

Report No.
DRR17/046

London Borough of Bromley

PART 1 – Public

Decision Maker: EXECUTIVE AND RESOURCES PDS COMMITTEE

Date: Wednesday 11 October 2017

Decision Type: Non-Urgent Non-Executive Non Key

Title: TOTAL FACILITIES MANAGEMENT CONTRACT – CONTRACT PERFORMANCE REPORT

Contact Officer: Michael Watkins Head of Asset and Investment Management
Michael.Watkins@bromley.gov.uk 0208 313 4178

Chief Officer: Colin Brand, Director of Regeneration

Ward: All

1. Reason for report

- 1.1 This report provides information on the performance of the Total Facilities Management (TFM) Contract provided by Amey Community Limited and their sub-contractor Cushman and Wakefield for the period 1st October 2016 to 31 August 2017.
 - 1.2 A letter from the Amey Account Manager, provides his update on each of the individual performance elements of the contract and is attached at in Appendix 1.
-

2. RECOMMENDATION(S)

The Committee is requested to note and comment on the information contained within this report and the letter provided by Amey detailed at Appendix 1.

Impact on Vulnerable Adults and Children

1. Summary of Impact: It is not considered that there will be any impact on Vulnerable Adults and Children. None.
-

Corporate Policy

1. Policy Status: Existing Policy:
 2. BBB Priority: Excellent Council:
-

Financial

1. Cost of proposal: N/A
 2. Ongoing costs: Recurring Cost N/A
 3. Budget head/performance centre: N/A
 4. Total current budget for this head: N/A
 5. Source of funding: N/A
-

Personnel

1. Number of staff (current and additional):N/A
 2. If from existing staff resources, number of staff hours: N/A
-

Legal

1. Legal Requirement: No statutory requirement or Government guidance.
 2. Call-in: Applicable:
-

Procurement

1. Summary of Procurement Implications: N/A
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): N/A
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? N/A
2. Summary of Ward Councillors comments: N/A

3. COMMENTARY

BACKGROUND

- 3.1 The July 2016 Executive agreed to award to Amey Community Limited the following areas of work as part of the Total Facilities Management Contract.
- Operational Property (including statutory compliance)
 - Reactive
 - Planned
 - Facilities and Support Services
 - Mail services
 - Committee Room Support
 - Porters and attendants
 - Print management
 - Cleaning
 - Security
 - Strategic Property (including statutory compliance)
 - Acquisitions
 - Disposal
 - Management of Non-Operational portfolio
 - Capital Works
- 3.2 The contract went live in respect of Operational Property and Facilities on 1st October 2016 with Amey and with Cushman and Wakefield in respect of Strategic Property on 1st December 2016. In addition the Council operated a large number of legacy contractual arrangements until 1st April 2017 in relation to operational property due to the inability to break these contracts earlier.

SERVICE PERFORMANCE

- 3.3 The service is operating as per the specifications contained within in the contract
- 3.4 Services have been on the whole delivered as per specification and without impact to the efficient running of the Council's business. There have been a small number of matters which have raised concern and these are detailed in the table below: -

Issue	Problem	Impact	Resolution
Cleaning of Civic Offices	Amey underestimated resources for cleaning	Some areas not cleaned. Complaints received and matters escalated to Dep Rep Forum.	Amey brought in additional resource to bring back to standard and implement clear communications as to what will be cleaned and when.
Renewal of allotment Leases	Cushman & Wakefield's communication approach as to rationale was poorly handled	Allotment holders raised concerns as to future of sites with various Members	Cushman & Wakefield set out clear objectives to allotment societies to explain what they were doing.

- 3.5 All of the above matters have been reviewed and lessons learnt so as not to repeat the same mistakes.
- 3.6 The contractual relationships are in a satisfactory state – the contractual governance in place supports this and the relationship has been one of collaboration and seeking solutions to issues as they arise.
- 3.7 Since the letting of this contract the needs of the business have not changed.

