

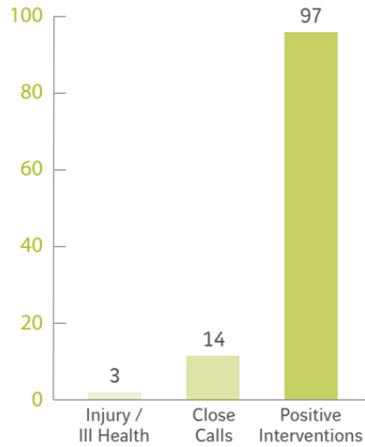
PROPERTY SERVICES CONTRACT

ANNUAL REVIEW 2020

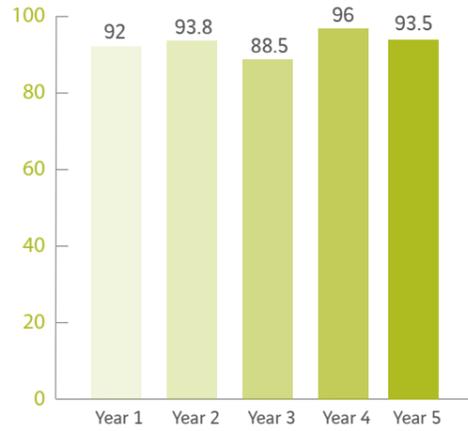


Key Contract Information Annual Review Dashboard

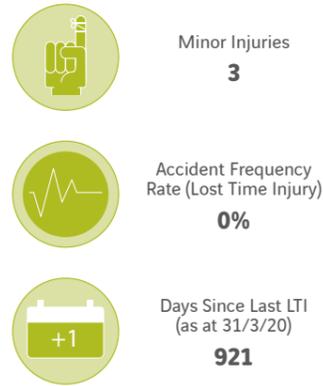
HEALTH & SAFETY INCIDENTS APRIL 2019 TO MARCH 2020 Cumulative and in Month



KPI OVERALL SCORES Years' 1, 2, 3, 4 & 5



HEALTH & SAFETY RECORD



Kevin Kendall, Assistant Director - Corporate Property

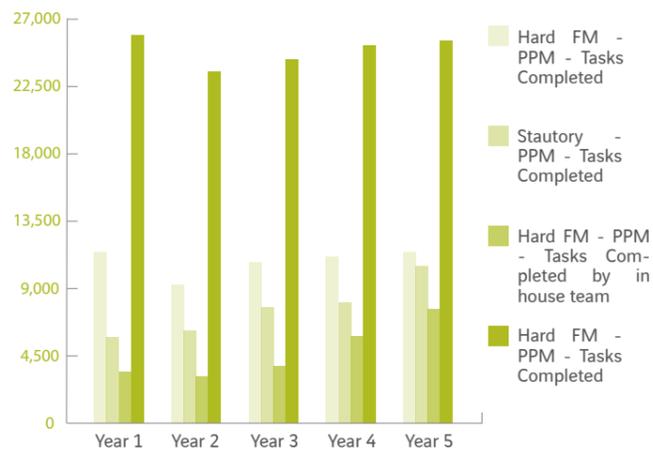
I am proud to present the 2020 Annual Service Review for the Lincolnshire County Council (LCC)/VINCI Facilities partnership, under an NEC3 Terms Services contract, which commenced on 1st April 2015.

Once again, I am able to report that our contractual relationship grows stronger and our collaborative ONE Team working is a key enabler for this. This has never been more evident than during the COVID-19 pandemic, which has seen us work closely together to maintain essential services, forming a joint Business Continuity Team ahead of the UK lockdown as we pre-empted the impact the pandemic may have. An overview of the achievements of the team are included in this document.

The review also outlines key contract information demonstrating the performance of VINCI Facilities during 2019/20, an update on a major continuous improvement project (Concerto Water Module) and an article on the South Park, Bluelight Centre project, for which the ONE Team won a national award in February 2020 in HM Government Property Awards.

These achievements are testament to the ONE Team's restless desire to innovate and I look forward to us achieving much more together in future years.

