

<b>Title of Report:</b>	<b>Building Cleaning Contract Procurement</b>
<b>Report to be considered by:</b>	Executive
<b>Date of Meeting:</b>	09/02/2012
<b>Forward Plan Ref:</b>	EX2402

**Purpose of Report:** To ensure that a new contract for the supply of building cleaning services is established.

**Recommended Action:** That the Executive resolves to;

- 1) Approve the procurement exercise outlined in the attached report, including the percentage split between cost and quality.
- 2) Approve the formation of the tender evaluation panel consisting of council officers and stakeholders for e.g. schools to evaluate tenders.
- 3) Delegate authority to Head of Education in consultation with Head of Legal, Head of Finance and Portfolio holder for Education to enter in to contract with the successful tenderer

**Reason for decision to be taken:** The estimated value of this procurement exercise is approx £2.5 million in total (£ 850,000 per annum) over the initial 3 year period. This contract will be let on a 3 year term with the option to extend by a further 2 years on an annual basis.

**Other options considered:** Whilst the use of existing Frameworks has been considered, no suitable arrangements have been found.

**Key background documentation:** The procurement will be designed to ensure that schools have a viable and attractive alternative to managing cleaning contractors themselves

The proposals will help achieve the following Council Plan Theme:

**CPT13 - Value for Money**

Portfolio Member Details	
<b>Name &amp; Telephone No.:</b>	Councillor Irene Neill - Tel (0118) 971 2671
<b>E-mail Address:</b>	ineill@westberks.gov.uk
<b>Date Portfolio Member agreed report:</b>	03/01/2012
Contact Officer Details	
<b>Name:</b>	Caroline Corcoran
<b>Job Title:</b>	Service Manager
<b>Tel. No.:</b>	01635 519030
<b>E-mail Address:</b>	ccorcoran@westberks.gov.uk

## Implications

- Policy:** N/A
- Financial:** Financial implication includes 3-year commitment to contract with option to review, subject to contractors meeting contract requirements. However, contract is not a fixed value, as the total cost is based on site specific requirements which can be varied within the contract term. If contractor breached conditions, there are appropriate clauses to bring contract to an end.
- Personnel:** N/A
- Legal/Procurement:** A full tendering process using the 'Restricted Procedure' as described in The Public Contracts Regulations (2006) will be carried out, thereby ensuring compliance with European law
- Property:** N/A
- Risk Management:** N/A
- Equalities Impact Assessment:** EIA Stage 1 attached at Appendix A.

Is this item subject to call-in?	Yes: <input checked="" type="checkbox"/>	No: <input type="checkbox"/>
If not subject to call-in please put a cross in the appropriate box:		
The item is due to be referred to Council for final approval	<input type="checkbox"/>	
Delays in implementation could have serious financial implications for the Council	<input type="checkbox"/>	
Delays in implementation could compromise the Council's position	<input type="checkbox"/>	
Considered or reviewed by Overview and Scrutiny Management Commission or associated Task Groups within preceding six months	<input type="checkbox"/>	
Item is Urgent Key Decision	<input type="checkbox"/>	
Report is to note only	<input type="checkbox"/>	

# Executive Summary

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## 1. Introduction

1.1 The corporate contract for building cleaning was tendered in 2007 and awarded to Integrated Cleaning Management for an initial period of 3 years to March 2010 with options to extend for up to a further two years on an annual basis. The Council took advantage of the full extension option, and the current contract will expire on 31st March 2012.

1.2 A key aim of the procurement of the new contract is to secure adequate cleaning provision for the 75 sites that currently use the contract.

1.3 It is a requirement of the Contract Rules of Procedure that the Executive member approves Procurement Plans with a value in excess of £50,000. The estimated value of this procurement exercise is approx £2.5 million in total (£850,000 per annum) over the initial 3 year period. This contract will be let on a 3 year term with the option to extend by 1 year and a further 1 year thereafter.

## 2. Proposals

2.1 In order to attract bidders, a key factor is the number of schools and Council properties wishing to participate in Contract.

2.2 As this is a Part A service, a notice will need be placed on the Official Journal of the European Union, and will be advertised through the Council's procurement portal. This will allow the Project team to pre-qualify the companies invited to tender to ensure that only organisations with appropriate resources and levels of experience are involved.

2.3 The existing specification and contract pricing will be tightly scrutinised with a view to procuring a cleaning service at the best achievable cost.

