

Company Response: Kier Facilities Services

Response Section: Question 2.2.2





Office Locations and Support

Kier Facilities Services Limited National Office is located in XXX, Cardiff this will be the operational base for the contract (Please see office photos below).

As a Kier Group Company we have the opportunity to utilise group offices throughout the United Kingdom. We currently operate in an area which covers the whole of England and Wales. We have built our business on the foundation of a main operating office, combined with management and engineering resources which are geographically based around our areas of works.

Our mobile engineers have been recruited to ensure that we can cover the requirements of our portfolio, both from a technical perspective, as well as a logistical one.

We have developed and use technology to as great an extent as possible to ensure clear and concise communications are at the centre of our contractual arrangements.

This said we acknowledge that in some instances lines of communication are improved if we are able to integrate our staff with those of our clients and we have actively promoted this through our current contracts.

In addition to the management of the contract from our office in Cardiff we will also provide further support through our regional offices in Wrexham and Newport (please refer to details below).

Kier Wrexham Office

1b Edison Court
Ellice Way
Wrexham Technology Park
Wrexham
LL13 7YT



tel: 01978 363705
fax: 01978 363035

Kier Newport Office

Cathedral Chambers
Stow Hill
Newport
Gwent
NP20 4SY

tel: 01633 244955
fax: 01633 244107

National Office Locations



Geographical Support

Through our extensive contracts throughout North, Mid and South Wales we believe we are exceptionally well placed to deliver a cost effective, unified service delivery to The National Museums and Galleries of Wales. Utilising our mobile engineers that currently support the following contracts we are confident we can meet KPI requirements and service expectations.

Contract Commitments (Wales):

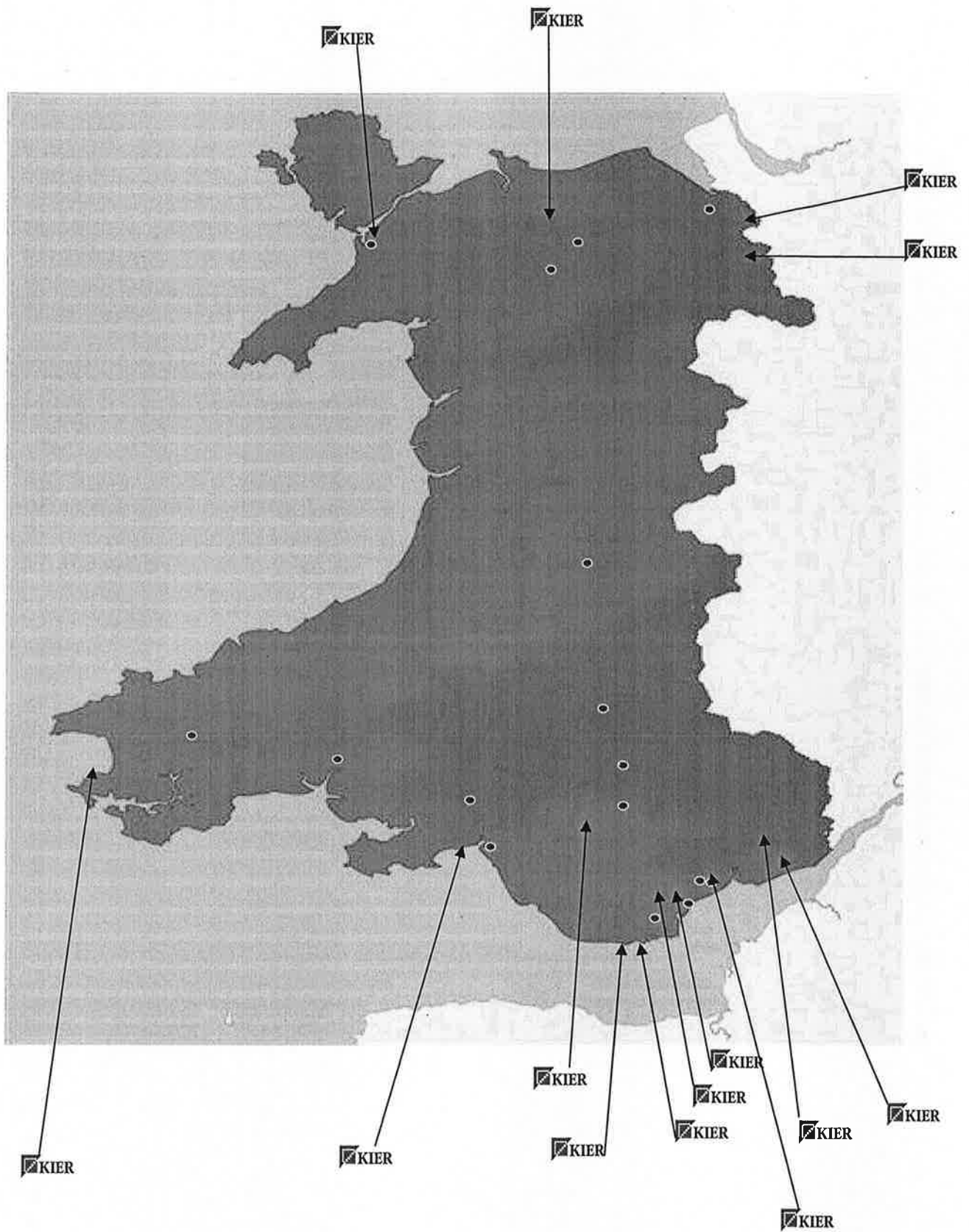
- XXX

Resource



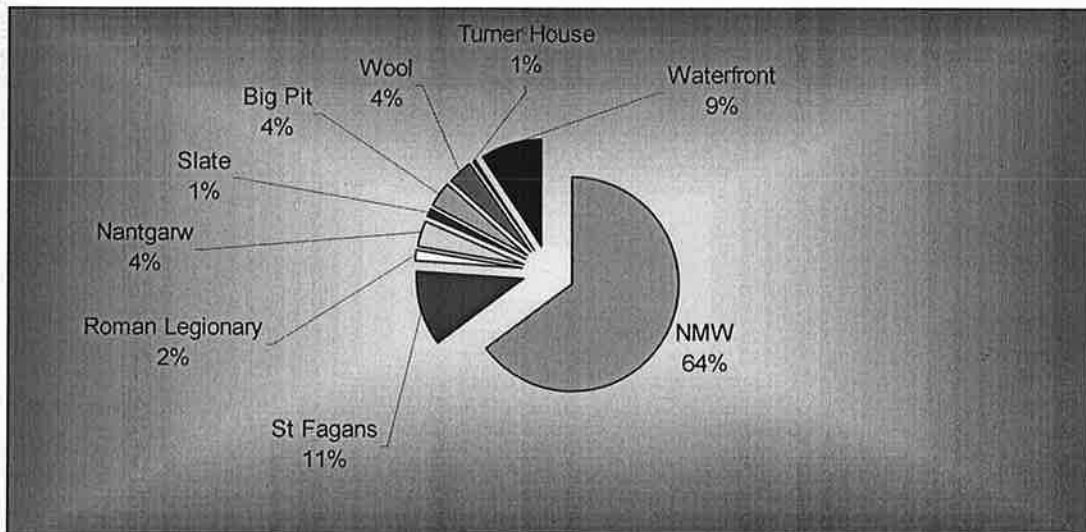
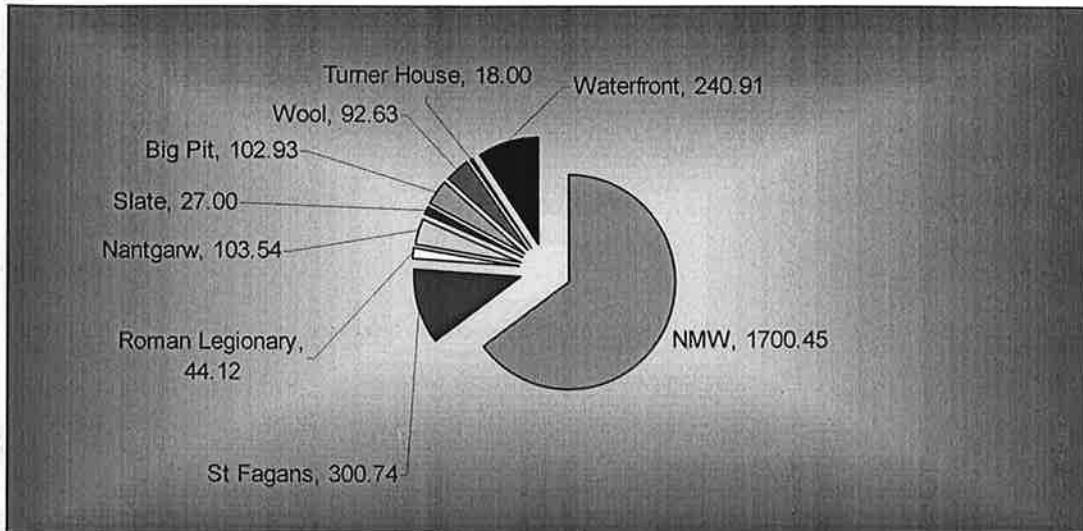
In addition to recruiting additional engineering resource to fill key resident positions and to provide additional mobile support we can also provide the support of the following strategically located engineers to ensure response times are met (locations also shown on map following):

