

Facilities Management Committee report Period 4 (2015-16)



Facilities Management - Building Cleaning and Caretaking, Grounds Maintenance FINANCIAL

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																																			
Labour costs as % of turnover - Landscape services	Aim to Minimise	<div><div>Actual</div><div>40.8%</div><div>Target</div><div>41.3%</div><div></div></div>	 <table><caption>Monthly Data for Landscape Services</caption><thead><tr><th>Month</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>April 2014</td><td>0%</td><td>36.75%</td></tr><tr><td>May 2014</td><td>36.75%</td><td>42.0%</td></tr><tr><td>June 2014</td><td>38.39%</td><td>38.39%</td></tr><tr><td>July 2014</td><td>38.39%</td><td>38.39%</td></tr><tr><td>August 2014</td><td>39.53%</td><td>42.0%</td></tr><tr><td>September 2014</td><td>39.53%</td><td>42.0%</td></tr><tr><td>October 2014</td><td>37.62%</td><td>39.53%</td></tr><tr><td>November 2014</td><td>37.62%</td><td>37.62%</td></tr><tr><td>December 2014</td><td>37.62%</td><td>37.62%</td></tr><tr><td>January 2015</td><td>36.06%</td><td>37.62%</td></tr><tr><td>February 2015</td><td>36.06%</td><td>36.06%</td></tr><tr><td>March 2015</td><td>36.06%</td><td>36.06%</td></tr><tr><td>April 2015</td><td>0%</td><td>36.06%</td></tr><tr><td>May 2015</td><td>34.44%</td><td>34.44%</td></tr><tr><td>June 2015</td><td>32.99%</td><td>32.99%</td></tr><tr><td>July 2015</td><td>40.8%</td><td>40.8%</td></tr></tbody></table>	Month	Actual (%)	Target (%)	April 2014	0%	36.75%	May 2014	36.75%	42.0%	June 2014	38.39%	38.39%	July 2014	38.39%	38.39%	August 2014	39.53%	42.0%	September 2014	39.53%	42.0%	October 2014	37.62%	39.53%	November 2014	37.62%	37.62%	December 2014	37.62%	37.62%	January 2015	36.06%	37.62%	February 2015	36.06%	36.06%	March 2015	36.06%	36.06%	April 2015	0%	36.06%	May 2015	34.44%	34.44%	June 2015	32.99%	32.99%	July 2015	40.8%	40.8%	
Month	Actual (%)	Target (%)																																																					
April 2014	0%	36.75%																																																					
May 2014	36.75%	42.0%																																																					
June 2014	38.39%	38.39%																																																					
July 2014	38.39%	38.39%																																																					
August 2014	39.53%	42.0%																																																					
September 2014	39.53%	42.0%																																																					
October 2014	37.62%	39.53%																																																					
November 2014	37.62%	37.62%																																																					
December 2014	37.62%	37.62%																																																					
January 2015	36.06%	37.62%																																																					
February 2015	36.06%	36.06%																																																					
March 2015	36.06%	36.06%																																																					
April 2015	0%	36.06%																																																					
May 2015	34.44%	34.44%																																																					
June 2015	32.99%	32.99%																																																					
July 2015	40.8%	40.8%																																																					