2.4 The procurement itself will be designed to ensure that schools and council properties have a viable and attractive alternative to managing the building cleaning services themselves.

2.5 The detailed procurement plan is outlined in the attached document

2.6 The evaluation will be conducted by the panel on the basis of MEAT (most economically advantageous tender) with a proposed 50/50 split on quality and cost.

2.7 The criteria for the quality will be clearly outlined in the tender documents.

2.8 Further to the presentation to Corporate Board in December 2011, the procurement exercise and the evaluation of 28 Pre-Qualification Questionnaires has taken begun.

2.9 The Contract Award was due to be made in March 2012 for an April 2012 start date. It is noted that, due to unavoidable delays, the current contract will be extended for a short period of time to ensure that the procurement exercise is completed to the best advantage of the Council. The contract start date will be c. June 2012.

### **3. Conclusion**

3.1 The recommended approach provides the best opportunity to ensure a commercially viable procurement exercise, and allow the Council to establish robust arrangements for the next 3-5 years which ensure the continuation of essential cleaning provision.

3.2 The Board is asked to approve the procurement of the building cleaning Contract for use by all Schools and nominated properties within West Berkshire (see Appendix B):

### **4. Recommended Action**

4.1 That the Executive resolves to;

(a) Approve the procurement exercise outlined in the attached report, including the percentage split between cost and quality.

(b) Approve the formation of the tender evaluation panel consisting of council officers and stakeholders to evaluate tenders.

(c) Delegate authority to Head of Education in consultation with Head of Legal, Head of Finance and Portfolio holder for Education to enter in to contract with the successful tenderer

# Executive Report

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## 1. Introduction

1.1 There is a continual requirement for a reliable cleaning contractor within the Councils Office buildings, Libraries, Youth centres, Social Care properties and Schools.

1.2 The corporate contract for building cleaning was tendered in 2007 and awarded to Integrated Cleaning Management for an initial period of 3 years to March 2010 with options to extend for up to a further two years on an annual basis. The Council took advantage of the full extension option, and the current contract will expire in March 2012.

1.3 A total of 75 Sites participate in the contract (see Appendix B). During the current contract, the number of participating sites has increased from 48 to 75 sites and it is believed that there is scope for this number to grow further. However, some sites may leave the contract following conversion to academy status.

1.4 The key challenge for the contractor from 2012 is to maintain sufficient cleaning standards, whilst delivering cleaning at a competitive price.

1.5 A key aim of the procurement of the new contract is to ensure that the Council achieves best value for money across the portfolio of sites and also for individual sites.

## 2. Procurement Plan

2.1 The objectives of the procurement exercise are to:

(a) To ensure that a new contract for the supply of building cleaning is established before the current contract expires in March 2012.

(b) To ensure that the new service maintains a sufficient standard of cleaning whilst providing a flexible offer this can be varied according to changing requirements and budgets.

2.2 The length of the contract term and the opportunities to review provision at specific break points are a key component to the sustainability of the contract. The initial term must be of a suitable length to make the contract financially viable for contractors to implement provision in West Berkshire.

2.3 The extension options provide key points at which the contract can be re-considered to ensure that the cost of provision is scrutinised, moderated and amended as appropriate. At this point, there would also be an opportunity to benchmark provision and determine whether to continue with the existing provider or opt to undertake a procurement exercise. Any decision would be Member-led and predominantly based on the potential for financial efficiencies.

2.4 Throughout the contract period, individual sites can review and amend their requirements specification in line with their desired budget spend. This flexibility allows individual sites to ensure that the cleaning contract offers value for money.

2.5 Value for money will also be regularly reviewed for the whole portfolio of sites and amendments will be made where it is cost effective to do so.

2.6 As this is a Part A service, a notice will need be placed on the Official Journal of the European Union, and will be advertised through the Council's procurement portal. This will allow the Project team to pre-qualify the companies invited to tender to ensure that only organisations with appropriate resources and levels of experience are involved.

2.7 In order to attract bidders, a key factor is the number of schools and Council properties wishing to participate in Contract.

2.8 The Building Cleaning Contract will be designed to ensure that sites, including schools have a viable and attractive alternative to managing the cleaning themselves.

2.9 The detailed procurement plan is outlined in Appendix C. The evaluation will be conducted by the panel on the basis of MEAT (most economically advantageous tender) with a proposed 50/50 split on quality and cost. The criteria for quality will be clearly outlined in the tender documents.

