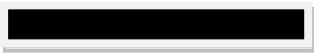



ESTATES SERVICE

SERVICE DELIVERY

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1 VISION

1.1 OVERARCHING VISION

Our overarching service vision is one where Capita's support to Barnet extends beyond the NSCSO scope, enabling Barnet to be recognised as a Borough where the supply of services are owned by those who live and work here, and where citizens, staff, business and the community are aware of and participate in an environment of opportunity and success.

To achieve this we will enable citizens and customers to live in sustained and supported independence, as Insight allows people's individuality to be understood, recognised and reflected in getting the help they need, in the manner they need it and within the financial constraints they understand. Customers will become co-designers, shaping relevant and valued services as well as being willing partners in delivery, helping us to build on what already works in Barnet, working with existing organisations to improve their capacity, rather than creating our own. This allows us to provide the infrastructure to deliver a One Public Sector single solution through unified customer interaction and an integrated supply EcoSystem, extending beyond Council services to interaction with the wider public sector.

In the future the Council will be unique in the public sector, recognised as a business-led and truly customer-focussed organisation, all staff, suppliers and delivery partners feeling supported and informed as they work to achieve their best for citizens - whether that be through continually improving existing services or helping to design new services to meet new emerging needs.

Delivering the Overarching Vision

As Barnet's trusted NSCSO service provider, we will deliver a step change in service delivery and customer experience so that interactions with Customers (be they Citizens, Barnet Businesses, Voluntary Organisations, Suppliers, Members or Council Employees) are valued and easy to complete. To do this, we have defined 3 key over-arching design objectives for the NSCSO:

- **Build Service Delivery Differently** – Create a new service delivery paradigm to change the customer relationship. Enable multi-channelled delivery and the ability to bundle services in ways that relate to and are valued by Customers and puts them at the heart of service delivery
- **Manage Service Delivery Differently** – Transform the way Customers interact with our services (and the Council) by transferring control to them. A new level of transparency, rapid process improvements and built-in deeper levels of Insight are inherent in this approach
- **Maximize Efficiencies Differently** – Changing the way Customers interact will impact how services can and should be delivered. Changes will be co-designed with users of the services; focussed on their needs and supported by tools and technology platforms enabling transformation and continual improvement.

Our objective is to offer high quality and relevant services. We will provide effective, engaging and personalised services at every touch point. To achieve this, we will promote a shift from the typically supply dominated 'Push' approach to service design and delivery

to a Customer Orientated 'Pull' approach, which is time and location independent, personalised and contextual.

We will use the intelligence gathered through co-design and our on-going management of processes and operations to create dynamic and personalised service delivery for all customer groups. This rich understanding of Customers drawn from behavioural analysis, and combined with our experience and Barnet specific Insight, will enable us to identify and understand patterns of Customer behaviour and will be embodied as Single Customer View.

Service Delivery Model

We will establish a robust Service Delivery Model which enables certainty of delivery and performance, partnership flexibility (commercially and operationally), with investment in infrastructure and capability to support achievement of the Council's outcomes. All Customer groups, internal and external, will interact through the same service delivery model structure, as shown in the diagram below:

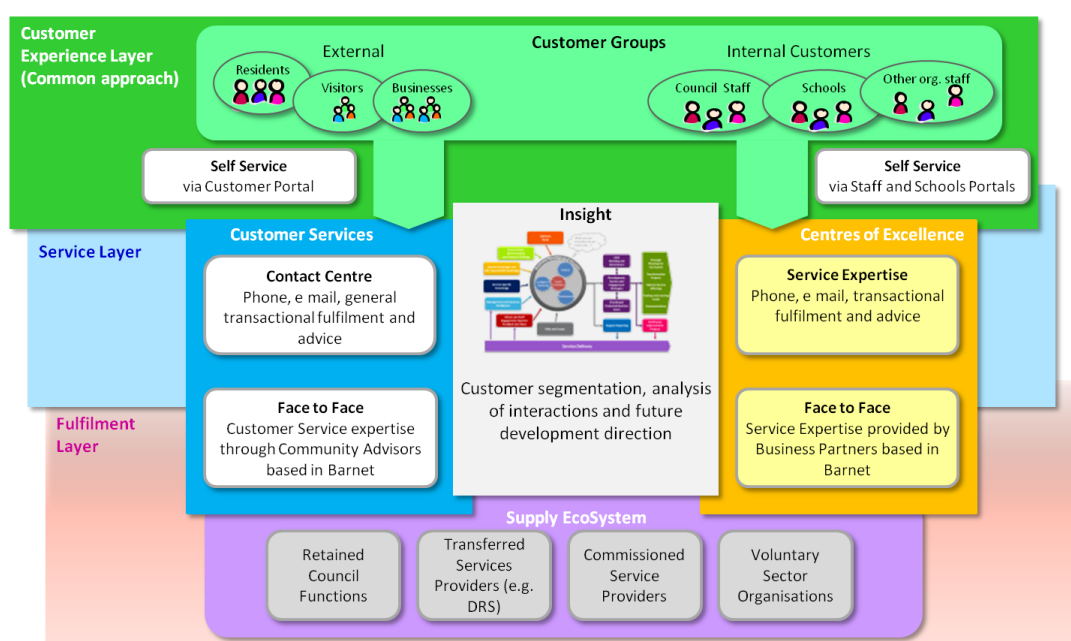


Figure 1 - NSCSO Service Delivery Model

We will invest in and deploy **technology and repeatable strategies** that shift the focus from merely surfacing the service offerings, to providing a single window to bundled services from ourselves, the Council and other providers where appropriate.

We will build our service architecture using **flexible rapid service deployment frameworks**. These will enable us to carry out efficient transaction handling, irrespective of channel, and deliver an organisational change capability that enables us to respond effectively to the changing environment. They will also allow us to promote a culture of service excellence and improving delivery while at the same time lowering cost.

At the heart of our proposition is a drive for effectiveness and increased self-help and self-service. This will only be realised if the customer experience is excellent, the services are relevant and execution is timely. To achieve these, we need to understand what our

Customers want to do and design our services, and their constituent transactions, around those needs, ensuring we deliver effectively from beginning to end.

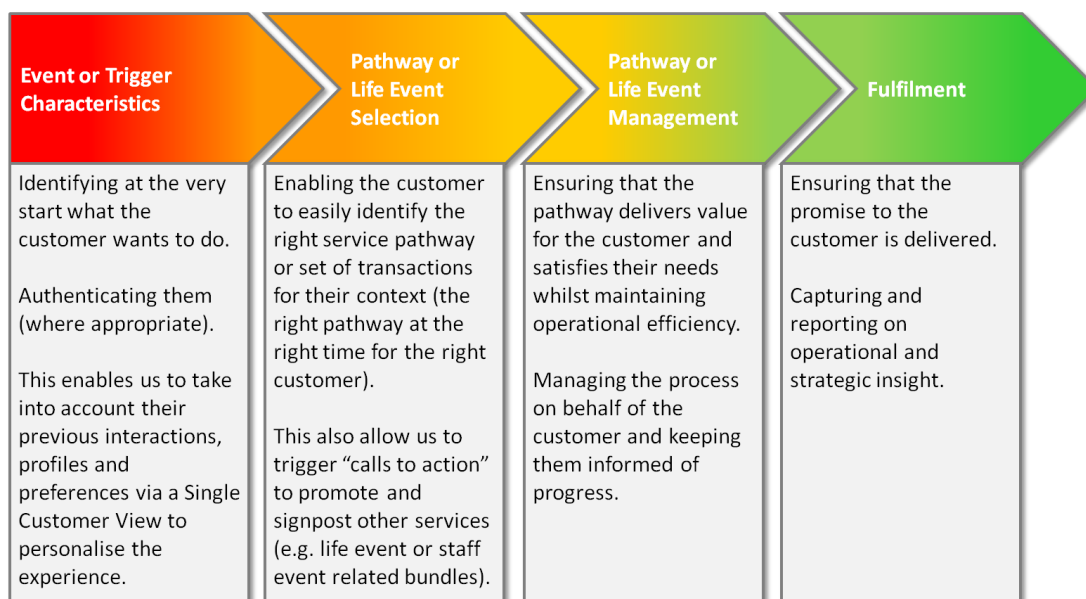


Figure 2 - Customer centric, effective end to end service delivery

This approach will make our services effective and our experience shows us that 'efficiency' follows 'effectiveness' – this is a fundamental element of our business ethos. We will deliver value by:

- **Building Delivery Capacity**, not just channels - through an integrated Service Delivery Model that is channel transparent
- **Building Delivery Capability**, not just Services - making things easy to do
- **Building Operations Competency** - delivering operational excellence, continual improvement, service alignment and business assurance.

1.2 ESTATES SERVICE VISION

Through our Insight Engine and co-design activities, we will transform the property portfolio in response to the Council's principles of a relentless drive for efficiency, a new relationship with citizens and a one public sector approach to service delivery, recognising the underpinning role property will play to successfully deliver these. The three design principles described above are underpinned by two of our key solution capabilities - insight and co-design.

Our Estates Service will be informed by Insight. By drawing on analysis of Barnet demographic and geographic data, we will support LBB in making evidence-based strategic estate management decisions, such as:

- Developing a property estate in response to address the future requirements of Barnet citizens

- Locality strategies, informed through customer demand, for the future delivery of services across a 'One Barnet' public sector
- A future community asset estate that is driven by the requirements of the community
- An office accommodation estate developed within our Agile Workplace proposals (section 2.3.3)
- Possible alternate / diversified uses for existing local assets
- Best locations for new converged assets.

We will then employ co-design to ensure that end-customers (whether internal or external to the Council) experience value from the properties they use. Co-design is a participative design process that puts customers at the heart of the service design process. We will develop a detailed understanding of customer needs relating to the Estates Service, working with them to identify the issues they currently encounter, as well as any opportunities for the Estates Service to better serve them. In particular, we will identify key customer tasks / pathways relating to the Estates Service and use techniques such as customer journey mapping to identify ways to improve them. We will then regularly return to customer user-groups to test our service ideas as they develop, to ensure that we are staying true to customer requirements and making the right compromises and trade-offs as necessary.

By using Insight and co-design in this way, we will:

- Improve the overall efficiency of estates, clearly connecting supply with a diverse landscape of demand
- Improve customer satisfaction by making the Estates Service easier to interact with
- Improve the likelihood that properties are used in the way we have anticipated (for example, by basing our models for building usage on real evidence and designing their function with customers, we can be confident that the model reflects reality)
- Prompt customers into different behaviours (for example, promoting online room bookings as the default method by developing an intuitive and convenient online booking service)
- Drive continuous improvement - close engagement with customers will ensure we can quickly identify issues and opportunities as they arise, and that we work with customers to identify and invest in the right solutions.

Our proposals will provide Barnet with improved services, and we will do this for less money, supporting and developing a local supply chain as part of our EcoSystem proposals. In addition, our commitments to develop locality strategies across Barnet's 21 wards provide property development expertise free of charge, and the way we will align with the Council's regeneration partner will greatly help the borough become a successful London suburb.

In addition, we will:

- Commit to delivering the LBB Estates Service to meet the requirements as expressed in the Output Specification and progressed through dialogue
- Ensure the Estates Service is part of an integrated delivery model supporting and contributing to the overarching strategic objectives of the Council
- Ensure the Council is deriving best value from both the operational and investment estate to the benefit of the Council, Council Tax payers, partners, local businesses and the wider greater London community
- Provide continuous development and improvement of delivery outcomes throughout the partnership.

In developing this model for the Estates Services, we are building on our expertise and track record gained in providing similar services to a number of local authorities.

Our solution for the delivery of the Estates Service is embedded within the overall Capita Service Delivery Model (SDM) and describes how the Estates Service will be. We will be operating in line with this model within one year of service commencement and will continually improve the services during the contract by: refining the mix of interactions at each touch point, reviewing the locations of the services and striving to continuously improve the services.

**Customer
Experience
Layer**

We will implement best practice customer service principles across the Estates Service, using Insight and co-design principles to develop a service that enables customers access services, using the right channels for the right customer. We will ensure all customers benefit from improved communication, customer advocacy and self-help enablement (e.g. internet, SMS, natural voice) via multiple contact channels. Our future property portfolio will be developed in response to these needs and aligned to delivery of an integrated public sector approach to property requirements.

Service Layer

This ensures effective and efficient handling of contacts from all channels through to completion.

The **Front Office** will manage contacts received through all non-automated channels. Staffed by Customer Service Professionals and supplemented by Barnet/Local Government Subject Matter Experts (SMEs), we will leverage the skills, expertise and Insight Engine capability of Capita's Contact Centre experts. We will achieve a significant increase in the number of calls resolved at first contact and reduce the number of repeat calls by ensuring all calls are handled by an Advisor with appropriate skills/knowledge. To support this, we will use call routing and invest in training, multi-skilling, script production and a supporting knowledgebase.

Within the Estates Service, we will implement a helpdesk function within the transferring team that will be the first point of contact for

all enquiries and requests. Access will be provided by multiple channels, including telephone, email and via an automated web portal, routed through from the Partnership's Customer Service Organisation.

Face-to-face services will be provided by the transferring Estates Team and we will implement a number of initiatives to actively engage service users and co-design future service delivery, including nominated senior surveyors aligned to Council service leads a Barnet public sector property forum, supply chain workshops as part of our EcoSystem proposals and end user Facilities Management workshops to measure performance and improve our services.

1.3 PROPOSAL SUMMARY

Our proposal, with its underpinning Insight and co-design components, will provide:

- Certainty in the efficient delivery and performance of the output specification
- Flexibility, both operationally and commercially, to allow the partnership to adapt to future changing needs
- Investment in assets and resources to enable the transformation of the property portfolio in response to the Council's aspirations of 'One Barnet' and 'A new relationship with citizens'.

Our proposal has matured during dialogue as we have gained insight from the Council teams and the graphic overleaf illustrates the solution we have discussed and developed together during dialogue sessions.

