

Output Specification: Estates March 2013

1 Contents

1 Contents..... 2

2 Document Ownership..... 2

3 Definitions..... 3

4 3 Scope..... 6

5 4 Data Room Documents..... 10

6 5 Service Requirements..... 15

7 6 Performance Indicators 64

2 Document Ownership

Document signed off by		Transition Manager, Estates on 15 th February 2013
Document Owner		Deputy Chief Operating Officer, LBB

3 Definitions

The words in this Estates Output Specification shall have the meanings attributed to them in the Agreement where the context so permits and unless otherwise stated.

In this Estates Output Specification, unless the context otherwise requires, the following words and expressions shall have the meanings given below:

Term	Definition
BREEAM	means the Building Research Establishment Environmental Assessment Method being a voluntary measurement rating for green buildings
BS	means British Standard being the standards produced by the British Standards Institution
CAMP	means the Authority's Corporate Asset Management Plan
CCTV	means closed circuit television
CIL	means community infrastructure levy
CPO	means a compulsory purchase order
CRC Energy Efficiency Scheme	means the scheme implemented by the CRC Energy Efficiency Scheme Order 2010
DEC	means a Display Energy Certificate as defined in the Energy Performance of Buildings (England and Wales) Regulations 2012
DPM	means the document production and mail room function
DRC	means Depreciated Replacement Costs
EFA	means the Education Funding Agency
EPC	means an Energy Performance Certificate
GIA	Means Gross Internal Area

IFRS	means International Financial Reporting Standards
Lifecycle Replacement	means the replacement or renewal of any part of any building that is at the end of its economic life or is otherwise identified as requiring replacement within the CAMP.
Mechanical and Electrical	<p>means works pertaining to mechanical and electrical features / components including but not limited to:</p> <ul style="list-style-type: none"> • external lighting installation; • internal electrical power and lighting installations; • emergency lighting systems; • communications systems data cabling; • security and fire alarm systems; • fixed and portable electrical appliances; • lift and escalator fire extinguishers; • extinguishing systems; • electrical mains distribution systems; • emergency electrical generation plant and equipment; • cold water storage and distribution systems; • emergency electrical central battery systems; • water treatment systems; • fixed and portable first aid; • fire fighting systems other than automatic fire fighting systems; • heating and ventilation above electrically powered doors.
MFD	means multi-functional devices incorporating, for example, copying, printing and scanning
NLBP	means the North London Business Park at Oakleigh Road South, London N11 1NP
RNIB	means the Royal National Institute of Blind People
SAP	means the SAP – enterprise resource planning software

Section 18 Valuation	means a valuation in accordance with section 18 of the Landlord and Tenant Act 1927
Top 10	means the 10 highest valuations each year excluding council housing estates, schools, DRC and those pending sale.

4 Scope

The Service Provider shall act as a strategic enabler for the delivery of property and facilities management services and be responsive to the emerging needs of all stakeholders through a combination of:

- Value for money considerations;
- Adoption of best practice approaches and models;
- Customer demand and the dynamically changing needs for front line service delivery;
- The satisfaction of Barnet's stakeholders and citizens with service delivery and Authority services; and
- Performance in line with agreed KPI's.

The Service Provider shall utilise its resources to support the Authority in the management of assets owned and controlled by the Authority for the benefit of its citizens. Pursuant to this the Service Provider shall carry out activities under the following headings: Property Valuation and Management, Facilities Management (public offices and civic buildings), Building Services and Document Distribution and Mail. The Service Provider shall carry out all activities within statutory requirements and in accordance with the Authority's corporate priorities.

The Service Provider shall provide the following outputs which cut across the four service headings:

- General Project Management;
- Service Review;
- Improvement Plan;
- Adherence to Regulations;
- The Corporate Asset Management Plan (CAMP);
- Asset Data Management;
- Reporting Plans;
- Party Wall Advice;
- Management of Asbestos and Legionella;
- Recharging of Services;

- Contract Management;
- Budget Control; and
- Provision of Training.

The Service Provider shall provide services in the following specific areas of work:

PROPERTY SERVICES:

- Compulsory Purchase Order;
- Commercial Estate Management;
- Landlord and tenant – lease renewals, surrenders and re-grant;
- Landlord and tenant – rent reviews;
- Landlord and tenant – lease structure;
- Landlord and tenant – lease variations/restrictive covenants;
- Landlord and tenant – dilapidations;
- Management of leases granted to the Authority;
- Planning applications;
- Encroachments;
- Landlord consent/approvals;
- Valuations;
- Rating advice;
- Acquisitions;
- Section 106/CIL;
- Inter-departmental portfolio;
- Appropriations;
- Asset valuations/valuations for capital accounting;
- Regeneration projects;
- Court protection cases;
- Disposals; and
- Academy Conversions;

BUILDING SERVICES:

- Planned Preventative Maintenance;
- Undertake Statutory Testing and Inspection;
- Provide emergency/reactive repairs maintenance;
- Building Surveying Services;
- Energy and Utilities;
- Help desk;
- Cemeteries and war memorials;
- Traded Services; and
- Provide building adaptations and temporary accommodation units.

FACILITIES MANAGEMENT:

- Compliance documentation;
- Security services – vetting;
- Security services – static;
- CCTV;
- Control of access;
- Porterage and courier service;
- Goods in;
- Fire Management;
- Equipment & systems;
- Statutory testing and inspection;
- Reactive repairs and maintenance;
- Waste Management;
- Recyclable waste;
- Cleaning;
- Office space;
- Office moves;

- Corporate room bookings;
- Reception;
- Energy & Utilities;
- Car parking;
- Liaison with landlords;
- Managing tenants;
- Mayoral & civic events;
- Signage;
- Mobile phones;
- Archiving;
- Clocks;
- Vending machines; and
- Unmanned operations sites.

DOCUMENT PRODUCTION AND MAIL ROOM

- Print buying;
- Multi-Functional Devices;
- Internal printing;
- Mail room;
- Envelope inserting;
- Library courier;
- School bag preparation;
- Councillor distribution;
- Daily scanning; and
- Courier.

5 Data Room Documents

The parties recognise and agree that the inclusion of the Data Room documents in Schedule 1 (Output Specification) is for information only and is not intended to give rise to legally binding rights and obligations between the parties except where these documents are specifically referred to in Section 4 or 6 of this Output Specification.

Data type	File name	File contents	Function/s related to it	File type
Strategy	Estates Strategy-May 2011	Estates Strategy	Context document	pdf
Strategy	Estates Strategy-May2011-Appendix2-Action Plan	Action Plan for Estates Strategy	Context document	pdf
Policy	Asset Management Plan v12.1	Corporate Asset Management Plan	All – see service requirement GEN05 below	pdf
Business Planning	Operating Leases - LBB lessor – 2010-2011- Final	List of all LBB leases	Property Services – see service requirements PS003, PS004, PS005, PS006, PS007	Excel
Business Planning	2012-2013 Scheduled lease renewals	Shows the leases due to expire 2012-2013	Property Services – see service requirements PS003	Excel
Business Planning	2011-2013 Scheduled Rent Reviews	Shows the rents due for review 2011-2013	Property Services – see service requirement PS003	Excel
Business Planning	Property Rental Income Master March 2012	Estates rental income including debtors	Property services – see service requirement PS003	Excel
Policy	Doc 8 LBB Environmental Policy	LBB Environment Policy 2008/9 – 2011/12:	Building Services – see service requirements BS005	pdf
Business Planning	List of War Memorials and Churchyards	List of War Memorials and Redundant Churchyards	Building Services – see service requirements BS007	Word
Business Planning	Operating leases – LBB lessee 2010-2011	Shows the properties that the Authority rents in	Facilities Management – see service requirements FM001 – FM030	Excel
Business Planning	FM Matrix	Service plan for operational buildings	Facilities Management – see service requirements FM001 – FM030	Excel

Data type	File name	File contents	Function/s related to it	File type
Business Planning	Summary of leases re term rent and alienation	Details of NLBP building leases relating to term and alienation	Facilities Management – see service requirements FM001 – FM030	Word
Policy	DPA CCTV Policy	DPA CCTV Policy	Facilities Management – see service requirement FM006	Word
Business Planning	Internal-Courier-Services-06.07.11	Listing of internal courier services	Facilities Management – see service requirement FM007	pdf
Policy	Parking Policy February 2012	Parking Policy	Facilities Management – see service requirement FM021	Word
Policy	Corporate Meeting Rooms Policy 2011 (legal)	Corporate Meeting Rooms Policy	Facilities Management – see service requirement FM018	Word
Policy	Mobile phone policy final	Mobile phone policy	Facilities Management – see service requirement FM026	Word
Policy	Health & Safety policy	Health & Safety Policy and Fire Precaution	FM Management – see service requirement FM009	Word
Policy	B4 – dress appearance and name badge policy	Shows policy for control of access and issuing of identification badges – part of LBB HR Employee Handbook	FM Management – see service requirement FM006	pdf
Business Planning	Op leases	List of leased equipment	Document Production and Mail – see service requirement DPM02	Excel
Business Planning	Asset Register –Mailroom Oct 2011	Mail room asset register	Document Production and Mail – see service requirement DPM04	Excel
Business Planning	Asset Register Print room Oct 2011	Asset register for printing and finishing	Document Production and Mail – see service requirement DPM03	Excel
Business Planning	Print-tender-specification-24feb09	Tender specification document	Document Production and Mail – see service requirement DPM01	pdf
Business Planning	Internal post- Total April 10-Mar 11	Shows volumetrics for post	Document Production and Mail – see service requirement DPM04	Excel