2.10 Further to the presentation to Corporate Board in November 2011, the procurement exercise and the evaluation of 28 Pre-Qualification Questionnaires has taken begun.

### **3. Financial Analysis**

3.1 The budgets for cleaning rest with the individual sites/schools.

3.2 In 2011/2012, schools have revised their cleaning specification in order to reduce their expenditure. Similarly, for Council sites, there has been a down-grading of the cleaning specification. Therefore, there is potential for the annual value of the contract to decrease.

3.3 The 2007 tender exercise achieved a saving of approximately £50k per annum, and therefore it is not expected that significant savings can be made through the current procurement process. Nevertheless, every effort will be made to identify areas for smaller savings and reduce costs to a viable minimum.

3.4 Through effective negotiation with the current contractor and their desire to retain the contract with West Berkshire Council, the Council were able to achieve a 0% change to the overall contract costs for 2010/11 and 2011/12 despite the ability for annual price increases in the contract documentation and the increases to minimum wage rates and holiday pay during both years. The lack of an increase was absorbed by the Contractor.

3.5 The flexibility to amend the specification at any point within the contract period, and thus the ability to respond to budget constraints, is a vital point which will be retained in the new contract.

## **4. Quality Requirements**

4.1 The definition of the level of cleaning required has come under some scrutiny. It is recognised that cleaning must be sufficient and fit for purpose, whilst accepting that quality of cleaning which can be purchased will not be a "gold" standard.

4.2 The quality of the existing contract is monitored by a monthly survey of headteachers, monthly meetings to review the Performance Indicators, and regular liaison between the Corporate Contracts Manager and sites/schools (Appendix D).

4.3 The interaction between the Corporate Contracts Manager, schools and the contractor is crucial to maintaining sufficient standards, managing expectations and ensuring that the relationships between the school and the contractor are harmonious. The Corporate Contracts Manager undertakes site visits where there are areas of concern.

4.4 The specification for the new contract includes the maintenance of quality provision. Tenderers will be asked to describe what performance measures will be put in place to ensure that standards at all Sites remain consistent. It is expected that these would include:

- (a) Complaints/thanks.
- (b) Satisfaction of site lead/ head teacher
- (c) Cleanliness audit results.
- (d) Performance Indicators

4.5 The aim is that the competitive procurement exercise will lead to:

- (a) cleaning provision in line with the generic specification and agreed standards, subject to any specially-costed site-specific variations, and using the specification matrix for actual cleaning tasks/ requirements for the site.
- (b) pricing that offers value for money.

## **5. Amendments during the life of the contract**

5.1 On the advice of West Berkshire Council's audit department, all contracts should include clauses which explain how poor performance will be managed, and this should include financial penalties for non-compliance with improvement instructions within the agreed timeframe.

## **6. Conclusion**

6.1 The recommended approach provides the best opportunity to ensure a commercially viable procurement exercise, and allow the Council to establish robust arrangements for the next 3-5 years which ensure the continuation of essential cleaning provision. The Board is asked to approve the procurement of the building cleaning Contract for use by all Schools and nominated properties within West Berkshire.

6.2 The Board is asked to approve the procurement of the building cleaning Contract for use by all Schools and nominated properties within West Berkshire.

## 7. Recommended Action

7.1 That the Executive resolves to;

(a) Approve the procurement exercise outlined in the attached report, including the percentage split between cost and quality.

(b) Approve the formation of the tender evaluation panel consisting of council officers and stakeholders for e.g. schools to evaluate tenders.

(c) Delegate authority to Head of Education in consultation with Head of Legal, Head of Finance and Portfolio holder for Education to enter in to contract with the successful tenderer.