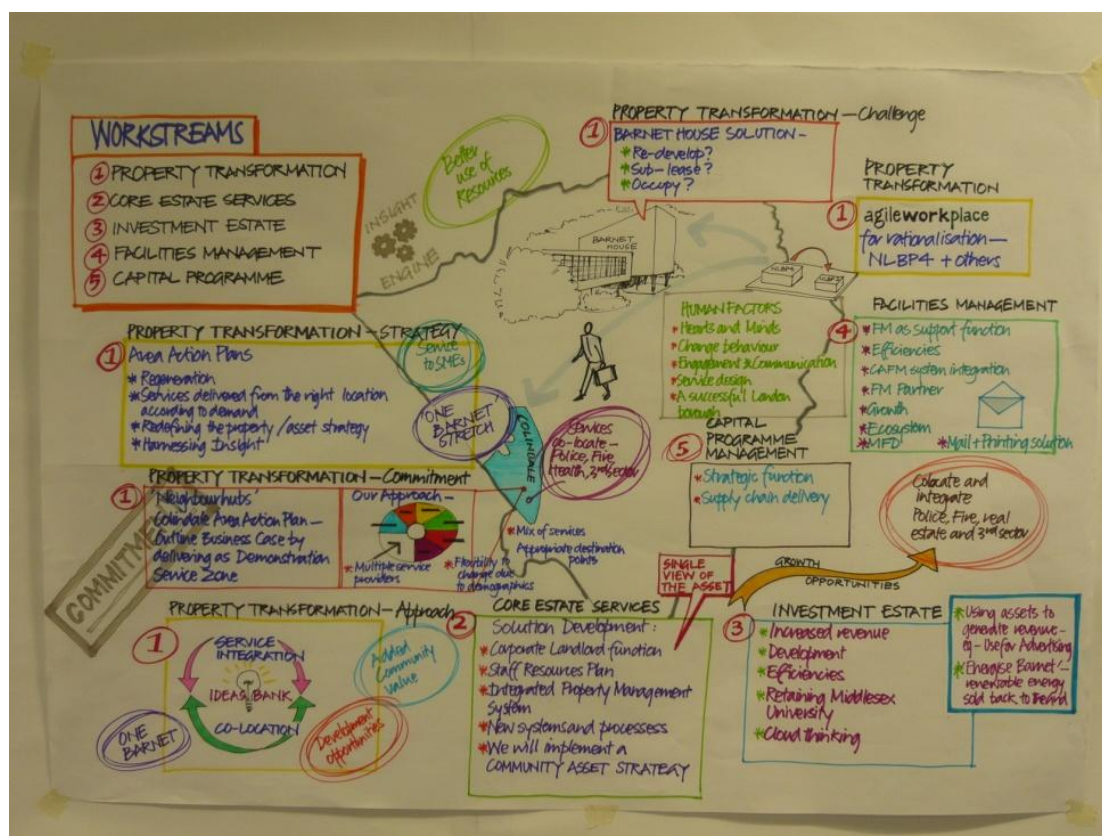
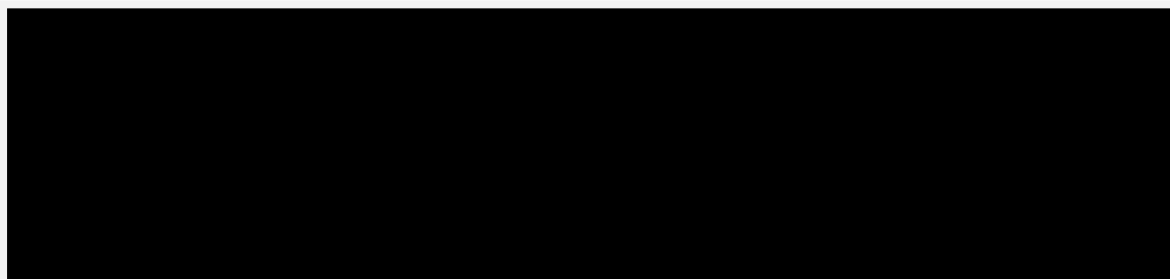


Figure 3 - Estates Solution

The graphic illustrates how our proposals will enable us to transform the portfolio, join up service delivery across the Estates Service and lead to a more flexible and mobile Council with the ability to respond to changing customer demands. Throughout this Method Statement, we have detailed our approach to a number of specific projects designed to deliver our vision, including:

- Agile Workplace initiatives to culturally change the way people use property in the delivery of Council services, allowing us to drive a property rationalisation programme across the freehold and leasehold properties occupied by the Council. This will deliver a guaranteed saving for the vacation of NLBP 4 in 2015 and NLBP 2 in 2020. Supporting this initiative will be a refurbishment of [REDACTED] to increase the occupancy of the building to accommodate people exiting North London Business Park, detailed in section 2.3.6
- Driving a 'One Barnet' approach to property occupation across the Borough's public sector, using our Insight Engine to develop service and citizen led locality strategies across the 21 wards of Barnet, improving the use and reducing the cost of property assets within Barnet's public sector
- Providing an enhanced specialist Educational service into Barnet from our London based Educational Strategy team, developing a five year strategy for Education within the Borough that will reduce the capital costs for the additional school place requirements the Council have between now and 2019

- Bringing the capital projects team within Corporate Programmes into the capital surveying team in Building Services and develop a multi discipline design and Project Management service within this transferring team to deliver



- Implementation of an Integrated Property Asset Management System (IPAMS), linked via a Unique Property Reference Number (UPRN), to deliver a 'single view of the asset' and 'a single version of the truth' to intelligently inform the strategic property decisions we make going forward
- A business case proposal for a Corporate Landlord Function (CLF) to deliver single property ownership and leadership within the Council, allowing us to develop and deliver an integrated Strategic Corporate Asset Management Plan across the entire Council. Our CLF proposals promote centralised property budgets within three years of service commencement, allowing us to make guaranteed savings within property budgets currently devolved to the Council's Directorates
- Integration of the management of the investment estate into Capita's London based commercial property management division, allowing us to manage the estate with improved commercialism whilst retaining empathy and understanding of LBB's non financial requirements from the commercial estate. This initiative has allowed us to put a financial guarantee on the increased income we will drive from the estate.


In terms of the day to day delivery of the Output Specification, we will:

- Deliver the requirements of the Output Specification in Property Services, Building Services, Facilities Management, Document Printing and Mailroom to the agreed standard, as described in 2.2.1 to 2.2.5, Service Specific Delivery below
- Provide additional capability and capacity into the transferring team, enabling us to develop and drive through our property transformation programme and increase the value of the Council's assets through specialist development activities that we will undertake
- Implement an energy strategy which will seek to minimise the corporate energy expenditure, contributing to the Council's carbon reduction programme through behavioural training, building optimisation, spend to save schemes and procurement
- Review all costs for contracts, services and supplies associated with the delivery of Estates, measured against current and future need informed by our Insight capability and EcoSystem delivery model
- Integrate the various functions of the transferring Facilities Management, Surveying, Print and Mail services to deliver a 'One Team' approach to FM, ensuring that the services become more cost efficient and customer centric in their delivery.

Our experience within the public sector and our ability to deliver all of the transferring Estate services from our in-house capability provides us with the confidence and certainty that our proposals are robust and deliverable, a belief highlighted by the commercial guarantees and contractual commitments we are prepared to make.

1.4 SERVICE IMPACT


Our proposals will have a significant impact on how customers will interact with the service. In the examples below, we have showed how we anticipate this working.




Claire

Asset Management Planning


Services Access




Org. Position




Capability



Case Expertise



Experience



Claire's Situation

Claire is a senior officer in Communities who has been given the task of writing a report about rationalising the use of properties under her department's budget control. This is not Claire's normal area of expertise but she is very conscientious and wants to deliver a good report because she knows how important it is to her department.

Experience

Claire decides that the first thing she needs to know is where all the properties are, so she contacts the Estates Department. She is put into contact with Mike, the Estates Customer Service Manager responsible for liaison with her department to arrange a meeting.

Mike quickly understands the requirements of the report and they agree to work together. First he is able to go online and bring up all the data for the properties. Mike explains that this is a new initiative, IPAMS, and is a single source of all property information.

They quickly have a complete picture of the properties in terms of lease and freehold, operating cost and backlog liabilities. Using this information along with some benchmarks, Claire is able to rank the costs for each building.

Mike is able to source additional information about the demographics in the localities from the Insight Engine; also the Strategic Corporate Asset Management Plan has supporting information that helps put the possible solutions in context. One such solution is the 'Neighbourhub' part of the localities strategy.

The Neighbourhub is designed to help deliver the right services in the right location in a timely manner. This improves the quality of lives of citizens of Barnet and at the same time helps LBB to improve the utilisation of its assets across the Borough. They realise a couple of the buildings designated at risk are ideally placed to be partly converted.

As a bonus, Mike explains to Claire that Real Estate Services is included in the Capita team and he is sure they will be able to suggest how the disposal of another of the properties may be able to provide the money to fund the whole process.

Claire can now draft her report. Access to real time data means that she has more time to consider the quality of outcomes. The support in helping her find possible alternative uses which may help share the cost and avoid closure altogether is very compelling. She is confident the report will be well accepted.

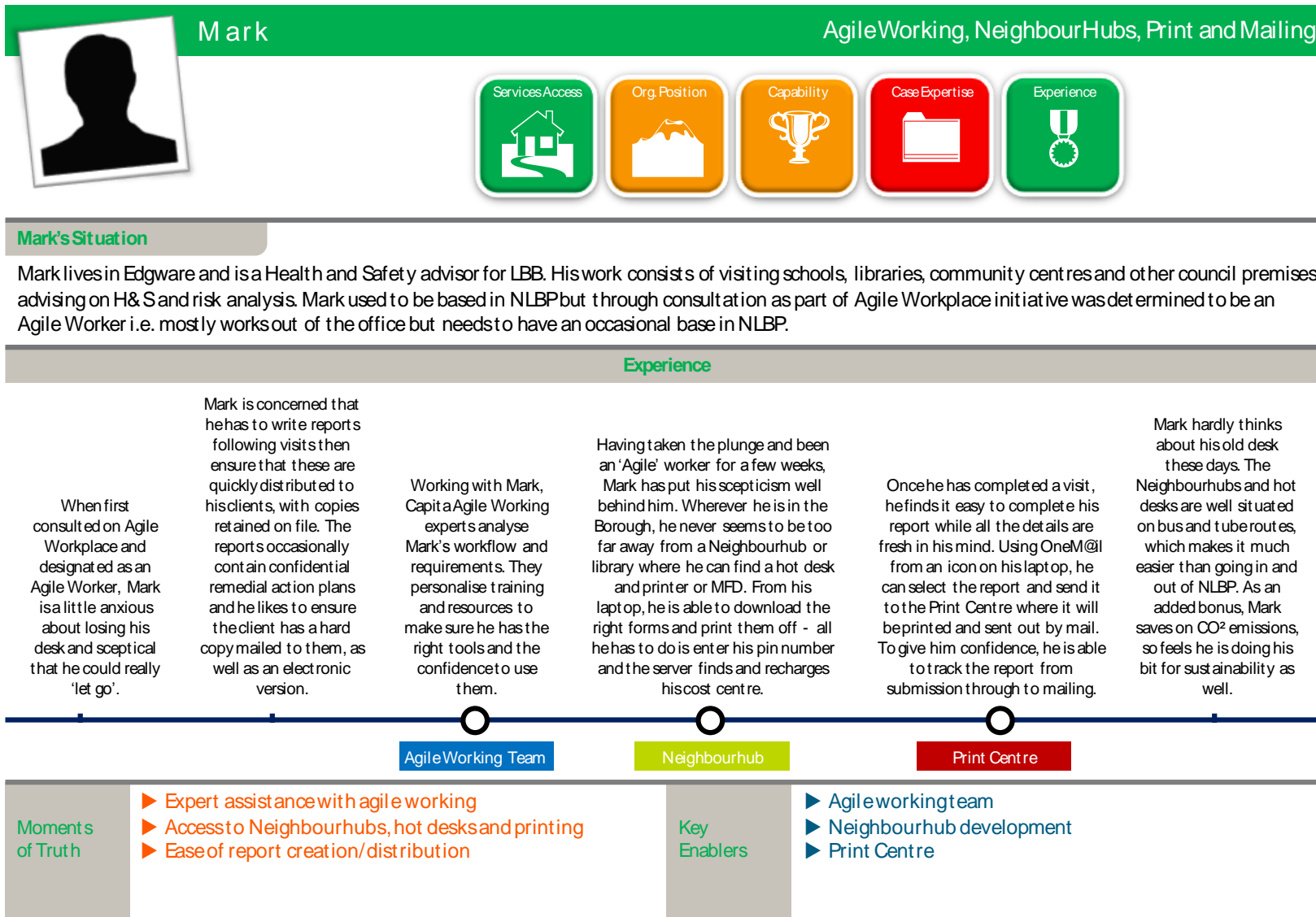


Moments of Truth

- ▶ Expert, accessible assistance with Asset Management
- ▶ Access to multiple sources of relevant, quality data
- ▶ Additional, bonus option available

Key Enablers

- ▶ Asset Management expertise
- ▶ Customer service approach
- ▶ Single source of property information
- ▶ Insight Engine
- ▶ Wider Capita capabilities



2 DELIVERING SERVICE REQUIREMENTS

In this section, we initially describe our overarching delivery proposals within the Estates Service and the enabling initiatives we will implement within Barnet to deliver your service requirements. The section is then divided into the five Estates workstreams; General Requirements, Property, Building Services, Facilities Management and Print, with each section describing our vision for the individual service and the methodology and systems we will implement to deliver these services, aligned and signposted to your output specification.

The structure we will implement within Barnet to deliver these services is shown in the diagram below, highlighting the Senior Management Team within our Service and the Integrated Asset Management group that will underpin joined up delivery of all Estates services, including the development of future plans, investments and strategies fully informed from all relevant services. Further details of our staff structure can be found in section 3.