FACILITIES MANAGEMENT VOLUMES Planned Preventative Maintenance (PPM)



CUSTOMER SATISFACTION SCORES 2019/20



Tony Raikes, Managing Director, VINCI Facilities

I am delighted, once again, to have the opportunity to be able to present the achievements of our partnership with LCC through this Annual Service Review, which features key aspects of the 2019/20 year.

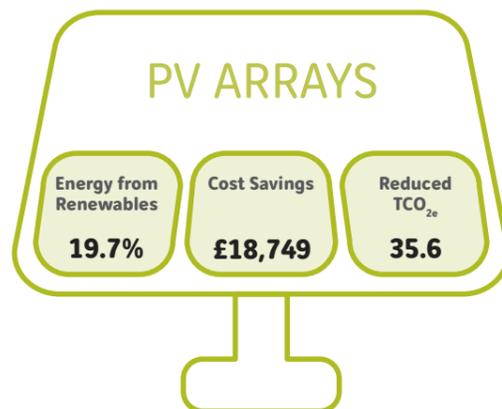
VINCI Facilities achieved another exceptional KPI performance for the year, which reflects the hard work, commitment and determination of a team that always has the needs of the customer at heart.

VINCI Facilities has also demonstrated a continued focus on health and safety through our Think Again! Behavioural Safety Programme. For our LCC contract in 2019/20, the Accident Frequency Rate (Lost Time Injury) was 0%, no mean feat against a workload of more than 46,000 Planned Preventative Maintenance and Reactive tasks, 96,000 cleaning hours and over 80 Capital Repair and Maintenance projects. Active reporting and actioning of Close Calls and Positive Interventions remains a personal objective for every member of the team.

COVID-19 has naturally dominated activities more recently and I am extremely proud of the way we have worked together as ONE Team, in partnership, to proactively face this crisis. Demonstrating great responsiveness, resilience, flexibility, and resourcefulness to rapidly flexi our support to LCC and introduce newly required services, such as access to 24/7 COVID cleans, which has enabled critical buildings, including schools, to remain operational. This has been a phenomenal ONE team achievement and this Annual Service Review provides more detail about our joint COVID response.

Finally, I was delighted that VINCI Facilities had the opportunity to support Kevin in delivering a Leadership Workshop to the Council's Senior Leadership Team earlier in the year, which proved to be an extremely successful event. Going forward, I look forward to continuing our collaboration with LCC for many years to come, helping the Council achieve its objectives.

ENERGY MANAGEMENT 2020



3 BLUELIGHT BUILDINGS
VS SOUTH PARK
(9 months)

| | | |
|--------------------|------------------------|------|
| Total Cost Savings | £44,000 | -21% |
| Emission Change | -330 TCO _{2e} | -41% |



Key Contract Information and VMOST

PROGRESS TO DATE

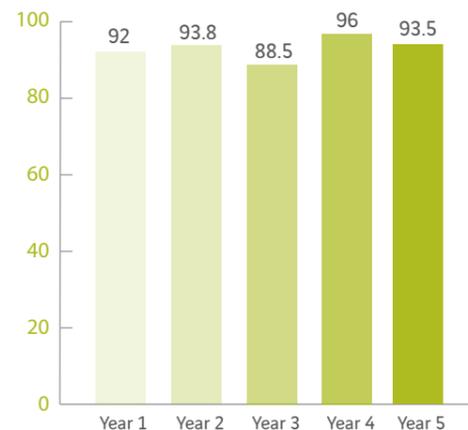
The contract continues to perform well with an overall KPI score of 93.5% being achieved in Year 5.

Some elements of the service are based on target cost and allow for gainshare where costs achieved are less than the target. This is robustly monitored from a financial perspective and also to verify that quality of service is maintained.

VMOST

This is the ONE Team business plan, which is reviewed and updated every 18 months. We are currently in the process of developing our plan for the next 18 months and the VMOST will be updated accordingly.

