >90%
- 2. Year 1 performance poor (average KPI score of 74%).
- 3. Year 2 performance improvement to 88%
- 4. Year 3 performance 94%
- 5. Through effective contract management there has been a positive trend in performance across all lots to a stable and acceptable performance level.

Appendix 2 – IFM Contractor Supplier Scorecard performance data



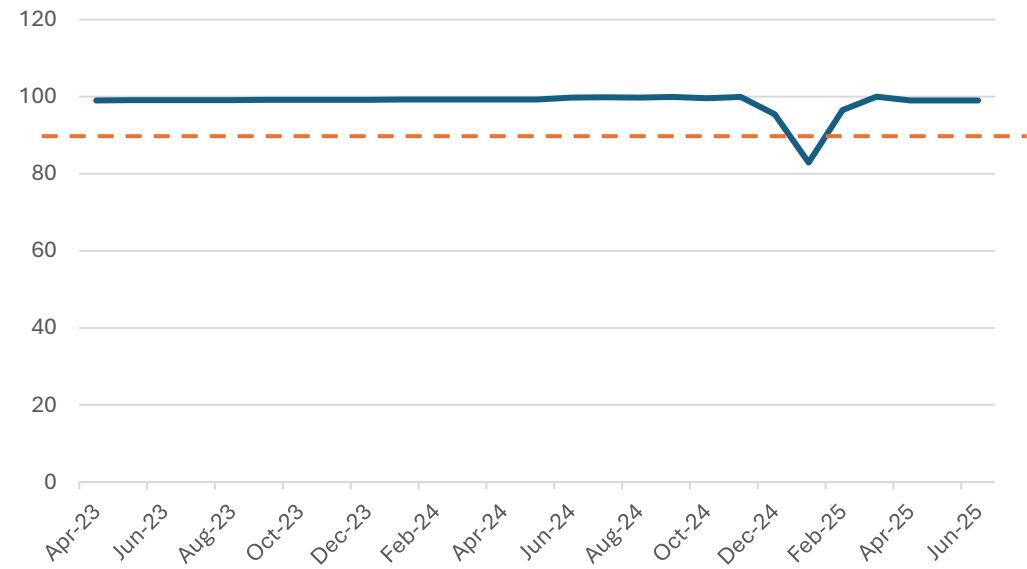
Notes

- 1. Target score is >80%
- 2. Year 1 average score 63%. Driven by KPI performance and lack of understanding on City expectations.
- 3. Year 2 average score 73%. Improvement due to better understanding and more stable KPI performance allowing more focus on environment, social value and innovation.
- 4. Year 3 average score 80% with all suppliers at a stable and acceptable performance level.
- 5. CCM scorecard captures the contractors' approach to Innovation, commercial management, supply chain management, economic risk, risk management and their contribution to the City's environmental and social objectives.

	Supplier Scorecard (Target >80%)	CBRE Lot 1	CBRE Lot 2	OCS Lot 3	CBRE Lot 4	ISS Lot 5	OCS Lot 6	Average
Year 1	Apr-23	65%	45%	58%	60%	65%	55%	58%
	May-23	53%	43%	48%	48%	70%	53%	53%
	Jun-23	48%	48%	43%	53%	70%	48%	52%
	Jul-23	68%	63%	55%	63%	73%	55%	63%
	Aug-23	65%	63%	65%	65%	65%	65%	65%
	Sep-23	63%	63%	68%	60%	63%	70%	65%
	Oct-23	60%	55%	68%	65%	70%	68%	64%
	Nov-23	58%	50%	68%	78%	73%	68%	66%
	Dec-23	58%	50%	75%	83%	70%	75%	69%
	Jan-24	58%	50%	68%	80%	70%	73%	67%
	Feb-24	50%	48%	73%	78%	78%	80%	68%
	Mar-24	50%	53%	74%	79%	74%	77%	68%
Year 2	Apr-24	48%	55%	83%	80%	70%	80%	69%
	May-24	48%	60%	85%	78%	80%	85%	73%
	Jun-24	38%	45%	85%	63%	80%	80%	65%
	Jul-24	43%	48%	88%	65%	78%	83%	68%
	Aug-24	40%	48%	83%	58%	75%	83%	65%
	Sep-24	43%	50%	88%	65%	78%	83%	68%
	Oct-24	63%	53%	88%	68%	85%	85%	74%
	Nov-24	70%	63%	83%	85%	85%	83%	78%
	Dec-24	73%	60%	85%	85%	88%	90%	80%
	Jan-25	65%	58%	85%	85%	80%	83%	76%
	Feb-25	68%	73%	83%	83%	85%	85%	80%
	Mar-25	73%	80%	83%	78%	88%	78%	80%
Year 3	Apr-25	80%	78%	78%	80%	85%	80%	80%
	May-25	78%	80%	75%	80%	88%	78%	80%
	Jun-25	80%	80%	85%	78%	83%	73%	80%
	Average	59%	58%	75%	72%	77%	75%	69%
	Year 2/3 Average	61%	62%	84%	75%	82%	82%	74%