RISK

- 3.8 A number of risks have been identified by Amey/Cushman and Wakefield since the contract started. These are not risks associated with the construction of the contract but as to the level of works previously undertaken by the Council and the lack of accountability and ownership to ensure that the Council was fully compliant in some Health and Safety areas where there is a statutory requirement to inspect, maintain and take remedial actions.
- 3.9 When Amey carried out its Due Diligence prior to the start of the contract, they identified risks around statutory compliance, which were highlighted to the Executive in the TFM Commissioning report on 20 July 2016. Since their appointment, Amey has been undertaking a major review of the Council's maintenance budgets and compliance. They have reviewed the Council's obligations and the previous cyclical, asbestos and water hygiene (legionella) schedules. They have identified two major concerns with the Council's regimes for water hygiene and cyclical maintenance and have recommended an increase in the budget costs against these two budget heads.
- 3.10 A report was considered at the 22 March 2017 Executive and appropriate measures and budget increases were approved.
- 3.11 It should be noted that this action was as a direct consequence of Amey reviewing the Council's portfolio and bringing in professional commercial expertise.

3.12 Following the concerns raised nationally with regards to Fire Safety in occupied buildings, Amey were asked to rapidly undertake Fire Risk Assessments (FRA's) to 171 Operational Properties across the estate.

3.13 A programme has been produced prioritising by risk categorisation, as to the level of occupation, which is being delivered to and concludes at the end of September 2017 at which point a report will be prepared for Executive consideration.

BENEFITS

3.14 The Amey proposal identified the following benefits which have been delivered:-

- A guaranteed revenue savings of £210k p.a.
- Scope for further efficiencies in the delivery of some of the Operational and Facilities Management Services which they proposed should be shared 80/20 in favour of the Council
- Provides resilience
- Provides capacity
- Provides Commercial experience
- Provides flexibility to call off strategic work as required whereas officers had to tender for this work.
- Will deliver a 5% reduction on Cushman & Wakefield's Framework rates for all new Capital projects (which will be benchmarked to ensure value for money).
- Identified the potential to generate new income opportunities £1m p.a.

3.15 The proposal from Amey and Cushman & Wakefield identified full year revenue savings of £210k for TFM services effective from the date of transfer.

3.16 Cushman & Wakefield identified savings in strategic property of £60k p.a. of which £12k was funded from a vacant technical support post (0.6 fte), £8k from their own internal reorganisation and £40k from restructuring of the valuation team post transfer.

3.17 Amey also confirmed their savings of £150k p.a. which was generated from reviewing the overall resources needed in the operational property division. There were several vacant posts which transferred across to Amey and contributed towards this saving figure.

3.18 It should be noted that the Council have contracted Amey/Cushman & Wakefield to deliver Services within a fixed cost envelope.

Incentivised Savings

3.19 Amey also identified scope for further potential efficiencies in the delivery of some of the Operational and Facilities Management Services which they proposed should be shared 80/20 in favour of the Council

3.20 In addition Cushman and Wakefield will also, on an incentivised basis, seek to grow the Council's net investment income (excluding property generated by new capital) by a minimum of £1m (index adjusted) within three years. This will be achieved by:

- Reshaping the investment portfolio to improve returns and income growth prospects.
- Adopting a more commercial approach to managing rents.
- Adopting a more commercial approach to service charge recoveries.

- 3.21 The incentive for Cushman and Wakefield will be that after the first £350k of new income generated for the Council, they will retain a % of the income based on a banded fee, detailed below: -

Band 1	0 to £350k of increased income	No fee
Band 2	£351k to £700k	7% of increment
Band 3	£701k to £1m	10% of increment

- 3.22 It should be noted that the Asset Strategy will be presented at the January Executive and is in line with the above projections.

MANAGEMENT

- 3.23 The key personnel involved in contract management/'intelligent customer' roles are all staff in post and the team is not incurring additional third party support or carrying any vacancies. The teams focus is that of managing the TFM Contract and ensuring that performance is monitored and managed to its conclusion. This is being achieved through strict adherence to the governance process set out within in the contract and by building collaborative relationships with the key Amey/Cushman and Wakefield teams.
- 3.24 The client side team has the necessary resources to manage the contract successfully.

CONTRACT GOVERNANCE

- 3.25 Monthly minuted Service Operations Board meetings are held jointly with the Amey/ Cushman & Wakefield Accountant Managers to review performance measures and identify issues and review remedies. In addition progress on major projects are also monitored and issues arising investigated. These meetings also review the Amey Invoice for the preceding month and deal with any cost variations.
- 3.26 A monthly Works in Progress meeting is also held with the Amey Projects team which links into the above Service Operations Board cycle.
- 3.27 Every three months a minute Strategic Operations Board is held again with senior representation from Amey/Cushman & Wakefield together with the Directors of Regeneration and Commissioning, the Resources Portfolio Holder and the contract management/"intelligent-client" lead. This Board reviews progress of the contract and reviews measures to ensure that contractual obligations are met and if required variance orders or additional scope requests are considered and authorised. The Service Operations Board also can escalate matters to the Strategic Operations Board.
- 3.28 The membership, frequency and terms of reference for these boards are specified within the TFM Contract. To date all scheduled meetings have taken place and minutes/action logs circulated as required.