Output Specification: Estates

Data type	File name	File contents	Function/s related to it	File type
Business Planning	Invoiced Postage Costs	Invoiced postage costs	Document Production and Mail – see service requirement DPM04	Excel
Business Planning	1 st Class Postage	Listing showing 1 st class postage	Document Production and Mail – see service requirement DPM04	Excel
Business Planning	Mail profile 1	Shows mailing profile 26/6/11	Document Production and Mail – see service requirement DPM04	Excel
Business Planning	Mail profile 2	Shows mailing profile 4/7/11	Document Production and Mail – see service requirement DPM04	Excel
Business Planning	Mail profile 3	Shows mailing profile 18/7/11	Document Production and Mail – see service requirement DPM04	Excel
Business Planning	First class postage	Postage costs by department April – Sept 11	Document Production and Mail – see service requirement DPM04	Excel
Business Planning	MFD Meter Reading 2011 - 2012	MFD meter readings 2011-12	Document Production and Mail – see service requirement DPM02	Excel
Business Planning	07Scanning Recharge October 11	07scanning recharge October 11	Document Production and Mail – see service requirement DPM09	Excel
Business Planning	Revs and Bens Daily Volumes last 3 months	Revs and Bens Daily Volumes last 3 months	Document Production and Mail – DPM03	Excel
Business Planning	Schedule-of-Library-Books-Deliveries-260711	Listing of library book deliveries	Document Production and Mail – DPM06	pdf
Business Planning	SLRS_Customers-2011 -12	List of school courier numbers 2011-12	Document Production and Mail – DPM07	pdf
Business Planning	Project_Management-Toolkit	Set of corporate project management standards		pdf
Service Level Agreements	20112014SLA-Gerry-Hall-Barnet-Homes-LBB-Facilities-Management-2011-2012-Signed	Signed agreement with Barnet Homes	Facilities Management Service	pdf
	Print-Barnet_Homes-SLA11-12	Agreement for print service with Barnet Homes	Document Production & Mail Room – see service requirement DPM03	pdf

Data type	File name	File contents	Function/s related to it	File type
	Energy SLA v1.xls	SLA - Energy Management and Authority Departments	Building Services	Excel
	Open Spaces – Energy Management SLA v2.xls	SLA - Energy Management & Open Spaces (open spaces asked for a reference to oil be added)	Building Services	Excel
	Img-Y26153522-0001.pdf	SLA - Barnet Homes & LBB Facilities Management 2012-2013	Facilities Management	PDF
	SLA Building Services and Libraries Final.xls	SLA -Building Services and Libraries	Building Services	Excel
	SLA Document Centre Library work Nov 12 Final.xls	SLA - Document Centre and Libraries	Document Centre	Excel
	SLA Document Centre Councillor print and delivery Dec12 v2.xls	SLA - Document Centre and Democratic Services	Document Centre	Excel
	SLA FM Service to Libraries v2.xls	SLA - Facilities Management and Libraries	Facilities Management	Excel
	SLA Property Services and Children' Services v3.xls	DRAFT SLA - Property Services and Children's Services	Property Services	Excel
	SLA Property Services and Green Spaces v2.xls	DRAFT SLA - Property Services and Open Spaces	Property Services	Excel
	SLA Building Services and Children's Services v3 .xls	DRAFT SLA - Building Services and Children's Services	Building Services	Excel
Any other documents referred to in the service requirements section 6	CIPFA_VFM Estates Management 0910_Comp	Public Sector Corporate Services vfm indicators Estate Management 2009-10 LBC compared with 10 other Boroughs Public Sector	For information purposes	pdf

Output Specification: Estates

Data type	File name	File contents	Function/s related to it	File type
	CIPFA_VFM Estates Management 0910_Final	Corporate Services vfm indicators Estate Management 2009-10 LBC compared with 10 other unitary authorities	For information purposes	pdf
	CIPFA_VFM Estates Management 0910_Final3	Public Sector Corporate Services vfm indicators Estate Management 2009-10 LBC compared with 20 other Boroughs	For information purposes	pdf

6 Service Requirements

The following section indicates the service requirements for the Estates function.

The Service Provider shall adhere to the standards listed in the final column of the following table.

Ref	Function	Service Requirement	Key volumes or frequency requirements All volumes and frequency requirements subject to agreement between the Service Provider and the Authority in the Annual Work Programme	Applicable service standards
GEN01	Project Management	The Service Provider shall ensure the use of appropriate project management skills and systems to deliver a timely and cost effective Estates Service.		Appropriate project management skills and systems such as PRINCE2.
GEN02	Service Review	The Service Provider shall undertake a service review annually, incorporating a customer satisfaction element, to assess and communicate the effectiveness of the service.	Undertaken annually	Performance review against each service requirement function.
GEN03	Improvement Plan	The Service Provider shall introduce within 18 months of the Service Transfer Date an improvement programme (and shall review the same annually) with the aim of developing skills, stabilising and transforming the service and meeting the Authority's performance criteria.	To be undertaken annually	The improvement plan shall address any areas where performance standards/KPI's are not being met.
GEN04	Regulations	The Service Provider shall comply with all regulations and Legislation that are required to deliver the service including but not limited to:		Full compliance

		<ul style="list-style-type: none"> • The Education (School Premises) Regulations 1999; • Health and Safety at Work Act 1974; • Control of Substances Hazardous to Health Regulations 2002; • Control of Asbestos Regulations 2012; • Workplace (Health, Safety and Welfare) Regulations 1992; • The Construction (Design & Management) Regulations 2007; • codes of practice and British standards; • building regulations, planning permissions and other relevant statutory legislation; • Special Educational Needs and Disability Act 2001; • The Town and Country Planning Act 1992; • Planning and Compulsory Purchase Act 2004; • DfES Building Bulletins, Design Notes, etc; • The Disability Discrimination Act 1995. Approved Document Part M and BS8300. (Only applies in schools to areas of public access); • RNIB Best Practice; • BREEAM; • BRE digest reports and guidance notes; • Regulatory Reform (Fire Safety) Order 2005; • Local Government Act 1988; 		
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		<ul style="list-style-type: none"> Local Government Act 1972; Localism Act 2011. 		
GEN05	Corporate Asset Management Plan (CAMP)	The Service Provider shall take ownership of the CAMP dated and adopted by Cabinet in 2012 and running to 2017. The Service Provider shall review the performance and delivery elements of the plan and report annually against such deliverables. The Service Provider shall be responsible for maintaining and reviewing the policy framework and procedures. The Service Provider shall not make amendments to the CAMP save in the event of organisational or legislative changes and with Authority approval.	CAMP updated annually	CAMP produced and approved by Cabinet.
GEN06	Asset Data Management	<p>The Service Provider shall supply an integrated asset management system that is accessible by the Authority over the internet. The system shall hold all the Authority's property data and the Service Provider shall keep it up to date at all times.</p> <p>The Service Provider shall ensure that the integrated asset management system described includes (inter alia):-</p> <ul style="list-style-type: none"> Web based access; Single repository for all property data including site addresses, areas, valuations, tenancy information and plant data; Benchmarking to enable the Authority to measure property performance across multiple areas (such as energy consumption and backlog maintenance); Secure 'Portal' access for contractors that can be controlled by the system administrator and allow third parties to safely load data remotely; 		

		<ul style="list-style-type: none"> • IFRS compliant capital accounting functionality; • The ability to interface with multiple industry standard systems; • Management of the Authority's statutory health and safety surveys with an ability to manage risk using 'RAG' status; • Raise works orders, monitor progress and report across satisfaction levels, log call volumes and provide statistical reporting; and • Management of CAD plans. <p>Information security</p> <p>The Service Provider shall manage all documentation regarding the Authority's portfolio to a standard that is agreeable to the Authority and is in accordance with best practice and the Authority's compliance requirements.</p> <p>All documentation shall remain the property of the Authority.</p>		
GEN07	Reporting	<p>The Service Provider shall provide the following reports to the Authority at the specified times:</p> <p>Business Rates Appeals</p> <ul style="list-style-type: none"> - Appeals lodged, settled and outcomes <p>Landlord & Tenant</p> <ul style="list-style-type: none"> - Lease renewals outstanding by due date - Lease renewals settled by due date - Rent reviews outstanding by due date 	<p>6 monthly</p> <p>Quarterly</p>	<p>The Service Provider shall produce a report that articulates the required data in a format to be agreed with the Authority.</p>

		<ul style="list-style-type: none"> - Rent reviews settled by due date 		
		<p>Disposals</p> <ul style="list-style-type: none"> - Properties declared surplus - Position of each disposal (i.e. marketed, under offer) - Number of disposals in financial year - Valuations completed by type and date 	Quarterly	
		<p>Condition Surveys completed against 5 year rolling plan</p>	6 monthly	
		<p>Statutory Surveys</p> <ul style="list-style-type: none"> - exception report of surveys not completed by due date 	Quarterly	
		<p>Backlog Maintenance</p> <ul style="list-style-type: none"> - Change by category and risk against baseline 	Quarterly	
		<p>Reactive Repairs and Maintenance</p> <ul style="list-style-type: none"> - Spend by individual property against the following categories and budget: <ul style="list-style-type: none"> • Building • Mechanical and Electrical 	Quarterly	
		<p>Planned Maintenance</p>	Quarterly	

		<p>- Spend by individual property against the following categories and budget:</p> <ul style="list-style-type: none"> • Building • Mechanical and Electrical • Capital Project 		
GEN08	Plans	The Service Provider shall manage, maintain and update drawings including lease plans and Ordinance Survey extract plans including base information such as block / building / floor / room levels and additional information relating to fabric and services.	<p>10 plans produced in period 2011-2012</p> <p>All volumes and frequency requirements subject to agreement between the Service Provider and the Authority in the Annual Work Programme</p>	In line with current legal Guidance and relevant Legislation.
GEN09	Party Wall	The Service Provider shall act as the Authority's expert and provide technical and professional advice on Party Wall matters as covered by the Party Wall Act 1996 (as amended). The Service Provider shall make this service available to all Authority departments and property holders and the Service Provider shall act as tenant or landlord accordingly.	<p>On average five (5) a year</p> <p>All volumes and frequency requirements subject to agreement between the Service Provider and the Authority in the Annual Work Programme</p>	In accordance with Party Wall Act 1996 (as amended)
GEN10	Asbestos management	The Service Provider shall act in accordance with Schedule 29 and carry out asbestos management in accordance with the	On average 15-20 type 2 surveys undertaken per year	Asbestos INDG223 Guide to Managing Asbestos in Premises – Health & Safety Executive