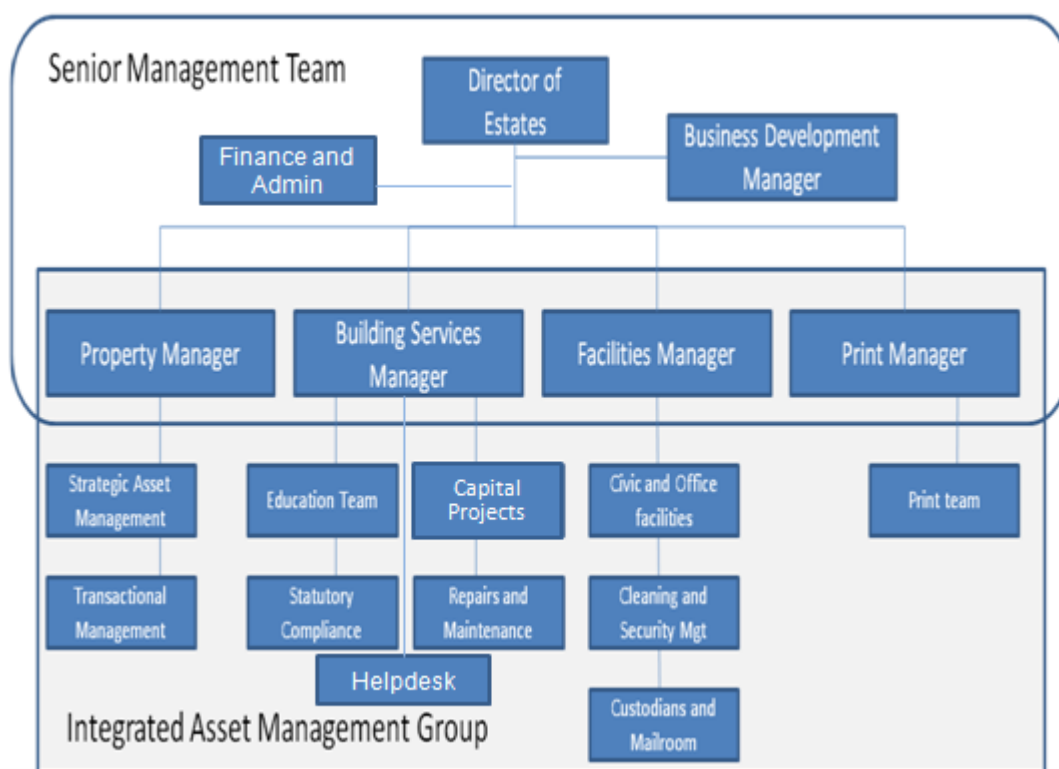


Figure 4 - Estates service structure

Section 2 concludes highlighting the outcomes that our proposals will provide within the Estates Service and in support of the wider transformational ambitions of the Council.

For the avoidance of doubt, we understand and accept the scope of the services specified by the Council in the Output Specification and have outlined throughout this method statement how we will deliver your requirements.

2.1 SERVICE DELIVERY

2.1.1 OVERARCHING DELIVERY

We recognise the importance of delivering the Estates Service in support of the NSCSO's overarching outcomes, and will integrate service delivery across the various Estates functions to support Capita's delivery of these outcomes.

As described in our Transformation Method Statement response, we will use our Insight model to continually measure and forecast future stakeholder requirements and will ensure the estates model we implement will be flexible enough to respond to changing requirements.

Our technology proposals will provide stakeholders the capability to help themselves where and when appropriate, providing access to real time information and automated processes such as electronic asbestos registers and an on-line room booking system.

We will integrate service delivery and strengthen strategy development so we can transform the Council's current property portfolio and align it to the delivery of the NSCSO's overarching objectives, the principles of 'One Barnet' and ensure the portfolio supports a new, more flexible way of working for Council staff.

To deliver this vision we will develop the service underpinned by a number of key principles and contractual commitments, described below.

Improved leadership

We will integrate the various functions within the Estates Service and deliver a business plan that includes organisational development, service improvement, service transformation, performance management and business development, via a One Team approach across all of the transferring Estates services. We will appoint a Director of Estates, initially on an interim basis from within our current business, with a remit to drive the Estates Service forward and deliver the contractual commitments we have made. This senior manager will transition the Estates Service into our UK wide property business, including our London, Southampton and Oxfordshire based local authority teams.

In addition, we will appoint a senior Business Development Manager, at no cost to the Council, from within our current business, to drive through business development opportunities across all services. Again, this appointment will be interim and, as with the Director of Estates appointment.

Upon transfer we will liaise and evaluate the skills of transferring staff to identify any staff who have the potential to move into either of these two senior positions on a full-time basis. If identified, we will implement a personal development programme for the transferring member. If no transferring staff member is willing or capable of operating in one of these two senior roles, we will make an alternative permanent appointment in month six following Service Transfer Date.

We will implement our mentoring programme into the Service, aligning service champions from our other local authority partnerships and our wider public and private sector business, with their transferring service equivalents. The mentors will

provide on site support at least one day per week for the transition period and telephone support from the mentor at all other times.

Additional capability and capacity

It is our understanding that the property team is currently under resourced due to vacant positions not being filled over the past 12 months. During mobilisation, we will carry out a capability analysis of the existing team to identify any gaps in skills or capacity that exist at transfer.

For key roles that require full time responsibility within Barnet, we will develop existing staff and support them with our mentoring approach or, where appropriate, appoint new resources into the service. However, where an opportunity exists to enhance the capability / capacity of the team on a part-time/secondment basis we will provide access to specialist resources from our extensive range of public and private sector property professionals, including our three London based property offices.

These proposals will develop the current service, provide improved capacity and capability into the transferring team and use Capita's extensive UK wide property expertise to support the delivery of our proposals.

Integration

We understand that the current Estates structure within Barnet does not integrate service delivery across all of the transferring services and therefore provides us with the opportunity to improve efficiencies, service delivery the tactical and strategic decision making within the services upon transfer.

Our future model will ensure we strengthen each of the services individually driving an integrated approach across all the services, improving how each service works with the other and how they interface with the Council and other stakeholders. This will lead to a joined up Estates Service, as shown below.

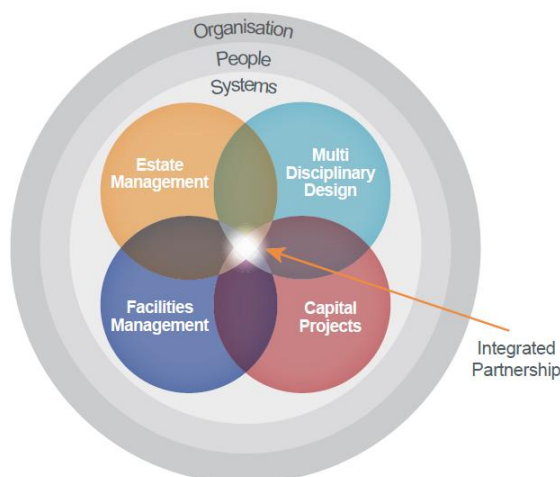


Figure 5 - Integration Model

We will implement a number of initiatives to improve integration on three levels:

Operationally – We will integrate service delivery through a ‘One Team’ approach within the Estates service, delivered within one business plan; staff will be managed within the One Team structure, and functional delivery will be reviewed and integrated in many areas including:

- The Mail and Courier Service with the custodians to deliver coherent services within the civic estate
- The Capital team within Corporate Programmes joining the Building Services team to provide a single capital projects team
- Surveyors being trained across all statutory compliance disciplines to deliver a multi functional surveying service
- Engagement with the Council's security provider to look for opportunities for the security resources to participate into our One Team delivery approach in areas such as energy monitoring and basic Health and Safety audits.

Tactically – We will improve asset management performance and investment decision-making by implementing an Asset Management Group (AMG) within the Estates Service. The AMG will be responsible for the development of tactical and operational Property and Facilities Management plans in response to the policy and strategy within the Council's Corporate Asset Management plan. Once implemented, the Corporate Landlord Function will set strategy guidelines for the AMG, who will then be tasked with developing delivery plans aligned to corporate strategy, ensuring the future estate is developed and maintained in response to the Council's future vision. The AMG will ensure capital investment is targeted to the most appropriate priorities to achieve best value for the Council, and that revenue expenditure drives a reduction in whole life costs across the estate.

In addition, service delivery will be supported by consolidated asset data produced by our systems and technology. This will provide business intelligence into the Partnership to support and inform our Insight Engine.

Strategically – We will act as a Strategic Partner to the Council, delivering a proposal for agreement in accordance with the Change Protocol outlined in Schedule 14 to deliver a Corporate Landlord Function (CLF) across the entire estate. We will drive a ‘One Barnet’ strategy for the delivery of public sector services, enabled through the property solutions we develop within our Locality strategies.

Implementing a CLF within Barnet will allow the Service to respond to all property and accommodation requirements across the Council, delivering outcomes that include:

- Removal of duplication within Delivery Units to provide a joined up and efficient Estates Service, including a single team with ownership of customer satisfaction, and full knowledge of future service requirements
- Improved value from the Council's revenue and capital budgets as decisions are informed from a corporate perspective rather than a silo approach and life cycle costs are minimised where appropriate. In addition, we will look for service integration opportunities across the boundaries of London Boroughs, engaging with the West London Alliance to support and facilitate this initiative.

Opportunities From Links with Other Organisations including central Government

We will provide additional expertise in funding, including in CIL, TIF, Business Rates and HRA and:

- Ensure community budgets support the reform of service delivery in regeneration areas, by engaging with town centre forums to provide the impetus for citizens to take more responsibility for their environment, including extending the local pledge bank initiative.
- Identify and engage with other public sector agencies which have land or available funding and build partnerships with them to improve outcomes.
- Pivotal to our success in maximising funding are our proposals to target funding applications for the support of regeneration projects across many stakeholders and to use these projects to unblock economic growth across the Borough.
- We will provide resources to work proactively with other key stakeholders to maximise the benefits of community asset strategies and One Public sector including: the Third Sector; HE/FE; local businesses; town centre forums; other public sector bodies and the GLA Government. We have recently supported Enfield Council in developing ways to reduce the cost and increase the outputs from community facilities through setting up self-funding community owned trusts. These kinds of initiatives will deliver on the ground a 'One Public Sector' approach increasing operational efficiency and asset value realisation.

Supporting communities to develop local plans, and to influence the use of resources to more directly support the needs and investment priorities of local businesses; also providing commercial support for local businesses to develop their own responses to competition, e.g. a local business development board.

2.1.2 DELIVERY

Within your output specification there are a number of general service requirements and we have detailed below our proposals to deliver these.

2.2 SERVICE SPECIFIC DELIVERY

The very nature of the services we will provide to Barnet means we will have a bespoke and tailored approach to delivering each function. For ease of navigation, we have divided this section into the following headings, aligned to the Estates Service Output Specification.

- General Requirements - 2.2.1
- Property Services - 2.2.2
- Building Services - 2.2.3
- Facilities Management - 2.2.4
- Print and Document Management - 2.2.5.

Each section includes a vision for the service, how the various aspects of the Output Specification will be delivered and the outcomes we will deliver.

Section 2.3 covers specific projects and it is in here that we address Corporate Landlord Function, Community Asset Strategy, Barnet House, a [REDACTED] Locality strategy and Agile Workplace.

2.2.1 GENERAL REQUIREMENTS

We understand and accept the scope of the services specified by the Council in the Output Specification and will deliver these requirements as described below.

2.2.1.1 GEN 01- Project Management

We will incorporate the capital project resources from the transferring corporate programmes team into the Estates Service to provide a joined up approach to project management. We will manage relevant projects through PRINCE 2 methodology and for appropriate larger projects, ensure we comply with all PRINCE 2 requirements.

Within the team, we will develop a Programme Management Service (PMS) tasked with the programming and delivery of efficient and effective end to end asset programmes of work. We will introduce a Design to Cost document into all capital projects. This is a tool developed and successfully employed by Capita on a number of our partnerships focussed on the standardisation of solutions and the selection of materials in order to build up unit rates, drive down costs and allow accurate and informed cost planning.

Project Management activities will be carried out in accordance with our internal business quality management system i-Nav, a system designed to meet the requirements of our clients, Capita's governances and the current British Standards ISO 9001:2000 for quality, ISO 14001:2004 for environment OHSAS 18001:2007 for occupational Health & Safety. Transferring staff will be trained in the use of these systems within the first three months of service commencement. We will provide a project mentor into the transferring team to work with transferring staff and support the use of the new tools and systems that we require.

Capita will act as the Council's Technical Advisor (TA) for all capital projects where the service is required. As the Council's TA, we will provide comprehensive direction, support and multidisciplinary technical advice and design input to any accommodation or infrastructure project. We will work with the Council and its advisors to establish the most efficient and cost effective procurement method for programmes of work, and on a project by project basis, to ensure partner selection provides the right level of skills and value for money.

As part of our core fee, we have profiled transferring corporate programmes staff against the transferring in-flight projects. As and when the in-flight projects are forecast to reach completion we have removed the costs of the PM from our core fee as we expect them to become self funding for future project delivery as part of the overall project cost. We will continue to provide 4FTE capability within the Capital Projects Team to support less complex project activity and to provide administrative support. These staff will be provided using legacy staff rates as set out in Schedule 4 and will be funded through a pipeline of business case activity. Further details of our approach to Capital Programmes can be found in section 2.3.4 of this method statement.

2.2.1.2 GEN 02 - Service Review

Annual Service reviews and customer satisfaction activities will be undertaken at a partnership level from within our Corporate Programmes team to ensure we meet our overarching KPIs and have consistency and standardisation across all of our services for these activities. The results from our reviews will be reported into the Operations board as detailed in our governance proposals in Schedule 12.

We will nominate a 'customer champion' within the Estates team who will have a remit to work with Corporate Programmes in the design and implementation of annual customer satisfaction and service reviews within the Estates service.

Our Customer Champion will carry out monthly audit reviews across our Services, getting feedback from end users on how we are performing and feeding this back to the team through internal communication channels. This insight will inform our co-design activities as we drive continuous improvement across the partnership in response to the Council's vision and objectives.

2.2.1.3 GEN 03 - Improvement Plan

Our Director of Estates will be responsible for the development and implementation of an improvement plan across the Estates services. Initially, this will be part of our overarching transition plans, as detailed in the Transition and Transformation Method Statement, but will then mature into our continuous improvement plan. We implement continuous improvement plans across all of our property partnerships, designed to provide appropriate stakeholders, with the following:

- An overview the roles, responsibilities and arrangements in place to deliver customer, regulatory and internal requirements
- Communication of the KPIs and PIs, the method of measurement and performance requirements for the service to transferring staff and providing monthly performance reports against these
- Identification of the risks, opportunities, strengths and weaknesses from the services we deliver, updated on a bi-annual basis
- An implementation plan for the delivery of improvements that address our SWOT analysis; a plan that includes owners, actions, timeframes, costs and forecast outcomes
- Update reports on our implementation plan and benefits realisation
- A tracking tool that captures all of the improvements and outcomes we deliver throughout the life of the contract.