Engineer	Engineer	Title	Location
		Mobile Plumber	
		Mobile Technician	
		Multi Skilled Engineer	
		Mobile Technician	
		Mobile Technician	
		Mobile Technician	
		Maintenance Technician	
		Maintenance Technician	
		Service Technician	
		Mobile Technician	
		Mobile Technician	
		Mobile Technician	
		Maintenance Operative	
		Service Engineer (Electrical)	
		Electrical Engineer	
		Supervisor	
		Supervisor	
		Mobile Technician	
		Mobile Technician	
		Assistant Engineer	



Engineering Support

Our assessment of the location and the general engineering hours to support the PPM and reactive element of the contract is based upon the amount of hours allocated to each site. Provided below are full details of the PPM hours we have allocated to each site which will provide the cornerstone of our national service delivery.





Project Support

In addition to our core PPM support we can also provide extensive project and new works support from our bases in Newport and Wrexham. Provided below are details of the national mechanical and electrical project support we can provide in Wales.

The above project team will be available for the delivery of the building services installations.

Individuals' functions and responsibilities are as follows:-



STAGE 1 – DESIGN DEVELOPMENT TO SITE START

Projects Director

XXX is responsible to the board for the design and construction projects undertaken by Kier.

The projects director will be the initial point of contact with the client and project team, with a focus on establishing a comprehensive Brief and duties required for the scope of work to be undertaken.

XXX will commit the resources necessary for the project and will attend all early development meetings together with the designated project manager.

Direct involvement will be maintained until the team is satisfied that all Kier obligations are identified and fully understood by all parties.

Project Manager

XXX is responsible to the client for delivering the project on behalf of Kier and is the main point of contact. He will attend all project team meetings and design development meetings as required.

Duties include monitoring progress of design and pre-construction activities, updating programmes and reporting to the project team.

He is responsible for the preparation and issue of:-

- Designer risk assessments
- COSHH assessment
- Safety plan
- Procurement schedule

XXX will also coordinate the review of value engineering opportunities utilising the resources of the Kier design and estimating department.

Design Team

The team will develop the scheme to working drawing stage including the production of comprehensive plant schedules and detailed builders works information.

XXX will be responsible for design coordination and will attend design team meetings taking support from team members as required.

Quality Surveyor

XXX will be responsible for monitoring cost expenditure on the project and during the pre-contract period will prepare the financial review information for our company cost control procedures.

XXX will also undertake/manage the costing of client changes and activities to the scope of works, liaising as required with the PQS. Input is also given to assist the procurement of materials and sub-contractors ensuring that all necessary contract conditions/procedures are in place.

Contracts Engineers

The contracts engineers are responsible for the site installations. Pre-construction activities include assisting the project manager with the preparation of procurement schedules and detailed construction programmes.



The contracts engineers will issue equipment and sub-contract enquiries, review quotations and place orders with assistance from the design team and quantity surveyor.

Any client approved procedures will be adhered to prior to ordering.

Safety Manager

XXX is the Kier Health and Safety Manager reporting to the managing director he is responsible for monitoring and ensuring compliance with legislative and company procedures.

From notification, he will review the safety plan and agree dates with the project manager for safety inspections.



STAGE 2 – SITE START TO COMPLETION

Project Director

He will maintain an involvement throughout the project cycle with regular project review meetings covering design issues, progress monitoring, cost reviews and contract liability.

Project Manager

Prior to commencement, XXX will familiarise the site teams with the project requirements and review the design/programme for buildability issues.

Progress on site is monitored and reported to the client up to project handover and during the defects liability period.

Resident Engineers

The resident engineers are responsible for scheduling the installation works with trade foremen and reporting to the project manager.

They will undertake inductions with operatives prior to commencement on site, continuing with regular tool box talks and safety inspections.

Contracts Engineers

Duties include:-

- Progressing order delivery
- Review work load with RE
- Liaison with designers
- Snagging inspections
- Compilation of O & M manuals and record documents

Quality Surveyor

Duties include:-

- Undertake interim valuations, invoicing and payment verifications
- Monitor cost expenditure
- Preparation of final accounts
- Administer any client variations

Safety Manager

Duties include:-

- Undertake regular site visits and reports to PM and KIER Safety Director
- Liaise with main contractors safety personnel

Designers

Duties include:-

- Undertake snagging inspections
- Witness commissioning

Company Response: Kier Facilities Services

Response Section: Question 2.3.3





Introduction

In this section we have provided details of our approach to Quality Assurance in a number of areas to ensure we provide a consistent, high level of service based on partnership, transparency of information and assistance with future budget and financial planning.

Specifically we have provided:

- Our general approach to quality assurance
- Details of our monitoring and reporting of both planned and reactive maintenance
- Details of our commitment to providing a forward maintenance report to allow for informed expenditure
- Our positive approach to KPI's, continuous improvement and monitoring.
- How we will assess and monitor our suppliers
- Stakeholder Involvement

Quality Assurance – Approach

Kier Facilities Services operate a Quality Assurance system based upon ISO 9001:2008. This provides the standard for setting and establishing quality-related activities across all our division and contracts. In addition our Health & Safety Management system is also accredited to OHSAS 18001:2007.

The framework is transposed into a bespoke Quality Assurance Plan which describes how Kier manages quality throughout the supply chain. The format is user friendly and easily understandable by customers, employees, and subcontractors.

The Quality Assurance Plan will as a minimum include in the following elements:

1. Quality Organisation and Management
2. Documented Standards and Specification
3. Formal Qualifications of Employees
4. Formal Qualifications of Subcontractors and Suppliers
5. Quality Assurance Compliance Matrix
6. Control and Prevention of Non-conformances

Each element will have a statement paragraph and several bullet points that define the company's standards. As an example a statement paragraph and bullet points for the Quality Assurance Compliance Matrix is as follows:

Quality Assurance Compliance Matrix

Kier inspection processes ensure that all activities comply with the documented standards and specifications. We:

- Develop an inspection and test plan to identify required inspections and tests at key milestones during the construction, closeout, and warranty.
- Conduct a series of inspections for each construction task; before work begins, at first article completion, while work is in process, and at completion.
- Identify required checkpoints for critical quality and safety requirements for each construction task inspection.
- Use third party inspectors to verify conformance to critical quality and safety standards when a re-inspection cannot be repeated at job completion. The needs of the project dictate the frequency of third party inspections.

Each project typically has its own separate QA Plan that defines how the division or project carries out its quality-related activities. This allows for flexibility within divisions and projects, but provides consistency within the company.

Audit Type	Description	Template/ Form	Freq	When	Responsibility
Subcontract or Approval	Assessment and Approval	QAP 5.1 Supply Chain Evaluation	Initial	On Application	HSEQ
	Service Delivery Performance	Contractor Monitoring	Monthly	Service Delivery	Contract Manager
Contractual Compliance	Assessment for contractual requirements and proposed method delivery statement (KPI's, SLA'S)	Generic Template tailored for contract (Deliverables)	Initial	Contract Mobilisation	HSEQ Contract Manager
Service Compliance	Assessment for Service Delivery	Produced against each Service (SLA's, Customer Satisfaction etc)	Monthly/ Quarterly	Contract Fully Operational	Contract Managers
HSEQ – Tri Discipline	Assessment for Health & Safety, Environmental and Quality activities against Contractual Requirements	KFS 21a - HSEQ Management System Audit	6 Monthly	Contract Fully Operational	HSEQ
HSEQ – Tri Discipline	Assessment for Health & Safety, Environmental and Quality activities and Contractual and ISO requirements	KFS 21b - HSEQ Full System Audit	Annually	Contract Fully Operational	HSEQ
ISO 9001 QMS	Compliance	Bespoke	Annually	In agreement with BSI Client Manager	HSEQ Contract Manager

Quality Procedures

Adherence with our quality procedures and compliance with contract specifications are necessary to provide effective methods of monitoring and performance measurement that will ensure our service provided to client is of the highest calibre.

It also provides an opportunity to improve any shortfalls in service identified by monitoring.