		<p>Authority's asbestos management plan and the Control of Asbestos Regulations 2012.</p> <p>Subject to the provisions of Schedule 4 and Schedule 29</p>	<p>All volumes and frequency requirements subject to the requirements associated with Schedule 29</p>	<p>Asbestos Regulations.</p>
GEN11	Management of Legionella	<p>The Service Provider shall act in accordance with Schedule 29 with respect to the control and management of legionella.</p> <p>The Service Provider shall manage the existing water risk assessment (legionella) contract in respect of all assets and process the data accordingly and procure and manage any future contract.</p> <p>The Service Provider shall work with the Authority to improve standards in respect of legionella and water risk assessment management.</p> <p>Should a particular hazard prove to be of sufficient scale to warrant the appointment of specialist contractors the Service Provider shall procure and manage such specialist contracts on behalf of the Authority.</p> <p>The Service Provider shall discharge its contractual obligations in respect of the management of compliance with the provisions of the control of Legionella bacteria in water systems to approved code of practice and guidance.</p> <p>Subject to the provisions of Schedule 4 and Schedule 29</p>	<p>Number of tests across building portfolio circa 800-1000 per year</p> <p>Risk assessments are undertaken every two (2) years. Chlorination, sampling and shower descale every year and water temperatures every month</p> <p>All volumes and frequency requirements subject to the requirements associated with Schedule 29</p>	<p>IACL27 Guide to Employers – Health & Safety Executive Tests carried out in accordance with legionella codes of practice and legionella legislation</p>
GEN12	Recharging	<p>The Service Provider shall raise invoices to the Authority representative on a monthly basis.</p>	<p>DPM process circa 25 invoices per week</p>	<p>Invoices raised on SAP in accurate and timely manner.</p>

			All volumes and frequency requirements subject to agreement between the Service Provider and the Authority in the Annual Work Programme	
GEN13	Contracts	The Service Provider shall manage all current contracts to ensure a high quality and cost effective service is delivered from these contracts.	A schedule of all Estates contracts is held in the data room.	Contracts to be managed in line with best practice as produced by the relevant professional body.
GEN14	Budget	<p>The Service Provider shall provide a comprehensive revenue income and expenditure estimate for the Authority's in scope Investment Estate Property Assets to comply with the Authority's budget cycle The Service Provider shall include in this report an estimate for income / expenditure for future financial years to take into account projected maintenance needs, scheduled rent reviews, scheduled lease renewals, known acquisitions, known disposals, other changes to the Authority's property interests and major and minor items of expenditure associated with these properties.</p> <p>The Service Provider shall provide such information as may be required by the authorised Officer from time to time on the state of the budget or any part thereof and provide such reports / statements / budget summaries or listing as may be required to answer authorised Officer enquiries.</p>	Annually	Standard agreed with the Authority's finance department.
GEN15	Training	The Service Provider shall undertake a training needs analysis for all new staff and regular training needs analysis (not less than once a year) for existing staff.		In addition to the HR annual appraisal process. Relates to relevant training requirements such as health

				and safety training including manual handling, security and fire safety.
		PROPERTY SERVICES		
PS001	Compulsory Purchase Order	<p>The Service Provider shall advise the Authority and make recommendations in relation to the use of the Authority's powers to make CPOs and shall provide a full report supporting the recommendation of the use of these powers including details of timing and costs.</p> <p>The Service Provider shall act for the Authority where a CPO is required for any transaction affecting the Authority's portfolio.</p>	<p>Approximately six (6) per year</p> <p>All volumes and frequency requirements subject to agreement between the Service Provider and the Authority in the Annual Work Programme</p>	In accordance with RICS guidance and appropriate Legislation
PS002	Commercial Estate Management	<p>The Service Provider shall be responsible for managing the Authority's in scope Investment Estate Property Assets. The portfolio shall be managed in a manner that adheres to the principles of good estate management and maximises the income and minimises void periods. The Service Provider shall manage and review periodically the Authority's letting protocol and ensure that this adhered to at all times</p>	<p>Number of leases detailed in the data room (Property services tenancy database)</p> <p>All volumes and frequency requirements subject to agreement between the Service Provider and the Authority in the Annual Work Programme</p>	The Authority's letting protocol is contained within the CAMP.

PS003	Landlord & Tenant (where the Authority is the Landlord)	<p>Lease Renewals, Surrenders, Transfers and Re-grant</p> <p>The Service Provider shall manage the leasing of Property Assets (including instructing other service providers such as legal) ensuring that all actions are taken within required timescales and in line with RICS guidance, the CAMP (where appropriate) and the Authority's financial regulations. The Service Provider shall make recommendations based on the level of rent and other objectives / benefits as instructed or identified by the authorised Officer and deemed appropriate for the property type. Where the lease is being granted on a community building or to a community group the Service Provider shall follow the Authority's specific Community procedures as detailed in the CAMP. Where land is to be transferred to a school as part of the academy conversion process in line with national policy the Service Provider shall carry out work to facilitate transfer by the target conversion date set by the school.</p> <p>Rent Reviews</p> <p>The Service Provider shall manage the rent review process, make recommendations and undertake the review of rents or licence fees in accordance with contractual provisions of property agreements, statutory or other legislative requirements and the Authority's objectives for the category of property involved.</p> <p>Where agreement cannot be reached through negotiations the Service Provider shall advise the authorised Officer on the</p>	<p>Approx. 20 new leases and renewals per year</p> <p>All volumes and frequency requirements subject to agreement between the Service Provider and the Authority in the Annual Work Programme</p>	<p>In accordance with RICS guidance and appropriate Legislation</p>
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		<p>differences between the two sides and what is reasonable to assume would be the outcome if an arbitrator / independent expert determines the matter. The Service Provider shall use its professional judgement to recommend whether to settle the matter or refer it to an arbitrator / independent expert.</p> <p>Upon instruction from the authorised Officer the Service Provider shall prepare a submission and counter submission to arbitrator / independent expert within an agreed timescale (to be determined on a case by case basis).</p>	Service Provider and the Authority in the Annual Work Programme	
PS004	Landlord & Tenant (where the Authority is the Landlord)	<p>Lease Structure</p> <p>The Service Provider shall identify and make recommendations for the restructuring of unexpired leases where the Authority is Landlord to generate enhanced revenue with regular reviews and for capital receipts. The Service Provider shall have regard to statutory and other legislative constraints and the Authority's objectives for the category of property involved.</p> <p>The Service Provider shall identify any existing long leases at fixed low rents where there may be potential for the Authority to grant a new lease and derive a share of the marriage value in the</p>	<p>Average no. of restructures per year is between one (1) and two (2)</p> <p>All volumes and frequency requirements subject to agreement between the Service Provider and the Authority in the Annual Work Programme</p>	In accordance with RICS guidance and relevant Legislation

		form of an enhanced geared rent and / or premium and shall report accordingly to the authorised Officer, together with a reasoned assessment of the likelihood of achieving such restructure. The Service Provider shall update and resubmit such report to the authorised Officer at the appropriate frequency or at the request of the authorised Officer.		
PS005	Landlord & Tenant (where the Authority is the Landlord)	<p>Lease Variations / Restrictive Covenants</p> <p>The Service Provider shall make recommendations and undertake negotiations for the variation of the terms of leases / licences as a result of requests received from tenants / licensees, or any other forms of property agreement terms (including the variation of, or release of, restrictive covenants) taking into account the Authority's contractual obligations, statutory or other legislative requirements and ensuring that the Authority's interest is not adversely affected.</p> <p>The Service Provider shall provide reports with recommendations to the authorised Officer.</p>	<p>Approximately one (1) per year</p> <p>All volumes and frequency requirements subject to agreement between the Service Provider and the Authority in the Annual Work Programme</p>	In accordance with RICS guidance and appropriate Legislation
PS006	Landlord & Tenant (where the Authority is the Landlord)	<p>Dilapidations</p> <p>The Service Provider shall protect the asset value and physical condition of the Authority's in scope property ensuring, subject to the Authority making available the necessary Funds, the condition is maintained to the appropriate standard having regard to the lease terms or, where a lease has expired, the Service Provider shall agree damages so that the Authority's legal and financial position is protected.</p>	<p>Approximately two (2) per year</p> <p>All volumes and frequency requirements subject to agreement between the Service Provider and the Authority in the Annual Work Programme</p>	In accordance with RICS guidance and appropriate Legislation

		<p>Where a schedule of condition is required the Service Provider shall prepare a schedule of condition and agree the details of such schedule with the (proposed) tenant such schedule to be provided to the authorised Officer (in the Authority's property services team).</p> <p>Where an interim or terminal schedule of dilapidations is required / has been served the Service Provider shall prepare a schedule of dilapidations in the required form / consider the schedule that has been served and provide a Section 18 Valuation where appropriate and negotiate a settlement.</p>		
PS007	Management Of Leases Granted to the Authority	<p>The Service Provider shall manage leases, licences or other agreements granted to the Authority in accordance with the principles of good estate management, ensuring that the Authority's interests are protected, the objectives for the category of the property are achieved, outgoings are minimised and proposals to change the basis of the Authority's occupation are implemented.</p> <p>The management of lease renewals and rent reviews related to these agreements shall be performed by the Service Provider in accordance with the relevant Output Specification.</p> <p>The Service Provider shall act as the Authority's representative with all parties concerned with these property agreements, both internally and externally, ensuring the occupants of any property covered by these property agreements are kept informed of matters that affect their occupation at all times and with</p>	<p>All volumes and frequency requirements subject to agreement between the Service Provider and the Authority in the Annual Work Programme</p>	<p>In accordance with RICS guidance and appropriate Legislation</p>