2.2.1.4 GEN 04 - Regulations

All regulation requirements within the Services will be documented within our i-Nav system, staff will be trained on the activities required to comply with these regulations and our corporate quality assurance activities will monitor and measure compliance to all relevant regulations, company policies and partnership procedures.

2.2.1.5 GEN 05 - Corporate Asset Management Plan (CAMP)

Ownership of the Corporate Asset Management Plan on behalf of the Council will be the responsibility of our Estates Director. Annual updating and reviewing of the CAMP will be informed by the partnership's Insight model, corporate programme updates and through the monitoring of performance and delivery across the various delivery owners.

Our surveyors will engage with Council Departments to understand future service plans and the impact these will have upon a future property estate, develop departmental property requirement plans in response to these requirements and consolidate these plans into a corporate accommodation strategy.

Our Asset Management Group, explained in section 2.2.2, will develop insight into the performance of the current assets, at both building and plant levels, using this information to develop Asset Management plans in support of the CAMP.

2.2.1.6 GEN 06 - Asset Data Management

High quality property management systems are essential in delivering Lean efficient and effective services. They facilitate and support our business processes and help us maintain and improve service delivery. We will implement the Atrium asset management software, TRAMPS property software, InfoExchange statutory compliance software and Condecco room booking software in Barnet. These will all be linked via a Unique Property Reference Number and a data warehouse, enabling us to deliver an Integrated Property Asset Management System (IPAMS).

The Unique Property Reference Number (UPRN) will identify site, building, section, floor and room, enabling our systems to report on any of these levels across the portfolio.

Our solution will use a data warehouse that integrates property and facilities management related data, providing a 'single view of the asset' and 'a single version of the truth' for all the property related data, including the production of bespoke management reports. The data warehouse will sit within our overarching proposals for a data warehouse across the partnership.

Our asset data management proposals meet all of your requirements in GEN06 and a more detailed explanation can be found in section 4.0 'Technology'.

2.2.1.7 GEN 07- Reporting

All of the reports contained within GEN 07 are currently available through the systems we propose for Barnet. In addition, we have hundreds of other generic reports available within our systems, including comparison, audit and exception reports and have the ability to write bespoke reports for Barnet if required via our London based property ICT team.

2.2.1.8 Gen 08 - Plans

The Atrium system has the functionality to enable us to manage and update all CAD drawings and OS extract maps, via its Mapinfo technology. We will implement the Atrium system in Barnet and appoint a GIS / Mapinfo person within the service to manage this information.

As and when CAD drawing are amended or altered, this information is then automatically populated into our Atrium and TRAMPS software. For example, our asset system may show a building with a floor area of 1000 m2 divided into 8 large rooms. Alterations to this building may divided the floor area into 12 smaller rooms and a new extension may provide additional office space.

As our designers draw these alterations within the CAD programme, so this information is then populated within the property systems, therefore providing up-to-date CAD drawings across the Estate.

2.2.1.9 GEN 09 - Party Wall

A party wall service will be provided via the transferring Estates team. We will provide technical and professional advice to all Council related properties where the Council are Landlord or Tenant. Our advice will be given in accordance to the RICS Guidance notes 6th Edition (GN 27/2011).

From dialogue, we believe there is suitable expertise within the transferring team to deliver this service. The service will be supported with expertise and advice when required through our national property forum within our Local Authority partnerships.

2.2.1.10 GEN 10 & GEN 11 - Asbestos and Legionella Management

Asbestos and Legionella management will be provided within the delivery of building services with the support of our national Statutory Compliance Manager and through the implementation of our compliance system Info Exchange. Further details of this delivery can be found in section 2.2.2.

2.2.1.11 GEN 12 & 14 Recharging and Budgets

Our systems provide all of the budgetary information required in GEN 14. Within our Finance Method Statement 2.1 - FIN001, we have described in detail how we will raise invoices and recharge for services as required in GEN 12.

Within the Estates Service, we will provide a Finance Manager who will work with the Finance work stream to understand and agree the corporate standards required for budget reporting and provide this information to the corporate finance team on an annual basis, reporting by exception as and when required.

2.2.1.12 GEN 13 - Contracts

Day to day management of contracts applicable to the Estates Service overall will be handled within the relevant service (FM, Estates, Building Service or Print). Our Director of Estates will receive a monthly report on these contracts at the appropriate team meetings and any actions required will be part of our Estates Improvement Plan detailed within 2.1.2.3 of this Method Statement.

2.2.1.13 GEN 15 - Training

We recognise the importance of training our staff on a continual basis and our plans for transforming the estate within Barnet requires us to further develop transferring staff with some of the skills and competencies the new service will require.

All staff will have a skills analysis undertaken within the first six months of service commencement and any gaps identified will be incorporated into their own Personal

Development Plans (PDPs). These PDPs will take into account individual staff aspirations for future roles and will tailor their development programmes to fulfil these ambitions where possible.

An outline of our training methods, systems and practices for the Estates Service can be found in section 2.1.1.4 and section 3 and in greater detail within our Transformation Method Statement

2.2.2 PROPERTY SERVICES

Our vision for Property Services is to implement our Insight Engine and co-design principles and transform the Council's estate, ensuring that it supports a new and improved customer services model. Our proposals will assist us to build a new relationships with the citizens of Barnet, support the Council's 'One Public Sector' vision and deliver our own enabling strategies around a future Corporate Landlord Function, improved use of community facilities and our Agile workplace Programme.

Underpinning our proposals is a relentless drive for efficiencies to deliver our savings guarantee and the delivery of high quality services, measured through improved customer satisfaction.

2.2.2.1 Our proposal

The majority of Property Services will continue to be delivered from North London Business Park. Management of the Council's investment estate will be delivered via our London based commercial property management business. We will:

- Introduce best practice from our existing Local Authority Partnerships and wider commercial business and include the Barnet Partnership within our UK wide local government Estates Learning and Development Property forum, facilitated by Peter Openshaw, our Property Services Director in Local Government
- Invest additional capacity into the Property Service to enable the Partnership to review the Council's Corporate Asset Management Plan (CAMP) and, by month 12, deliver a report to the Council on opportunities to enhance the CAMP, ensuring it strategically informs our property decisions
- Implement a Corporate Landlord Function, as detailed within 2.3.1 and a Community Assets strategy, as detailed within 2.3.2
- Implement an Agile Workplace Programme (AWP), a service demand led solution to property requirements, as detailed in section 2.2.3. AWP aligns with our Insight and co-design principles, using an on-going engagement and cultural change programme to reduce demand on space, improve employees' work effectiveness and support better front line service provision. In our partnership with Sheffield City Council, we have rationalised the city centre office portfolio from six buildings to one with satellite support accommodation, enabled by a flexible working programme. This project is now delivering in excess of £1M p.a. revenue savings from the property portfolio
- Drive a One Barnet approach to property occupation by facilitating a One Barnet Property Forum and developing a Locality Strategy for [REDACTED] within the first 6 months of service commencement. We will also develop business cases for locality strategies across the remaining 20 wards within Barnet by month 18, as

detailed in section 2.2.1.2. We have a successful track record of joined up master planning where, amongst others, we worked extensively with Birmingham City Council to develop their estates strategy as part of the Total Place project that we undertook with the Council, West Midland Police Authority and the Health Authority. The project has rationalised 55 disparate buildings into 9 shared Neighbourhub sites and is forecast to deliver over £100m of efficiency savings over the 15 year life of the project

- Develop a new accommodation strategy for all Council buildings within 18 months of Service Transfer Date
- Implement an Asset Management Group (AMG) across the Estates services. The AMG will be responsible for the development of tactical and operational property and FM plans in response to the policy and strategy communicated via the Corporate Asset Management Plan, our Insight engine and, upon implementation, the Corporate Landlord Function
- We have an extensive UK-wide capability in commercial property development and we work with some of the leading developers in the UK to identify and develop schemes of all types. Within Barnet, we will provide this capability free of charge for the development of Outline Business Cases in respect of development opportunities
- By month 12, our Commercial Property Team will carry out a full review of the Council's freehold properties to identify potential development opportunities and provide at least 3 Outline Business Cases on these for Council approval. Through our Southampton Local Government Partnership, we are currently delivering the Centenary Quay development, a £500M mixed-use scheme that will play a central role in regenerating an area of decline, creating over 1000 jobs for local people and providing homes, community facilities, leisure and commercial outlets
- Appoint an interim Director of Estates into the service, an additional resource from within our business tasked with delivering our strategic proposals and transitioning the transferred services. In addition, the position will identify any transferred staff who could potentially fulfil the Director of Estates role within twelve months of service commencement and implement a development plan to allow this to happen
- Develop two team leaders from the transferring staff, reporting into the Director of Estates:
 - Asset Management Team Leader – with day to day responsibility for supporting and delivering the strategic function of Estates services
 - Property Team Leader – with day to day responsibility for delivering the transactional property aspects of our services
- Deploy a matrix model of delivery within the transferring team and have a combined team of surveyors and support staff who we will equip with the skills required to deliver work across all of the Estates Service, rather than single function services. Surveyors will expand their capability and deliver flexibility, resilience and efficiencies into our services in Barnet

- Deliver all appropriate services in accordance with RICS Red Book and White Book code, with all valuations signed off by a fully accredited Valuer
- Nominate a Senior Surveyor to work with each Council Department, liaising with departmental heads to gain insight into their future service requirements and co-designing a departmental property plan that supports these future requirements. We will consolidate these plans within our Asset Management Group to inform the development of the overarching Asset Management Plan and future accommodation strategy. Acting as the single point of contact for departmental heads, the Surveyor will develop strong customer relationships and ensure the service contributes to improved customer services from the partnership.

Our plans are ambitious, yet achievable, and we are fully committed to delivering an Estates Services in Barnet that goes beyond any current partnership model and allows the Estates Service to contribute to the vision and goals of the NSCSO partnership. Our proposals will deliver the following outcomes:

- Enable realisation of cash savings through a reduced and more efficient portfolio as a result of the property rationalisation and Agile Workplace programme
- Move the Council closer to its residents, supporting community engagement and helping the partnership build a new relationship with citizens through an informed and supporting property portfolio that provides face to face facilities in the right location
- Our Agile Workplace Programme will help Council employees improve the way they deliver customer centric services to citizens, enabling staff to be in the right place at the right time, according to customer requirements
- Locality strategies and a transformed estate will facilitate the delivery of improved services to the citizens of Barnet as it encourages public sector bodies to become more joined up within service delivery, assisting the Council with its One Public Sector ambitions
- Deliver enhanced value from the Council's estate through development activities targeted towards financial return and economic growth, thereby supporting the Council to become a successful London suburb
- Provide an estate that meets the needs of the organisation, provides flexibility; is creative and highly sustainable and delivers a safe and healthy working environment for the Council staff and visitors.

Below we have provided more detail on some of the initiatives we have highlighted in this section.

2.2.2.2 One Barnet and Localities Strategy

We will drive a 'One Barnet' approach to property occupation within the borough, facilitating a 'One Barnet' Property Group Forum to look for opportunities to co-locate across the public sector and deliver front line services through a Barnet Locality review and the development of locality strategies.

Specifically, we will:

- Develop a 'One Barnet' Property Group Forum from service commencement
- Develop a 'One Public Sector' accommodation strategy within 18 months of service commencement

Our proposals in Barnet will facilitate integrated service delivery across the public sector, underpin the channel shift we propose in our new customer services model for the partnership and reduce the current cost of property for the Council.

We will develop locality strategies across all 21 wards, ensuring our solution is not ring fenced within an individual ward but crosses artificial ward boundaries to provide the best value solution for the Council and its partners. Our insight will inform the future solution for each area and from experience we know that each locality will require a different face to face solution, depending on service demand and access channels required. The benefits to Barnet of Capita delivering locality strategies include:

- Maximising the best use of all public resources and facilities (e.g., working the retained estate harder to complement the new Neighbourhub sites)
- Improving the efficiency of delivery for community-based local authority facilities
- Integrated public service delivery for citizens, maximising access and quality of service experience
- Enabling greater opportunities for integrated working with other public service providers (e.g. Police, Health, Community Barnet, CAB, Job Centre Plus and others)
- Creating flexible facilities to improve and develop public services delivery and procurement, in terms of cost, ease of access and quality (e.g. easier appointment bookings)
- Supporting the Council's aspirations for 'no more than 15 minutes travel time on public transport, from home, for level 1 enquiries' and 'no more than 30 minutes travel time on public transport for level 2 enquires'
- An Estates team that are actively involved in Borough-wide regeneration as well as having closer ties with their front line service delivery colleagues

The location, shape and design of future face to face facilities will be informed through our Insight Engine from the comprehensive engagement process, highlighted in the graphic below and detailed in section 2.2.3.

AWARENESS → UNDERSTANDING → INVOLVEMENT → LIVING THE VISION



Figure 6 - Engagement Process

We anticipate, based on past experience, that a c.65% reduction in size and a c.35% reduction in overall current front line estate operating costs will be achieved by implementing locality strategies, aligned to 'One Barnet' principles, across the borough.

We will provide improved and appropriate access for customers to services in the DSZ – and in future Wards as the programme is rolled out - and will identify the appropriate property opportunities to align with the relevant customer services models. The outcome will not always be bound by existing Ward boundaries; services will be placed in locations that will most benefit the service requirements rather than the historic situation of being driven by where the available space occurs. The DSZ will serve as an example of excellence to inspire better service delivery behaviour throughout the Borough. The themes that will run through the programme roll out will be:

- and other amenities, including local shops. We would expect a mix of Council and other public sector services to be delivered from these locations but until we have engaged with the relevant stakeholders we cannot predetermine the requirements.

- Making commercial space available to create a new home for public services – it will create a new 'destination' and will help to rejuvenate localities
- An exciting design that will give rise to opportunities for new commercial, retail and leisure occupiers, while underpinning the importance of the location within the borough in support of the Council's regeneration agenda.

2.2.2.3 Insight Engine Option Appraisals

Within Barnet, we will use our Insight function to continually develop property related ideas that generate additional outcome based value from the Council's estate, aligned to the strategic priorities of the partnership. This will include new development proposals such as those highlighted in section 2.3.5 for [REDACTED] and also to inform our Community Asset Strategy and locality strategies.