REVIEW OF CONTRACT PURPOSE

- 3.29 The Council continues to occupy property for its own purposes and hold various interests in other property assets. Consequently there is an ongoing requirement to ensure that the management of the Council's property assets is undertaken in a professional, compliant and value for money driven approach. The TFM Contract allows for this approach to be delivered.

4. SERVICE PROFILE / DATA ANALYSIS

- 4.1 Attached at Appendix 1 is a letter from Darren Nolan, the Amey Account Manager, detailing his view as to the service offering from 1st October 2016.
- 4.2 It should be noted there was a contractual 6 month period where no KPI's were applied due to mobilization and transitional arrangements. In essence this means that data for FM was captured from April 2017 and in respect of Cushman and Wakefield from June 2017.
- 4.3 The service operating to defined parameters. Whilst there are financial penalties which can be applied to incentivise the supplier to improve performance these have not had to be applied during this reporting period.

5 PLANS FOR ONGOING IMPROVEMENTS IN PERFORMANCE

- 5.1 The contract has performed well throughout the period and the transition of staff to new employers went well as did the subsequent re-organisation of the respective teams.
- 5.2 Workloads and outputs are now being measured and reported to the Council. During the migration process and subsequently there has been no business interruption or financial impact.

6 PLANS FOR ONGOING IMPROVEMENTS IN VALUE FOR MONEY

- 6.1 It should be noted that the Asset Strategy will be presented at the January Executive and will make recommendations to generate significant capital receipts from non-operational property holdings the Council hold.
- 6.2 Amey are in the process of creating Service Delivery Plans for component parts of the FM Service which will further the opportunity to generate improvements for efficiencies and thus create further savings. This work is anticipated to be completed by 1 December 2017.

7. USER / STAKEHOLDER SATISFACTION

- 7.1 Customer comments have been favourable and whilst a number of complaints relating to cleaning (see 3.4 above) have been received there have also been a number of positive compliments recorded. These are further elaborated in the Amey letter at Appendix 1.

8. SUSTAINABILITY / IMPACT ASSESSMENTS

- 8.1 The Amey Supply Chain ensures that wherever possible local suppliers will be utilised – currently three out of the seven prime sub-contractors are Bromley based with the other four being national suppliers with regional (SE London) bases.
- 8.2 Amey also provides services to the London Borough of Bexley and as such there are synergies which are currently being investigated to ensure operational optimization linked to local contractors.

10. POLICY CONSIDERATIONS

- 10.1 Moving to a Commissioning Authority is in line with the Council's Corporate Operating Principles and is key to achieving the Building a Better Bromley 2020 Vision in ensuring that

services continue to be provided as efficiently and effectively as possible, in light of the financial pressures facing the Council over the next few years.

11. COMMISSIONING & PROCUREMENT CONSIDERATIONS

- 11.1 The TFM Contract commenced on 1st October 2016 for a term of five years with an option to extend for a further 3 years.
- 11.2 The contract contains provisions for the transfer of services at such time as a new provider is identified, however at this stage these are not being pursued due to the early stage of life of this contract.
- 11.3 Internal Audit undertook a Health Check in early 2017 as to the Procurement Process, Governance arrangements and contract monitoring process and concluded there were no grounds for concern.

12. FINANCIAL CONSIDERATIONS

- 12.1 Part year savings of £95k were achieved compared to the original figure of £105k. This was due to staff transferring to Cushman & Wakefield on 1 December 2016 rather than 1 October 2016.
- 12.2 Full year savings of £210k are expected for 2017/18.
- 12.3 With reference to 3.19 to 3.21 above no further savings have been identified, as at the end of September 2017.

13. PERSONNEL CONSIDERATIONS

- 13.1 The transition of 36 staff to new employers went well as did the subsequent re-organisation of the respective teams.