		<p>sufficient notice for them to prepare adequately for any changes to their occupation.</p> <p>At the appropriate time the Service Provider shall:</p> <ul style="list-style-type: none"> • Give verbal notification to the Authority of any expenditure that is: <ul style="list-style-type: none"> • Likely to place Authority's expenditure over budget; or • Likely to give rise to a dispute with the landlord together with legal advice and recommendations for resolution. <p>The Service Provider shall arrange for the payment of all invoices received in respect of these property agreements following assessments as to the correctness and reasonableness of the charge, its value for money and confirmation that the expenditure can be accommodated within the appropriate budget.</p> <p>The Service Provider shall maintain up to date records of all expenditure and liabilities related to each property agreement in a format agreed by the Authority and pay due regard to budget limits when arranging work for other expenditure.</p> <p>Where a notice of dilapidations has been served on the Authority the Service Provider shall review this and provide advice as to the Authority's liabilities and, if a terminal schedule of dilapidations, include a Section 18 Valuation indicating the amount of damages</p>		
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		<p>which the Authority could be responsible for. The Service Provider shall take the Authority's instructions and where appropriate reach a settlement with the landlord and implement any works required in accordance with the terms of the property agreement.</p> <p>The Service Provider shall ascertain the nature and extent of any proposals made by other landlords or the Authority relating to property agreements to which the Authority is a party. In relation to each such proposal the Service Provider shall establish the need for landlord's consent, determine the impact on rent, consider lease renewal (where appropriate), estimate potential compensation (where applicable) and have regard to all other estate management matters. The Service Provider shall negotiate any such proposals in accordance with the authorised Officer instructions.</p> <p>The Service Provider shall provide a suitably qualified representative to submit expert evidence and attend such meetings, tribunals, Court hearings or other hearings as may be required to safeguard the Authority's interest.</p> <p>The Service Provider shall report to the Authority immediately on:</p> <ul style="list-style-type: none"> • receipt of a schedule of dilapidations with amount claimed by a landlords or an estimate of total work required; 		
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		<ul style="list-style-type: none"> obtaining information and estimates for budgeting purposes as requested by the Authority. any change being made to the plan / timetable for the service of or response to notices. <p>The Service Provider shall report to the Authority quarterly detailing:</p> <ul style="list-style-type: none"> the progress of major works and works in hand; the amounts paid to landlords or committed to landlords compared with profiled budget and analysis / projection for financial year with reasons and recommendations for action if necessary. <p>The Service Provider shall report to the Authority annually detailing:</p> <ul style="list-style-type: none"> the long term maintenance plan in respect of each property agreement; estimates as to likely liability arising under the terms of each property agreement upon its expiry (such estimates to be provided prior to expiry); all property agreements and providing details of the level of service charge and all other expenditure payable by the Authority and estimating the expenditure for the next 18 months. 		
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PS008	Planning Applications	<p>The Service Provider shall obtain planning permission (or listed building consent) for the development or change of use of the Authority's property so as to best meet the Authority's objectives for any property within the portfolio and to achieve Authority objectives.</p> <p>The Service Provider shall ensure that any legal agreements upon which planning permission is dependent are progressed to ensure planning permission is forthcoming.</p>	<p>Fewer than one (1) per year</p> <p>All volumes and frequency requirements subject to agreement between the Service Provider and the Authority in the Annual Work Programme</p> <p>Approximately eight (8) per year</p> <p>All volumes and frequency requirements subject to agreement between the Service Provider and the Authority in the Annual Work Programme</p>	In accordance with RICS guidance and appropriate Legislation
PS009	Encroachments	The Service Provider shall monitor Authority property, with specific attention to vacant sites and open spaces to ensure encroachments do not occur. Where encroachments have occurred, the Service Provider shall remedy the situation as quickly as possible. This includes disputes with 3rd parties as to the precise location of boundaries and arranging for repair / reinstatement if any damage has been caused by an encroachment.	<p>Approximately four (4) cases per year</p> <p>All volumes and frequency requirements subject to agreement between the Service Provider and the Authority in the Annual Work Programme</p>	The Authority's ownership is preserved.

		<p>The Service Provider shall manage the portfolio in such a manner as to mitigate the opportunities for travellers to gain access to Authority owned land.</p> <p>Where incursions do occur on Authority land and upon instruction from the authorised Officer the Service Provider shall regain possession in the shortest possible time with reference to the relevant Authority policy / strategy documents and in conjunction with other Officers of the Authority notably the Authority's legal services and community involvement teams.</p>		
PS010	Landlord Consent / Approvals	<p>The Service Provider shall manage Authority property and ensure that works carried out by occupiers or lessees of Authority owned property comply with good practice and are carried out in accordance with the terms of the agreement and consents issued by the Authority and, where building work is involved, are compliant with the relevant health and safety standards.</p>	<p>Approximately three (3) per year</p> <p>All volumes and frequency requirements subject to agreement between the Service Provider and the Authority in the Annual Work Programme</p>	In compliance with health and safety standards
PS011	Valuations	<p>The Service Provider shall advise on the value of an interest in property for such purposes as may be required or instructed by the authorised Officer. Valuation reports shall be prepared in accordance with the RICS appraisal and valuation standards so far as they are appropriate to the specific instructions issued by the authorised Officer.</p>	<p>Specific to Barnet Housing</p>	In accordance with the RICS appraisal and valuation standards

		<p>Right to buy equity share valuations</p> <p>The Service Provider shall advise the Authority on the value of an interest in property for the purposes of disposal under the right to buy legislation, or for the purposes of disposal of a share in property as part of an equity share scheme. In the event of an appeal against the valuation provided, the Service Provider shall submit representations to support the Service Provider's opinion of value.</p> <p>Leasehold Enfranchisement</p> <p>The Service Provider shall advise the Authority on the value in leasehold enfranchisement requests.</p> <p>Feasibility Studies</p> <p>The Service Provider shall provide a report to the Authority on the feasibility of development / redevelopment proposals for sites in accordance with the procedures set out in the CAMP.</p> <p>Free school applications</p> <p>The Service Provider shall advise the Authority on any applications for a free school to be located in an Authority owned property. Such advice shall include, where required by the Authority, undertaking the negotiation of any agreements, preparing reports to committee and liaising with the EFA and the applicant.</p>	<p>Specific to Barnet Housing</p> <p>All volumes and frequency requirements subject to agreement between the Service Provider and the Authority in the Annual Work Programme</p>	
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PS012	Rating Advice	<p>Rating Advice</p> <p>The contract for reviewing the rateable value applied to a property is in the process of being let via the Government Procurement Service framework contract. It is intended that the contract will include a clause to allow for novation to the new Service Provider and also a termination clause.</p> <p>Accurate payment of rates is managed by budget holders. The Authority is in the process of letting a contract for a forensic rating consultant to review all payments made both past and present. It is intended that the contract will include a clause to allow for novation to the new Service Provider and also a termination clause.</p>	<p>Two (2) contracts</p> <p>All volumes and frequency requirements subject to agreement between the Service Provider and the Authority in the Annual Work Programme</p>	<p>Contract to be managed in line with best practice produced by the relevant professional body.</p>
PS013	Acquisition	<p>Acquisition By Agreement</p> <p>The Service Provider shall act as the professional advisor for all Authority departments in searching for and acquiring a specified interest in property. The Service Provider shall ensure that maximum benefit accrues to the Authority in meeting the stated service objectives for each acquisition and shall demonstrate value for money and best value in each case. The Service Provider shall follow the policies and procedures as set out in the CAMP.</p>		<p>In accordance with the policies and procedures in the CAMP</p>
PS014	Section 106/CIL	<p>Advice on Section 106 Planning Agreements / CIL / Planning Conditions</p> <p>The Service Provider shall ensure that the maximum benefit for the Authority is derived from the acquisition of property assets under Section 106 powers and conditions attached to a planning</p>	<p>Approximately ten (10) per year</p> <p>All volumes and frequency requirements subject to agreement between the</p>	<p>In accordance with RICS standards and guidance.</p>

		<p>consent. The Service Provider shall provide professional advice to the planning department on any applications where evidence of marketing, change of use, or the negotiation of a section 106 agreement is required.</p> <p>The Service Provider shall provide a professional advisory service to other Authority departments which acquire an interest in property pursuant to an agreement under Section 106 of the Town and Country Planning Act 1990 (as amended from time to time) or a condition imposed on the grant of a planning consent.</p>	Service Provider and the Authority in the Annual Work Programme	
PS015	Inter-departmental Portfolio	<p>The Service Provider shall, in accordance with the procedures set out in the CAMP, agree appropriate terms and conditions to allow one portfolio or directorate to occupy land or property which is held under the control of another portfolio or directorate.</p> <p>The Service Provider shall assess, where appropriate, financial implications and obtain the necessary consents to implement proposals.</p>	<p>Up to one (1) per year</p> <p>All volumes and frequency requirements subject to agreement between the Service Provider and the Authority in the Annual Work Programme</p>	In accordance with the procedures set out in the CAMP
PS016	Appropriations	<p>The Service Provider shall, where land is occupied by the Authority for a particular purpose is held under an inappropriate holding power, arrange for the appropriation to the correct holding power in compliance with the relevant statutory obligations to be followed when appropriating land or buildings.</p>	<p>Approximately five (5) per year</p> <p>All volumes and frequency requirements subject to agreement between the Service Provider and the</p>	In accordance with the procedures set out in the CAMP