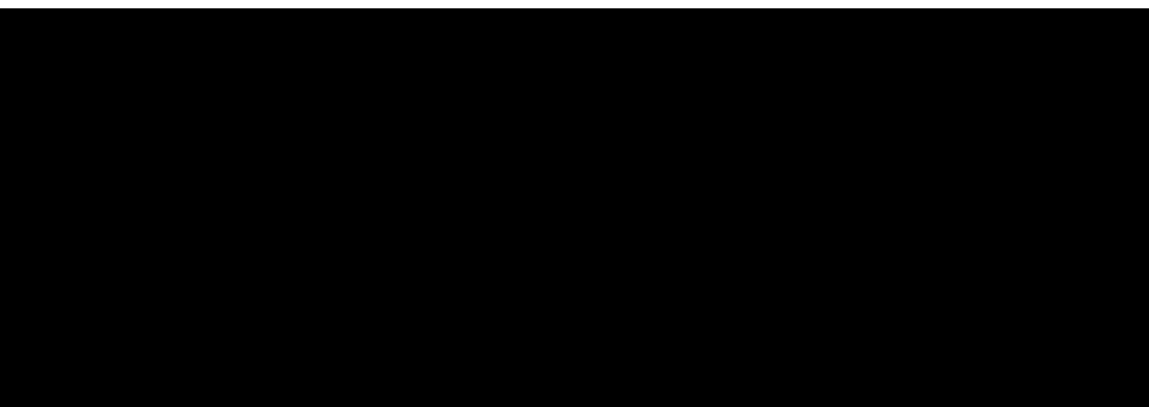
We will identify and bring forward proposals and option appraisals, at no cost to the Council, to generate this enhanced value from the Council's estate.

As part of our overarching transformational proposals for the Partnership, we are committed to continually challenge the 'as-is' and look for innovative ways to improve and transform the 'to-be' service delivery within Barnet; bring best practice into the Borough from our other strategic partnerships; and develop new ideas to test and challenge current delivery.

2.2.2.4 Property Development Capability

Capita has an extensive UK wide capability in commercial property development and we work with some of the leading developers in the country to identify and develop all manner of schemes. We will provide access to this capability, free of charge, to develop further innovation proposals.

We have developed feasibility studies and option appraisals for a number of key sites that the Council have an interest in, two of which include:



In addition to these two schemes, we will bring our national specialist in-house resources to Barnet to support and generate additional development proposals that:

- Identify ideas particularly for 'problem' sites, to enhance development and social regeneration opportunities
- Enhance the value of a Council asset through development activity

- Provide additional income streams for the Council from their operational estate by way of development opportunities
- Align and support the regeneration areas targeted by the Council's DRS partner
- Improve the use of Council assets, including schools, through development opportunities.

We will utilise the partnership's integrated design and capital project model for the development of feasibility studies through to hand over.

2.2.2.5 Internal Property charging system (as part of a CLF proposal)

Our system proposals include the implementation of a Unique Property Reference Number (UPRN) across the estate and an IS capability to use the UPRN to integrate all property information and provide financial property data, including:

- Total cost of property including but not limited to lease, rates and utilities
- Future cost of property including trend analysis and maintenance liabilities
- Cost of occupation for individual Delivery Units
- Cost of occupation per sq metre
- Cost occupation per employee.

This transparency in property costs will allow the CLF and Strategic Asset Management Team to engage with Delivery Units and demonstrate the financial benefits of releasing property space that they no longer require or under-utilise. This initiative can only be achieved through a CLF that owns and charges for property occupation so benefits realisation for vacating property can be made at a Delivery Unit level through reduced charges and at a corporate level in support of further property rationalisation plans and associated benefits.

We will use our TRAMPS Property Management system to collate individual property charges for Delivery Units and implement an internal property occupation and service charge system for space used by each Delivery Unit, providing full visibility of their property costs and encouraging them to be ambitious in releasing property which is no longer required.

2.2.2.6 Delivery of the Output specification

We understand and accept the scope of the services specified by the Council in the Output Specification and have outlined below our proposals to deliver these, all of which is aligned to our overarching principles and proposals detailed above. The activities within the service specification will form part of an annual work plan that we will develop within 3 months of service commencement and amend three months prior to the beginning of each financial year.

2.2.2.7 PS001 - Compulsory Purchase Orders

The transferring team will deliver Compulsory Purchase Order (CPO) activities within Barnet in accordance with all RICS guidance notes and recommendations. The team

will be supported by CPO specialists within our Urban Vision partnership, who have successfully completed over 2,000 CPO's on behalf of Salford City Council.

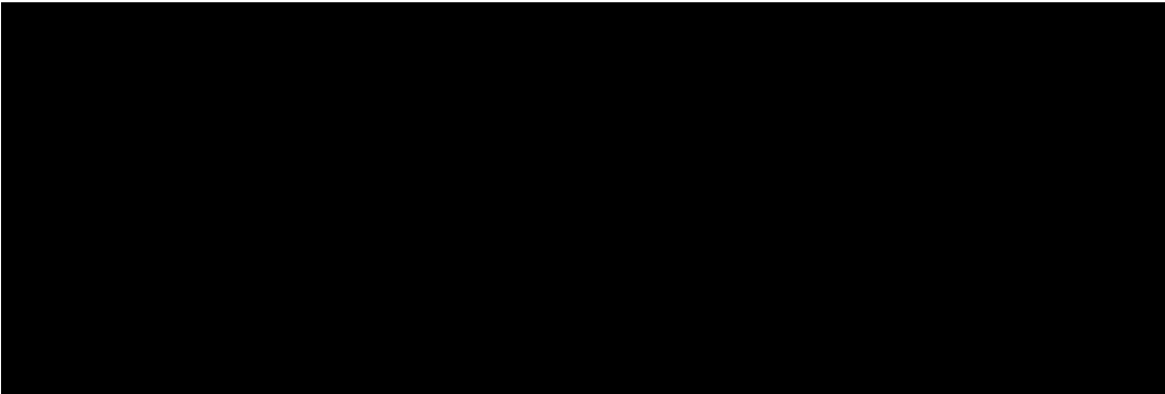
In circumstances where it is not possible to negotiate a purchase by agreement, the Council will need to obtain and implement a Compulsory Purchase Order. At this stage, we will have prepared estimates and undertaken discovery exercises. Once the Compulsory Purchase is initiated by the service of notices, we will commence negotiations under the compensation legislation. We will conclude to legal completion, arrange settlement of compensation and manage the process in order that the Council may acquire the property in a timely manner.

Our surveyors will use our TRAMPS property management system to record and update progress on individual CPO activities and KELL software to support the valuation services required within the CPO service.

2.2.2.8 PS002 - Commercial Estate Management

The Authority has a non-operational property assets portfolio - the commercial estate - that includes a range of office and retail properties owned by the Council. Industrial properties are primarily held on contracted out leases with a view to redevelopment of the estates. The current annual rental income for the portfolio is £5.3m.

The estate operates with minimal voids, details of arrears are limited but rent collection shows a shortfall of 17.5% on the data set provided.



We will integrate the management of the investment estate into Capita's London based commercial property management division, allowing us to manage the estate with improved commercialism whilst retaining empathy and understanding with the Council's non financial requirements from the commercial estate. This initiative has allowed us to put a financial guarantee on the increased income we will drive from the estate.

To achieve this, we will deliver a more efficient estate, improve tenant retention and continue to minimise void periods through our lettings strategy. We will seek to increase rents where possible through capital works programmes, branding and tenant co-location. We will work with tenants during their occupation to understand their needs and problems and ensure they view the Council (as their landlord) as a positive factor in the success of the business. We will look to improve the marketing and advertising income currently received from the investment estate. By focussing on these areas, we will improve the financial performance of the estate and increase tenants' satisfaction.

Schedule 4 includes detail of our financial commitments in respect of the investment estate.

We will continually review the yield performance of the estate and make recommendations to the Council for disposal and investment activities. Specific initiatives we will introduce into the management of the estate include:

Strengthen the 'Barnet' Brand

We will work to improve the perception of Barnet as a Landlord, which will in turn support our plans to grow the Commercial Estate income. This will involve refreshing the image of particular parades of shops and multi tenant locations. We carried out this exercise for Wellingborough Borough Council on their industrial properties, undertaking essential and cosmetic works, improving security and renaming estates. This led to an increase in headline rental and a massive improvement in perception by potential tenants.

Property Audit

To increase rental income across the estate, we will target under-utilised space, under rented space and areas where we can engineer additional value through works or the planning system. To do this, we will undertake an audit of the estate from two perspectives. One will be the desktop review of SAP and associated sources of data, the second will be a site inspection programme of the entire estate to capture all the additional information we require.

Detailed photography will be undertaken to record current condition and identify tenants' breaches. This audit will be the start of the on-going Landlord and Tenant relationship.

The product of the audit will be a property strategy paper for each asset, looking at ways we can improve income generation and tenant satisfaction. It will also identify areas where current data is incorrect, where additional property falls within the Council's ownership and indeed where adverse possession of assets has been taken.

We are currently undertaking this process for National Grid on 623 sites across the UK over a period of four months. By agreeing templates for inspection and reporting, we are able to manage large amounts of data collected in a relatively short time frame and will implement the same processes within Barnet.

Continuous Tenant Dialogue

Tenants needs change over their period of occupation. Having systems in place to allow dialogue between Capita and tenants will ensure we can identify needs early and work together to produce positive outcomes for both parties. Should a business be seeking to expand, we will do everything possible to keep that tenant within the estate. The major property companies, such as AXA REIM, for whom we act, go to great lengths to work with tenants during the lease so that should the need arise for more space, everything is done to make the transition from one site to another simple. This includes limiting dilapidations payments and covering legal costs. Our goal is to build one to one relationships with as many tenants as possible.

Our surveyors operate under our Tenant Care programme, a set of principles and procedures that underpin everything we do in managing tenants throughout the UK from within our business.

We will be clear from the outset on what is expected from Tenants and in turn what they can expect from us as a Landlord. A single page flyer will be included with every new letting, lease renewal or rent review that will detail contacts within the Council and Capita who can help tenants. Through the one to one relationships we will establish, we will pick up on non payment of rent, understand the reasons and set out a path where the tenant can improve their situation.

In terms of Governance, regular updates and progress reports on the Investment Estate will be fed into the Strategic Asset Management Group (SAMG).

Some of the above services will also be provided to the Council's operation leased estate where appropriate, including community assets and shared accommodation through sub-letting agreements.

2.2.2.9 PS003, PS004, PS005, PS007, PS010 & PS015 - Landlord and Tenant

We will use the integrated property management system to deliver a comprehensive database of all data required to manage the Council's portfolio effectively. It will provide an automated diary reminder system and standardised documentation enabling efficient and effective action in respect of service of statutory notices, implementation of rent reviews, lease renewals, service charges etc for properties where the Council are either acting as Landlord or Tenant.

The service itself will be delivered within Barnet by the transferring team, supported by our commercial real estate business in London when appropriate.

A key element of this will be training of staff to ensure they are equipped with the skills to make full use of the system and have the confidence to stop using the current legacy systems.

The helpdesk service we implement within the Estates Service will be responsible for monitoring and reporting of diary events, ensuring that all activities, rent reviews, lease renewals, works orders etc are progressing appropriately. The helpdesk team will also be responsible for monitoring of statutory compliance systems, whether the responsibility of the landlord or the tenant.

Surveyors will deliver the services in accordance with RICS guidance and appropriate legislation. We have experience of developing attractive 'business builder' tenancy agreements, which acknowledge and reflect the needs of new and growing businesses whilst at the same time protecting the Local Authority's financial position and will utilise this experience within Barnet through our wider property forums.

We will develop and maintain accurate electronic tenancy and account records as we view these as essential to ensuring rental levels are maximised.

Following a review of the transferring team, we will divide and allocate the management of the portfolio within the team. Our systems will ensure each surveyor has the information at hand to effectively manage properties on an individual basis

whilst having the ability to take snap shots and detailed information across the portfolio. Within Barnet individual surveyors managing one of these mini portfolios will be responsible for:

- Negotiation of terms of individual leases
- Liaison with legal services to complete legal formalities
- Provision of advice on the operation of the agreements
- Arranging for works during occupation and at the end of the lease
- Arranging for fit out works if necessary
- Arranging the moving process – both in and out of the property
- Arranging any sub-letting as appropriate.

By having a system in place that focuses on property assets individually, we will be able to ensure they are put to the best use, maintained in best condition and that all lease covenants are properly and correctly adhered to.

This close day to day focus upon individual properties will result in prompt and correct implementation of rent reviews and lease renewals, will minimise rental losses from failing tenants and vacant premises and ensure the Council are getting best use of the assets they occupy as a tenant.

As detailed within section 2.1.2.2 and 2.2.2 of this Method Statement, we will use our commercial expertise and building services colleagues to support the delivery of Landlord and Tenant services, including dilapidation surveys, management of works and services, Landlord Consent and approvals.

We will implement a structured approach to a programmed cyclical review of the leased estate in order to ensure opportunities for termination, procurement or subletting are identified and actioned in line with the Council's wider strategies. We will provide a proactive and robust approach to identifying opportunities for leasehold termination, sub letting surplus property and procurement in line with portfolio strategy.

The future vision of service delivery involves sharing accommodation with partners in the public, private and voluntary sectors, so this service element will be important as the need for additional flexibility will have to be incorporated within property agreements. By improving the use of properties across the public sector, we will support the partnership to improve customer service across Council Delivery Unit front line services and across the wider Barnet public sector.

We recognise the benefits we can drive within this service by improving the use of the Council's assets across the Borough, with multi tenant and multi use buildings and have provided further details on how we will achieve this in sections 2.3.1 Corporate Landlord Function and section 2.3.2 Community Asset Strategy of this Method Statement.

Our integrated Asset Management Group, which meets monthly, will ensure mini portfolio management is discussed as part of total portfolio management. The team will be supported to manage the portfolio from a corporate perspective, supported by our system reporting functionality.

Whilst our mini portfolio management structure will ensure focus on individual properties, we will implement a robust governance structure within the team to ensure decision-making is controlled by the management team within our property services and therefore aligned to the Council's wider strategies and requirements.