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																																			
Labour costs as % of turnover - Building Cleaning	Aim to Minimise	<div><div>Actual</div><div>85.31%</div><div>Target</div><div>85.71%</div><div></div></div>	 <table><caption>Monthly Data for Building Cleaning</caption><thead><tr><th>Month</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>April 2014</td><td>0%</td><td>83.75%</td></tr><tr><td>May 2014</td><td>83.75%</td><td>83.75%</td></tr><tr><td>June 2014</td><td>83.75%</td><td>83.75%</td></tr><tr><td>July 2014</td><td>83.75%</td><td>83.75%</td></tr><tr><td>August 2014</td><td>83.75%</td><td>83.75%</td></tr><tr><td>September 2014</td><td>83.75%</td><td>83.75%</td></tr><tr><td>October 2014</td><td>83.75%</td><td>83.75%</td></tr><tr><td>November 2014</td><td>83.75%</td><td>83.75%</td></tr><tr><td>December 2014</td><td>83.75%</td><td>83.75%</td></tr><tr><td>January 2015</td><td>83.75%</td><td>83.75%</td></tr><tr><td>February 2015</td><td>83.75%</td><td>83.75%</td></tr><tr><td>March 2015</td><td>83.75%</td><td>83.75%</td></tr><tr><td>April 2015</td><td>0%</td><td>83.75%</td></tr><tr><td>May 2015</td><td>65.98%</td><td>65.98%</td></tr><tr><td>June 2015</td><td>74.49%</td><td>74.49%</td></tr><tr><td>July 2015</td><td>85.31%</td><td>85.31%</td></tr></tbody></table>	Month	Actual (%)	Target (%)	April 2014	0%	83.75%	May 2014	83.75%	83.75%	June 2014	83.75%	83.75%	July 2014	83.75%	83.75%	August 2014	83.75%	83.75%	September 2014	83.75%	83.75%	October 2014	83.75%	83.75%	November 2014	83.75%	83.75%	December 2014	83.75%	83.75%	January 2015	83.75%	83.75%	February 2015	83.75%	83.75%	March 2015	83.75%	83.75%	April 2015	0%	83.75%	May 2015	65.98%	65.98%	June 2015	74.49%	74.49%	July 2015	85.31%	85.31%	
Month	Actual (%)	Target (%)																																																					
April 2014	0%	83.75%																																																					
May 2014	83.75%	83.75%																																																					
June 2014	83.75%	83.75%																																																					
July 2014	83.75%	83.75%																																																					
August 2014	83.75%	83.75%																																																					
September 2014	83.75%	83.75%																																																					
October 2014	83.75%	83.75%																																																					
November 2014	83.75%	83.75%																																																					
December 2014	83.75%	83.75%																																																					
January 2015	83.75%	83.75%																																																					
February 2015	83.75%	83.75%																																																					
March 2015	83.75%	83.75%																																																					
April 2015	0%	83.75%																																																					
May 2015	65.98%	65.98%																																																					
June 2015	74.49%	74.49%																																																					
July 2015	85.31%	85.31%																																																					

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Turnover - Landscape Services	Aim to Maximise	<p>Actual £702,000</p> <p>Target £702,000</p> <p>✓</p>	<p>£2,250,000 £2,000,000 £1,750,000 £1,500,000 £1,250,000 £1,000,000 £750,000 £500,000 £250,000 £0</p> <p>£0 £399,000 £608,000 £771,000 £975,000 £1,123,000 £1,361,000 £1,525,000 £1,663,000 £1,816,000 £2,025,000 £2,154,000 £0 £442,000 £620,000 £702,000</p> <p>Months Target (Months)</p>	
Turnover - Building Cleaning	Aim to Maximise	<p>Actual £3,794,000</p> <p>Target £3,822,000</p> <p>✓</p>	<p>£12,000,000 £11,000,000 £10,000,000 £9,000,000 £8,000,000 £7,000,000 £6,000,000 £5,000,000 £4,000,000 £3,000,000 £2,000,000 £1,000,000 £0</p> <p>£0 £1,945,000 £2,991,000 £3,885,000 £5,646,000 £7,006,000 £7,874,000 £8,846,000 £9,892,000 £10,804,000 £11,732,000 £0 £2,455,000 £3,258,000 £3,794,000</p> <p>Months Target (Months)</p>	