This will be achieved via the following procedures:

- Adherence to our ISO 9001: 2008 Quality Assurance procedures, including auditing of sites on a quarterly basis.
- Plant area Health and Safety audits, to be carried out at least once per quarter.
- Plant audits, to ensure the standard of planned preventive maintenance meets the standards required by the contract.
- Benchmarking on planned maintenance and callouts to allow effective evaluation of performance.
- Contract meetings with the Museum to present data derived from above for discussion and improvement if required.
- Communication feedback between the Museum and ourselves to ensure any corrective or preventative action is carried out.

ISO 9001-2008 Quality Assurance

Our quality system provides a framework for management systems, procedures and work instructions and is utilised on all our maintenance contracts.

It is backed up by an internal auditing program to ensure compliance with procedures and is externally audited by the BSI bi-annually in order to retain accreditation.

Sites are audited on a regular basis. An Auditor not connected with the contract is used to ensure that no bias is shown during the audit. The site audits cover a range of activities as listed below:

- Site logbooks – used to record maintenance, reactive works and Sub-Contractor visits.
- Tools and equipment – to ensure that calibration dates are maintained, electrical tools are PAT tested and tools for indication purposes only are fit for use.
- Materials – to ensure that they are stored and identified correctly.
- Engineers – are conversant with procedures and the Contract.

Additional audits are also carried out in the office covering the following activities:

- Sub-Contractor evaluation – The Operations Director evaluates all Sub-Contractors to be used on the Contract.
- Staff competency and training – All staff are rated on their competency at their initial interview. This is achieved via a skills matrix requiring certain qualifications and experience for designated roles. They are also appraised on an annual basis in order to ensure that any training requirements, necessary to meet their present roles, can be highlighted and implemented.

All audit reports are copied to the Quality Manager and Director. Any corrective or preventative actions are then monitored to ensure that the remedial actions required are carried out prior to the close out date.

This process is used to manage and ensure that Kier:

- Provide effective methods of monitoring that will ensure our service provided to client is of the highest calibre.
- Provide facilities for improving any shortfalls in service identified by monitoring.



Planned Maintenance, Statutory Compliance and Reactive Maintenance

In this section we have provided full details of our approach to planned and reactive maintenance and also details of the reporting processes we will use to ensure statutory compliance.

PPM Approach

The cornerstone of our proposal is a concentration on preventative planned maintenance programmes throughout the portfolio in order to control and reduce reactive call levels. In order to ensure this aspiration is achieved we will focus heavily on ensuring assets and asset information is input into our computerised management system during the mobilisation period.

Asset maintenance task instruction sets, recommended by the manufacturers will be aligned with the specified maintenance frequencies.

The planning and scheduling of these tasks will be formulated during the mobilisation period to ensure a balanced workload throughout the year.

The Contract Manager will work in partnership with The National Museums and Galleries of Wales to develop the work order process to achieve efficiency, speed of response and accuracy of reports.

It is our intention to integrate a thorough approach to maintenance activities that will ensure the condition of the operating plant throughout its life cycle.

Preventative Planned Maintenance and Statutory Compliance

We fully understand the importance of developing individual preventative planned maintenance programmes for each site and we will produce these individual programmes during mobilisation. Once fully agreed these will be the cornerstone of our service provision. All completed PPM programmes will be provided to The National Museums and Galleries of Wales and entered into the CAFM system to enable tracking and assurance of completion of key elements of servicing.

This document and its content will be used as part of the performance measurement and will be discussed during the regular monthly and quarterly reviews.

Our overall aim is to work in partnership with The National Museums and Galleries of Wales to provide a quality service and value for money.

At the completion of the mobilisation period, a fully audited and confirmed asset register will be published. The confirmed asset register will be accompanied by an asset condition survey report, and will form part of our contract offering.

A five year forward maintenance register will be published suggesting when plant replacement may be prudent to ensure security of supply and reduction in energy costs. To ensure a proactive approach is taken on the contract service engineers will actively identify any items that require attention during the normal PPM visit. This will form part of the operative's roles and responsibilities.



Reactive Maintenance

Provided below are details of a range of mechanisms which we would seek to use to manage and prioritise call costs in order to provide the highest level of service possible to for reactive maintenance. We believe the approaches detailed below will ensure high levels of productivity when dealing with reactive calls.

With respect to the provision of a reactive and responsive service we have introduced a 'first time fix' methodology which revolves around the collation of concise and accurate information being attained by our help desk prior to dispatching an engineer to respond to the call.

This determines that an engineer with the correct skill set is sent and that we as the contractor have suitable trade availability across the portfolio.

We have established stocks based on contract information, we prefer to establish critical spares stocks at locations to enable us to manage a number of emergency scenarios and we also have local merchant agreements with a vast cross section of suppliers and have 24 hour access arrangements with many of them to cope with the unexpected.

Our engineers will be in possession of VISA purchase cards to enable them to procure from a variety of outlets to cope with a number of scenarios.

It is always our intention to undertake a permanent, satisfactory repair which results in cost savings to client and contractor alike and enables us to demonstrate service delivery gains and also minimises inconvenience whilst also providing a measurable service that avoids return visits and recalls resulting in abortive costs and poor service delivery.

As with any contractor, our measure of success will be determined by how we respond to emergencies and high priority breakdowns throughout the term of the contract.

Initially we would expect all specialist contractors and suppliers to become an intrinsic part of our supply chain and we will use our best endeavours to ensure that this is so.

Where the supply of key parts for repairs is of paramount importance, and where it is found that the parts are not readily available our intention would be to draw up a critical spares list for each area of the contract and to compile a stock of those items after consultation with the client.

When it comes to general procurement our Contract Management team, Engineers and the Help Desk will all be responsible for the procurement of materials required for the correct operation of the contract. The regular engineers will control purchases to the value of £1000.00 to provide materials supplied by us as part of the contract terms.

We intend to manage and develop a spares strategy, whereby all regular spares and equipment are readily available. We will also procure a critical spares stock to minimise down time in all sensitive areas, in consultation with The National Museums and Galleries of Wales.

We will also ensure that we have access to all the types of plant and equipment used on the contract. We have national accounts with most of the recognised major suppliers of Mechanical, Electrical, Plumbing Equipment, as well as all general Building products.

We also have a network of local stockists which may be logistically preferable in emergency situations. We will open accounts with any new suppliers as considered necessary.

We also have agreements with a number of our supply chain partners for the 24-hour supply of emergency heating and cooling equipment, which can be called to sites within 4 hours of request.

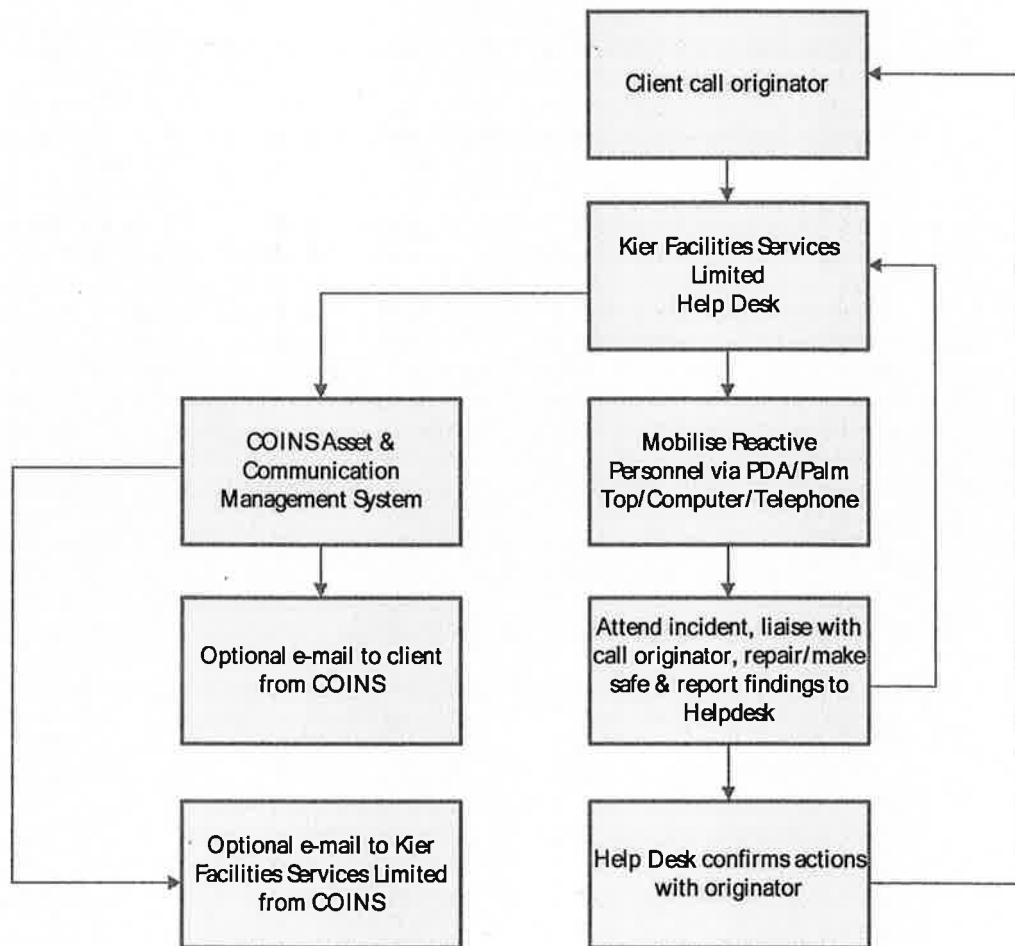
This includes temporary Boilers, Heaters and Cooling units for Computer Rooms, as well as mechanical and electrical components.