### Appendices

Appendix A – Equality Impact Assessment – Stage 1

Appendix B – List of sites

Appendix C - Procurement Plan

Appendix D – Performance Indicators Blank Audit Template

### Consultees

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**Local Stakeholders:** School representatives via Education Management Advisory Board

Irene Neill, Portfolio Holder for CYP

**Officers Consulted:** Ian Pearson, Head of Education

Shiraz Sheikh, Legal

Mike Sullivan, Procurement

Shannon Coleman-Slaughter, Finance

Margaret Goldie, Corporate Director, CYP

Corporate Board

**Trade Union:** Not consulted

# APPENDIX A

## Equality Impact Assessment – Stage One

<b>Name of item being assessed:</b>	Building Cleaning Contract Procurement
<b>Version and release date of item (if applicable):</b>	N/A
<b>Owner of item being assessed:</b>	Amerie Bailey
<b>Name of assessor:</b>	Caroline Corcoran
<b>Date of assessment:</b>	14/11/11

<b>1. What are the main aims of the item?</b>		
To ensure a cost effective, cleaning provision for Council sites and schools		
<b>2. Note which groups may be affected by the item, consider how they may be affected and what sources of information have been used to determine this.</b> (Please demonstrate consideration of all strands – age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation)		
<b>Group Affected</b>	<b>What might be the effect?</b>	<b>Information to support this.</b>
Staffing of the contract	National company takes over contract and could affect local jobs	Risk mitigated by contract requirements to TUPE existing non-WBC staff
Further comments relating to the item:		

<b>3. Result</b> (please tick by clicking on relevant box)	
<input type="checkbox"/>	<b>High Relevance</b> - This needs to undergo a Stage 2 Equality Impact Assessment
<input type="checkbox"/>	<b>Medium Relevance</b> - This needs to undergo a Stage 2 Equality Impact Assessment
<input type="checkbox"/>	<b>Low Relevance</b> - This needs to undergo a Stage 2 Equality Impact Assessment
<input checked="" type="checkbox"/>	<b>No Relevance</b> - This <b>does not</b> need to undergo a Stage 2 Equality Impact Assessment

For items requiring a Stage 2 equality impact assessment, begin the planning of this now, referring to the equality impact assessment guidance and Stage 2 template.

<b>4. Identify next steps as appropriate:</b>	
Stage Two required	
Owner of Stage Two assessment:	
Timescale for Stage Two assessment:	
Stage Two not required:	

**Name:** Caroline Corcoran

**Date:** 16/12/11

## Sites covered by the current contracts

Sites
Aldermaston Church of England Primary School
Basildon Church of England Primary School
Brimpton Church of England Primary School
Brookfields Special School
Bucklebury Church of England Primary School
Calcot Infant School and Nursery
Castle School (The)
Chieveley Primary School
Hungerford Nursery School (formerly Church Croft)
Cold Ash St Marks Church of England Primary School
Curridge Primary School
Downsway School
Enborne Church of England Primary School
Hampstead Norreys Church of England Primary School
Hermitage Primary School
Ilseys Primary School (The)
Inkpen Primary School
Kennet Valley Primary School
Kintbury St Mary's Church of England Primary School
Pangbourne Primary School
Park House School
Parsons Down Infant and Nursery School
Parsons Down Junior School
Purley Church of England Infants School
Shefford Church of England Primary School
Speenhamland Primary School
Springfield Primary School
St Josephs Catholic Primary School
St Nicolas Church of England Junior School
St Paul's Catholic Primary School
Sulhampstead & Ufton Nerve C of E Voluntary Aided School
Willink Secondary School (The)
The Winchcombe School
Badgers Hill
Bridgeway Unit
Burghfield Library
Bus Station Office
Bus Station Toilets
Calcot Childrens Centre Nursery
East Downlands Children Centre
Engaging Potential
Highview Day Centre
Hungerford Day Centre
Hungerford Library
Lambourn Library
Market Street Council Offices

Moorside and Community Centre
Mortimer Library
Newbury Car Parks
Newbury Library
Pangbourne Library
Phoenix Centre
Castle School Post 16 Unit
The Porch
South Newbury Children's Centre
South Thatcham Childrens Centre
Walnut Close
Thatcham Library
The West Berkshire Youth Offending Team
Theale Library
Tilehurst Children Centre
Tourist Information Centre
Turnhams Green
Wash Common Library
West Point House
West Street House
York House
Library Stock Unit

## APPENDIX C

### BUILDING CLEANING PROCUREMENT PLAN

Document Status: Final v6  
Revision:  
Date: 16 December 2011  
Prepared By: Amerie Bailey

#### Circulation List:

Irene Neill	Executive Member for Children and Young People
Nick Carter	Chief Executive
Andy Walker	Section 151 Officer
Margaret Goldie	Corporate Director Children and Young People
Ian Pearson	Head Of Service Education
Caroline Corcoran	Service Manager (Access, Planning, Governance & Business Development)
Andy Green	Maintenance Manager
Shiraz Sheikh	Solicitor
Mike Sullivan	Contracts and Procurement Officer

#### Sign Off:

Name	Signature	Date
Irene Neill Executive Member for Children and Young People		
Margaret Goldie Corporate Director Children and Young People		

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## **1. Background**

The corporate contract for building cleaning was tendered in 2007 and awarded to Integrated Cleaning Management for an initial period of 3 years to March 2010 with options to extend for up to a further two years on an annual basis. The Council took advantage of the full extension option, and the current contract will expire on 31st March 2012.