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																																			
Contribution - Landscape Services	Aim to Maximise	<div><div>Actual</div><div>£171,000</div><div>Target</div><div>£122,000</div><div><div></div><div>✓</div></div></div>	<table><caption>Monthly Actuals and Target for Contribution - Landscape Services</caption><thead><tr><th>Month</th><th>Actual (£)</th><th>Target (£)</th></tr></thead><tbody><tr><td>April 2014</td><td>£0</td><td>£0</td></tr><tr><td>May 2014</td><td>£128,000</td><td>£128,000</td></tr><tr><td>June 2014</td><td>£197,000</td><td>£197,000</td></tr><tr><td>July 2014</td><td>£251,000</td><td>£251,000</td></tr><tr><td>August 2014</td><td>£229,000</td><td>£229,000</td></tr><tr><td>September 2014</td><td>£244,000</td><td>£244,000</td></tr><tr><td>October 2014</td><td>£334,000</td><td>£334,000</td></tr><tr><td>November 2014</td><td>£367,000</td><td>£367,000</td></tr><tr><td>December 2014</td><td>£314,000</td><td>£314,000</td></tr><tr><td>January 2015</td><td>£338,000</td><td>£338,000</td></tr><tr><td>February 2015</td><td>£393,000</td><td>£393,000</td></tr><tr><td>March 2015</td><td>£393,000</td><td>£393,000</td></tr><tr><td>April 2015</td><td>£0</td><td>£0</td></tr><tr><td>May 2015</td><td>£222,000</td><td>£222,000</td></tr><tr><td>June 2015</td><td>£253,000</td><td>£253,000</td></tr><tr><td>July 2015</td><td>£171,000</td><td>£171,000</td></tr></tbody></table>	Month	Actual (£)	Target (£)	April 2014	£0	£0	May 2014	£128,000	£128,000	June 2014	£197,000	£197,000	July 2014	£251,000	£251,000	August 2014	£229,000	£229,000	September 2014	£244,000	£244,000	October 2014	£334,000	£334,000	November 2014	£367,000	£367,000	December 2014	£314,000	£314,000	January 2015	£338,000	£338,000	February 2015	£393,000	£393,000	March 2015	£393,000	£393,000	April 2015	£0	£0	May 2015	£222,000	£222,000	June 2015	£253,000	£253,000	July 2015	£171,000	£171,000	
Month	Actual (£)	Target (£)																																																					
April 2014	£0	£0																																																					
May 2014	£128,000	£128,000																																																					
June 2014	£197,000	£197,000																																																					
July 2014	£251,000	£251,000																																																					
August 2014	£229,000	£229,000																																																					
September 2014	£244,000	£244,000																																																					
October 2014	£334,000	£334,000																																																					
November 2014	£367,000	£367,000																																																					
December 2014	£314,000	£314,000																																																					
January 2015	£338,000	£338,000																																																					
February 2015	£393,000	£393,000																																																					
March 2015	£393,000	£393,000																																																					
April 2015	£0	£0																																																					
May 2015	£222,000	£222,000																																																					
June 2015	£253,000	£253,000																																																					
July 2015	£171,000	£171,000																																																					