KPI OVERALL SCORES
Years' 1, 2, 3, 4 & 5



GOING FORWARD

It is important that KPIs continue to measure the right outputs and we had planned to review and refresh the contractual KPIs by the end of year 5. This exercise was slightly delayed owing to the COVID pandemic and will be picked up again this year.

Climate Change

PV ARRAYS

In March 2019 LCC commissioned photovoltaic arrays to be installed at three schools in South Lincolnshire and one at Lancaster House. These ranged in size from 7 kilowatts peak (kWp) to 26kWp, covering roof areas from 35m² up to 144m².

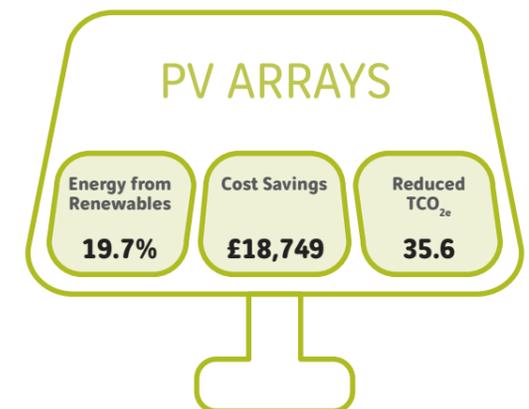
CARBON MANAGEMENT PLAN

The last financial year saw a 1.5% drop in carbon emissions compared to the baseline year under the third Carbon Management Plan.

The Blue Light Centre at South Park shows an annual reduction in both running costs (£44,000, -21%) and carbon (330 TCO_{2e}, -41%) compared to the 3 separate buildings that it replaced. TCO_{2e} is a standard unit for measuring carbon footprints.

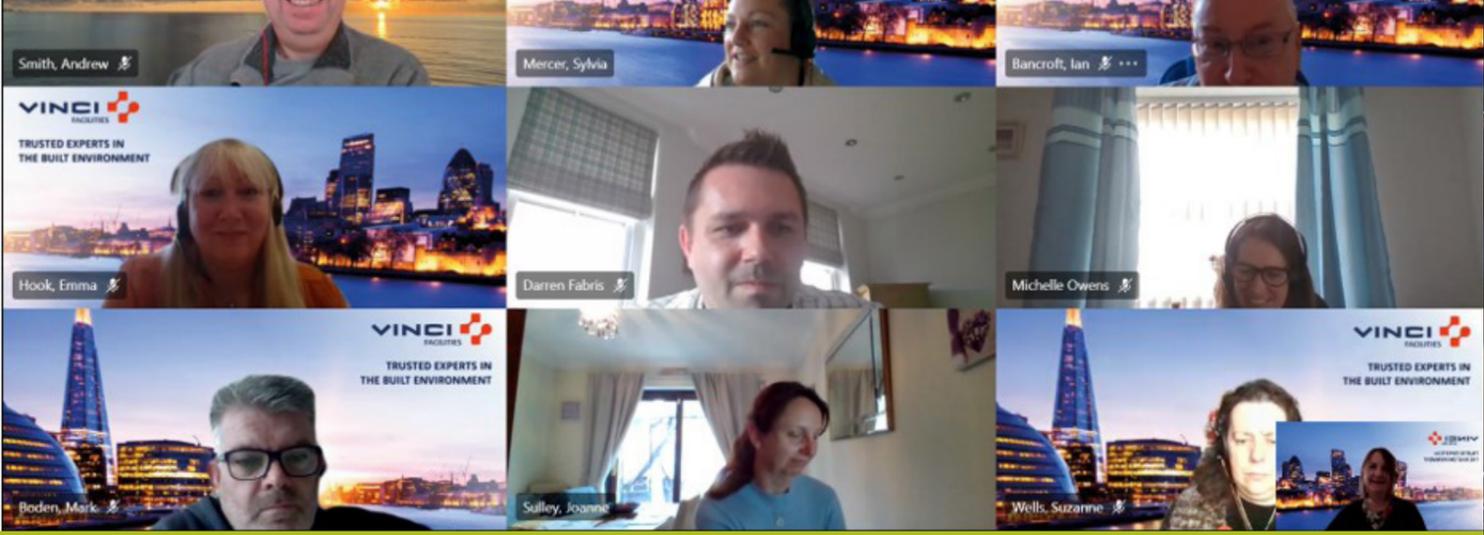
The gas consumption has fallen by 3.1% overall with schools increasing by 1.8% and non-schools reducing by 7.4%. Degree days area measure of how much (in degrees), and for how long (in days), the outside temperature was below a certain level. The degree days suggest that, compared to the baseline, the gas consumption should have increased by 6.7%, so both categories have performed well.