We will also review the need to carry non-critical spares, depending on their availability from our suppliers.

It is also our policy to provide our own staff with relevant training in specialist systems to enable them to respond and identify problems with specialist equipment and services, thereby enabling them to evaluate the requirement to call upon specialist contractors, once the extent of the problem has been ascertained.

In order to ensure we provide a structured, high quality service through our on site helpdesk team, we will introduce a clear process for logging, allocating and closing calls. To ensure this is introduced effectively and is in place at contract commencement during the mobilisation we will involve our Helpdesk Manager in the set up process. This will involve attending site, training staff and ensuring the process set out below is followed.

Provided below are details of our call handling process, including details of how our calls are entered into our CAFM system. In addition we have also provided details of how out of hours reactive calls will be managed.





1. Scheduled Maintenance Visits (SMV's)

SMV's provide benefits to all involved from the end user who is directly affected by the repair, to the site operative through better planning, reduced disruption and reduction in travel which has a consequential effect on cost efficiencies

Generally, all jobs reported by the end user and received in one week (Monday to Sunday) by our helpdesk are allocated to a suitable selected operative for attendance, and hopefully completion at first visit, on a selected day the following week when the end user will be expecting us.

Where a high volume of orders are received in one week, or a particular weeks' workload contains larger jobs that mean that they cannot all be completed on the planned visit day, an additional resource will be arranged to support the individual and ensure completions.

Where this is not possible the work may be rearranged with the end users agreement for an alternative day that week or for attendance on the following week's allocated visit.

On larger jobs they are likely to take more than one day to complete and will fall outside of the SMV. It is then likely that an alternative resource will be allocated in order to not affect the SMV programme and job attendances/completions.

SMV provides regular attendance by known individuals which enables a more personal, comfortable approach and working relationship between all persons involved and improves the operatives understanding of the building vicinity in which they work and the clients work activity taking place in the area.

2. Replacement items

Uniformity of fixtures and fittings across all sites will be encouraged and implemented wherever possible to achieve buying efficiencies and familiarity with products to enable re use of some equipment parts and speed of installation/fitting.

3. Cost Management

It is proposed that a limit is established at contract commencement to identify when the estates manager is advised of anticipated final job cost, £750 to be in line with the comprehensive threshold.

As soon as we are aware of a job expecting to exceed £750 in value we will advise the estates manager of anticipated final cost and where possible some cost evaluation between the cost of repair and cost of replacement incorporating lifetime costs.

This job will then be placed on hold until the estates manager provides authorisation to proceed without exceeding the newly anticipated value, although every effort will be made to make contact with the estates manager with adequate data as soon as possible in order to reduce completion times from fault report to actual completion.

To avoid misuse of priorities it may be worth considering a higher cost centre charge to budget holders for jobs raised as emergencies that should not have been emergencies.



Information Technology and Business Systems – PPM and Call Management

As part of our process of continuous improvement we operate a maintenance management software package; COINS FM.

COINS FM is an integrated management package that allows the complete process from call logging to job invoicing to be completed against a unique job code – giving real costs for individual tasks.

The system also has a real time engineer's diary for reactive response call requests, a maintenance planning facility and the capability of producing contract specific reports in a variety of formats.

Our engineers and operatives are all equipped with PDA's which are linked to our COINS system and this technology provides a real time reporting facility. This has reduced the volumes of paperwork and improved information flow.

Our system has the facility to automatically update our clients at the various stages a responsive job goes through from the original call handling to job completion in the following manner:

- Call is logged and a reference number is issued – client receives reference electronically and this can be used to track job through to invoice stage.
- Call is allocated to an engineer.
- Engineer accepts request and completes task in hand.
- Engineer logs in as on route to new call – client or call originator is automatically informed.
- Engineer reaches site and confirms on site status – time is automatically recorded for KPI reports – client or call originator is automatically informed.
- Engineer attends to task and records all steps taken including use of materials and time taken on task.
- If job is completed at first attendance then client automatically informed that job is complete – PDA has signature capability for proof of completion.
- If additional materials are required and are available, engineer will procure and utilise and then sign off job as complete following process as above.
- If materials are not available the job will be put on hold whilst materials are resourced and delivered and client will be automatically informed of status and anticipated completion date.
- If a specialist engineer or contractor is required due to a complex fault then the task will be escalated to the help desk who will then coordinate the works with the specialists and continue to update the call originator and the client.
- Further visit to complete the works will be coordinated with engineers or specialists, once materials are available and client then informed of intended dates for attendance and completion.

The provision of a unique reference number for each reactive task allows us to have a complete history of each task, its progress and completion, with each step available for the production of reports that are then used to demonstrate performance to established service levels and that key performance areas are being met and exceeded.

Some of the benefits of the system are detailed below.

Job Management

- Integrated operational and financial system has reduced the reliance on paperwork to manage maintenance contracts.
- A single system is used to manage reactive maintenance tasks from initial callout to cash received from our client.
- Planned maintenance is managed at the asset level on a service schedule basis.
- Small works and quoted works are also managed through this single system from quote to job completion. Committed costs can be viewed at this job level giving

greater understanding of likely expenditure sooner, and speeding up the invoicing process.

- Electronic document management system (INVU) has enabled us to introduce workflow of financial documents into the maintenance operations system. This allows electronic routing of purchase invoices and subcontract applications to the correct person. This speeds up the time it takes to allocate costs to specific maintenance tasks, and provides a complete audit trail of any financial documents throughout the company.
- Invoicing can be broken down on a site by site basis, on a job type basis (e.g. small works, quoted, reactive etc) or by a client's own analysis.

Client Satisfaction and Management Information

- Coins FM gives us a much improved range of management information. Examples are:
 - Performance relating to attendance within required times
 - Site by site expenditure reports
 - Asset by asset expenditure
 - Callouts by fault type
 - Callouts by client specific analysis codes
 - Number of visits required to resolve maintenance callout
 - Assets that have required frequent maintenance visits

Contract Management

- Coins FM gives information regarding upcoming planned maintenance, engineers already on site and any outstanding works at a site, when that site logs a callout. This enables the helpdesk staff to manage maintenance tasks into planned visits, thereby improving efficiency and potentially reducing costs.

Subcontractor and Supplier Management

- Coins FM gives us improved level of control over our subcontractors and suppliers. We will be using 'Vendor Ratings' to ensure we only use approved subcontractors and suppliers. If required, clients can define which subcontractors / suppliers we approve and use.

Contract Reports

In this section we have provided a selection of the reports we will provide on a monthly basis in order to measure our contract performance. The reports are bespoke and can be designed to meet the individual requirements of The National Museums and Galleries of Wales.

As a standard our reports will provide management information and trend analysis on the following areas:

- Details of calls received and completion rates
- Details of calls answered within defined response times
- Site by site breakdown of calls received and completion levels
- Asset based preventative planned maintenance reports
- Statutory compliance report
- PPM completion

In addition to providing management information on planned and reactive work we will also provide additional management reports on the condition of the site plant and equipment. This report will be produced within the first three months of the contract and will be updated and maintained throughout the contract term.



The condition report will be constructive and non contractual and will provide the opportunity for the Museum to assess annual spending levels and also to make provision for any future expenditure associated with major plant replacement.