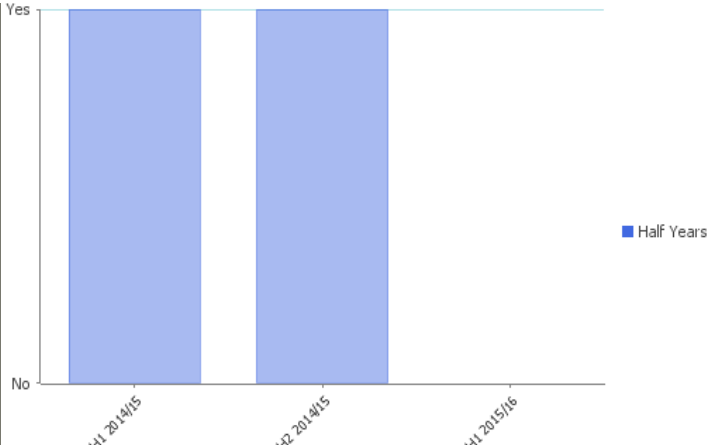
Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																																			
Contribution - Building Cleaning	Aim to Maximise	<div><div>Actual</div><div>£365,000</div><div>Target</div><div>£347,000</div><div></div></div>	 <table><caption>Monthly Actuals and Target for Building Cleaning</caption><thead><tr><th>Month</th><th>Actual (£)</th><th>Target (£)</th></tr></thead><tbody><tr><td>April 2014</td><td>£0</td><td>£0</td></tr><tr><td>May 2014</td><td>£127,000</td><td>£127,000</td></tr><tr><td>June 2014</td><td>£265,000</td><td>£265,000</td></tr><tr><td>July 2014</td><td>£364,000</td><td>£364,000</td></tr><tr><td>August 2014</td><td>£729,000</td><td>£729,000</td></tr><tr><td>September 2014</td><td>£633,000</td><td>£633,000</td></tr><tr><td>October 2014</td><td>£748,000</td><td>£748,000</td></tr><tr><td>November 2014</td><td>£687,000</td><td>£687,000</td></tr><tr><td>December 2014</td><td>£928,000</td><td>£928,000</td></tr><tr><td>January 2015</td><td>£1,070,000</td><td>£1,070,000</td></tr><tr><td>February 2015</td><td>£1,138,000</td><td>£1,138,000</td></tr><tr><td>March 2015</td><td>£0</td><td>£0</td></tr><tr><td>April 2015</td><td>£0</td><td>£0</td></tr><tr><td>May 2015</td><td>£752,000</td><td>£752,000</td></tr><tr><td>June 2015</td><td>£691,000</td><td>£691,000</td></tr><tr><td>July 2015</td><td>£365,000</td><td>£365,000</td></tr></tbody></table>	Month	Actual (£)	Target (£)	April 2014	£0	£0	May 2014	£127,000	£127,000	June 2014	£265,000	£265,000	July 2014	£364,000	£364,000	August 2014	£729,000	£729,000	September 2014	£633,000	£633,000	October 2014	£748,000	£748,000	November 2014	£687,000	£687,000	December 2014	£928,000	£928,000	January 2015	£1,070,000	£1,070,000	February 2015	£1,138,000	£1,138,000	March 2015	£0	£0	April 2015	£0	£0	May 2015	£752,000	£752,000	June 2015	£691,000	£691,000	July 2015	£365,000	£365,000	
Month	Actual (£)	Target (£)																																																					
April 2014	£0	£0																																																					
May 2014	£127,000	£127,000																																																					
June 2014	£265,000	£265,000																																																					
July 2014	£364,000	£364,000																																																					
August 2014	£729,000	£729,000																																																					
September 2014	£633,000	£633,000																																																					
October 2014	£748,000	£748,000																																																					
November 2014	£687,000	£687,000																																																					
December 2014	£928,000	£928,000																																																					
January 2015	£1,070,000	£1,070,000																																																					
February 2015	£1,138,000	£1,138,000																																																					
March 2015	£0	£0																																																					
April 2015	£0	£0																																																					
May 2015	£752,000	£752,000																																																					
June 2015	£691,000	£691,000																																																					
July 2015	£365,000	£365,000																																																					


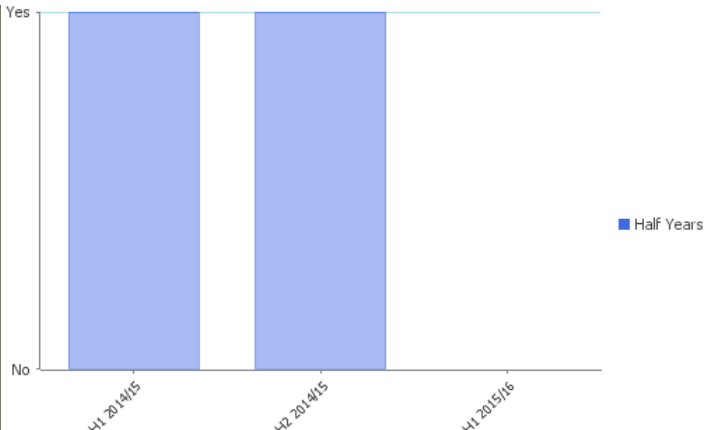
Facilities Management - Building Cleaning and Caretaking, Grounds Maintenance PERFORMANCE