Over a year has passed and the following has been achieved:



GOING FORWARD

The ONE Team will continue to actively support LCC's Carbon Management Plan through the initiatives already highlighted and by working together to identify other areas to drive down the carbon footprint in our operations.



COVID-19 Response

In March 2020, as the UK went into lockdown as a response to COVID-19 and to reduce transmission of the virus, the challenge for the Property ONE Team was to continue to deliver statutory and essential FM, cleaning, and property project services. Many of these services are critical in serving the community and needed to be delivered whilst working safely and within social distancing protocols.

With many of the team deemed key workers, and most office-based managers and teams working remotely at home, this has been a life-changing and intense period, but the team have risen to every challenge presented.

As key workers, our engineers, and cleaners continued to carry out statutory maintenance and soft services in corporate buildings, emergency service buildings, and schools, as far as possible. With over 240 buildings remaining open and over 180 closed or partially closed, it has been an immense task to manage and maintain these services through the pandemic.

Our approach was centred around the following principles:

1. Effective Governance

- Working collaboratively to form a joint Business Continuity Team
- Daily calls on Microsoft Teams
- All actions/decisions were logged, and this was kept in Concerto where all team members could access it

2. Comms & Engagement

- A COVID-19 Comms and Engagement Plan was agreed
- Daily comms shared with the ONE Team
- Weekly wellbeing newsletters were issued to the team
- Fortnightly 'praise' calls for team members to recognise outstanding performance/responsiveness to COVID issues**

3. Flexible Resourcing

- Service requirements were changing daily so flexibility and agility were required to meet demand
- Some engineers were trained as cleaners in order to provide resilience across the teams
- 24/7 COVID cleans were made available in order to keep buildings operational, this was critical for the police custody suite to maintain services**

4. Support to Building Users

- Office equipment/chairs were delivered to LCC homeworkers
- Written guides were produced to help building users understand what they need to do
- Helpdesk advise/support of statutory maintenance tasks

5. Health and Safety

- COVID Health and Safety operating procedures were adopted by key workers, including use of PPE

6. Special Projects

- There were a number of adhoc projects that were delivered, for example, **supplying and kitting-out an emergency children's respite centre in 48 hours to accommodate a sharp increase in domestic abuse during lockdown**

7. Community Engagement

- Many of the ONE team provided much needed volunteer support to the community, including **one gas engineer who offered his services free to the elderly and vulnerable, donating to local foodbanks, sewing washbags for NHS workers, and crocheting hearts for COVID patients**

8. Energy Savings

- Energy consumption was tracked through the lockdown period:
 - ESPO billing data from April to June 2020 shows that the **gas and electricity bills reduced by £172,000 compared to the same period in 2019. Schools have seen an overall reduction of £100,000 and non-schools £72,000**
 - The corresponding emissions have reduced by 512 TCO_{2e} or 3.6% based on the baseline year for the latest Carbon Management Plan (2016/17). **For those same three months County Offices has saved just over £8,000 and reduced its emissions by 34 TCO_{2e}**

ACHIEVEMENTS AND OUTCOMES

Through the period **from April to June over 85% of our normal volume of statutory maintenance activities were maintained**; those not completed were where access was not possible or in demobilised building where the tasks were deemed not required. A number of key projects were also delivered, and construction projects were continued.

In order to remobilise buildings, **a COVID Building Safety Project Team was established, which has organised risk assessments and control measures for 431 buildings**, including fire safety and first aid arrangements, social distancing measures in buildings, screens, and sanitiser stations.