			Authority in the Annual Work Programme	
PS017	Asset Valuations / Valuations For Capital Accounting	<p>The Service Provider shall manage and prepare valuations for capital accounting purposes in line with the IFRS, the RICS appraisal and valuation standards and the CAMP.</p> <p>The Service Provider shall manage and prepare valuations of the Authority's social housing stock in line with the IFRS and RICS guidance for accounting purposes. The Service Provider shall undertake a full revaluation exercise every three years and between such full valuations shall undertake desk top valuations to maintain accuracy.</p>	<p>Approximately seven hundred (700) per year including schools, Top 10, DRC, Authority housing and 20% of remainder of portfolio</p> <p>All volumes and frequency requirements subject to agreement between the Service Provider and the Authority in the Annual Work Programme</p>	<p>The Service Provider shall undertake all valuations in accordance with the requirements set out in VSEM12.</p> <p>Valuations to be completed by 1 March each year</p>
PS018	Regeneration Projects	<p>The Service Provider shall provide professional services and input (as required) to the Authority in relation to housing regeneration schemes undertaken by the Authority from time to time.</p>	<p>Approximately twenty-five (25) hours per week at the Agreement Date.</p> <p>All volumes and frequency requirements subject to agreement between the Service Provider and the Authority in the Annual Work Programme</p>	<p>This service is externally funded.</p>

PS019	Court Protection Cases	The Service Provider shall act as the Authority's agent to dispose of assets in identified care home cases	Approximately two (2) per year All volumes and frequency requirements subject to agreement between the Service Provider and the Authority in the Annual Work Programme	This service is externally funded.
PS020	Disposals	<p>The Service Provider shall act as the Authority's professional advisor for all departments in disposals of interests in property and shall ensure that maximum benefit is accrued to the Authority demonstrating value for money and best value in each case. The Service Provider shall follow the policies and procedures as set out in the CAMP.</p> <p>The Service Provider shall provide such professional advice in relation to (inter alia) defending the Authority against applications for injunctions, Judicial Reviews, Village green applications and ombudsman enquiries.</p>	<p>The Authority's agreed list of properties for disposal is contained within the CAMP</p> <p>All volumes and frequency requirements subject to agreement between the Service Provider and the Authority in the Annual Work Programme</p>	The Service Provider shall follow the policies and procedures as set out in the CAMP and in accordance with RICS guidance.
		BUILDING SERVICES		
BS001	Planned Preventative Maintenance	The Service Provider shall manage and carry out an agreed Authority-funded planned preventative maintenance works programme to ensure that assets remain compliant with legal requirements and to reduce the risk of reactive repairs maintenance work being necessary.	<p>The delivery commitment for 2012/13 is as follows:</p> <p>4 Electrical projects (£100K - £300K) 8 Mechanical Projects (£70k-£90k)</p>	In accordance with the relevant British Standard in maintenance management (e.g. BS6150 code of practice for painting buildings)

		<p>The Service Provider shall carry out such works in accordance with the Authority's planned preventative maintenance works programme.</p> <p>With regards to the capital school maintenance programme, the Service Provider shall:</p> <ul style="list-style-type: none"> • prioritise a programme of works based on school condition surveys; • agree the annual programme of works for Authority-owned schools with Children's Service's and appropriately procure and manage the same; and • when instructed to do so coordinate the maintenance programme for voluntary aided schools (LCVAP) liaising with diocesan boards and other stakeholders as necessary. <p>Any works arising will be projects that the Service Provider will manage, if instructed by the Authority to do so, for a separate fee and in accordance with the provisions of Schedule 4 and Schedule 29.</p>	<p>2 Kitchen renewals (total £200k) 11 Building fabric projects (generally £80k - £220k with no 1 project at ££800k) 12 DDA projects (total £250k) All costs exclude VAT Note that funding is dependant on central government grants and will vary year-on-year.</p> <p>A list of prioritised works that can be actioned when funding becomes available</p> <p>All volumes and frequency requirements subject to agreement between the Service Provider and the Authority in the Annual Work Programme</p>	<p>The list shall be reviewed and updated annually</p> <p>Works completed within agreed timescales minimising disruption to schools</p> <p>Works completed within agreed timescales minimising disruption to schools.</p>
BS002	Undertake Statutory		There are approximately three hundred (300)	In compliance with current statutory requirements.

	Testing and Inspection	<p>The Service Provider shall discharge its contractual obligations in respect of the management of the Authority's compliance with statutory instruments and shall undertake, or shall procure the undertaking of, appropriate checks and testing for all buildings where the Authority is deemed to have an obligation including all non-housing stock buildings, those buildings under the direct control of the Authority and those properties where the Authority is a freeholder or a superior lessee where the lease stipulates that statutory compliance should be undertaken by a lessee (and/or inferior lessee).</p> <p>Subject to the provisions of Schedule 4 and Schedule 29</p>	<p>properties where the Authority has direct control and approximately six hundred (600) properties where the Authority has an obligation through a lessee or inferior lessee.</p> <p>All volumes and frequency requirements subject to the requirements associated with Schedule 29</p>	
BS003	Provide emergency/ reactive repairs maintenance	The Service Provider shall act in accordance with Schedule 29 and Schedule 4 to manage the reactive repairs maintenance service, including a service giving technical and managerial support and advice, using a prioritisation process.	<p>Average volumes of between one hundred (100) and one hundred and fifty (150) calls/e-mails per week to respond to.</p> <p>All volumes and frequency requirements subject to the requirements associated with Schedule 29</p>	The response times required for each group of buildings for each type of repair (urgent, reactive maintenance, statutory or non-statutory repair) are shown in performance data in the Data Room. Buildings are categorised by the Authority as Gold, Platinum, Silver or Bronze.
BS004	Building Surveying Services	The Service Provider shall provide a building surveying service which includes:		The service should be carried out to at least RICS guidance.

	<ul style="list-style-type: none"> • in relation to specific projects, the undertaking of premises condition surveys, the preparation of reports and advising on the condition of premises and costs of improvement; • the provision of professional and technical advice on defect analysis, party walls and dilapidations claims; • assistance in the preparation of select lists of contractors for construction projects; • the carrying out of comparative analysis of data in respect of net capacity / GIA and making this available to inform statutory returns; • the preparation of tender documentation for specialist contracts, the examination of and reporting on tenders and the provision of post contract services. <p>In relation to schools the Service Provider shall:</p> <ul style="list-style-type: none"> • maintain an up to date list of the condition of each publicly funded school in the Authority including but not limited to community schools, voluntary aided schools, free schools and academies; • maintain an up to date list of the net capacity and details of each publicly funded school in the Authority and shall analyse the same as appropriate; and • respond to ad-hoc enquiries relating to Authority-owned children's services assets and provide preliminary advice prior to initiation of projects. <p>Subject to the provisions of Schedule 4 and Schedule 29</p>	<p>250 – 300 such instructions a year of varying size and complexity</p> <p>All volumes and frequency requirements subject to agreement between the Service Provider and the Authority in the Annual Work Programme</p> <p>Condition surveys are carried out on a five year rolling programme</p> <p>An annual list of schools with net capacity with findings</p> <p>All volumes and frequency requirements subject to agreement between the Service Provider and the Authority in the Annual Work Programme</p>	<p>An up to date condition survey as per the rolling programme carried out by appropriately qualified contractors</p> <p>Accurate information collated in a timely fashion</p> <p>Information supplied and works carried out by suitably qualified contractor.</p>
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BS005	Energy and Utilities	<p>The Service Provider shall negotiate and secure the most cost effective energy and utilities tariffs appropriate to the usage of the Authority.</p> <p>The Service Provider shall maintain, analyse and (on request) supply all information and records (suppliers, consumption levels and tariffs) ensuring that these are up to date, accurate, in the agreed format and available for inspection by the Authority or any other relevant party upon request.</p> <p>The Service Provider shall monitor and manage the performance of buildings, plant and equipment to minimise energy / utilities consumption whilst achieving the optimum environmental conditions required by the Authority.</p> <p>The Service Provider shall manage the process of external contractors updating and maintaining DEC's for all of the Authorities in scope Premises in line with current regulations (i.e. those with an area greater than 500m²).</p> <p>The Service Provider shall advise the Authority on the provision of EPC's.</p> <p>The Service Provider shall ensure that all certificates are correctly in place and available to the Authority, statutory bodies or utilities partners upon request.</p> <p>The Service Provider shall give advice to the Authority on energy / utilities consumption and revenue cost implications including opportunities to improve consumption as part of any capital expenditure, Lifecycle Replacement, estate upgrading, modernisation scheme or new development.</p> <p>The Service Provider shall be responsible for the management and expansion of all building management systems as part of the asset maintenance services. The Service Provider shall ensure all</p>	<p>Between six hundred (600) and eight hundred (800) energy supplies</p> <p>All volumes and frequency requirements subject to agreement between the Service Provider and the Authority in the Annual Work Programme</p>	<p>In accordance with the Building Regulations 2006, the Energy Performance of Buildings (Certificates and Inspections) (England and Wales) Regulations 2007, the Energy Performance Regulations and amendment number 2, 2008 and other relevant Legislation and Guidance.</p> <p>LBB Environment Policy 2008/9 – 2011/2012:</p> <ul style="list-style-type: none"> • reductions in gas and electricity consumption in key Authority buildings • improve the energy certification of key Authority buildings where required • reduce water consumption across the Authority's main sites
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		<p>controls and systems are optimised and operating as intended with energy performance optimised to ensure the Authority is at all times obtaining best value.</p> <p>The Service Provider shall audit energy and water bills and shall lead and proactively manage the process of identifying errors and anomalies. The Service Provider shall seek rebates from utility companies as appropriate to achieve value for money.</p> <p>The Service Provider shall review and recommend for payment all utility bills on behalf of the Authority. The Authority shall retain responsibility for making such payments as recommended by the Service Provider.</p> <p>The Service Provider shall work with the Authority to support promotions of good practice by staff with respect to energy and water conservation.</p> <p>The Service Provider shall provide a dedicated role (Senior Energy Manager) to support the work of the Authority by:</p> <ul style="list-style-type: none"> • leading the implementation of the Authority's carbon management plan including chairing the carbon reduction team. • leading and advising on the procurement of the Authority's energy and utility supplies; • ensuring the Authority responds appropriately to its obligations under the CRC Energy Efficiency Scheme and other relevant Legislation; and • advising and supporting Authority facilities and services in energy and water efficiency; <p>The Service Provider shall assist the Authority in preparing the Department of Energy and Climate Change greenhouse gas</p>		
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		<p>emissions report. The Service Provider, in conjunction with the Authority, shall establish and agree within six months of the Service Transfer Date an energy and utility conservation policy which responds to the Authority's carbon management plan included in its environmental policy. The Service Provider shall review such policy annually with the Authority. Such conservation policy shall be available to all Authority and Service Provider parties.</p> <p>The Service Provider shall implement the actions allocated to it in the energy and utilities conservation policy.</p> <p>The Service Provider shall work with the Authority to seek funding for the implementation of projects identified in the carbon management plan and implement projects where funding has been identified. The Service Provider shall seek to identify further projects that assist the Authority in meeting, and where possible exceeding, its carbon management plan commitments, without prejudice to the targets set out in the transformation outcomes.</p>		
BS006	Helpdesk	<p>The Service Provider shall:</p> <ul style="list-style-type: none"> • provide a helpdesk service with minimum opening hours of 8.00 a.m. – 5.30 p.m. each Business Day (the Core Hours); • provide an outside of Core Hours service to cover emergency repairs and other incidents; • provide a professional and technically competent service with a high level of regards for customer care; • ensure effective communication of user instructions on the helpdesk service; 	Building Services currently receives between one hundred (100) and one hundred and twenty (120) calls or e-mails per week.	In accordance with the Authority's customer services standards.