Each mini portfolio holder will be expected to produce risk and opportunity reports from their part of the estate. These will then be discussed and collated within a monthly portfolio team meeting facilitated by our 2 team leaders from the services. From this group will come a risk and opportunity plan across the estate, fed into the integrated assets management group and then into our development of the Council's Strategic Asset Management Plan.

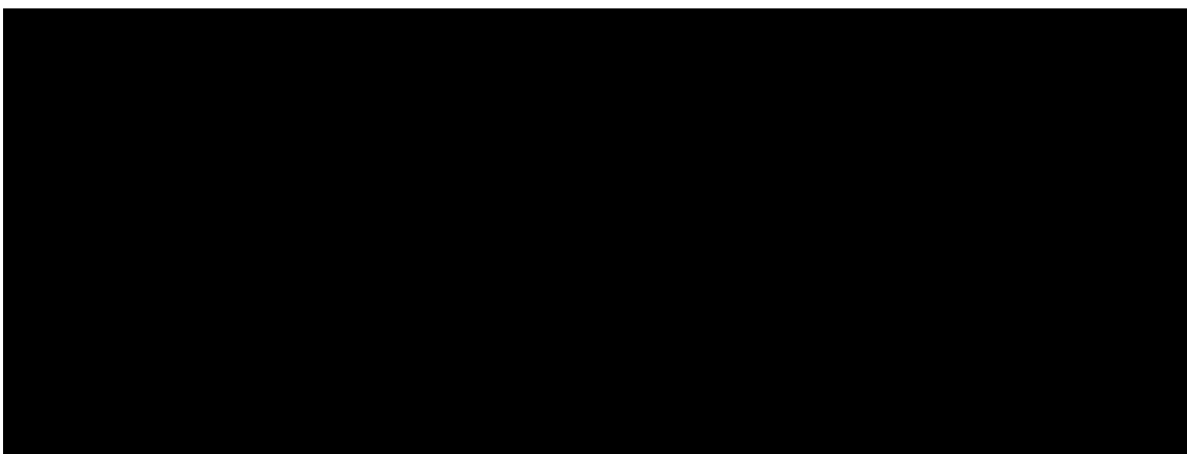
Actions from this plan will then flow back to mini portfolio holders to implement, ensuring actions are aligned to future plans. We recognise that there will also be risks and opportunities that are more operational and focussed upon an individual property and, subject to approval levels we set, surveyors will be expected to implement actions as and when required.

2.2.2.10 PS006 Dilapidations

The low risk/ low value dilapidation management and interim dilapidation inspection and management within Barnet will be delivered by the transferring team. For high value or high risk dilapidation requirements, we will support the transferring team with specialist expertise from our commercial real estate business based in London (who have a successful track record of managing dilapidation activities across large and complex portfolios, both from a landlord and a tenant perspective).

All work will be carried out to meet our BS ISO 9001 Quality requirements for dilapidation management and aligned to RICS Dilapidation protocols.

Through our model of integration, the transferring Building Services team will be part of the dilapidation process, working with the property surveying team for inspections, to prepare the schedule of dilapidations and, to estimate costs of individual activities via our quantity surveying team and the schedule of benchmark rates we can apply as an initial desktop exercise.



2.2.2.11 PS008, PS014 & PS018 - Planning and Regeneration

Within planning and regeneration services, we understand the need to work with the Council's DRS partner to ensure an integrated and joined up approach is delivered on behalf of the London Borough of Barnet. We will work with the DRS partner to develop a collaborative agreement including service delivery plans, governance and benefit realisation measurements where the services have reliance or crossover with the other. We expect the DRS partner to also work in this integrated and collaborative way.

Within the NSCSO service delivery, our Director of Estates will be our nominated Regeneration Champion, working with the DRS partner and Barnet Homes to provide a range of our professional services as and when required.

In addition, our Regeneration Champion will ensure the strategic asset management service we deliver takes full consideration of the regeneration plans within DRS, that the future estate is aligned to these plans and that it drives best value for the Council. An example of this comes from our partnership with Blackburn with Darwen Council - regeneration activities and the Council's freehold property holdings were considered as one, ensuring those properties where additional value would be driven through regeneration were retained for future disposal, generating an additional £5m of capital receipts over a 6 year period.

Capita has a specialist planning department based within three of our local authority partnerships. We will use these resources for any planning advice we require, including section 106 activities and planning applications.

Feasibility studies for development proposals will be provided from within the transferring team with the support of our London based development team.

2.2.2.12 PS009 & PS016 - Encroachments & Appropriations

Encroachment and appropriation services will be delivered by the transferring team in Barnet in accordance with RICS guidance and appropriate legislation. Our integrated property management system will hold up to date records to support these activities.

2.2.2.13 PS011 & PS0017 - Valuations

We recognise that this service area is one that cuts across all areas of the Estates Service. It is of particular Corporate and Statutory importance to the Council, where advice on land and property values has a significant impact on the decision making process, relative to the delivery of Corporate initiatives and objectives of the Council and the Barnet Group.

For capital accounting purposes, we will value the top 10 value assets, schools and DRC on an annual basis and value the remainder of the Council's portfolio on a 5 year rolling programme, valuing 20% each year. For the housing stock, we will provide annual valuations on a rolling programme, whereby every 3rd year a full valuation is undertaken and the years in between are subject to desktop valuations.

All valuations will be carried out in accordance with VSEM12 and red book guidelines. To achieve this, we will review the current valuation processes and procedures and, where necessary, implement improved practice through the adoption of effective quality management systems ensuring that all valuation advice

meets best practice, statutory and client requirements. Within the initial six months of service commencement, we will meet with our finance colleagues to develop the protocols and systems required to ensure our valuations and reports are aligned with corporate finance requirements.

Following clarification questions, we confirm that the valuation services described above have been included within our annual service charge.

Feasibility studies for development proposals will be provided from within the transferring team with the support of our London based development team. This will ensure we are providing the best advice possible, informed by our local knowledge within Barnet, and are positioned within the wider development world.

2.2.2.14 PS012 - Ratings Advice

Initially, we will use the new contract framework in place to deliver ratings advice and forensic audits with Barnet. It is our intention to terminate these frameworks within the initial 12 months of service provision and deliver a Capita in-house model on behalf of the Council. However, rating is a specialist service and we do not intend to develop this service within the transferring team. Our Real Estate office in London will provide the Rating Appeals service. Locally, staff will require a good knowledge of rating and this will be supported by mentoring from the London office.

We will develop a ratings strategy in Barnet within six months of service commencement. To prepare the strategy report, an information gathering exercise, taking all the relevant data from our property systems, and making a comparison of data with the District Valuer's published valuation data, will be carried out. It will also be necessary to request service department information (e.g. school numbers), in order to consider formula based calculations.

2.2.2.15 PS013, PS019 & PS020 - Acquisitions and Disposals

The Council's CAMP and our Strategic Asset Management Plan will be key documents in developing a strategy and plan of work for acquisition and disposal activities. The plan will be developed/ reviewed on an annual basis and any activities required will form part of our annual work programme.

Acquisitions will be undertaken either through a CPO scheme or via the identification of land and property that will support departments and the Council to meet its stated objectives. The majority of acquisitions will be undertaken by the transferring team, with specialist supported provided by our London based Real Estate business when required. All activities will be undertaken in accordance with our internal QA procedures IMS104 and in accordance with the Practice Statements in the RICS Appraisal and Valuation Standards 'Red Book'.

Disposal services will be managed by the transferring team to ensure we reduce the likelihood of injunction and reviews etc. However, the actual disposal activities will be provided by our commercial real estate team, as we use our commercial knowledge and developer expertise to ensure we get best value for the Council on any disposal.

The transferring team will provide the services required for court protection cases.

Following clarification questions from the Council, we confirm that the disposal services described above are included in our annual service charge and we will not charge a percentage fee on any disposals that we complete on behalf of the Council.

2.2.3 BUILDING SERVICES

Our vision for Building Services is to deliver a high quality technical support service that ensures the Council's portfolio is compliant with statutory legislation, is maintained to provide a safe and healthy working environment for staff and visitors, reduces life cycle costs of the Council's assets and reduces energy consumption within the estate.

2.2.3.1 Our Proposal

The Service will be delivered by the current in-house team located in Barnet. We will use our Insight Engine to effectively develop and implement asset management strategies, ensuring we invest in the right assets, at the right time, to get best value from the available budgets and reduce the overall cost of maintenance activities throughout the life of the partnership. We will improve customer services by reducing the number of reactive calls and minimising the disruption of planned maintenance through the delivery of out of hours maintenance activities where appropriate.

Our solution will support the EcoSystem through the local supply chain we use to deliver maintenance activities. We will support the local supply chain through the provision of four workshops per annum, available for all local supply chain partners in areas such as compliance, professional development and, once per annum, a winning work course. This will improve the delivery and efficiency of our local suppliers within the Councils estate and support the local supply chain to win work outside of Barnet, growing their business and helping Barnet become a successful London suburb.

Our systems approach within building services, detailed in 2.2.2.3 and 2.2.2.6 of this section, will enable our customers to do things for themselves and vastly improve customer service within the Estates function.

For example, a building occupier finding a faulty light in a toilet will have the ability to log the fault from their desktop. This will be directed through our automated processes to our helpdesk system. One of our custodians will initially receive this type of job request via a mobile device and will investigate the fault and attempt a first time fix.

If unable to rectify the fault, the custodian can reallocate the task to one of our supply chain partners via the helpdesk system. A local electrician may turn up to do the work, but suspect there could be asbestos in the ceiling. Via our InfoExchange system, available through the web portal, the contractor can have an immediate look at the on-line asbestos register and on finding no asbestos present, get on with completing the job.

Our solution within building services includes Capita acting as the Council's Technical Advisor (TA) for all capital projects where the service is required. As the Council's TA, we will provide comprehensive direction, support and multidisciplinary technical advice and design input to any accommodation or infrastructure project. We will work with the Council and its advisors to establish the most efficient and cost effective procurement method for programmes of work, and on a project by project

basis, to ensure partner selection provides the right level of skills and value for money. Post selection, we will continue to work the private sector consortium partner to ensure the Council receives the services in accordance with the defined Authority Requirements.

We will deliver initial conception services free of charge to the Council and will deliver all other services as either a fixed fee or a time charge in accordance with the day rates we have provided within our financial submission, applied to the activities we undertake. Should a percentage fee for a programme of work be more appropriate then we will agree this as part of the special projects governance and approval process for the partnership.

Our proposal is for Capita to deliver Multi Disciplinary Design (MDD) Services for all projects unless agreed through the special projects governance and approval process or excluded as part of a Design and Build type of contract. We will develop an LBB design process which will be used to agree then freeze design principles and construction techniques early on in the process and be used to establish design parameters for projects going forward. This will allow Capita or any appointed constructor to negotiate and manage a supply chain from an early stage of the project.

Our percentage fees for all design work will be dependent upon on the complexity of each project or programme of works, the value of work and the procurement contract in place but we commit to these fees being in the range of 8% and 12% for any given project. In addition, we commit to charging fees no more than those fees we have committed to the Government Procurement Service (GPS) framework banding rates. The Special Projects governance procedures within Schedule 15 will be used to agree the most appropriate percentage fee on a project and we would advise the Council to implement a benchmarking project every two years to ensure the fees we charge are providing good value to the Council.

We will supplement this team and develop them so they are equipped to complete design activities. Delivery will be supported by our UK wide multi disciplinary design and project management team located throughout the UK, including the 700 staff we currently have based out of our London offices.

Upon transfer, we will integrate the Capital Projects team within Corporate Programmes into the Estates team and will develop a specialist Schools Education Service within Estates in response to the current pressure the Council are facing in the provision of school places through to 2019. This Service will be a matrix type of Service from across all Estates functions, will be managed by our Building Services Manager and be delivered on four levels:

- Educational strategy
- Capital Programmes
- Education support
- Traded services.

Further details of this proposal can be found in section 2.3.4 of this Method Statement. We recognise the necessity of compliant buildings for the Council and the

influence a strategic building service will provide within NSCSO and we are committed to delivering our service vision to provide the following outcomes:

- Improved customer service for end users
- Reduced life cycle costs within the portfolio
- Transparency and visibility of statutory compliance for all relevant stakeholders
- Reduce energy consumption from within the estate
- Contribution to the EcoSystem
- Support Barnet to become a successful London suburb through the development and growth of our local supply chain
- High quality service delivery
- An enhanced education service within Barnet.

2.2.3.2 Delivery of the Output Specification

We understand and accept the scope of the services specified by the Council in the Output Specification and have outlined below our proposals to deliver these, all of which is aligned to our overarching principles and proposals detailed above.

2.2.3.3 BS001, BS003, BS007 & BS009 - Planned Preventative and Reactive Maintenance

During dialogue, we have learned that the Council currently deliver maintenance activities with a circa 70% reactive element. Though the Insight provided within our technology solution, we will develop a planned maintenance program for all Repair and Maintenance activity requirements and target a ratio of 75:25 planned vs. reactive tasks within the portfolio.

We will drive this change in the current delivery model by developing and implementing a Planned Program Maintenance (PPM) regime, initially within the office and civic estate and, as part of any agreed implementation of a Corporate Landlord Function, across the entire estate by year three of the partnership. We will be responsible for the operation and maintenance of all items of plant and equipment and the PPM will optimise asset performance for the duration of their effective life.

Whilst industry recognised HVAC recommendations will be considered during the development of the PPM, the final programme will be based on a 'Business Focussed' regime, where the operational use and risk of failure are prime considerations, ensuring the PPM delivers best value for the Council, driving out cost savings whilst managing risk.

An example of the approach we take is two air conditioning units, one installed in a data server room, the second in a meeting room. HVAC recommends a similar regime for each unit, while our business focussed approach recognises the differences between the constant use of the unit within a server room versus the limited use of that within a meeting room and the inherent variance in risk of failure of each. In this instance, business focussed maintenance would programme an

additional service for the server room installation and reduce the service requirement for the unit in the meeting room. Since the majority of organisations have more meeting rooms than server rooms, this initiative will drive out cost efficiencies (guaranteed within our commercial offer), whilst ensuring the high risk server rooms receive an improved service regime that reduces the risk of failure in a highly sensitive area.