Strong and effective governance, a culture of collaborative working, enabling technology and an overwhelming desire to support the people of Lincolnshire during this period have driven the ONE Team to achieve so much – and always with smiles on our faces!

GOING FORWARD

The ONE Team is now engaged in workspace management for the duration of the pandemic. This will be used as a platform to deliver more modern, agile, workspaces going forward.



Projects Showcase

SOUTH PARK

FROM CONCEPTION TO IMPLEMENTATION

Following three years of planning and construction, the £21.5m South Park facility successfully opened in 2019 creating the UK's first tri-service, Blue Light Station with custody (housing police, fire, and ambulance services under one roof).

Over the project period, LCC, Lincolnshire Police, Lincolnshire Fire and Rescue, and East Midlands Ambulance Service, Willmott Dixon, Kier, and VINCI Facilities navigated the challenges of different organisational, partnership, commercial, and cultural drivers. The team developed the productive relationships needed to deliver this complex, multi-faceted project.

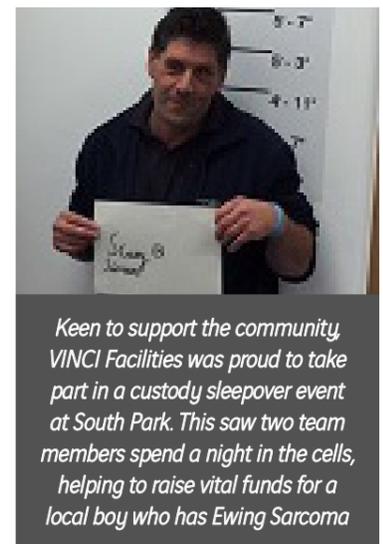
From the early design stages, through to construction and building launch, the team steered through complex policies and systems to find shared ways to approach ICT, HR, legal, and operational functions.

Working collaboratively, they identified solutions that worked for all parties on everything from building security, infection control and rapid response requirements.

In practical terms, this involved planning and delivering a construction project running alongside live emergency services operations and updating the design and build specification as policy and legislation changed over the life of the project.

The team supported approximately 450 front-line staff to transition with minimal disruption ensuring these vital public services continued to operate effectively. They delivered a building which encourages shared rest, admin, and operational areas. This is resulting in improved relationships and information sharing. Cross-service understanding is also developing, providing an exciting platform to collaborate further on shared areas and resources, operational response, and learning for the future.

The building became fully operational in November 2019, and VINCI Facilities have a competent, police-vetted on-site FM Team to manage maintenance and cleaning services. This includes access to 24/7 body spill and COVID cleans, which are critical in keeping the Custody Suite fully operational. The team have received many complimentary comments from the Police staff regarding the high standard of the service.



Keen to support the community, VINCI Facilities was proud to take part in a custody sleepover event at South Park. This saw two team members spend a night in the cells, helping to raise vital funds for a local boy who has Ewing Sarcoma



The project was also successful in winning HM Government Property Awards in 2020, for the ONE Team Working category, a fitting reward for all the hard work and energy of the team!

LESSONS LEARNT

After building completion, facilitated Lessons Learnt workshops were held with all stakeholders to capture successes and key areas of learning from the project and also as a celebration of a job well done! The workshops were interactive, fun, and well received by all parties.



3 BLUELIGHT BUILDINGS VS SOUTH PARK (9 months)

| | | |
|--------------------|------------------------|------|
| Total Cost Savings | £44,000 | -21% |
| Emission Change | -330 TCO _{2e} | -41% |

The energy consumption of the new building has been compared with the total consumption of the previous buildings occupied by the three services, with significant overall reductions in cost and consumption.

GOING FORWARD

The outcomes of the Lesson Learnt Workshops will be taken forward into future projects to inform upcoming complex multi-stakeholder projects.