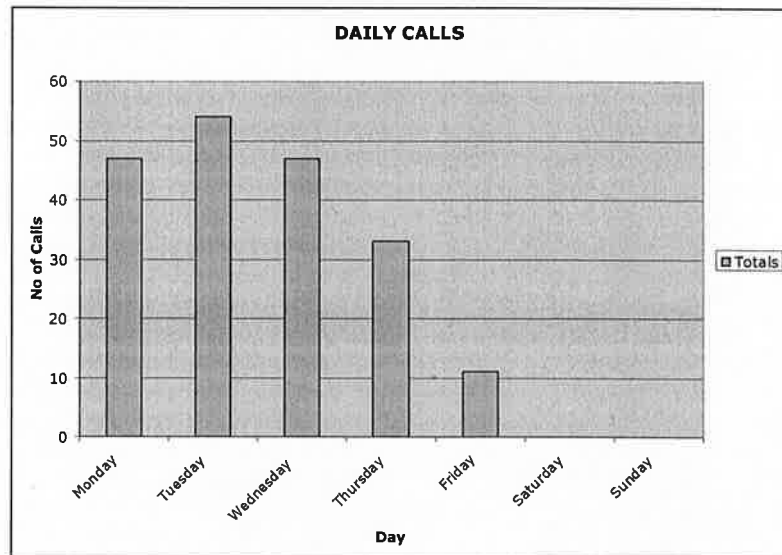
Report Example 1

Provided below is an example of a management report identifying the number of reactive calls received in a week. This report could be formulated for each site to provide information on the number of calls received at each site.

In addition to providing information on call levels the report can also be used to assist in the planning of maintenance and project work. On many of our contracts we find Friday to be our quietest day for reactive calls, as a result we predominantly use this day to carry out preventative planned maintenance work.

As well as providing information on call levels we are also able to produce reports by discipline to demonstrate the number of calls received for heating faults, blocked toilets etc. These reports can be produced on a monthly and annual basis and will allow us to measure whether the on site resource has the correct skills to resolve the calls received. In the event that there are any skill gaps identified by this process we will produce a targeted training programme to address.

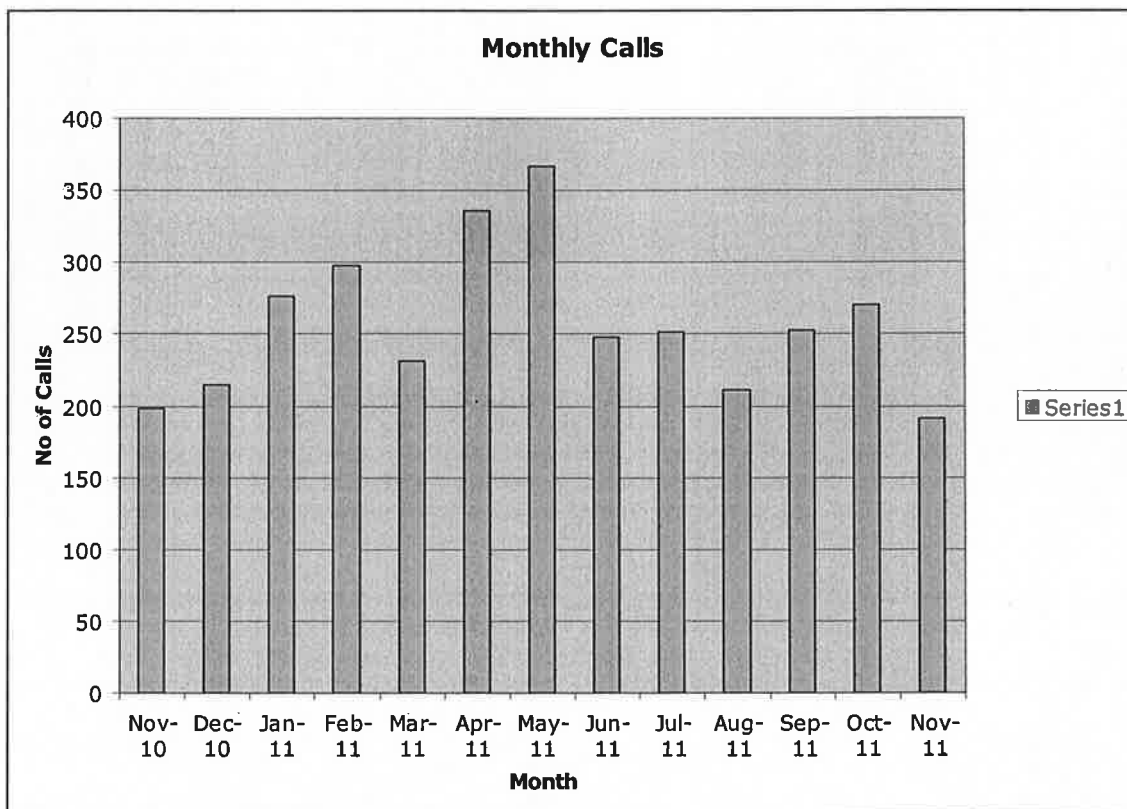
Days	Totals
Monday	47
Tuesday	54
Wednesday	47
Thursday	33
Friday	11
Saturday	0
Sunday	0
Total	192



Report Example 2

Detailed below is an example of the number of calls received per month / per annum. This report can be further extended to provide information on the number of calls received by discipline and also the number of calls received by site.

MONTH	CALLS
Nov- 10	198
Dec- 10	215
Jan- 11	277
Feb- 11	298
Mar- 11	231
Apr- 11	336
May- 11	367
Jun- 11	248
Jul- 11	252
Aug- 11	211
Sep- 11	253
Oct- 11	271
Nov- 11	191





Report Example 3

Detailed below is an example of a monthly maintenance report that can be provided for each individual site in the campus.

Information included in the report will include details of the site, the unique task reference for the asset being serviced, details of the PPM task and also details of the individual task code (which will reflect the maintenance specification outlining the level of maintenance to be carried out).

In common with the reactive call reporting information the PPM report information will allow objective monitoring of our monthly completion rates for PPM allowing the information to be applied to the default performance mechanism.

Site	Task Reference	Task Code	PPM Task
National Museum Wales	1552	11	MONTHLY EMERGENCY LIGHTS
National Museum Wales	1969	3	MONTHLY METER READINGS
National Museum Wales	2177	1	ANNUAL EMERGENCY LIGHTS
National Museum Wales	2796	2	BIANNUAL GUTTERS AND WINDOWS
National Museum Wales	1831	1	MONTHLY SPECIALIST SERVICES
National Museum Wales	2792	1	ANNUAL LIGHTING PROTECTION
National Museum Wales	2792	2	ANNUAL FIRE SUPPRESSION (VESDA)
National Museum Wales	2792	7	QUARTERLY CLOSED LOOP SYSTEMS
National Museum Wales	2792	14	QUARTERLY FIRE ALARMS
National Museum Wales	2182	4	QUARTERLY CHILLER UNITS
National Museum Wales	1550	13	ANNUAL NOTIFICATION OF WORKS DIST. BOARD
National Museum Wales	2803	5	BIANNUAL GUTTERS AND WINDOWS
National Museum Wales	2170	1	DAILY PLANT TOURS
National Museum Wales	2167	6	ANNUAL WINDOW UVPC
National Museum Wales	2167	5	ANNUAL DOOR CHECKS
National Museum Wales	2167	1	ANNUAL NOTIFICATION OF WORKS DIST. BOARD
National Museum Wales	2167	3	WEEKLY GENERAL LIGHTS
National Museum Wales	2167	4	MONTHLY WATER HYGIENE CHECKS
National Museum Wales	2167	7	WEEKLY PLANT TOURS
National Museum Wales	2767	1	MONTHLY PASSENGER LIFTS
National Museum Wales	2767	2	MONTHLY SPECIALIST SERVICES
National Museum Wales	2151	5	ANNUAL TEA BOILER
National Museum Wales	2152	2	MONTHLY METER READINGS
National Museum Wales	2152	3	QUARTERLY OFFICE EXTRACTS
National Museum Wales	2151	1	MONTHLY WATER HYGIENE CHECKS
National Museum Wales	2151	3	ANNUAL TEA BOILER

Report Example 4

Supporting the monthly PPM management report will be a report detailing the number of PPM activities planned, completed and outstanding. The information can be converted into a percentage rate and will provide a basis for the objective assessment of our performance.

November 2010	Present Month			% on Target
Site	Completed	Programmed	Status	
National Museum Wales	61	62	<i>1 Outstanding</i>	99 %
St Fagan's	52	52	All Complete	100 %
Roman Legionary	2	2	<i>3 Outstanding</i>	100 %
Nantgarw	46	47	<i>1 Outstanding</i>	98 %
Slate Museum	62	62	All Complete	100 %
Big Pit	0	0	All Complete	100 %
Wool Museum	10	10	All Complete	100 %
Turner House	34	39	<i>5 Outstanding</i>	88 %
Waterfront Museum	15	15	All Complete	100 %
	282	289		98 %



Forward Maintenance Register

Our view, based on our extensive industry expertise, is that the maintenance should be carried out to a high level. We would generally seek to utilise this approach as we believe it is a cost effective approach which will result in a reduction in reactive costs. In addition we believe it will also help in the strategy to curtail replacement costs associated with replacing major items of plant and equipment.