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Buy Back Levels - Building Cleaning	Aim to Maximise	<p>Actual 76</p> <p>Target 75</p> <p>✓</p>	<p>76</p> <p>75</p> <p>Years</p> <p>Target (Years)</p>	Provisional actual data, overall buyback levels remain satisfactory


Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Buy Back Levels -Grounds Maintenance	Aim to Maximise	<p>Actual 61%</p> <p>Target 60%</p> <p>✓</p>	<p>61%</p> <p>60%</p> <p>Years</p> <p>Target (Years)</p>	Provisional actual data, overall buyback levels remain within target levels

Facilities Management - Building Cleaning and Caretaking, Grounds Maintenance
EXTERNALLY ASSESSED QUALITY STANDARDS


Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Retain Occupational Health & Safety Advisory Services (OHSAS)18001 accreditation - Facilities Management	Aim to Maximise	<p>Actual</p> <p>Yes</p> <p>Target</p> <p>Yes</p> 	 <p>Legend: ■ Half Years</p>	

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Retain ISO 9001 accreditation - Facilities Management	Aim to Maximise	<p>Actual</p> <p>Yes</p> <p>Target</p> <p>Yes</p> 	 <p>Legend: ■ Half Years</p>	

Facilities Management - West Bridgford Campus
EXTERNALLY ASSESSED QUALITY STANDARDS

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Retain Occupational Health & Safety Advisory Services (OHSAS)18001 accreditation - Facilities Management - West Bridgford campus	Aim to Maximise	<div> <div>Actual</div> <div>Yes</div> <div>Target</div> <div>Yes</div> <div>  </div> </div>	<div> <div> <div>Yes</div> <div>No</div> </div> <div> <div> <div>H1 2014/15</div> <div>H2 2014/15</div> <div>H1 2015/16</div> </div> <div> <div>Half Years</div> </div> </div> </div>	