## **2. Terms of Reference**

There is a continual requirement for a reliable cleaning contractor within the Councils Office buildings, Libraries, Youth centres, Social Care properties and Schools. Due to the value of this requirement, it must be tendered in accordance with Public Contract Regulations 2006 (as amended).

## **3. Objectives**

(a) To establish a corporate contract for all Council owned properties and schools, with one contractor who can provide an output based service across all sites for a fixed cost per site, before the current contract expires on 31 March 2012.

(b) To maximise the number of sites wishing to join the contract at the commencement date and during the life of the contract. It should be noted that during the current contract, there has been an increase in the number of participating sites from 48 to 75 sites. There is scope for this number to grow further.

(c) To ensure that the Council achieves best value for money across the portfolio of sites and for individual sites.

## **4. Project Scope**

The project will cover all cleaning requirements (including the provision of cleaning consumables where required) to all council buildings and any school opting to partake in the contract.

The requirement will be advertised in a way that will initially cover all Council buildings and will allow any school site within the West Berkshire area to join the contract, throughout its duration.

## **5. Project Constraints/Assumptions**

The project is constrained by the legal duty to ensure the service is tendered in line with The Public Contract Regulations 2006 as this is classified as a Part A service, requiring compliance with the full regime of these European Union procurement regulations.

There is an assumption when estimating the value of this requirement that the level of business will be equal to or just below the current contract value which is currently at approx £850k per annum. Value could decrease if schools convert to academy status.

## **6. Dependencies**

None

## 7. Value for Money

The procurement exercise will ensure value for money by carrying out a full tendering process using the 'Restricted Procedure' as described in The Public Contracts Regulations (2006), thereby ensuring compliance with European law. It is hoped that encouraging competition may result in reduced rates being submitted.

Consideration was given to using a one-stage 'open' procedure. However, there were concerns this would result in a large number of unsuitable organisations tendering for the contract, and this option was discounted.

The procurement exercise will use the same quality/price evaluation percentage as the previous tendering exercise, subject to a review to identify whether further savings can be achieved. The existing methodology and documentation has proven to be robust during the course of the existing contract.

A key aim is to ensure the continuation of a service of a similar quality. This is important due to the high visibility at sites of any contractors' performance. The quality of management and supervision is often an issue on cleaning contracts, and the proven ability to manage a large workforce over various sites will be crucial factors.

In order to achieve the best possible rates whilst not compromising on the quality of service received, the team therefore feel that quality and cost take equal precedence on the evaluation at 50%.

The team also intends to review the existing specification in order to identify further savings that can be achieved.

## 8. Timescales

Advertise requirement	Friday 18th November 2011
PQQ return date	Monday 19th December 2011
Issue ITT (estimated)	Monday 16th January 2012
ITT Return date (estimated)	Monday 27th February 2012
Executive Approval	TBA
Contract Award	TBA
Contract Start date (estimated)	Sunday 1st April 2012

Contract Term: This contract will be let for a minimum period of 3 years, with the option to extend by up to a further 2 years on an annual basis at the discretion of the Council.

## 9. Financial Breakdown

Current cost breakdown - The initial contract value for the first three years is estimated at approximately £2.55million, with an annual value of approximately £850k.

Forecast cost breakdown - Levels of work may increase throughout the duration of the contract term as schools and other council sites will continue to have the option to join the contract as soon as their current arrangements finish.

However, due to economic constraints, some sites have revised their specification to reduce costs. Also, some sites may leave the contract following conversion to academy status. Therefore, there is also potential for the annual value of the contract to decrease.

A number of schools have already indicated their commitment to joining the contract from the commencement date.

Cashable Savings - As the previous tender exercise carried out in 2007 achieved a saving of approximately £50k per annum, we do not expect to achieve significant savings without putting the quality of the service at risk. Nevertheless, every effort will be made to identify areas for smaller savings and reduce costs to a viable minimum.