We do not believe there would be benefits in developing a maintenance strategy based upon a narrow, criticality approach or a repair and fix approach, as we believe these approaches would result in:

- a too focused approach to maintenance
- a movement to a counter productive cycle of reactive response maintenance

We do however believe there would be benefits in constructively using the forward maintenance register (see below) to underpin a condition based approach to certain items of plant and equipment. This approach would be low risk and could result in year on year cost savings.

We will carry out an updated new survey to each site and will produce a five year forward maintenance register detailing when, in our opinion, the installed equipment may need to be replaced due to age or energy efficient operation issues. We believe this approach will help develop our partnership with The National Museums and Galleries of Wales as we assist them in ensuring that future expenditure is fully considered and targeted to ensure effective application of resources in the coming years (when capital expenditure is likely to come under pressure).

In addition to assisting The National Museums and Galleries of Wales with future expenditure planning and enabling a 'whole cost approach' being taken when carrying out both reactive and minor project works, we will also use the information collected during the dilapidation survey to increase the frequency of maintenance visits where we believe this could extend the life cycle of the highlighted item of plant. This would then provide a further reduction in expenditure and the saving of costs for The National Museums and Galleries of Wales.

Key to our success in developing this long term strategy for cyclical term servicing will be our commitment to review and assess key 'technical' elements of the contract. This review phase will commence during the mobilisation phase and finish 6 months later.

This phase will provide an excellent opportunity to assess the service delivery in a number of key areas and potentially introduce changes which will have benefits in future years. In addition this approach will also cover subcontract elements, as these suppliers will be fully involved in this strategy.

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Maintenance Strategy – The National Museums and Galleries of Wales Timetable

Area	Maintenance Schedule		
	1 st Phase	2 nd Phase	3 rd Phase
Review and Update PPM Planners			
Carry Out Asset Verification Surveys			
Input new PPM Planners into CAFM system			
Issue PPM Planners to each site / client			
Update site assets			
Review Call Levels / Helpdesk Requirements			
Assess Project Support Requirements / Resource			
Monitor and Review Statutory Requirements			
Extend multi-skilling to improve productivity / reduce costs			
Effectively plan PPM programme			
Assess potential for alternative maintenance approach			
Assess possibilities for improved level of self delivery			
Produce and discuss asset survey			
Produce forward maintenance register / expenditure plan			
Assess 'Invest to Save' opportunities			
Review PPM visit frequencies			
Review call levels			
Assess potential to extend service areas covered / reduce costs			
Review helpdesk support and service levels			
Arrange workshop – with stakeholders attending – review cost / service			
Reassess contract management support levels			



Key Performance Indicators

In this section we have provided details of our comments on the KPI's and our approach to working closely in partnership with The National Museums and Galleries of Wales to deliver strong performance in KPI's and the adoption of a gainshare mechanism to incentivise both parties.

We fully support the introduction of an objective performance measurement scheme and are happy to put 100% of our profit at risk, through a service credit model. We have a track record of delivering our contractual commitments and have put our profit at risk on a number of our current and previous contracts.

Following our review of the mechanism and areas of monitoring we confirm our adherence to the areas set out in the tender documentation. In addition to this we would also be open to discussing and adding additional KPI's which will improve and deliver future change on the contract.

Provided below are details of our approach to performance measurement and suggestions for the level of documentation to be introduced, together with regular reporting structures which can be converted into a selection of key performance indicators and subsequently a level of financial reward/penalty directly linked to service delivery.

During the mobilisation period, we will set out the mechanism to be agreed and implemented on the contract. We will fully involve The National Museums and Galleries of Wales in this process to ensure the performance measures introduced are important to The National Museums and Galleries of Wales. Provided below are details of the areas of performance measurement, and mechanism, used on one of our other contracts.

Key Performance Indicators

A key component of our operations will be the production of objective KPI's to measure and monitor our service in a number of key areas. In defining the contract KPI's we will work closely with The National Museums and Galleries of Wales to agree the service elements that we agree as being the most important areas of measurement.

Provided below are details of a areas we would expect to be measured under a KPI regime. In addition we have also provided details of where we have successfully introduced KPI's on a similar sized contract jointly with the client and downstream stakeholders.

Performance Measures	%	Definitions and Comments
% of Projects that are free from significant operational defects at handover.	100%	Impact, at the time of handover caused to the facility with respect to defects using a scale of 1 to 10, 1 being totally defective and 10 being apparently defect free. A Service Users questionnaire will be prepared and issued at the end of each project to capture feedback
% of Projects on Capital Programme completed to the agreed timetable	94%	Change between the actual design and construction time at Practical Completion and the estimated construction time at approval of Capital Programme, expressed as a percentage of the estimated design and construction time at approval of Capital Programme adjusted to reflect any change in original scope.
Score achieved from survey of Service Users rating the quality of service provided by Kier as 'very satisfied' or 'totally satisfied'	92%	A survey to determine how satisfied customers are with the general service provided by Kier using a score on a 1-10 scale, 1 being totally dissatisfied, 2-3 being dissatisfied, 4-6 being satisfied, 7-8 very satisfied, 9-10 being totally satisfied. A questionnaire will be prepared and issued to customers using agreed format with Property Services.
% of incidental day works applications submitted		Areas covered to include - standard of work, response times, staff appearance etc.
% Test Certificates to be completed and submitted		Information to be submitted within 7 days (<i>define working or general?</i>) Information to be submitted within 14 days (<i>define working or general?</i>)



Performance Measures	%	Definitions and Comments
Category A 2 Hour Response to Emergency Calls Completion within 24 Hours	95%	Number of Category A orders attended by Kier within response time divided by number of Category A orders issued to Kier expressed as a percentage. Category A calls defined as: Health and Safety Risk, Flooding, No Heating, Total Lack of Power
Category B 4 Hour Response to Urgent Calls Completion within 48 Hours	98%	Number of Category B orders attended by Kier within response time divided by number of Category B orders issued to Kier expressed as a percentage Category B calls defined as being Urgent but not being a risk to health or safety
Category C 24 Hour Response to Routine Calls Completion within 5 days	100%	Number of Category C orders attended by Kier within response time divided by number of Category C orders issued to Kier expressed as a percentage Category C calls defined as not being of an urgent nature but requiring a same day response
Category D 5 Day Response to Standard Calls Completion within 10 days	96%	Number of Category D orders attended by Kier within response time divided by number of Category D orders issued to Kier expressed as a percentage Category D Calls being defined as not requiring an urgent or same day response. Calls of minor nature
Category E – Projects up to £10k Defined as Project Work to be programmed	92%	Number of Category E orders commenced and completed within agreed timescales by Kier by number of Category E orders issued to Kier expressed as a percentage Category E Project Completion Time Based upon agreement at project commencement stage.
Category F – Projects above £10k Defined as Project Work to be programmed	92%	Number of Category E orders commenced and completed within agreed timescales by Kier by number of Category E orders issued to Kier expressed as a percentage Category E Project Completion Time Based upon agreement at project commencement stage.

KPI Case Study – XXX

We recently secured a major contract with XXX where we were required to transfer staff to Kier from two different companies. The client's requirement was for the rationalisation to deliver a more standardised, consistent service. As part of this process it was recognised that we would need to demonstrate improvements in this area by introducing a number of contract specific KPI's.

A further issue we were required to take into account when formulating our KPI's on the contract was the diversity of 'clients' we were required to provide reports to. This included the main contract representatives from XX and also a number of contract 'tenants' representing a number of companies and organisations.

In order to ensure that we measured our performance to both the end client and other parties affected by our service we recognised the need to develop KPI's which reflected the often differing priorities of each party. In order to achieve this we consulted with both the end client and representatives from other companies during the mobilisation period.

This process included presentations and workshops to ensure the KPI's were formulated to reflect the key service aspirations of both the end client and also the day to day building users. We would happy to replicate this approach with The National Museums and Galleries of Wales and include all division and department representatives in this process, enabling us both to use the experience and knowledge gained on the contract to jointly develop a new set of key performance indicators.



KPI Regime, Incentivisation and Continuous Improvement

The foundation stone of this process is trust and we want to develop that trust by encouraging all parties to voice their ideas for change that will achieve mutual goals. This approach will be cascaded down to all parts of the business so that a service delivery team is developed across all the element of the service to deliver a seamless service.

Our process will be a customer-focused service requiring an integrated delivery team trying to raise the performance and quality of the contract. We are fully committed to this ideal and will work with all parties within the partnership to achieve these aims.

We strongly support the principle of KPI's and have had considerable experience existing partnership and maintenance contracts and we welcome their use as an improvement tool for our service provision.