Facilities Management - West Bridgford Campus; Catering West Bridgford FINANCIAL

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																																			
Labour costs as % of turnover - Facilities Management - West Bridgford Campus Catering	Aim to Minimise	<div><div>Actual</div><div>52.54%</div><div>Target</div><div>51.04%</div><div></div></div>	 <table><caption>Labour costs as % of turnover - Trend Data</caption><thead><tr><th>Month</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>April 2014</td><td>0%</td><td>0%</td></tr><tr><td>May 2014</td><td>60.87%</td><td>60.87%</td></tr><tr><td>June 2014</td><td>58.89%</td><td>60.87%</td></tr><tr><td>July 2014</td><td>58.54%</td><td>60.87%</td></tr><tr><td>August 2014</td><td>65.3%</td><td>60.87%</td></tr><tr><td>September 2014</td><td>61.5%</td><td>60.87%</td></tr><tr><td>October 2014</td><td>58.45%</td><td>60.87%</td></tr><tr><td>November 2014</td><td>57.14%</td><td>60.87%</td></tr><tr><td>December 2014</td><td>58.89%</td><td>60.87%</td></tr><tr><td>January 2015</td><td>57.78%</td><td>60.87%</td></tr><tr><td>February 2015</td><td>55.62%</td><td>60.87%</td></tr><tr><td>March 2015</td><td>53.55%</td><td>60.87%</td></tr><tr><td>April 2015</td><td>0%</td><td>0%</td></tr><tr><td>May 2015</td><td>61.5%</td><td>60.87%</td></tr><tr><td>June 2015</td><td>55.83%</td><td>60.87%</td></tr><tr><td>July 2015</td><td>52.54%</td><td>60.87%</td></tr></tbody></table>	Month	Actual (%)	Target (%)	April 2014	0%	0%	May 2014	60.87%	60.87%	June 2014	58.89%	60.87%	July 2014	58.54%	60.87%	August 2014	65.3%	60.87%	September 2014	61.5%	60.87%	October 2014	58.45%	60.87%	November 2014	57.14%	60.87%	December 2014	58.89%	60.87%	January 2015	57.78%	60.87%	February 2015	55.62%	60.87%	March 2015	53.55%	60.87%	April 2015	0%	0%	May 2015	61.5%	60.87%	June 2015	55.83%	60.87%	July 2015	52.54%	60.87%	
Month	Actual (%)	Target (%)																																																					
April 2014	0%	0%																																																					
May 2014	60.87%	60.87%																																																					
June 2014	58.89%	60.87%																																																					
July 2014	58.54%	60.87%																																																					
August 2014	65.3%	60.87%																																																					
September 2014	61.5%	60.87%																																																					
October 2014	58.45%	60.87%																																																					
November 2014	57.14%	60.87%																																																					
December 2014	58.89%	60.87%																																																					
January 2015	57.78%	60.87%																																																					
February 2015	55.62%	60.87%																																																					
March 2015	53.55%	60.87%																																																					
April 2015	0%	0%																																																					
May 2015	61.5%	60.87%																																																					
June 2015	55.83%	60.87%																																																					
July 2015	52.54%	60.87%																																																					

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																																			
Food costs as % of turnover - Facilities Management - West Bridgford Campus Catering	Aim to Minimise	<div><div>Actual</div><div>44.27%</div><div>Target</div><div>43.25%</div><div></div></div>	 <table><caption>Food costs as % of turnover - Trend Data</caption><thead><tr><th>Month</th><th>Actual (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>April 2014</td><td>0%</td><td>0%</td></tr><tr><td>May 2014</td><td>40.48%</td><td>40.48%</td></tr><tr><td>June 2014</td><td>41.5%</td><td>40.48%</td></tr><tr><td>July 2014</td><td>42.75%</td><td>40.48%</td></tr><tr><td>August 2014</td><td>46.44%</td><td>40.48%</td></tr><tr><td>September 2014</td><td>46.39%</td><td>40.48%</td></tr><tr><td>October 2014</td><td>44.58%</td><td>40.48%</td></tr><tr><td>November 2014</td><td>43.88%</td><td>40.48%</td></tr><tr><td>December 2014</td><td>46.56%</td><td>40.48%</td></tr><tr><td>January 2015</td><td>47.71%</td><td>40.48%</td></tr><tr><td>February 2015</td><td>48.99%</td><td>40.48%</td></tr><tr><td>March 2015</td><td>48.42%</td><td>40.48%</td></tr><tr><td>April 2015</td><td>0%</td><td>0%</td></tr><tr><td>May 2015</td><td>45.13%</td><td>40.48%</td></tr><tr><td>June 2015</td><td>41.15%</td><td>40.48%</td></tr><tr><td>July 2015</td><td>44.27%</td><td>40.48%</td></tr></tbody></table>	Month	Actual (%)	Target (%)	April 2014	0%	0%	May 2014	40.48%	40.48%	June 2014	41.5%	40.48%	July 2014	42.75%	40.48%	August 2014	46.44%	40.48%	September 2014	46.39%	40.48%	October 2014	44.58%	40.48%	November 2014	43.88%	40.48%	December 2014	46.56%	40.48%	January 2015	47.71%	40.48%	February 2015	48.99%	40.48%	March 2015	48.42%	40.48%	April 2015	0%	0%	May 2015	45.13%	40.48%	June 2015	41.15%	40.48%	July 2015	44.27%	40.48%	
Month	Actual (%)	Target (%)																																																					
April 2014	0%	0%																																																					
May 2014	40.48%	40.48%																																																					
June 2014	41.5%	40.48%																																																					
July 2014	42.75%	40.48%																																																					
August 2014	46.44%	40.48%																																																					
September 2014	46.39%	40.48%																																																					
October 2014	44.58%	40.48%																																																					
November 2014	43.88%	40.48%																																																					
December 2014	46.56%	40.48%																																																					
January 2015	47.71%	40.48%																																																					
February 2015	48.99%	40.48%																																																					
March 2015	48.42%	40.48%																																																					
April 2015	0%	0%																																																					
May 2015	45.13%	40.48%																																																					
June 2015	41.15%	40.48%																																																					
July 2015	44.27%	40.48%																																																					