Special Education Needs & Disabilities Programme (SEND)

The current multi-million pound Special Educational Needs and Disabilities Programme (SEND) is the biggest single investment in Lincolnshire Schools ever undertaken. Lincolnshire has twenty special schools for pupils with special needs, a mixed economy of multi-academy trusts and Local Authority maintained schools.

Research commissioned by LCC identified the need to 'reshape' SEND provision to meet the needs of the increasing population of pupils requiring placement in a special school setting. It also highlighted the need for more collaborative working between special and main-stream schools, and lends its support for an 'All Needs' approach to SEND.

Leaders in education in Lincolnshire have identified that the existing provision is experiencing considerable pressures and questions around sustainability and premises suitability have been raised. These issues, together with the unacceptable distances travelled by pupils to school and excessive demand on special school places, make the current system unsustainable.

To aid delivery of the SEND Strategy a five-year construction programme has been developed for the following schools to be completed between 2020 and 2023:

- Bourne Willoughby
- Spilsby Eresby
- Boston John Fielding
- Lincoln St Francis
- Grantham Sandon/ Ambergate (CIT)
- Horncastle St Lawrence

- Louth St Bernards
- Spalding Priory
- Spalding Garth (CIT)
- Lincoln St Christopher's
- Gosberton House

The existing Boston John Fielding School is to be replaced with a brand new school adjacent to Boston St Nicholas School. It will be renamed as the Endeavor Academy and is the first project to commence on site and is scheduled to be completed by July 2021. In spite of several weeks of very limited activity on site in the early stages of lockdown, and ongoing implications of strict COVID related site operating procedures, a truly collaborative approach by the entire Project Team that has leveraged technology, built on strong existing relationships, and demonstrated resilience and adaptability, helped mitigate COVID related delays to just two weeks.

Next priorities are the projects at Bourne Willoughby and Spilsby Eresby Schools. Both have significant challenges regarding the existing sites with a major diversion of a network 11KV power cable required pre-contract at Spilsby and an archaeological investigation of the Bourne site a condition of the planning consent.



The archaeologists were extremely excited to find an iridescent bottle bottom and a terracotta pot dating back 2,000 years.

Both projects are scheduled to commence on site in the Autumn and be complete in Summer 2022. One initial problem was finding Muntjac deer on the site despite it being in the middle of an urban area. Fortunately, the deer have moved on without the need for any encouragement!

GOING FORWARD

The ONE Team will continue to support and drive the delivery of these critical projects over the five-year programme.



SLT Leadership Workshop

The Corporate Property ONE Team presented a workshop at the County Council Chief Executive's, Senior Leadership Team (SLT) held in February 2020. The objective was to present a taster of the collaborative leadership approach taken to deliver the contract.

One of the Chief Executives, Debbie Barnes', key strategies is to develop a High Challenge, High Support culture within her leadership team. The Flex Styles, behaviour adaptability tool, is one of the many impactful tools used as part of the Lean Management Excellence Framework and Empower that has been adopted by Corporate Property as key cornerstones to the ONE Team collaboration.

The one-hour workshop included:

- **Kevin Kendall, Assistant Director, Corporate Property**, outlined his expectation of the client/supplier relationship for the contract – the ONE Team approach
- **Stuart Wright, LCC Contract Manager**, outlined a case study of how the ONE Team approach helped make the recent One Public Estate South Park Blue Light project Park an award-winning success
- **Paul Taylor, VINCI Facilities Customer Director**, gave an overview of the Excellence Framework and a taster of some of the Lean and Empower tools, utilised during the contracts mobilisation and since adopted by the ONE Team
- **Gary Codling, VINCI Facilities Performance Director**, then introduced and facilitated the Flex Style workshop

The leadership group fully participated, were all engaged and had a bit of fun too. They learned a lot about each other's core behavioural attributes and armed with this knowledge how to get the best from one another.

"Thank you all for a great session today and for all the preparation work before hand, it couldn't have gone any better and I've received some really positive feedback. A great ONE Team effort!"