14. LEGAL CONSIDERTAIONS

- 14.1 This report is a contract performance report for the Total Facilities Management Contract.
- 14.2 Rule 23 of the Contract Procedure Rules requires an annual update to be submitted to the Council when the value of the contract is in excess of £1 million. This is part of the monitoring arrangements.

Non-Applicable Sections:	None
Background Documents: (Access via Contact Officer)	None
	Version CP@5/16

Appendix 1 Letter from Amey Contract Manager

9/28/2017

• • •

Nolan, Darren
Amey PLC
Civic Centre
Stockwell Close
Bromley
BR1 3UH

Michael Watkins
London Borough of Bromley
Civic Centre
Stockwell Close
Bromley
BR1 3UH

Dear Michael,

As we approach the October 2017 Executive & Resources PDS meeting where we consider and review the Total Facilities Management (TFM) contract, we write to you with Ameys assessment of our performance to date.

The summary covers performance to the end of August 2017

Mobilization and Transition:

The contract commenced on 1st October 2016 following months of data gathering, measurement and review of current assets, condition, life cycle, etc. This enabled Amey to understand any Statutory compliance issues and risks associated. We initially transferred 29 LBB employees into Amy and over the next three months assessed roles and responsibilities along with the impact of the “new ways of working”. This resulted in a headcount reduction of 4 posts.

On 1st December 2016 the Strategic Property element of the contract commenced provided via our partner Cushman & Wakefield (C&W). Six LBB employees transferred to C&W who are supported by the wider world of C&W.

Many of the LBB incumbent contracts relating to Property Services did not expire until post transfer date and as such we took a phased approach to either onboarding the incumbent or providing the services via the Amey supply chain. This was over a period of approx. 6 months concluding in April 2017.

Following the initial transition of resource and services we are moving towards a self-delivery model for service lines such as cleaning and Mechanical and Electrical (M&E) engineering. This will provide greater control of resource and allocation of workload, less reliance on supply chain along with financial efficiencies. The cleaning self-delivery commenced on 1st April 2017 and the M&E commenced on 1st August 2017

Expansion:

Initially, Fire Risk Assessment were not within the scope of this contract. However, it has since been decided that we provide the service in 2017 with a view to adding it to the contract via Change Control. This will provide a more consistent and transparent process in terms of managing all statutory compliance matters.

There is potential for this contract to support more Capital Project schemes such as the Education projects as well as exploring how the Framework agreement can benefit both parties going forward.

Benefits:

A more coherent, joined up approach to all property matters by creating a closer relationship between Amey and Cushman & Wakefield.

Amey has brought a detailed understanding of the operational property stock, needs & risks as a result of the pre mobilization efforts.

Amey brings speed of procurement and access to its supply chain

Innovations:

A Contract re-structure was undertaken to align skills and competencies with the contractual delivery obligations.

A review of Capital and Revenue Project processes has been undertaken resulting in a slicker approach in terms of recording and reporting on both operational and financial performance.

The transition to a self-delivery model providing Cleaning services predominantly to the Civic Centre, consisting of the transferring of 16 operatives as well as the additional hiring of an on-site Supervisor and day Janitor.

The transition to a self-delivery model providing M&E services to the Operational Property estate, consisting of the hiring of 7 engineers that cover electrical, mechanical and handyman skillsets

Re-procurement of Multi Function Device (MFD) paper supplies via the Amey supply chain resulting in cost reduction

Overview of Service provision

Please see below for a breakdown of our service provision against contract.

Yours Sincerely,

Nolan, Darren
Account Manager
Amey PLC

1. Key Performance Indicators:

The KPI's are based on a balanced scorecard and measured across 6 key areas of contractual delivery and compliance as below:

Key	Monthly	
Area	KPI	Max Score
1	Health and Safety	18%
2	Contract Compliance	16%
3	Hard FM	17%
4	Soft FM	17%
5	Finance	16%
6	Projects	16%
	TOTAL	100%

KPI Definitions:

Health and Safety – includes any notifiable incidents or breeches.

Contract Compliance – relates to the management of the contract in terms of Governance processes, capability and escalation routes.

Hard FM - includes Statutory Compliance, Planned Preventative Maintenance and Reactive Services to agreed Service Level Standards.

Soft FM – includes Cleaning, security, portage, printing and associated management.

Finance – relates to the measurement of value for money, procurement processes and accuracy of financial information given.

Projects – relates to the delivery of individual Capital and Major Works delivered via the Contract to agreed Service Level Standards.