Within our Strategic Partnership with Blackburn with Darwen Council, we inherited a maintenance service that was 80% reactive. It now delivers a 75% planned programme against a 25% reactive using a business focussed regime, an initiative that has saved the Council 22% on maintenance costs.

Specifically, to deliver this new PPM regime, we will:

- Utilise information from condition surveys to strategically inform the Asset Management Plan
- Interrogate condition survey information, prioritising data by condition and priority of repair to formulate a five year planned revenue programme in line with available budget streams
- Interrogate condition survey information, prioritising data by condition, priority and capital suitability to formulate a draft five year planned capital programme
- Develop and implement a routine maintenance inspection programme
- Implement the full delivery of planned programmes and contractor management
- Monitor and escalate incidents based on SLAs and agreed threshold warnings
- Prepare planned programme schedules to support capital funding opportunities on behalf of the Council.

We will manage the delivery of maintenance activities, initially through the existing supply chain being used within Barnet. However, all of these contractors will need to be vetted through Capita's Quality Management System prior to delivering any services on our behalf and we will complete this within 3 months of service commencement.

The system we will implement within Barnet is our British Standards ISO 9001, 14001 and 18001 Business Management System which contains all the mandatory procedures needed for Capita to deliver successful and complaint services.

Through our existing operations, we have access to a wide range of national and London based contractors and should any of the current supply chain fail to meet our minimum standards and not participate in improvement plans, we will call upon these relationships to manage business continuity and service delivery. However, as part of our EcoSystem, we will expect the supply chain to participate in our improvement plans.

Our internal reporting process and asset monitoring from the daily maintenance activity will provide asset information and performance data. This information for key

assets will be prioritised into replacement, refurbishment or maintenance and feed action and recommendations into the PPM and capital replacement programme.

We will minimise disruption to the Council's business activities by providing regular reports highlighting when maintenance is due, so that any necessary disruption can be planned and mitigated.

Our approach in Barnet will be similar to that which we have taken to many of our other local authority partnerships, encouraging the development of FM related staff to deliver routine maintenance activities within the portfolio. To achieve this, we will identify the top 10 job requests that get reported into the helpdesk from across the portfolio. We will then implement 'tool box talks' across appropriate FM staff, training them in the repair and maintenance of the top 10 jobs. The above initiatives will reduce costs of maintenance services, improve delivery through a reduction in failures and lead to reduced life cycle costs within asset management for LBB.

The key individuals involved in the delivery of the service objectives will be the Building Services Manager and a Maintenance Team Leader. These two posts will also be responsible for instigating the cultural methods of working (both technical and personal), which will ensure that all operatives deployed within Building Services are trained in new ways of working and instil a one team culture.

During clarifications, the Council requested that we provide detail on how we will ensure our approach to repairs and maintenance will not have a detrimental affect on the condition of the civic estate during the life of the partnership and we have set this out below:

The Council will arrange for Condition Assessments on the Civic Estate to be completed by the Service Transfer Date and the results of these assessments will be provided to Capita. These Condition Assessments will provide a comprehensive description of the standard and condition of the Civic Estate.

These Condition Assessments will provide the baseline to which we will maintain and repair the Civic Estate provided that the Council's transferring budgets are sufficient to enable us to carry out and complete the necessary repairs and maintenance works

Using this baseline, we will develop a draft planned maintenance programme, as detailed at the beginning of this section, for agreement with the Council. We will then implement the agreed programme through the supply chain and in-house resources. We will also carry out any repair works required through the supply chain and in-house resources.

It is our understanding that the budget for repairs and maintenance that will transfer over to deliver R&M to the civic estate is £600,000 per annum. We will carry out a discovery exercise of this budget during mobilisation to verify the transferring budget is sufficient to deliver the R&M programme to the civic estate and advise the Council should this not be the case.

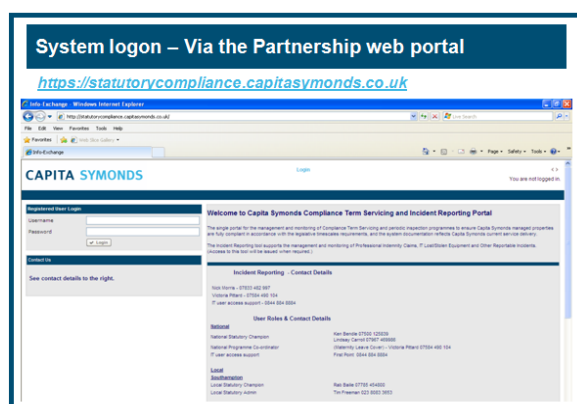
From the Condition Assessments, we will develop a capital programme for each building in the civic estate that will identify any backlog maintenance issues or asset replacement requirements as part of a life cycle replacement programme.

As and when an asset needs replacing as part of the agreed capital programme we develop, we expect the Council to meet any of these costs from their capital budgets which are not planned to transfer into the NSCSO partnership.

3 months prior to the natural end of the contract, we will carry out condition surveys on the civic estate to at least the same standard that the original surveys were carried out, and subject to the Council having funded the agreed capital programmes over the term, we commit to handing the buildings back to the Council in no worse condition than when they transferred into the partnership.

2.2.3.4 BS002 - Statutory Testing and Inspection

We currently manage over one million statutory compliance activities on behalf of our clients each year and are acutely aware of the consequences of failure within this area. We will improve the current management of statutory compliance within LBB through the introduction of new systems into Barnet, the integration of the partnership

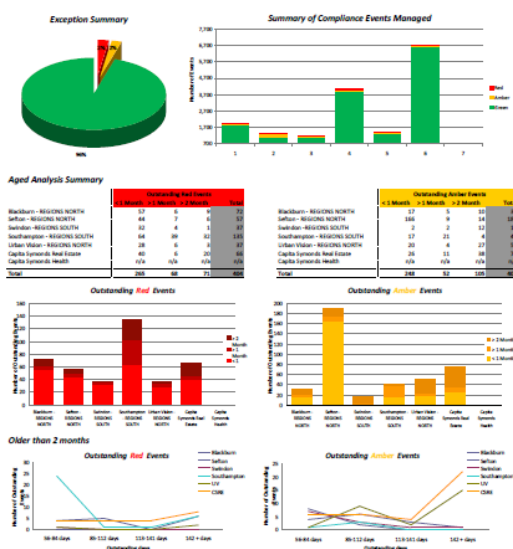


into our national compliance structure and the development of local resources through targeted statutory compliance training.

Statutory compliance will be managed and monitored via the Info Exchange system we demonstrated to the council during the technology day, and the periodic inspection term servicing programmes we will manage, both of which will ensure our service delivery is fully compliant, in

accordance with legislative timescales and our contractual requirements. Info Exchange also has a document library which provides an effective audit trail to for documentation.

Info Exchange will be available to all stakeholders via an on-line web portal, and contains all the procedures, processes, planned activities, diary management, documentation, protocols and support information required for us to effectively manage statutory compliance on behalf of Barnet. Info Exchange has a suite of reporting functions that is available through controlled access to relevant stakeholders to deliver real time reporting on the compliance activities we manage at site, partnership and national levels, thereby giving local surveyors a detailed report on performance and planned activities, whilst allowing our Senior Management board to see a real time snapshot of what is happening at a national level.



The reports available can be tailored to meet LBB's requirements and available as real time information to the Council's Lead Member and Chief Executive as they execute their own duty of care responsibilities via us.

In addition to Info Exchange, the partnership will become part of our national compliance implementation and monitoring system, which, within Barnet will include:

- **National Statutory Champion** - Oversees the management of the system, sets compliance targets, provides technical support, creates governance rules, establishes procedures and signs off changes to any Business Units local variations to system rules or national procedures
- **National Programme Coordinator** - Provides administrative support to each business unit and manages system settings/data, ensuring any problems with the system or enquiries/system development ideas are recorded and discussed with the National Statutory Champion and monitored till closure
- **Local Statutory Champion** - Within Barnet, we will appoint one of the transferring employees into the role of Statutory Champion who will manage the monitoring and reporting of local compliance performance and data management and ensure local system data integrity is maintained.

From dialogue, we have ascertained that there are some gaps in the current systems that have been identified as needing attention in order to make the Council's in-scope estate fully compliant.

For the avoidance of doubt, our financial submission assumes the Civic Estate will transfer over in a fully compliant state on day one. We expect any costs incurred in addressing non-compliance should this not be the case upon service transfer, to be met by the Authority.

2.2.3.5 BS004 - Building Surveying Services

Initially we will deliver building surveying services as a replica of the current model within the Council, utilising the current contractors list for multi disciplinary design services for all in-flight projects and for delivering new projects initiated within the first six months of service commencement.

During this period, we will develop a business case for Council approval and, subject to the business case proving Value for Money to the Council, will provide an in-house multi disciplinary design service as a development of the transferring team, supported via Capita's 3,000 strong design and PM staff located across the UK, including 700 staff in our three London based offices. Further details of our design proposals are provided in section 2.2.2.2.

We will utilise our 'Integrated Surveyor' tool within Barnet. This will allow surveyors to visit a building and carry out condition and statutory compliance surveys in the same visit. We will train and develop our surveyors to enable them to deliver a multi discipline survey approach in Barnet, whilst each surveyor will retain their core skills to ensure we have expertise within all fields. Our approach will allow, for example, a mechanical surveyor to be trained as a competent person to deliver asbestos inspections and a suitability audit. To support our integrated approach, surveyors will be issued with our Integrated Surveying tool, an iPad type tablet with drag and drop technology and pre loaded survey templates. This allows surveyors to deliver a

number of survey inspections within each room/ building they visit. This will be available within six months of service commencement.

Survey data collected will be uploaded onto our integrated property system and deposited in the correct location for viewing and future reporting. Our building surveyors will also deliver the following services:

- Readily available advice, guidance and budget costing on potential budget/planned schemes
- Problem solving, planned schemes for establishment needs, arranging repairs/managing contractors and controlling works from start to finish
- Immediate response to calls for emergency repairs.

Under the requirement of the planned preventative maintenance programme, the Building Surveyors will also support, where necessary and applicable, the planning and delivery of minor capital works. Our surveying team will be part of the integrated asset management group, providing a conduit for valuable and important knowledge and information about the assets.

We will implement a Whole Life Asset Management regime within the building surveying service, developing our surveyors in the principles and application of whole life costing, which will:

- Reduce the future operating costs of the Council's assets
- Deliver cost efficiencies in future maintenance frequencies
- Optimise the capital replacement programme based on real time performance and future liabilities
- Reduce the CO2 emissions within the Council's portfolio
- Improve critical asset availability to support operations
- Minimise future disruption for end users
- Improve the future working environment for Council staff
- Deliver improved maintenance reliability
- Improve cost certainty in future maintenance forecasts
- Improve the Planned : Reactive maintenance ratio within the Council
- Deliver a Whole Life Asset Management service that demonstrates a Value for Money approach.

Our Whole Life Cost programme will be developed through business cases, submitted and considered within the Asset Management Group (AMG). We will develop future maintenance programmes and Whole Life Cost (WLC) techniques as a value management and continuous improvement tool when developing and

delivering condition improvement and planned maintenance programmes. To deliver this programme we will:

- Collate condition survey information
- Interrogate condition survey information, prioritising data by condition, priority and capital suitability to formulate an annual rolling five year planned maintenance capital programme for submission to and approval by the Authority
- Challenge these programmes through WLC evaluation methods to identify assets that would potentially produce WLC savings through the implementation of upgrades or renewals
- Develop and implement a business focussed maintenance regime programme across all M&E assets
- Capture all information associated with the ownership of each of these assets (boiler, air conditioning unit, roller shutter etc.), including:
 - Life Cycle Costs – the costs incurred for the necessary replacement of asset items
 - Operation & Maintenance Costs – the hard and soft costs incurred in the maintenance and operation of the asset
 - Decommissioning Costs – these costs, where appropriate, will be apportioned to the parts of the Project either considered redundant or for ‘recycling’
- Collate this information into a ‘rest of life’ cost of the asset using Net Present Value methods to provide a single figure representing all the future life costs of their operation
- Develop alternative methods of maintenance delivery for WLC evaluation. The Models will including Refresh, Repair, Replace and Re-engineer
- Use evaluation techniques to identify priority WLC savings based on investment: benefits ratio (payback period) and develop a priority programme of capital and revenue investment schemes aligned to internal budget conditions
- Develop an options based business case for upgrade and renewal schemes
- Work with Capita’s funding champion to identify opportunities to obtain external funding for the implementation of agreed WLC schemes
- Implement approved schemes through the Programme Management Office
- Continually report on WLC benefits realised within the partnership.

As detailed above for new projects requiring design services, we will develop a business case to provide these from an in house model. Should this be approved by the Council, we will bring this work in-house, strengthening the transferring team with the required resources to deliver end to end multi-discipline design and project management services.

Our experience in the design and project management of maintenance, minor works and more complex new builds will ensure we provide Barnet with an efficient service that is fully aligned to organisational priorities. The design team will provide continuity and manage all programmes and projects of work from initial brief through to final defects clearance. We will appoint a Design Lead within the team, responsible for the planning, coordination and delivery of projects from RIBA stages A to L and who, in conjunction with our Business Development Manager, will be responsible for the growth of our design business within Barnet and North London.

Within the team, we will develop a Programme Management Service (PMS) tasked with the programming and delivery of efficient and effective end to end construction projects and asset programmes of work. We will take a holistic view of work programmes, driving out efficiencies by using business intelligence and management information to develop programme strategies based on information from the CLF and the integrated Asset Management Group to ensure we bundle work where appropriate and programme work according to priorities and cost considerations.

The Design Team, through its network of contacts and experience, will be able to advise on innovative appropriate solutions through RIBA Stages A - C. As a consequence of this governance, innovation is carried out on the drawing board, allowing scenarios to be modelled, tested, benchmarked and agreed long before any construction or refurbishment phases.

This early crystallisation of project objectives will enable the team to develop a common palette of materials that is at the heart of design standardisation. Costs will be managed from the earliest stages of design as the designer will have a commercial appreciation of the budget in terms of building area and specification levels. Spending on elements will then be prioritised and allocated to deliver best value.

The use of this defined palette, allied to a forward order book developed within the five year capital programme, will leverage our discussions with the downstream supply chain to bring further benefits to the Council.