Our experience has shown that a problem with KPI production can be the data source. We support the concept of one source of data that is open to all stakeholders, this eliminates any conflicts due to differing data configuration and gathering and allows the parties to look at the problem and solutions. This approach allows managers to analyse the data jointly and put forward solutions for the betterment of the service.

We understand that to measure services of this nature requires an extensive list of KPI's and that they are weighted according to an agreed importance scoring criteria based on the delivery needs of the service. However, in management terms this can create difficulties in that effort can be diluted across the various KPI's and the effect of continuous improvement initiatives can be affected.

Therefore improvement will not be obtained at the expense of the other KPI's which would be expected to remain at least the same level. Using this approach the effect of any changes in the process will be linked directly to KPI and not clouded by any other changes. Monitoring KPI's will be a regular process with at least monthly progress meetings with the relevant stakeholders to monitor progress and to adjust any action plans.

We believe that to achieve these targets the management of the organisation need to be given clear targets and the organisational structure created to reflect the service required.

We realise that it is important that the KPI can be broken down into their component elements so that any improvement plans are relevant to the staff carrying out the work. At the same time, it is important that the staff delivering the service work together to solve the problem and accept they are all judged by the customers on the overall service performance and not the individual parts.

We have substantial experience in working in partnership to develop a comprehensive Performance Management Framework, including KPIs, and would like to put forward Kier XXX as a Case Study:



Developing a Performance Management Framework – Case Study Kier XXX LLP

Kier has worked closely with the XXX City Council to develop a Performance Management Framework based on an agreed range of key performance indicators (KPI's). These, activities reflect in part the Government's Best Value Performance Indicators.

Since transfer of the business to Kier, former performance management process has been reviewed and good practice incorporated within a new unified system developed for the Kier Sheffield Partnership.

In order to avoid confusion, performance indicators which are specific to the Partnership are termed XXX Kier Indicators SKIs and they provide the partnership with a joint approach and meaningful key performance measures that can be monitored by all parties.

The headline SKI's currently cover the following key areas;

- SKI 1 Gas Servicing
- SKI 2 Service Centre
- SKI 3 Urgent Repairs
- SKI 4 Non – Urgent Repairs
- SKI 5 Relet Times
- SKI 6 Human Resources
- SKI 7 Repair Costs
- SKI 8 Service Generally
- SKI 9 Customer Satisfaction
- SKI 10 Number of Visits
- SKI 11 Preventative Maintenance
- SKI 12 Environmental

The monthly performance data is validated and provided for entry into the Partnerships web based Panagraph Performance Management System ten working days following the end of each month. Panagraph is an interactive performance management tool, which displays performance in a ready analysed graphical format for decision-making purposes.

A dedicated Quality Management Section at Kier XXX has been developed to deliver their performance management requirements using an agreed single source of performance data as the basis. All information, results and reports are open to scrutiny by all appropriate stakeholders within the Partnership.

The agreed approach monitors key areas of the partnership and drives continuous improvement processes based on successes achieved and addressing areas of concern. The process will not be used punitively.

Performance issues are resolved locally wherever possible by relevant stakeholder groups who deliver action plans and reports to the appropriate Performance Development Task group within required timescales. Resulting strategic issues are then reported to the Performance Review Group and Core group.

The transparency afforded by the Panagraph Management System and these arrangements provides the partnership with the confidence to identify strengths and areas for possible improvement thereby encouraging positive action and the drive towards continual improvement. Results are publicised bi-monthly and are available for each area of the City on the Kier XXX Website.

The benefits of this joint working approach on a number of fronts, together with organisational changes implemented since the commencement of the partnership are now showing through the performance management framework. We would be happy to translate the best practice developed on the Kier XXX contract to add further benefits to The National Museums and Galleries of Wales in developing KPI's which not only monitor performance but also instigate improvement and change.



Subcontractor Monitoring

All sub-contractors used on the contract will be subject to operating under our own strict quality assurance, KPI's and health & safety guidelines. They will also be monitored and will receive a detailed site induction to ensure they understand the cultural approach on the contract and are aware of the service expectations.

We believe it is essential to build a close working relationship with all of our sub-contractors and aim to develop a partnership approach, with the intention of achieving continuous improvement and best value for money.

The Contract Managers will establish a competency register for all sub-contractors staff. This requires all sub-contractors to submit training records for all staff likely to visit and undertake works on a contract.

All staff are expected to undergo a site induction training session, covering site specific procedures to be followed, and to ensure that all visiting engineers are aware of the requirements of The National Museums and Galleries of Wales and of the standards of service expected of them.

Once training records are established and the Induction process is complete, the sub-contractors staff are added to the sub contractor competency register. Only engineers that are registered will be permitted to work on the sites.

All sub-contractors working with us to provide the service to The National Museums and Galleries of Wales will adopt a pro-active attitude, making recommendations for changes and improvements to the services they provide and also to the equipment and systems that they are responsible for. This will be achieved through constant dialogue with our management team and The National Museums and Galleries of Wales. We also expect our specialist sub-contractors, who are responsible for maintaining critical items of plant, to advise us of recommendations for holding critical spares, if they are not readily available from the manufacturer.

An annual review of all sub-contractors will be undertaken prior to renewal of any contract to review performance during the preceding contract year. In addition to the review spot check audits will be undertaken throughout the year, and after each visit to site by a sub-contractor any non-compliance or lack of performance is brought to the attention of our contract management team.

We will continually seek to reduce the cost of the services provided by our supplier base through a range of initiatives. We will always work openly and closely with our suppliers to ensure changes provide improvements whilst also reducing costs. By approaching this area in this manner we will ensure savings are sustainable and do not increase overall contract costs.

It is our proposal that during the initial twelve months of contract, we will evaluate the utilisation of third party organisations and subsequently review and recommend the potential following changes:

1. Change / replace suppliers. We would extend this process to cover all subcontractors, including those currently nominated in order to assess what cost savings could be provided.
2. Deliver the service by utilising the site team or other KFS personnel for minor servicing elements whilst retaining the specialist incumbents services for major service visits
3. Supplement the contractor by utilising a member of the resident team to assist during PPM attendance
4. Introduce a training programme to increase the amount of self delivered services and reduce costs

5. Carry out regular mini tender exercises for all service streams on a regular basis to market check and reduce costs wherever possible.
6. Work in partnership with our subcontractors to use new technology and new methods of working to reduce costs.
7. Move service visits for non compliance related tasks outside the 'narrow' framework provided by the 'annual' contract approach ie. visits could take place in week 27 and week 1 (second year) of the contract. Although still carried out on virtually a 6 monthly basis it could provide contract cost savings