		<ul style="list-style-type: none"> inform the helpdesk user of proposed course of action and where appropriate rectification time allocated; maintain accurate helpdesk records. 		
BS007	Cemeteries and war memorials	The Service Provider shall ensure that there is an effective planned maintenance regime to ensure that closed churchyards / cemeteries and war memorials are properly and regularly maintained and that reactive maintenance is undertaken as necessary.	9 closed churchyards / cemeteries. 11 war memorials, 2 miscellaneous statues / memorials	War memorials should be inspected and cleaned and repairs addressed during the four weeks preceding Remembrance Sunday in November so as to ensure that the memorials are properly prepared prior to remembrance services.
BS008	Traded Services	The Service Provider shall ensure delivery of agreed Traded Services in accordance with the terms of this Agreement.	Circa 80 schools have opted in to date this year. All volumes and frequency requirements subject to agreement between the Service Provider and the Authority in the Annual Work Programme	Traded Services covers the delivery of most statutory compliance testing, responsive repairs and approximately three hours of free professional advice.
BS009	Building adaptations and temporary accommodation units	The Service Provider shall advise on, manage and carry out building adaptations for all Authority departments and shall manage and secure the provision of temporary accommodation units as required, such management to include the securing planning permission and procurement of works. The Service Provider shall produce reports, including delegated power reports, to secure approval.	Approximately seven (7) temporary accommodation units for schools per year and seven (7) internal remodelling per year as well as demand from other areas	In compliance with current statutory requirements including schools premises regulations. Adaptations and temporary accommodation in relation to schools to be carried out in time to ensure that there are sufficient school places available.

		<p>In undertaking the above requirements the Service Provider shall include in its reporting:</p> <ul style="list-style-type: none"> • verbal updates at Primary Places and School Organisation and Place Planning Group meetings; • Contributions to the schools expansion risk register; • Advice to the Authority's Children's Services department on the budget required for each project alongside recommendations and a completed feasibility study; and • a completed budget monitoring schedule to be submitted to the nominated representative from the Authority's children's services department. <p>Where instructed to do so the Service Provider shall manage the invoicing process in instances where schools, diocesan boards or other bodies are carrying out works for themselves such invoicing activity to command a fee which shall be invoiced to the project budget.</p> <p>Subject to the provisions of Schedule 4 and Schedule 29</p>	<p>Timings of reports shall be agreed at the start of the project</p> <p>All volumes and frequency requirements subject to agreement between the Service Provider and the Authority in the Annual Work Programme</p>	<p>Works carried out by suitably qualified contractors to specification, on time and within budget</p> <p>Update provided shall include progress made against timescale and budget</p> <p>RAG rated document shall be updated by Children's Services with professional input from Building Services</p> <p>Accurate and timely budget monitoring schedules produced</p> <p>Ensure that Authority Funds are being appropriately spent</p>
		FACILITIES MANAGEMENT		

Output Specification: Estates

FM001	Compliance Documents	The Service Provider shall ensure that all licenses and certification for managed buildings and services meet regulatory requirements.	Licenses required for TV and live music.	In accordance with the appropriate regulation. Copies of compliance certificates obtained from Building Services
FM002	Security services	<p>The Service Provider shall:</p> <ul style="list-style-type: none"> • supply a professional integrated security service organised on a planned and reactive basis that is efficient, effective and timely; • maintain the safety of all persons whilst on site including the protection of staff, partners, providers, contractors and visitors against violent acts or abuse; • protect the facilities and property of the Authority and visitors against theft, vandalism and criminal acts; • ensure that only bona fide visitors are allowed access to the various offices/sites including restricting access of undesirable persons in general and restricting access to sensitive areas to authorised persons; • liaise with local police forces and security organisations generally and in response to criminal acts; and • respond to alarm systems including alarms raised due to fire, intruder, security, bomb alert and personal attack. 	Security services provided across all managed sites.	In accordance with BS7499 code of practice for static guarding and mobile controls. (see FM004)
FM003	Security services - vetting	The Service Provider shall ensure that all security staff have been properly vetted and competently trained in accordance with the British Security Industry Association's code of practice, the	12 people vetted in 2011	In accordance with the British Security Industry Association's code of practice and the Private Security Industry Act 2001

		Private Security Industry Act 2001 and any other relevant Legislation or Guidance.		
FM004	Security services – static guarding	<p>The Service Provider shall ensure that the security services provider either holds or is working towards ISO9001/2000 or ISO 9001/2008.</p> <p>The Service Provider shall introduce, within 12 months of the Service Transfer Date, accreditation for BS7499 (Code of Practice for the provision of static guarding and mobile patrols) or equivalent recognised industry standard and shall ensure this accreditation is maintained for the duration of the Agreement.</p>	Introduce within 12 months	<p>ISO9001/2000 or ISO 9001/2008</p> <p>BS7499 (Code of Practice for the provision of static guarding and mobile patrols)</p>
FM005	CCTV	The Service Provider shall manage and maintain the current level of internal and external CCTV coverage. The Service Provider shall retain images captured for a period of not less than 28 days. The Service Provider shall ensure that images captured are taken at least at the resolution that is in place at the Agreement Date.	60 cameras on 3 sites	Maintained to British Standard 7958 Management & Operation & BS 8495 image export
FM006	Control of Access	The Service Provider shall ensure that the electronic access card systems are maintained where required and that security passes, keys and entry card passes are issued, recorded, placed and reclaimed in accordance with Authority policy.	<p>At Mill Hill depot all vehicles are checked for Authority parking permits – between three hundred (300) and three hundred and fifty (350) daily.</p> <p>Swipe cards are issued at Barnet House and registers kept approximately three hundred and fifty (350) vehicles daily</p>	In accordance with the Authority's access policy
FM007	Porterage	The Service Provider shall respond to requests for the movement of deliveries / goods and the disassembly, movement and/or	Up to seventy (70) tasks a day	Respond within 4 hours

		reassembly of general furniture and equipment at managed sites in accordance with the agreed completion time.		
FM008	Goods in	<p>The Service Provider shall:</p> <ul style="list-style-type: none"> • co-ordinate all delivery traffic to the Authority to prevent traffic congestion at the site(s); • receive and secure all deliveries through the designated receiving area unless otherwise agreed with the Authority; • ensure all materials delivered to the Authority are correctly labelled with the end user name, department and Authority internal order number and are accompanied by delivery/advice note and are free from damage; • maintain an accurate record of all deliveries and be able to provide proof of deliveries received if requested by the Authority; and • deliver all packages internally to service departments around each corporate building. 	Up to 50 tasks a day	Same day delivery
FM009	Fire Management	The Service Provider shall, at the minimum, maintain the Authority's safety policy complying with all modifications.	Fire drills undertaken two (2) times per year at least every six (6) months	In accordance with the Authority's health & safety policy

FM010	Equipment & systems	The Service Provider shall carry out routine / regular testing of emergency generators, standby domestic pumps, fire alarms, emergency lighting systems, exit signs and electrical distribution systems and the testing and servicing of hand held fire appliances.	An asset list of equipment and systems has been provided in the data room	In accordance with the appropriate British Standard
FM011	Statutory Testing and Inspection	The Service Provider shall produce reports detailing all statutory and regulatory tests which have taken place and provide certificates which may be required by law, insurers or the Health & Safety Executive.	For all operational buildings.	Copy of relevant certificate
FM012	Reactive repairs and maintenance	The Service Provider shall commission and oversee repairs and small maintenance projects (hard facilities) at all key sites to ensure business continuity.	4-5 repairs per day	
FM013	Waste Management	The Service Provider shall ensure that all waste (general, confidential and hazardous) is collected, stored and disposed of in a timely and environmental friendly manner whilst adhering to health and safety legislation.	Liaison with environment waste management team	In accordance with the Authority's environmental policy
FM014	Recyclable Waste	The Service Provider shall promote and manage the collection of recyclable waste in accordance with the Authority's current waste policies and to meet Authority's internal recycling targets.	Liaison with environment waste management team	In accordance with the Authority's environmental policy
FM015	Cleaning	<p>The Service Provider shall liaise with the Authority's corporate procurement department on any issues that arise in respect of the cleaning requirements at managed buildings.</p> <p>The Service Provider shall undertake or procure the cleaning of offices, buildings and the yard at Mill Hill depot ensuring that they are kept in a clean and hygienic condition.</p>	<p>Liaison with procurement contract management</p> <p>The service employs two (2) full time equivalent cleaners and one (1) part time equivalent cleaner (27 hours per week)</p>	Contract specification with KPI's available from procurement.