Appendix 3 – Amalgamated Lifts & Escalators operational performance data

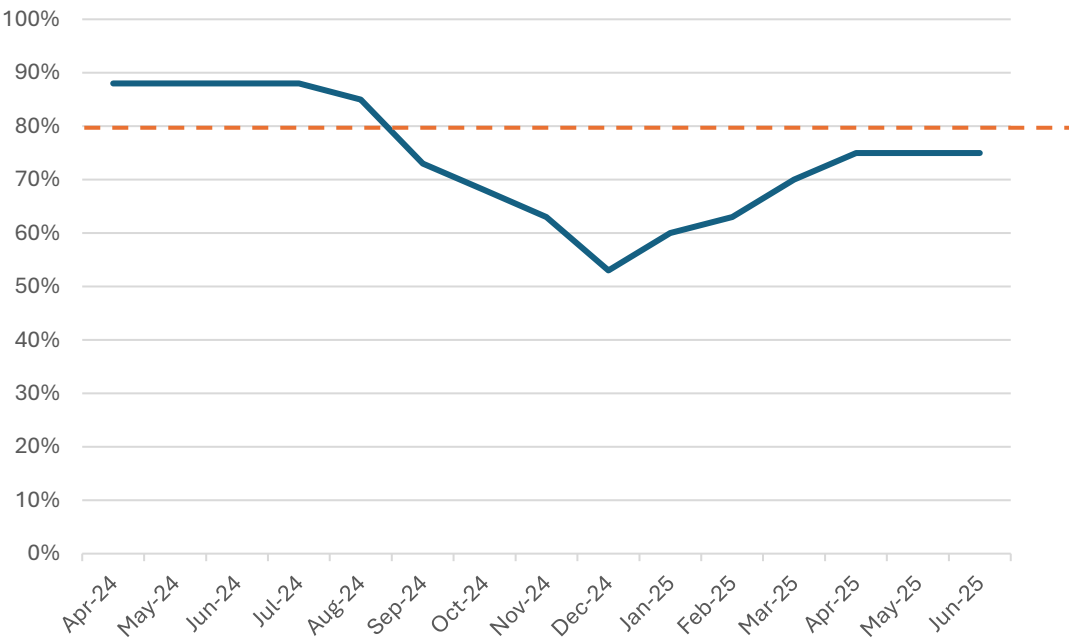
Amalgamated KPI Performance



Notes

- 1. Target score is >90% aggregated over 12 months
- 2. Whilst KPI performance appears positive there are concerns around quality-of-service delivery and provision of accurate paperwork

Amalgamated Lifts - CCM Scorecard



Notes

- 1. Target score is >80%
- 2. Measurement started April 2024
- 3. No significant engagement with wider City objectives on environment and social value objectives.
- 4. CCM scorecard captures the contractors' approach to Innovation, commercial management, supply chain management, economic risk, risk management and their contribution to the City’s environmental and social objectives.