Each area has a number of measurable service outputs which are scored to create an overall Area Monthly Score. For example as previously highlighted, Hard FM includes Statutory Compliance, Planned Preventative Maintenance and Reactive Services to agreed Service Level Standards.

2. Reactive Work-stream Volumes:

The table below represents the volume of reactive Facilities Management tasks logged via our Computer Aided Facilities Management system by service stream. Data sets were initiated from January 2017 as reporting and KPI performance did not commence until April 2017.

Category	Jan	Feb	Mar	April	May	June	July	Aug
Maintenance Requests	283	267	244	308	163	258	234	206
Cleaning Requests	23	8	12	12	4	39	27	17
Pest Control Issues	2	1	0	1	5	5	2	1
Security Requests	2	1	3	0	0	3	1	0
Porterage Requests	122	81	23	41	176	72	205	183
Waste Collection Requests	7	8	5	7	16	20	25	15

The above table details the range of reactive calls made from staff to the Computer Aided Facilities Management system. The majority of which relate to Maintenance requests across the various properties we support. In comparison to our other contracts Bromley's levels of logged calls are in line with the London Boroughs of Kensington and Chelsea, Bexley, Hammersmith and Fulham and Westminster.

We are in the process of developing a set of metrics to demonstrate this and to assist in future benchmarking.

We review these data sets on a real time basis and with the Client Team at the monthly Service Operations Board to explore any emerging trends. As with most FM Contracts, the majority of reactive calls relate to minor maintenance requests and are quickly responded to.

To date there have not been any identified trends which have required intervention with the exception of cleaning where we have had difficulties in the migration of the previous contract into our self-delivery model mainly due to labour shortages this caused some service delivery failings and required us to acknowledge this and prioritise the rectification plan. It should be noted that whilst there were cleaning issues, overall premises were still being cleaned and the relevant Soft FM KPI target was being met.

3. Planned Preventative Maintenance Tasks Issued and Completed

The table below represents the volume of Planned Preventative Maintenance tasks issued and completed within the Service Level Agreements since contract commencement and for the report period.

SLA	Jan	Feb	Mar	April	May	June	July	Aug
Pass	274	275	403	314	229	299	252	311
Fail	21	8	16	8	4	4	7	1

The Fail tasks completed out of the SLA timescales related to the issue of sub-contractors not providing completion reports in a timely manner - however on investigation these did not reflect the actual position in relation to service delivery but were due to the transitional administration of sub- contractors submitting the relevant documentation late once a task had been completed. In essence the work had been completed on time. Consequently, a series of workshops were held with the sub- contractors to ensure a clear understanding of contract protocols and more accurate reporting.

4. Projects

As previously mentioned ibn the KPI definitions above, Projects relates to the delivery of individual Capital and Major Works delivered via the Contract to agreed Service Level Standards.

We have undertaken a variety of different Projects on behalf of Bromley which are reported on a monthly basis to the Client Team. Each month's score is blend of the following activities; population and management of a risk register, to produce and submit feasibility reports in an agreed timeframe, production of planned programme and to follow Project Management procedures. I am pleased to say that in all cases this is being delivered.

5. Complaints/Compliments:

The table below details the number of complaints logged for the period Jan 17 – Aug 17 data sets were initiated from January 2017 as reporting and KPI performance did not commence until April 2017.

	Jan	Feb	Mar	April	May	Jun	Jul	Aug
Complaints Recorded	0	2	0	4	2	4	0	6
Compliments Received	7	1	1	1	1	1	0	1

A system is in place to record and deal with complaints. Complaints are reviewed and analysed at the Monthly Service Operations Board meetings.

6. Individual Key Area Performance % Indicators:

The tables below provide a breakdown by month in regard to how we have performed against the KPI's in terms of actual % score against the total % for that category. Formal KPI measurement did not commence until 1st April 2017 therefore no data is included for period Oct 17 – Mar 17.

	April	May	Jun	Jul	Aug
Health and Safety	18/18	18/18	18/18	18/18	18/18

	April	May	Jun	Jul	Aug
Compliance	16/16	16/16	16/16	16/16	16/16

	April	May	Jun	Jul	Aug
Hard FM	14/17	14/17	14/17	16/17	17/17

	April	May	Jun	Jul	Aug
Soft FM	15/17	15/17	15/17	14/17	14/17

	April	May	Jun	Jul	Aug
Finance	16/16	16/16	16/16	16/16	16/16

	April	May	Jun	Jul	Aug
Projects	16/16	16/16	16/16	16/16	16/16

7. Overall Performance:

The table below details our overall performance against all of the Key Performance Indicators (KPI's) since April 2017 following the KPI holiday period of 6 months. Any score below 95% attracts a financial penalty.