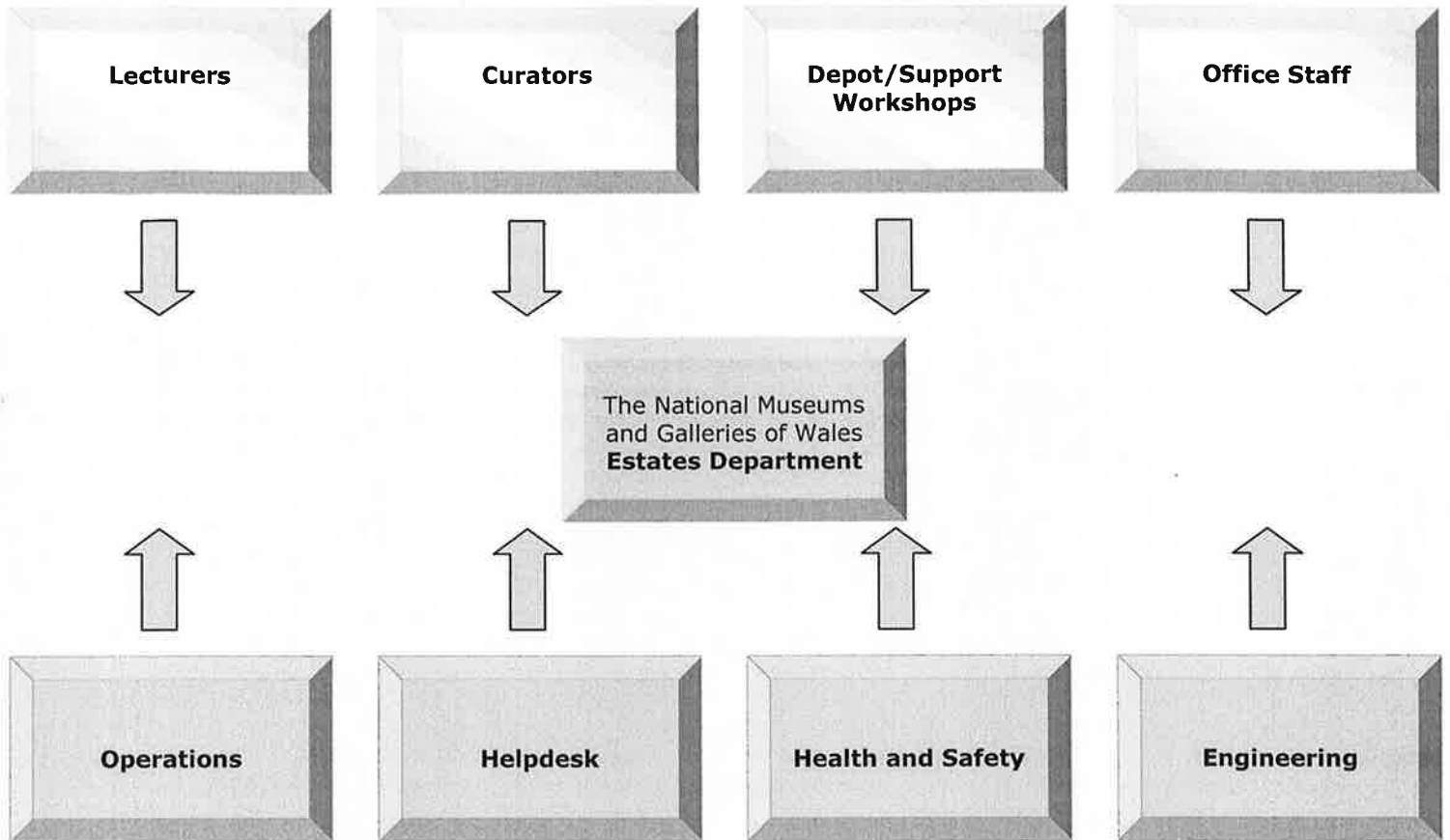
Customer Service

We fully recognise the importance of providing a responsive service to both our direct customer (the estates function) through formal reporting methods and also our various indirect customers (as defined below). Furthermore we recognise that if we fail to deliver the service levels expected our relationship with the estates function will fail as pressure from the indirect customers are registered internally. To ensure we prevent this scenario we propose fully involving internal stakeholders representing different departments in a number of key areas, including:

- Project planning and programming
- Innovation workshops
- Call Management

We believe this approach will strengthen our partnership with the The National Museums and Galleries of Wales estates function and will also ensure that internal stakeholders have a real interest and stake in the vision and the service improvements we will seek to introduce. Furthermore we will make our reporting information available to demonstrate our service achievements. This will ensure a true overall 'team' approach is embedded in the service delivery model.

Contract Relationship



In order to protect our relationship with all stakeholders we will adopt a range of initiatives designed to ensure a high level of service is delivered and that a forum exists to discuss contract improvements, innovations and changes. This approach will be achieved in a number of ways, including:

- Customer Care Training for both engineering and managerial staff (please refer to further details below)
- Customer Service Questionnaires (please refer to example format below)
- Annual workshops with various client representatives to discuss improvements to service delivery, suggested changes
- Single point of contact, separate from operational team to deal with compliments and complaints
- Specific Contract register to record customer complaints and compliments
- Dedicated email and telephone contact details provided to enable, clear, single source access for registering compliments and complaints
- Annual Report to be provided detailing compliments and complaints received, rectification actions taken and trend analysis ie. graphs demonstrating the number of complaints / compliments in a month, breakdown by department of complaints received etc.
- Agreement with The National Museums and Galleries of Wales to introduce operational changes to address identified recurring complaints

We believe the approach developed above will not only provide a clear effective way of dealing with complaints and compliments it will also enable us to record and interpret results, enabling us to address identified issues and make the necessary changes if required.



Customer Care Training

We have invested heavily in customer service awareness and introduced a package of training seminars to drive this ethos through our business and we will reinforce this approach to The National Museums and Galleries of Wales management and technical team.

From the moment we identify a potential client or market we dedicate skilled persons to research the issues and drivers faced by our potential client.

This issue is paramount in the public sector where the demeanour of our shared technical resource, who frequently operate in an environment where employees may require support, is to be friendly, welcoming and supportive.

Having identified the benefits of an outgoing and welcoming demeanour, we have instigated a series of training initiatives to ensure that training is given in communication and customer care skills, ensuring where possible that our attending technical persons possess the tools to communicate effectively and knowledgeably.

Normally our customer care training programme is delivered on a monthly basis in our Basingstoke office. However given the size and scope of the contract with we will carry out the training course on site.

As always we would welcome input from The National Museums and Galleries of Wales on any areas of customer care you would want us to concentrate on.

Satisfaction of Service Questionnaires

To ensure optimum end user feedback, we offer to include an end user satisfaction questionnaire requesting general feedback on our performance. The comments will be collated and the content used to measure our performance and included and used as a subsequent Key Performance Indicator.

The following page highlights the type of document that will be utilised within this agreement and we will survey a sample number of users on an annual basis.



Customer Questionnaire									
Client									
Contract No.		KFS Manager							
Site Address									
Customer Name									
Feedback									
Please rate the following features of our service: 1 = very poor, 2 = unsatisfactory, 3 = satisfactory, 4 = more than satisfactory, 5 = excellent									
Our Engineers									Comment
How our engineers present themselves									
How well the work is carried out									
The timeliness of our attendance's									
How they inform you of their activities									
Our Managers									
How frequently they are in contact									
How effective they are in getting things done									
How well informed you are by them									
How helpful and courteous they are									
Our Help Desk									
How quickly your calls are answered									
How polite and helpful they are									
How effective they are in sending engineers									
How any enquiries are dealt with									
Our Accounts									
How accurate our invoices are									
The timeliness of our invoices									



Customer Liaison

The allocated account manager for the contract, who will be dealing with all complaints and compliments on the contract will be XXX. Although providing a separate outlet to The National Museums and Galleries of Wales from the operational team, XXX will use the knowledge and understanding gained during the tendering period to deliver ongoing improvements and change throughout the contract term.

As the dedicated customer liaison representative to The National Museums and Galleries of Wales, Shaun will carry out a number of key activities, including:

- Arranging Customer Care Training for both engineering and managerial staff employed on the contract
- Providing a plan and arranging for Customer Service Questionnaires to be carried out
- Arrange and Chair annual workshops with various client representatives to discuss improvements to service delivery
- Provide and distribute contact details to all users
- Set up and maintain specific contract register to record customer complaints and compliments
- Produce Annual Report detailing compliments and complaints received, rectification actions taken and trend analysis ie. graphs demonstrating number of complaints / compliments in a month, breakdown by department of complaints received etc.
- Agree with The National Museums and Galleries of Wales to introduce operational changes to address identified recurring complaints

Compliments and Complaints Procedure

In addition to fully involving internal stakeholders in the contract service delivery we will also ensure there is a clear process in place for logging compliments and complaints.

Our customer liaison manager (as above) will record all complaints and compliments and then confirm in a written summary the circumstances surrounding the event. As much detail as possible is to be included, however insignificant.

The person making the compliment / complaint will be asked to complete a Record of Complaint Form, which will be used as the basis of our resolution procedures. The issue will be fully investigated and documented within seven working days by the manager in charge.

A full copy of the completed report will be submitted to the Operations Director responsible for the department and the manager and director are to make a decision with respect to the required course of action.

The Manager will then write to confirm the findings of the investigation and forward a copy of the report and where appropriate offer a solution to the problem. This must be done within 14 working days of receipt of the complaint as per our standard approach.

If the solution offered is not acceptable, then an independent third party is to be appointed to mediate until such time that an amicable agreement is made. The manager/director will take any necessary disciplinary action against any member of staff found not to be acting in the spirit of the company.

Details of all contact with any parties involved in the circumstance relevant to will be recorded.

The complaint/compliment file will be kept as a matter of record for six years and we will actively monitor our successes and failures in this area, introducing change where we can distinguish either positive or negative practice occurring.

The External Customer

In addition to recognising the importance of involving and informing the internal stakeholders we also recognise the interest and involvement many of the external customers will have in the work carried out by The National Museums and Galleries of Wales. In particular we recognise that there will, naturally, be a strong interest in the environmental activities of the sites.

In order to ensure we recognise the potential interest and influence of external customers, and also demonstrate that we are pursuing a 'one team' approach to meeting the goals of The National Museums and Galleries of Wales, we will introduce a number of initiatives aimed at involving and including the 'external customer.' We propose that this will include:

- Compiling and providing a report on our performance to be available to all external users of The National Museums and Galleries of Wales facilities
- Highlighting any reductions in energy usage and the reduction of carbon emissions achieved
- Providing an annual forum for customers to meet our site team and provide suggestions on service improvements

We propose that any involvement with the external customer is carried out in a coordinated manner with the estates function to ensure that the approach developed is agreed and meets the aims and ambitions of the 'one team' approach.