Appendix 4 – Example Commercial Contract Management Supplier Scorecard

	CBRE Lot1 2025/26														Accepted Minimum/ Target
	April	May	June	July	August	September	October	November	December	January	February	March	Average		
Supplier Performance and Service Delivery	5	4	5										5	3	
Commercialism and Innovation	4	4	4										4	3	
Internal Contract Management Performance	2	2	2										2	3	
Supplier Relationship and Supply Chain Management	4	4	4										4	3	
Economic and Financial Standing	5	5	5										5	3	
Risk Management	4	4	4										4	3	
Environmental	4	4	4										4	3	
Social Value	4	4	4										4	3	
Total (out of 40)	32	31	32	0	0	0	0	0	0	0	0	0	8	24	
Total %	80	78	80	0	0	0	0	0	0	0	0	0	20	80	
KPI Score %	96	93	100	0	0	0	0	0	0	0	0	0	24	90	

Score Key:

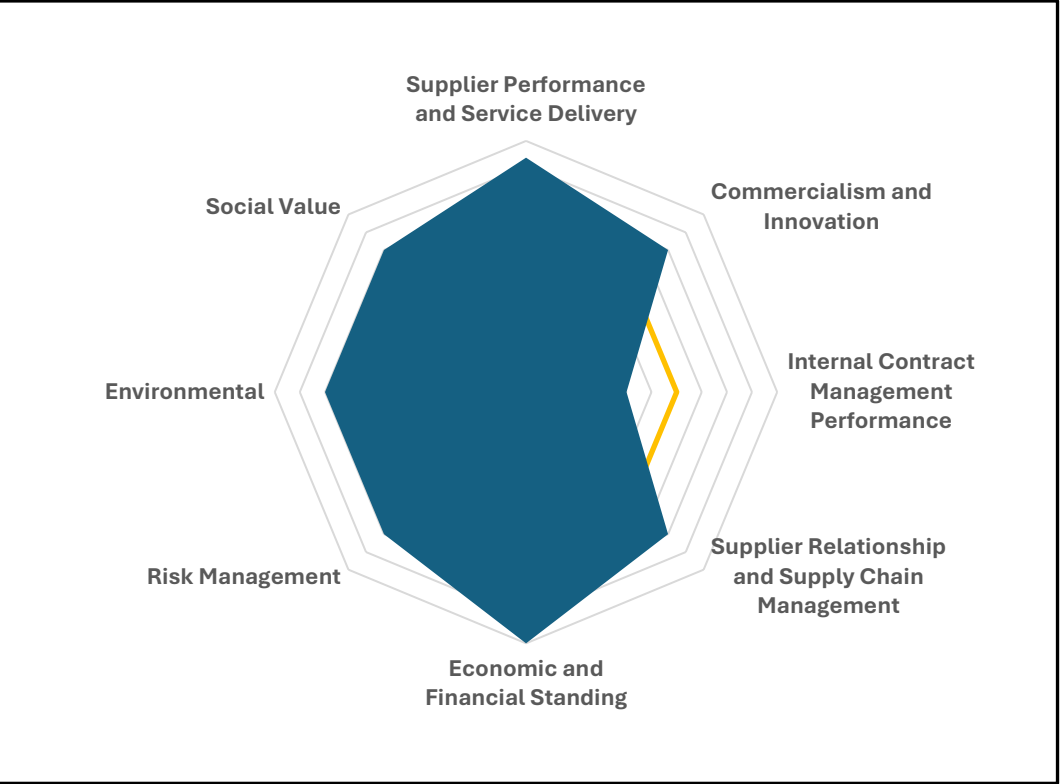
1 = Unacceptable, a number of items require improvement and the contracts performance or the City's reputation is at risk (Red)

2 = Poor, one aspect of the criteria requires improvement or mitigation to deliver performance or protect the City's reputation (Red)

3 = Satisfactory, all requirements are being met and the City's reputation is not at risk but no evidence of continuous improvement or service excellence (Amber)