KPI Score			
Month	Max Score	Achieved	Min Score
April	100%	96%	95%
May	100%	96%	95%
June	100%	96%	95%
July	100%	96%	95%

August	100%	97%	95%
--------	------	-----	-----

8. Cushman & Wakefield KPI's

In addition, our sub contractor Cushman & Wakefield also report on a series of KPI's in relation to the estates / asset management service line. The first set of KPI results is detailed below as they have in effect only been reporting from June 2017 following the contractual 6 month KPI free period from their service commencement on 1st December 2016.

The relevant KPI's are detailed on the next page below:

KPI No.	Linked Contract or Specification Ref	Service Area	Type	Indicator Outcome Required	Performance Target (where relevant informed by current volumes)	Reporting Frequency	July 2017	August 2017	Sept 2017
1	Schedule 2 (SP072)	Property Database & Transparency Agenda	Critical SAM Service Objective	Maintain an accurate property database of all LBB properties and ensure Transparency Agenda is delivered so that the Customer is fully compliant by Q4 2017/18	16 Service provider to ensure Customer is: 75% compliant by January 2017 85% compliant by April 2017 95% compliant by July 2017 and thereafter	Quarterly			
2	Schedule 2 (SP04) & Clause 35.1.2	Innovation	Continuous Improvement	Demonstrate to the Customer that innovation and continuous improvement are priorities in the performance of the contract.	Submit a minimum of 6 viable suggestions per annum to improve end user satisfaction of services received and deliver savings, with 1 idea submitted during every 2 month period (~17% every 2 months)	Annually			
3	Schedule 2 (SP085)	Accommodation Strategy	Critical SAM Service Objective	To provide quarterly details of occupational space analysis and moves undertaken together with recommendations to improve space optimisation and in collaboration with Customer's client deliver the Civic Centre Accommodation Programme	Provide quarterly details of occupation space analysis and recommendations for space optimisation.	Quarterly			
4	Schedule 2 (SP003-SP017)	Disposals	Critical SAM Service Objective	To manage the Customer's Disposals Programme and report performance against this Programme on a monthly basis by the beginning of Q2 of 2017/18.	Develop and agree with the Customer's client a Disposals Programme by April 2017.	Monthly.			
5	Schedule 2 (SP065 - SP068)	Valuations	Critical SAM Service Objective	Conduct valuations on 100% of the Customer's Property Portfolio annually, for statutory purposes.	Value 100% of the Customer's Property Portfolio annually with 25% of valuations the Customer's Portfolio being completed and reported quarterly.	Annually			
6	Schedule 4 & SP022,23,30 & 34	Finance and Audit / SAM Performance	Financial reporting requirement	Report monthly on portfolio performance including value of rent roll, arrears by age, voids, improvement opportunities (lease events such as rent reviews, lease renewals and regears). Report to compare contracted, opportunity & actual totals. Unless market conditions or strategy mean that it is not in the Council's best interests, serve all rent review notices within three months of review date and agree terms on lease renewals within six months of expiry date.	Report monthly on revenue income and expenditure.	Monthly			
7	Schedule 18 (Customer's Policies), all HR Policies	Vetting and Training	HR	Vetting and training of staff to be conducted in line with best practise and LBB policies to ensure the workforce is adequately trained and qualified. Personnel files and information on individuals suitability and qualifications to be made available within reasonable timescale	100% of vetting and training of staff to be conducted in accordance with best practise and the Customer's HR Policies.	Annually			
8	SP012	Strategic Asset Management Performance	Free School Applications - Disposals	Report on the number of transfers of education land achieved in accordance with timescales to deadline set by Customer's Education Department.	100% of current transfers to be reported along with timescales achieved and those required.	Quarterly			
9	SP029	Strategic Asset Management Performance	Measurement of Portfolio Performance	Assess the performance of investment properties (including shopping centres) to enable an assessment of whether properties should be retained or disposed of.	90% of investment properties assessed annually.	Quarterly			

End.