FM016	Office space	<p>The Service Provider shall maximise the use of and minimise the cost of Authority accommodation through continual assessment of service requirements and in line with Authority policy.</p> <p>The Service Provider shall provide all accommodation costs to the finance services team for these to be re-charged to directorates the finance services team.</p>	Report to Finance quarterly on usage.	Recharges based upon square meters used.
FM017	Office Moves	The Service Provider shall ensure that any requested office move shall be effectively planned and carried out ensuring a smooth and timely operation which meets with all necessary requirements, primarily business continuity and health and safety.	On average ten (10) requests per month resulting in six (6) major moves per year.	All approvals for office moves to be signed off in accordance with CAMP
FM018	Corporate Room Bookings	The Service Provider shall manage the corporate room booking system with all clientele and set up meeting rooms and equipment as per the on-line booking system in accordance within the agreed completion times.	Approximately two hundred (200) requests per month	In accordance with room layout request.
FM019	Reception	The Service Provider shall provide out of hours reception services as directed by agreed current Authority protocols.	Hendon Town Hall covered primarily for evening meetings – Monday to Friday.	In line with the Authority's customer access policy
FM020	Energy and Utilities	<p>The Service Provider shall pay all authorised energy and utility bills and recharge accordingly for the Civic Estate. .</p> <p>Subject to the provisions of Schedule 4</p>	Two hundred and twenty-eight (228) invoices per year across Barnet House, Colinhurst, Hendon Town Hall, NLBP Building2, NLBP Building 4, Mill Hill depot and Friary Park	Water Services bills to be paid within 14 days and Electricity/Gas bills paid within 21 days
FM021	Car Parking	<p>The Service Provider shall:</p> <ul style="list-style-type: none"> maintain the car park register; issue and reclaim permits; and 	Four thousand five hundred (4500) permits issued per year across the estate	In accordance with HR policy

		<ul style="list-style-type: none"> ensure that all car parks are correctly signed and that the grounds and access are maintained. 		
FM022	Liaison with Landlords	The Service Provider shall manage and co-ordinate the relationship with the landlord's representatives and the site management team at NLBP (for example by attending monthly management team meetings).	Monthly meetings at NLBP	In accordance with lease agreements.
FM023	Managing Tenants	The Service Provider shall monitor and provide facilities services to the tenants on sites at Barnet House in accordance with the service level agreement.	Quarterly user group meetings	In accordance with the service level agreement.
FM024	Mayoral and civic events	The Service Provider shall ensure Authority meetings, parades, award ceremonies and citizenship ceremonies are facilitated to current Authority protocols both in normal office working hours and when required outside normal office working hours.	Approx. sixty (60) events per year Costs are met by mayoral budget.	Two (2) macebearers are required for all formal functions.
FM025	Signage	The Service Provider shall maintain hazard notices and safety signs including those issued by the Authority and maintain a record of all such hazard notices and safety signs. The Service Provider shall put in place procedures to ensure such signs are located and displayed correctly and are fully serviceable in accordance with current regulations and best practice.	Weekly inspection by operations manager in all corporate buildings.	Temporary notices correctly positioned where applicable in compliance with health and safety best practice.
FM026	Mobile phones	<p>The Service Provider shall be the lead contact point for acquisition and management of Authority mobile telephones.</p> <p>The Service Provider shall manage and analyse the accounts each month and arrange for the finance services team to re-charge costs to directorates where applicable.</p>	<p>One thousand eight hundred (1800) mobiles / blackberry across Authority</p> <p>Monthly</p>	In accordance with the Authority's mobile phone contract
FM027	Archiving	The Service Provider shall deliver an archiving service that logs, collects, stores and disposes of the Authority's archiving material in accordance with Authority's archiving policy and procedure.	Archiving is based at Mill Hill Depot as at the Agreement Date.	

FM028	Clocks	The Service Provider shall ensure that all clock settings are kept accurate.	Senior custodian shall ensure that clock settings are accurate on weekly inspections.	Accurate clock settings.
FM029	Vending Machines	The Service Provider shall manage all existing vending services and within three (3) months of the Service Transfer Date shall provide an assessment of their effectiveness. Any changes to the management of vending services that the Service Provider proposes are subject to the approval of the Authority.	Two (2) machines at Mill Hill depot and one (1) at Barnet House. Both provided through contracts.	Contract details are logged in the data room.
FM030	Unmanned operational sites	The Service Provider shall support and give guidance to remote operational sites where facilities management support is requested.	Weekly visits by operations manager and senior custodian to Friary House and Colinghurst.	Premises comply with health and safety requirements and are secure producing a fit for purpose environment.
FM031	Libraries	The Service Provider shall provide the facilities management service provided to Libraries through the Custodians in accordance with the service level agreement.		Services delivered in accordance with SLA FM Service to Libraries v2.xls
		DOCUMENT PRODUCTION & MAIL ROOM		
		<p>The following two statements are overarching statements for every function set out within this output specification with regard to the document production and mail room function.</p> <p><u>Continuous Improvement and Innovation</u></p> <p>The Service Provider shall ensure that value for money, time, cost and quality are continually monitored and appropriate action taken to ensure value to the Authority is achieved and monitored throughout the term of the contract.</p>		

		The Service Provider shall introduce appropriate systems, processes and technology to improve the overall quality and performance of the functions throughout the term of the contract.		
DPMO 1	Print Buying	The Service Provider shall procure the production of any print work that cannot be produced in-house at competitive market rates to meet the specification and timescales of the Service User.	<p>Approximately two hundred and eighty (280) jobs per year procured externally</p> <p>Range of volume from one hundred (100) copies to one hundred and eighty thousand (180,000) copies</p> <p>Range of value from one hundred pounds (£100) to fifteen thousand pounds (£15,000)</p>	<p>Following the monitoring criteria as stated in the print framework contract.</p> <p>Report containing proof of three (3) quotes per outsourced job.</p> <p>To utilise the most competitive quote that meets the job specification criteria including but not limited to:</p> <ul style="list-style-type: none"> • Turnaround times, • Quality of work that adheres to the Authority's design standards; and • Price.
DPMO 2	Multi-Functional Devices	<p>The Service Provider shall ideally introduce rules-based printing to limit volumes on the MFD fleet and re-direct high volume work to the document production team.</p> <p>The Service Provider shall supply and manage a fleet of MFD's capable of producing the volume of work needed by the Authority staff and to ensure efficient production of printed work.</p>	<p>Approximately eighty (80) MFD's across the Authority</p> <p>Average: Six hundred and fifty thousand (650,000) monochrome and eighty-five thousand</p>	<p>Ensure availability of the fleet is ninety-eight per cent (98%) in year one and ninety-nine per cent (99%) in years two to ten.</p>

			<p>(85,000) colour prints per month</p> <p>Range: up to eight hundred thousand (800,000) mono and one hundred thousand (100,000) colour prints per month</p>	<p>All new and replacement print buttons received by 12.00pm must be produced the same day.</p> <p>All costs to be recharged accurately and processed through SAP to meet finance deadlines.</p> <p>Reduce print spend and volume by services on MFD's by minimum 10% year on year.</p> <p>Revisit fleet every six (6) months to ensure the correct machine is fit for purpose for any changes in service delivery requirements.</p> <p>Reduce by ten per cent (10%) the cost and quantity of consumables (such as paper) through the term of the contract.</p> <p>Ensure latest firmware version is installed after consultation within 6 months of update.</p>
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				<p>Request for change document supplied before undertaking proof of testing and confirm before roll-out.</p> <p>All upgrades completed out of hours.</p>
DPMO 3	Internal Printing	<p>The Service Provider shall deliver a printing service for the following functions:</p> <p>Envelope printing</p> <p>The Service Provider shall produce printed envelopes including business reply envelopes and outgoing postage paid impression stamp.</p> <p>The Service Provider shall keep up to date with Royal Mail changes in specification and make amendments where necessary. Proof from Royal Mail artwork is agreed.</p> <p>ID Badge Production</p> <p>The Service Provider shall produce ID badges for all Authority staff as required taking into account any design changes required to suit particular institutions or teams (for example schools require their logo to be added)</p> <p>The Service Provider shall produce ID badges for the Authority's elections department as and when over and above volumes quoted during election time.</p>	<p>Three thousand (3,000) envelopes per week. Range of jobs between two (2) and three (3) jobs per week</p> <p>Range from 500 to 10,000 copies</p> <p>Average: Twenty (20) badges per week Range: up to one hundred and fifty (150) per day</p> <p>max 6 times a year</p> <p>Average: Fifty (50) cheques per day</p>	<p>Design, get approval for and produce within five (5) working days.</p> <p>Reduce the need for Business reply envelopes to maximum ten (10) across the whole Authority within three (3) years.</p> <p>Produce same day one a week Drop in session 10.00am to 4.00pm</p>