4 = Good, all requirements are being met and evidence of continuous improvement/ additional value being implemented (Green)

5 = Excellent, all requirements are being met and evidence of continuous improvement/ additional value implemented with tangible benefits evidenced (Green)



Summary

Supplier Performance and Service Delivery: KPI score 100%

**Commercialism and Innovation:** Odorbac - Chemical free cleaning trialled - Cost neutral product. Sensor Technology for Tower Bridge toilets trial possible move to proactive cleaning, the dashboard preview indicates that the data will enable better management of the cleaning service. Co-robotics at Mansion House trial. Trackersack innovation is being implemented at the Commercial Offices which helps identify any waste contamination. CBRE have proposed to self delivery Gas Engineering which would deliver a c£70k saving for CoL (across all 3 Lots)(1st Supplier to make a suggestion after benchmarking).

**Internal Contract Management Performance:** CBRE have submitted a number of documents in recent weeks in relation to outstanding matters which are being reviewed.

**Supplier Relationship and Supply Chain Management:** Subcontractor list provided; monthly report has a grading system based on performance. Pulse supplier management portal gives strong data from which to make informed decisions about sub-contractor performance across CoL and wider group performance; turning this data into actions over the following months will increase the score. Tower Bridge data from Kingdom provides good usage stats and evidence of using supply chain to effect improvement.

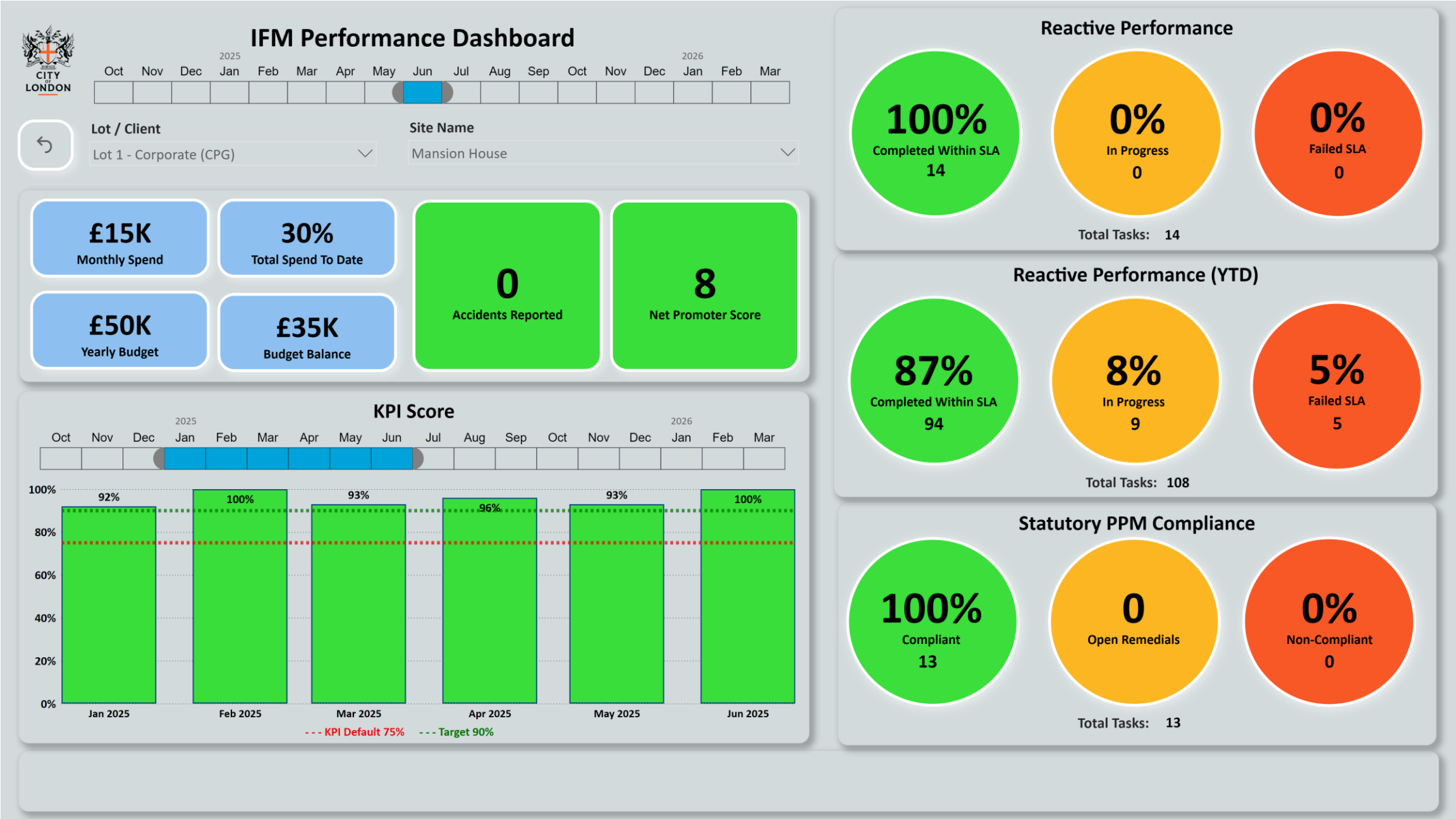
**Economic and Financial Standing:** : Accounts up to date on companies' house. Average time to pay invoices is 54 days. <30 days 24%, 31-60 days 57%, 61+ 19% Unpaid 25%