Facilities Management - Overall

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																																			
Turnover - Overall Group Performance - Trading	Aim to Maximise	<div><div>Actual</div><div>£11,491,000</div><div>Target</div><div>£11,578,000</div></div> <div></div>	 <table><caption>Turnover - Monthly Data</caption><thead><tr><th>Month</th><th>Actual (£)</th><th>Target (£)</th></tr></thead><tbody><tr><td>April 2014</td><td>£4,973,000</td><td>£0</td></tr><tr><td>May 2014</td><td>£7,881,000</td><td>£0</td></tr><tr><td>June 2014</td><td>£10,809,000</td><td>£0</td></tr><tr><td>July 2014</td><td>£12,688,000</td><td>£0</td></tr><tr><td>August 2014</td><td>£15,048,000</td><td>£0</td></tr><tr><td>September 2014</td><td>£18,520,000</td><td>£0</td></tr><tr><td>October 2014</td><td>£21,891,000</td><td>£0</td></tr><tr><td>November 2014</td><td>£24,955,000</td><td>£0</td></tr><tr><td>December 2014</td><td>£28,499,000</td><td>£0</td></tr><tr><td>January 2015</td><td>£31,467,000</td><td>£0</td></tr><tr><td>February 2015</td><td>£34,529,000</td><td>£0</td></tr><tr><td>March 2015</td><td>£34,529,000</td><td>£34,529,000</td></tr><tr><td>April 2015</td><td>£6,047,000</td><td>£0</td></tr><tr><td>May 2015</td><td>£9,861,000</td><td>£0</td></tr><tr><td>June 2015</td><td>£11,491,000</td><td>£0</td></tr><tr><td>July 2015</td><td>£11,491,000</td><td>£0</td></tr></tbody></table>	Month	Actual (£)	Target (£)	April 2014	£4,973,000	£0	May 2014	£7,881,000	£0	June 2014	£10,809,000	£0	July 2014	£12,688,000	£0	August 2014	£15,048,000	£0	September 2014	£18,520,000	£0	October 2014	£21,891,000	£0	November 2014	£24,955,000	£0	December 2014	£28,499,000	£0	January 2015	£31,467,000	£0	February 2015	£34,529,000	£0	March 2015	£34,529,000	£34,529,000	April 2015	£6,047,000	£0	May 2015	£9,861,000	£0	June 2015	£11,491,000	£0	July 2015	£11,491,000	£0	
Month	Actual (£)	Target (£)																																																					
April 2014	£4,973,000	£0																																																					
May 2014	£7,881,000	£0																																																					
June 2014	£10,809,000	£0																																																					
July 2014	£12,688,000	£0																																																					
August 2014	£15,048,000	£0																																																					
September 2014	£18,520,000	£0																																																					
October 2014	£21,891,000	£0																																																					
November 2014	£24,955,000	£0																																																					
December 2014	£28,499,000	£0																																																					
January 2015	£31,467,000	£0																																																					
February 2015	£34,529,000	£0																																																					
March 2015	£34,529,000	£34,529,000																																																					
April 2015	£6,047,000	£0																																																					
May 2015	£9,861,000	£0																																																					
June 2015	£11,491,000	£0																																																					
July 2015	£11,491,000	£0																																																					