## **10. Project Costs**

The cost of officer time for re-tendering the contacts is covered under existing budgets. There may be minor costs for supplier interviews e.g. room hire.

## **11. Procurement**

### Procurement process and methods

The OJEU Notice will be placed using the Restricted Procedure, consisting of a two-staged approach, allowing the Project team to pre qualify the companies invited to tender to ensure that only organisations with appropriate resources and levels of experience are involved.

This will enable the project team to ensure a new contract has been awarded by the beginning of April 2012.

### Advertising

The project team will be advertising on the Official Journal of the European Union via the Council's procurement portal on the 18th November 2011.

### Tender Evaluation

The evaluation will be based on the most economically advantageous tender, and is made up of Quality 50%, Cost 50%.

## **12. Risk Management**

### Risks and Mitigation Options

Recent revisions to the Public Contract Regulations make it essential that the intended award of any public contract is advertised when required by the regulations to avoid the risk of the courts declaring a contract to be ineffective. Fair and transparent selection and evaluation methods must be employed. The project team will look to limit the risk by ensuring the requirement is advertised correctly and that all evaluation criteria are disclosed in consultation with the Council's Contracts & Procurement Solicitor. The project team will also ensure that any information throughout the tender process is communicated to all tenderers throughout the procedure.

The appointment of a new contractor will be conducted in accordance with the Council's Contract Standing Orders and The Public Contract Regulations (2006).

The project team will need to ensure that the successful tenderer is an organisation that operates using experienced managers and qualified cleaners, expertly trained and, for staff working at schools or any sites where vulnerable adults or children are present, full enhanced CRB checks will be required at all times. Risk will be mitigated by expecting tenderers demonstrate adequate processes and procedures are in place within their organisation to deal with these requirements.

The team will try to limit the risk of financial instability within a turbulent market place by carrying out an independent financial check on all organisations at pre-qualification stage and after the tender evaluation exercise is completed, with further checks at each anniversary of the contract in order to monitor the overall performance of the contractor in the current economic climate.

Poor performance could also be a risk to the Council. The evaluation team will endeavour to minimise the risk by ensuring that the recommended tenderer has robust policies in place with regards to quality and health and safety, together with a strong track record of delivering contracts of similar size and complexity. The contracts will include clauses which explain how poor performance will be managed, including financial penalties for non-compliance with improvement instructions within the agreed timeframe

The team will also ensure that sound references are sought for all tenderers at tender stage. References are used as another method of minimising the risk associated with poor performance.

The risk of service breakdown can also be increased by over reliance on sub-contractors. The project team will ensure that any organisation proposing to use sub-contractors are able to demonstrate robust processes and procedures with regards to their appointment and monitoring their work.

## **13. Contingency Plans – Business Continuity**

Section 5 of the pre-qualification questionnaire will address the issue of business continuity. Any areas for concern will be highlighted and discussed by the project team following pre-qualification responses; however the project team are satisfied that an alternative contractor could be found quickly should any major issue arise with the appointed contractor.



# APPENDIX D

## PERFORMANCE INDICATOR BLANK AUDIT TEMPLATE

Please indicate your satisfaction with the following aspects of service using the score ratings below

- 5 = excellent
- 4 = good
- 3 = satisfactory – pass mark
- 2 = below satisfactory } please provide comments for low score so that problem can be rectified
- 1 = poor

*If you score less than 3 in any category please provide brief reasons why under comments.*

Category	Score	Comments
Contractor's overall performance at your site	<input type="text"/>	----- ----- -----
Satisfaction with results of cleaning	<input type="text"/>	----- ----- -----
Compliance with specification/cleaning schedule (tasks and frequency)	<input type="text"/>	----- ----- -----
Appearance & attitude of cleaning staff on site (include responsiveness to comments, day books etc.	<input type="text"/>	----- ----- -----
Management and administration by contractor (including suppliers, helpdesk etc) Any comments?	<input type="text"/>	----- ----- -----
AVERAGE RATING	<input type="text"/>	Contractor to complete Add all scores together and divide by the number of categories scored.

**Date of next meeting:**

SIGNATURES		Scores invalid unless signed by site	
Site Manager:	Print Name:	Date:	
CPU:	Print Name:	Date: _____	
ICM:	Print Name:	Date: _____	

Office Use Only - Action Taken