**Risk Management:** Monthly risk register meetings are positive, and risks are being progressed and discussed with constructive mitigations.

**Environmental:** Options of telematics for smarter driving. Chemical Free cleaning trials completed at Mansion House. Waste audits support Environment dept. Uniform recycling and reusing started in 2025. Focus needs to remain on scope 2 & 3 emissions.

**Social Value:** Supply chain diversity has increased. Update provided for integrating Tarem cleaning into a Lot1 site(s). Career event completed with a School in Islington with positive feedback and future engagement planned, Moon Hub VR utilised to engage students. Redecoration project was completed at Hackney based care home - *pro-bono*. CBRE will supporting CoL L&D Team by hosting a one week work experience placement. CBRE attended a civic centre in Islington to support elderly citizens with the use of technology.

Appendix 5 – Example Director Monthly Performance Dashboard



1. Source: Institute of Workplace and Facilities Management (IWFM) Market Intelligence Report 2025.

“Inflation is a key driver of cost; 86% of FM service providers report an increase in employment costs, and 89% report an increase in cost of supplies, partly driven by underlying inflation, but also by supply chain disruptions

Perhaps in response to this, 86% of FM service providers are expecting both an increase in the cost of supplies and employment costs to increase, and 59% are expecting customer selling prices to increase.”

“Our experts stress the importance of genuine partnership in trying to reconcile the tensions between these two priorities.”

2. Source: IWFM Market Outlook Survey 2025



3. Source: The Building Cost Information Service (BCIS) maintenance, cleaning and energy forecast: 2Q2025 – 2Q2030.

“Maintenance costs, as measured by the BCIS All-in Maintenance Cost Indices, are set to rise 15% by 2Q2030, according to our latest forecast data. Cleaning costs, mainly driven by labour costs, are expected to rise by 24% over the same period.”

**Summary:**

CPI is forecast to rise 2% year-on-year. The CPI link in the IFM contracts will see costs track below the forecasts of IWFM and BCIS who predict cost increases which will outstrip CPI. By locking in our contracts at CPI we have achieved better VfM than the current market outlook. Intelligence leads to the conclusion that the FM market is currently volatile in respect of pricing, and this is reflected in 52% of FM service providers forecasting significant increases in customer selling prices over the next 12 months. Based on market data the City currently receives VfM in its FM pricing and has an index-based mechanism in CPI which is tracking below the market outlook. Therefore, it would not be advantageous to enter the market in the current climate.