		<p>The Service Providers shall visit external settings to produce badges on site (for example the Mill Hill depot or schools).</p> <p>Cheque Printing</p> <p>The Service Provider shall produce cheques to meet the daily cheque requirements.</p> <p>Invoice and reminders printing and postage</p> <p>The Service Provider shall be responsible for Accounts Payable Bulk printing including:</p> <ul style="list-style-type: none"> • The printing and posting of bulk automated documents, sales invoices, reminder letters and final notices within one (1) business day of receiving the output file from Integra • Carry out daily reconciliation of the number of documents printed and dispatched versus the number of documents in the output file (e.g. 10 documents in output file, 10 printed, 10 despatched) in order to ensure that documents are correctly dispatched in a timely manner to debtors <p>Committee Printing</p> <p>The Service Provider shall produce copies of corporate governance reports and minutes in both monochrome or colour depending on the size of report and required finishing options.</p>	<p>Range: is up to two hundred and fifty (250) per day</p> <p>25 jobs per month ranging from one (1) to one hundred and ten (110) copies</p> <p>Range of pages from one (1) to six hundred (600).</p> <p>Sixty (60) jobs per month</p>	<p>Spend one whole day at required external site</p> <p>All files received by 11.00am, produce all by 12.00 midday daily</p> <p>Produce various Authority reports to meet legislation on timescales and to achieve courier schedules for delivery Late printing charges can be applied on late / urgent</p>
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		<p>Colour Printing</p> <p>The Service Provider shall produce high volume digital colour printing using equipment that is fit for purpose and shall supply as and when required.</p> <p>Black & White Printing</p> <p>The Service Provider shall produce high volume digital monochrome printing using equipment that is fit for purpose and shall supply as and when required.</p>	<p>Thirty (30) jobs per week of up to twenty thousand (20,000) copies per job</p> <p>Ten (10) metres per month Range: Between one (1) and ten (10) copies. Originals up to one hundred (100)</p> <p>Approximately two hundred (200) jobs Range: From one (1) laminate to five hundred (500) comb bound books to ten thousand (10,000) folding leaflets or booklets</p> <p>Approximately seven (7) hours per month</p>	<p>printing requirements as per agreed costs</p> <p>Produce within 3-5 working days meeting the job specification criteria including;</p> <ul style="list-style-type: none"> • Turnaround times, • Quality of work that adheres to the Authority's corporate communication guidelines • Price <p>Produce within two (2) days</p>
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		<p>Large Format</p> <p>The Service Provider shall produce monochrome large format (up to A0 size) printing / copying of plans and maps.</p>	80,000 copies per month	<p>All plans that are supplied by 9.00am. are produced the same day.</p>
		<p>Finishing</p> <p>The Service Provider shall provide various finishing capabilities for printed work produced</p>		<p>Part of print job targets contained with 5 working days.</p>
		<p>Desk Top Publishing</p> <p>The Service Provider shall provide a document design service (for example producing business cards, compliment slips and school prospectuses)</p>		<p>Part of print job targets</p> <p>Maintain latest Indesign CS package version up to date (currently 5.5). Request for change and proof of concept before the change occurs.</p>

		<p>Variable Data Program Development and Print</p> <p>The Service Provider shall design variable data printing services.</p> <p>The Service Provider shall ideally introduce intelligence to allow collation of variable printing, merging different forms and shall utilise better postal rates and systems.</p>		<p>All pre-planned work received by 10.00am to be produced by 12.00pm the same day.</p>
		<p>The following two statements are overarching statements for every function within the output specification with regard to the mailroom service.</p> <p><u>Continuous Improvement and Innovation</u></p> <p>The Service Provider shall ensure that value for money, time, cost and quality are continually monitored and appropriate action is taken to ensure value to the Authority is achieved and maintained throughout the term of the contract.</p> <p>The Service Provider shall introduce appropriate systems, processes and technology to improve the overall quality and performance of the functions throughout the term of the contract.</p>		
DPMO 4	Mailroom	<p>The Service Provider shall supply postal, courier and mailing facilities including an internal post service to the Authority.</p>	<p>Deliver and collect twice a day (one hundred and twenty (120) departments) at NLBP.</p>	<p>Deliver and collect all post by 10.00 and at 3.00 pm daily.</p>

		<p>The Service Provider shall use the appropriate postal package schemes available to post out letters.</p> <p>The Service Provider shall explore alternative methods of post distribution and collection</p>	<p>Deliver and collect to eleven (11) floors in Barnet House twice daily</p> <p>Post all letters out by the cheapest postal scheme available.</p>	<p>Clear desk policy on post. All post collected or hand delivered into the department by 5.00pm Must be posted the same day.</p> <p>Proof of delivery standards using seed mail or other options.</p> <p>Reduce postage spend by twenty per cent (20%) in year 1 and ten per cent (10%) in subsequent years</p>
DPM05	Envelope Inserting	The Service Provider shall provide the daily inserting of envelopes service.	<p>Two thousand three hundred (2,300) per day</p> <p>Range: Between one (1) and twenty-five thousand (25,000)</p>	<p>All supplied or produced letters must be posted out within two (2) working days.</p> <p>All letters received by 10.00am must be inserted and posted by 5.00pm the same day.</p> <p>Over the term of the contract increase capacity on volume by ten per cent (10%) year on year</p> <p>Year 4 – reduce manual letter inserting and increase</p>

				capacity to ten thousand (10,000) letters per job to achieve a more automated service.
DPM0 6	Library Courier	The Service Provider shall manage the service required by the Authority's library services.	<p>Branch deliveries – move approximately eighty (80) boxes of books daily</p> <p>Bookstart – deliver approximately forty (40) boxes once per week</p> <p>School libraries resource service – over four thousand (4000) boxes per year</p>	<p>All deliveries and routes ready by 9.00am must be completed by 5.00pm the same day.</p> <p>Daily visit to all libraries as agreed with the Authority's library service (currently - daily visit to all libraries with the exception of HGS Gardens and the Arts Depot which are visited once per week).</p> <p>All Bookstart weekly deliveries received by 10.00am must be delivered by 5.00pm the same day</p>
DPM0 7	School Bag Preparation	The Service Provider shall prepare all school bags in readiness for delivery by external courier.	<p>One hundred and twelve (112) school bags once a week</p> <p>4.00pm the day before is the cut off point for items</p>	<p>School bags must be prepared ready for external courier by 9.00 am next morning</p> <p>All deliveries / collections must be done on the same</p>

			<p>to be inserted into the school bags.</p> <p>On return, the bags are emptied, sorted and re-hung in readiness for the next week.</p> <p>Delivery sheets are agreed and signed for by each driver</p>	day every week – presently a Wednesday.
DPM08	Councillor Distribution	The Service Provider shall deliver the internal courier service for sixty-three (63) councillors as per the courier schedule.	<p>Sixty-three (63) councillors twice a week</p> <p>Approximately ten (10) extra deliveries a year shall be required</p> <p>In addition up to twenty (20) urgent courier runs to certain stated councillors a year</p> <p>Statutory deadlines must be taken into account</p>	All deliveries that are ready by 9.00am must be completed by 5.00pm on the scheduled day
DPM09	Daily scanning	The Service Provider shall scan the post on a daily basis and provide a back scanning service for the housing, HR, adults' social care and health departments.	Average four thousand (4,000) scans per month	Scan all items on the same day as receipt

		The Service Provider shall introduce a scanning and delivery service for all post.		
DPM10	Courier	The Service Provider shall operate sufficient vehicles needed to fully manage the Authority's courier requirements.	Currently four (4) vehicles are leased through the transport department's contract	Achieve all deliveries required by the Authority by 5.00pm every day.

7 Performance Indicators

The Authority's KPI and PI requirements are listed in the following table, and full details of methodology, baseline data, targets and reporting frequency are set out in Schedule 4 Payment and Performance Mechanism.

Function	KPI or PI	Performance Indicators the Service Provider shall be required to report against	Current baseline	2012/13 year end projections	Service Provider year 1 target
Building Services/FM	EST KPI 24a	Civic Estates Condition	Baseline to be confirmed by Service Transfer Date		
Building Services	KPI EST 24b	Building Key Statutory Compliance	Baseline to be confirmed by Service Transfer Date.	Dependent upon baseline	Targets have been defined within KPI template
Facilities Management	KPI EST 25	FM Incident resolution	Baseline to be confirmed by Service Transfer Date.		
Estates	KPI EST 26	Asset Disposals Annual Receipts Target	The total value of the agreed Asset Disposals Annual Receipts Target as scheduled. The baseline is taken from the current 3		Service Provider to achieve 98% of the total value of the agreed Asset Disposals Annual Receipts Target as scheduled.

Function	KPI or PI	Performance Indicators the Service Provider shall be required to report against	Current baseline	2012/13 year end projections	Service Provider year 1 target
			year Disposals Programme.		
User Satisfaction	EST KPI 27	Percentage of users satisfied (Agree / Strongly Agree responses).	Second to highest quartile on CIPFA rankings	Second to highest quartile on CIPFA rankings	Highest quartile on CIPFA rankings
Estates	EST KPI 28	Occupancy and Utilisation Year 2	Parties to agree the projects and Initiatives in year 1 to meet Year 2 occupancy and utilisation rates for year 2		
Lease Renewals	PI	The percentage of lease renewals that have been completed within 6 months of the lease expiry date against the total number of lease renewals due.	To be baselined prior to Service Transfer Date	TBC	100% of those lease renewals that are due to be undertaken
Rent Reviews	PI	The percentage of rent reviews completed within 3 months of the rent review date against the total number of rent reviews due.	To be baselined prior to Service Transfer Date	TBC	100% of those rent reviews that are due to

Function	KPI or PI	Performance Indicators the Service Provider shall be required to report against	Current baseline	2012/13 year end projections	Service Provider year 1 target
					be undertaken
Planned v Reactive Maintenance	PI	The percentage of planned maintenance compared to the amount of reactive maintenance	To be baselined prior to Service Transfer Date	TBC	70 % planned maintenance : 30% reactive maintenance
Condition Surveys	PI	The percentage of condition surveys completed against the total number of condition surveys due at the end of the year.	A programme for condition surveys will be established by Service Provider within 6 months of Service Transfer Date		100% of all condition surveys on the annual programme undertaken
CAMP	PI	The Service Provider will deliver the CAMP on behalf of the Council and report annually against its action plan.	A draft CAMP has been produced	TBC	A report detailing performance against deliverables set out within the annual action plan.

Function	KPI or PI	Performance Indicators the Service Provider shall be required to report against	Current baseline	2012/13 year end projections	Service Provider year 1 target
Void Rates	PI	Void rate of properties available to let	4%	4%	4%