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements																																																			
Contribution - Overall Group Performance- Trading	Aim to Maximise	<div><div>Actual</div><div>£1,531,000</div><div>Target</div><div>£1,505,000</div></div> <div></div>	 <table><caption>Contribution - Monthly Data</caption><thead><tr><th>Month</th><th>Actual (£)</th><th>Target (£)</th></tr></thead><tbody><tr><td>April 2014</td><td>£436,000</td><td>£0</td></tr><tr><td>May 2014</td><td>£795,000</td><td>£0</td></tr><tr><td>June 2014</td><td>£1,093,000</td><td>£0</td></tr><tr><td>July 2014</td><td>£1,064,000</td><td>£0</td></tr><tr><td>August 2014</td><td>£1,184,000</td><td>£0</td></tr><tr><td>September 2014</td><td>£1,967,000</td><td>£0</td></tr><tr><td>October 2014</td><td>£2,580,000</td><td>£0</td></tr><tr><td>November 2014</td><td>£2,664,000</td><td>£0</td></tr><tr><td>December 2014</td><td>£3,604,000</td><td>£0</td></tr><tr><td>January 2015</td><td>£4,077,000</td><td>£0</td></tr><tr><td>February 2015</td><td>£4,311,000</td><td>£0</td></tr><tr><td>March 2015</td><td>£4,311,000</td><td>£4,311,000</td></tr><tr><td>April 2015</td><td>£1,357,000</td><td>£0</td></tr><tr><td>May 2015</td><td>£1,689,000</td><td>£0</td></tr><tr><td>June 2015</td><td>£1,531,000</td><td>£0</td></tr><tr><td>July 2015</td><td>£1,531,000</td><td>£0</td></tr></tbody></table>	Month	Actual (£)	Target (£)	April 2014	£436,000	£0	May 2014	£795,000	£0	June 2014	£1,093,000	£0	July 2014	£1,064,000	£0	August 2014	£1,184,000	£0	September 2014	£1,967,000	£0	October 2014	£2,580,000	£0	November 2014	£2,664,000	£0	December 2014	£3,604,000	£0	January 2015	£4,077,000	£0	February 2015	£4,311,000	£0	March 2015	£4,311,000	£4,311,000	April 2015	£1,357,000	£0	May 2015	£1,689,000	£0	June 2015	£1,531,000	£0	July 2015	£1,531,000	£0	
Month	Actual (£)	Target (£)																																																					
April 2014	£436,000	£0																																																					
May 2014	£795,000	£0																																																					
June 2014	£1,093,000	£0																																																					
July 2014	£1,064,000	£0																																																					
August 2014	£1,184,000	£0																																																					
September 2014	£1,967,000	£0																																																					
October 2014	£2,580,000	£0																																																					
November 2014	£2,664,000	£0																																																					
December 2014	£3,604,000	£0																																																					
January 2015	£4,077,000	£0																																																					
February 2015	£4,311,000	£0																																																					
March 2015	£4,311,000	£4,311,000																																																					
April 2015	£1,357,000	£0																																																					
May 2015	£1,689,000	£0																																																					
June 2015	£1,531,000	£0																																																					
July 2015	£1,531,000	£0																																																					

Indicator	Maximise or Minimise	Actual Versus Target	Trend Chart	Improvements
Surplus/deficit - Facilities Management - School	Aim to Maximise	<p>Actual -£99,000</p> <p>Target -£176,000</p> <p>✓</p>	<p>£700,000 £600,000 £500,000 £400,000 £300,000 £200,000 £100,000 £0 -£100,000 -£200,000</p> <p>April 2014 May 2014 June 2014 July 2014 August 2014 September 2014 October 2014 November 2014 December 2014 January 2015 February 2015 March 2015 April 2015 May 2015 June 2015 July 2015</p> <p>Months Target (Months)</p>	