Kevin Kendall, Assistant Director – Corporate Property

"I am writing to thank you for presenting an innovative and enjoyable leadership presentation to the Lincolnshire County Council team. I am very grateful for the time and effort put into the session and am delighted with the outcomes and response. The session enabled us to analyse our leadership styles in a fun and humorous way, which will support us to embed a distributed leadership approach across the one Council."

Debbie Barnes, Chief Executive, LCC

GOING FORWARD

There was also much intrigue generated about some of the other tools such as the accountability ladder and circles of presence. Several of the SLT asked for more supporting material on these to help them cascade to their teams - to be continued, no doubt...

Innovation & Value Added

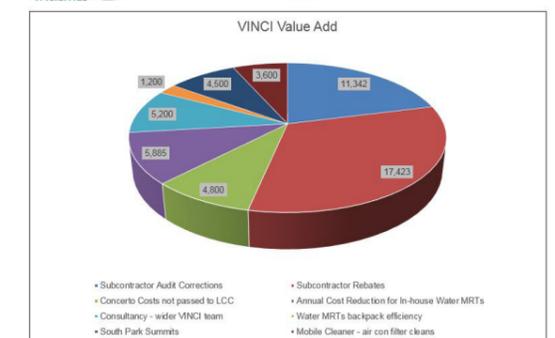
Continuous improvement is a key part of our approach across the contract. **Year five of the contract saw £54k's worth of added value delivered through efficiencies, process improvements, cash savings, and avoided costs.**

A key new improvement currently being trialled is a module within the Concerto system, which will enable monthly water temperature monitoring to be captured electronically rather than through a manual paper system. **This has involved the assessing and inputting over 14,000 assets.** Once the temperatures are recorded in the system, it will be possible to produce dashboard reports which will identify any issues at a glance rather than a manual review of the paper documents.

It is estimated this will remove 500 processing hours per annum, 240 hours per annum for Water MRTs to deliver forms to County Offices, and the subsequent reduction in travel also has a positive impact on carbon footprint. This electronic system also minimises the possibility of human error in spotting potential areas for remedial action.

Water MRTs are being trained in basic plumbing so they can resolve some fixes whilst on site, reducing the requirement for a further visit. The resulting efficiencies are being measured.

VINCI FACILITIES Value Add Yr 5 = £54,000



Lincolnshire COUNTY COUNCIL Working for a better future

GOING FORWARD

We will continue to drive efficiencies and added value. A further key area, once the water module is embedded, will be to explore remote temperature monitoring in the most remote sites, thereby reducing travel costs and carbon footprint.

Government Property Awards

Tuesday 25th February 2020



Team Awards

PROGRESS TO DATE

Over the last year, the ONE Team has been a winner/ finalist in the following awards/categories:

HM GOVERNMENT PROPERTY AWARDS 2020

- Winner of the ONE Team Award for the South Park Project



MJ AWARDS 2020

- Finalist in the Workforce Transformation Category (winner to be announced 2nd October 2020)



ROSPA

- President's Awards to VINCI for outstanding performance in health and safety at work over a period of 10 years

There have been a number of employee recognition awards.

ONE TEAM EMPLOYEE AWARDS

HEALTH & SAFETY

- **Karl Sheridan, Water MRT Supervisor** – for identifying and reporting a serious health and safety risk within a Lincolnshire school

COVID MANAGEMENT

- **Jen Clarke** – COVID Building Mobilisation
- **Michelle Owens** – Building COVID Management
- **Matt Stapleton** - Temporary Refrigeration Facility

COVID RECOGNITION CALLS

Throughout lockdown, fortnightly calls were held with teams and employees to recognise outstanding performance, actions and responsiveness through the pandemic.

They are too numerous to mention individually but our thanks to everyone who was invited onto a call to receive recognition that was truly deserved!

GOING FORWARD

We will continue to showcase our team achievements by submitting nominations for local and national awards, particularly those that demonstrate collaborative working, which lies at the heart of our approach.





ONE TEAM proud to deliver exceptional services

For enquiries, please contact Sue Matheson, Project Director – sue.matheson@vincifacilities.com



Please note:

Most of the photography within this document was taken before the social distancing rules for COVID-19

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