In addition, we will introduce a Design to Cost document into all capital projects. This, tool has been developed and successfully employed by Capita in a number of our collaborations with the intention of standardising solutions and the selection of materials in order to build up unit rates against these selections and allow accurate and informed cost planning. Past problem areas are also identified, allowing them to be avoided in the future, and areas to avoid are highlighted (e.g. relative to insurance constraints) thereby reducing risk against the outturn costs.

As the supply chain will be part of, and can influence, the design solution, the cost advice received from contractors at an early stage of design becomes accurate and tangible and any changes will be recorded by the Project Manager allowing the QS and commercial team to monitor the performance of their suppliers.

The Design to Cost document includes:

- Description of generic pricing process, including approximate timing and gateways
- Description of work classes, such as light (minor) refurbishment, major (heavy) refurbishment/remodelling, to ensure consistency

- Design parameters to be tailored for each project e.g. GIFA, target substructure price, changes in level, floor to ceiling heights
- Design to cost issues (both new build and refurbishment) reviewed, specific to each project. This includes a brief description with reason, any abnormal and explanatory notes
- Summary of finishes (types related to spaces)
- Summary of external area type (area breakdown) specific to each project
- Schedule of abnormal cost allowances – to be reviewed and updated as project progresses
- Target percentage for external materials, glazing, cladding types (for example, brick render)
- Description of information required for costing purposes.

The document is reviewed for each project. Where it is proposed to vary from the guidance/parameters, the reasons are recorded so that they can be evaluated at the end of the project for possible inclusion as an improvement. This level of rigour around standardisation of elements allows the design team to build up a bank of standard drawings that further assists the accuracy of the design information. These standards will be tested and refined through the construction phase.

To support our approach, we will integrate the capital projects team within Corporate Programmes with the capital surveying team in Building Services to deliver an integrated capital programme and provide a specialist Educational service into Barnet. We will develop a three year capital strategy for Education that will reduce the capital costs for additional school place requirements. We have provided more detail of our proposed schools capital scheme within our specific projects section.

2.2.3.6 BS005 - Energy and utilities

Within the scope of Building Services is the requirement for the partner to deliver technical and administrative support for the management of Utilities.

In terms of business as usual, we will be heavily involved in the four main areas of Utility Management:

- **Procurement** – Providing technical support and leadership to the procurement of energy via the partnerships procurement team
- **Energy Bureau Services** – Monitoring, BMS, Data collection, billing, initially via the Council's Laser contact
- **Compliance** – Carbon Reduction Commitment (CRC), Display Energy Certificate (DEC) and, Energy Performance Certificates (EPC) management
- **Energy Efficiency** – Managing interventions that will reduce consumption through investment in people, processes and technologies.

In delivering these, Capita will manage the Council's current partner Laser, who procure utilities on behalf of the Council and provide a Bureau service within Barnet. We will work closely with Laser to ensure we get the required data to manage and reduce energy consumption in the future. Upon the implementation of a CLF, we will develop proposals of how we procure and charge for utilities within a service charge type of regime.

We will introduce an Energy Compliance Officer into the service to develop and monitor the implementation of a compliance plan across the Council's estate. This service has been included within our cost model for the Civic Buildings and we will re-charge other delivery units for our service until a CLF is implemented with the associated centralisation of budgets.

Savings will be generated from a number of activities, including:

- Using the 80:20 principle, we will work with Laser to identify the largest consumers of energy, both in the civic estate and wider council estate, and concentrate our investigative and remedial effort on those buildings (20% of buildings using 80% of consumption)
- Undertake a full review of energy reporting systems in operation and Building Management Systems (BMS) in order, where possible, to gain control of consumption
- Undertake a building optimisation survey on appropriate buildings. An appointed Energy Efficiency Manager (EEM) will visit all the sites identified and agree the optimum control settings for Heating, Lighting, and Ventilation. Once agreed they will be controlled by the EEM
- The EEM will also undertake training and awareness programmes so that users:
 - Understand the benefits of good energy management to both the Council and the wider sustainability agenda
 - Fully understand the consequences of their actions.

This activity serves a number of purposes in understanding the opportunities, taking control of consumption and raising awareness. Other activities we will undertake include:

- Setting up an energy focus group within the large buildings and conduct surveys and informal focus group meetings to evaluate how end users perceive energy management and identify improvement ideas
- Using visual aids throughout the buildings to promote energy awareness, inform people of energy performance of their building, including trends, and use our FM staff to place a sticker on desktops and other appliances that have been left on after working hours
- Through Laser, establishing energy league tables within buildings and between similar buildings to drive competitiveness amongst building occupiers

- Engaging end users in monthly energy saving campaigns. For example a 'switch off for lunch' week or a 'don't walk by' campaign
- Implementing quarterly 'tool box talks' for all transferring staff to cover energy highlighting the effect each person's behaviour can have upon energy consumption.

We will manage the regular use of energy and utilities whether for the transferring FM budgets or for retained service budgets. Annual budgets are calculated based on previous known consumption figures, known tariff changes and any changes to infrastructure i.e. number of buildings, occupancy, energy savings initiatives implemented (see below). These are calculated for each billing account number (or group of account numbers) relative to any individual cost centre.

Actual costs are taken from the invoiced bills which are subject to on-going monitoring and analysis which may include the following:

- Budget v Actual
- Meter Data - either from smart meters and remote reporting or by physical checking of an agreed % of addresses per billing period
- Degree day adjustments
- Actual v Estimated meter readings (ensuring at least one actual reading per annum)
- Relevant Building Management Systems (BMS)

Reporting is then agreed on a monthly or quarterly basis depending on the requirements of the budget holder and/or the size of the property. In addition to reporting on budget v actual costs for budget holders the energy cost and consumption information is also used in a number of other aspects including:

- Calculation of carbon usage for the purpose of monitoring progress against Carbon Reduction Commitments and the Council Carbon Strategy (bi-annual)
- Calculation and issue of DEC/EPC certificates (annual)
- Measurement of the effectiveness of carbon saving initiatives (project-based, see below)

Proactive monitoring of energy and utilities and undertaking initiatives to reduce consumption has allowed us to guarantee a reduction in operating charges for gas, electricity and water. Schedule 4 provides for the following:

- We will manage the budgets relating to the Utility Charges for the Civic Estate through a bank account held in Trust and will pay any invoices received in relation to these on behalf of the Authority. These managed budgets will be treated as pass through and will attract no overhead and margin.
- We will effectively manage consumption and energy efficiencies through the identification of both technical and managerial consumption opportunities, for example through the deployment of more energy efficient equipment, and

processes, cultural change programmes, implementing robust monitoring and control processes and where there is a business case to do so, through the implementation of technologies

- A guaranteed reduction - by the end of Year 2 - in the Civic Estate gas, electricity and water consumption baselined on annual consumption within the Civic Estate at Service Transfer Date. In the event that we are able to generate additional savings as a result of further consumption reductions for the Civic Estate the savings will be shared 50/50 between the Council and Capita.

As part of our Procurement and Finance Service activities we will seek to minimise the cost of utility charges by undertaking the following activities:

- Undertake Contract renegotiation activities in relation to Utility contracts and develop the energy procurement strategy to ensure maximum flexibility and value for money is achieved by looking at different contract structures, for example fixed, fully/part flexible as well as considering other collaborative procurement opportunities. The procurement strategy as well as the governance associated will be reviewed and developed by Capita in conjunction with the Council.
- We will robustly seek the recovery of any overpayment of Energy and Utility bills by undertaking supplier invoice validation and compliance audits to identify any overpayments that may have occurred as a result of errors, duplication or incorrect information.

Low level Capital schemes with Return on Investment (ROI)

We will create a number of mini business plans for capital based schemes designed to reduce consumption. These will include such projects as:

- Voltage regulation
- Variable speed drives for pumps and motors
- Lighting controls
- Small scale LED lighting replacement
- Liquid Pool covers
- Combined Heat and Power units.

Each individual mini business plan will identify:

- Description of the scheme
- Cost of implementation
- Calculated reduction in consumption and anticipated annual (and contract life) savings profile
- Key milestones and project deliverables
- Impact on users and other council delivery units

- Risk assessments (H&S, Financial, and Commercial).

On completion, each will be signed off and the savings added to the benefits card towards the energy saving guarantee. We anticipate savings of around 10% - 12% p.a. based on an optimum five year ROI.

Schemes to be built into future planned maintenance and refurbishment

These are characterised by the fact that in themselves they do not necessarily provide an acceptable ROI, but represent good value as an incremental cost (as part of a bigger planned maintenance and refurbishment capital programme). Such schemes include:

- Double glazing
- Roof and wall insulation
- Heating and Lighting controls
- Draft reduction measures
- Natural (non powered) ventilation
- Ventilation control systems
- Large scale LED lighting replacement
- Boiler replacement (Bio fuel).

2.2.3.7 BS006 - Helpdesk

As part of our partnership proposals, we will implement a partnership portal with a single point of entry for all helpdesk services across the partnership. We will also implement an automated routing system that will ask callers to press a number for the service they require and route this to the relevant service within the NSCSO Partnership all Estates related calls will be channelled to the helpdesk service we implement within the Estates team. The helpdesk service will be delivered from Barnet between the hours of 8.00am and 5.30pm on all working days. Outside of these times, calls will be routed to our national support service, available 24/7 365 days per annum for emergency calls and other incidents.

The service offered from within Barnet will have specific knowledge of the portfolio and end user requirements, developed through Insight over the initial six months of service commencement and logged via our Atrium Asset Management helpdesk system. Initially, we will bring additional resources into the Barnet team to implement the helpdesk and operate it for the first month. During this time we will work with transferring staff to identify appropriate resource who can take on helpdesk duties and implement a training programme to enable a seamless transition. Initial training will include specific software training and customer service training and over a period of time the helpdesk operatives will also have portfolio awareness training implemented.

In addition to telephone contact, end users will have the ability to use email or helpdesk templates to request service and repairs.

All requests will be logged. An automated email will be sent to the end users notifying them that a service request has been logged and advising them of the maximum time that has been allocated to complete the job, according to the level of importance. Within Barnet, we will implement 4 levels of priority and response times:

Priority 1 - Emergency attended within 30 minutes of the request being logged.

Priority 2 - Urgent, attended within 4 hours of the request being logged.

Priority 3 - Routine, attended within 48 hours of the request being logged (not including weekends and public holidays).

Priority 4 - Standard, attended with 5 working days of the request being logged.

The system will generate tracking reports, maintain accurate and historical records and have the ability to audit jobs and report on trend analysis either at an asset, building or job type level.

2.2.3.8 BS008 - Traded Services

Building services has the opportunity to trade its services to a number of non-core budget holders, principally to schools and The Barnet Group through the Housing Revenue Account.

These services cover all those described at the beginning of this section as well as design and Capital Projects (below and Education Services 2.3.5). They are characterised as Professional Technical and Project Management services within the built environment.

These Traded services provide a valuable and important source of income to the Building Services budget and it is therefore vital that Capita seek to nurture the already excellent relationships and trust that has been built up over the years between these customers and the Building Services Team.

Our model for growth is entirely aligned with this approach and will be enhanced by the opportunity to provide additional services (i.e. skills not currently available within the existing team) without the need to appoint third party organisations.

This provides us with a unique opportunity to be able to approach partners in Schools, The Barnet Group, Middlesex University and Regeneration, offering to provide feasibility studies at our own risk where we can see that there are future opportunities for income generation for the Building Services team.

2.2.4 FACILITIES MANAGEMENT

From dialogue, we understand that the services are provided as stand-alone services, such that the cleaning function is outsourced and does not include any integration with the custodian services; the custodian services are provided to a good standard but not integrated with Building Services team; the Print and Mail service is delivered as a stand-alone service; and the Facilities Management functions are only part aligned with other management functions, so the occupiers / directorates do not enjoy an integrated approach to customer relationship management or service provision.

In addition, we recognise the strategic role a future FM service can provide us and we will develop appropriate FM operatives with the skills required to deliver a more strategic service in areas such as space management, flexible working and energy reduction.

2.2.4.1 Our Proposal

Our vision for the Facilities Management service is to drive integration across the various FM functions and develop our 'One Team' approach. This will improve the culture whereby operatives 'own the space' they are working in rather than delivering a single service into that space. This will drive our efficiencies and improve the customer experience of the service.

From Day 1 the service will be delivered by the current in-house team located in Barnet, supported by mentors from Capita and underpinned by our Subject Matter Experts (SMEs) from within our business to deliver a seamless transfer of responsibility and allow the existing team to adapt to the service model within the NSCSO.

Between month three and six, we will develop a customer centric future service plan by implementing our co-design principles on 2 levels:

- **Transferring staff** - We will set up a staff representative group to identify current performance and potential improvement ideas
- **End users** - We will hold several internal workshops attended by end user representation who will evaluate current performance and help co-design the future FM service.

In addition, our SMEs will play an active role in the future development of the services, introducing best practice from around our public and private sector partnerships to support the development of a new service.

There are a number of initiatives that underpin our proposals that we will introduce via our co-design activities, including:

- Integrating the various Estate functions into the one overall Estates management service, providing a common ICT platform and an integrated management team to drive through the service integration approach we require
- Developing a 'One Team' approach across all Estates services, especially relevant within the FM functions to remove duplication and improve the customer experience. For example, custodians and mail currently carry out various delivery and walk around functions within NLBP - through a One Team approach, we will remove duplication and streamline the delivery service to customers
- Implementing our 'Own the Space' initiatives, whereby operatives are encouraged to own the space they are working in rather than the activity they are performing. For example, a cleaning operative cleaning meeting rooms will be encouraged to complete a security check of windows etc, report any maintenance issues and actively participate in our energy awareness programmes
- Centralising help desk and customer access to request services and report faults. This will enable us to manage demand through a robust and intelligent helpdesk

service that has asset information available through our property system. This proposal is detailed within section 2.2.2.7 of this Method Statement

- Implementing the Condecco room booking system as detailed within section 4.1 of this method statement.

We will work with the transferring staff to identify and encourage the development of appropriate FM related staff to deliver routine maintenance activities within the portfolio. To achieve this, we will identify the top 10 job requests that get reported into the helpdesk. We will implement a training regime across appropriate FM staff, training them in the repair and maintenance of the top 10 jobs. As part of the implementation of a Corporate Landlord Function (CLF - see 2.3.1), we propose to:

- Develop and grow the current service throughout the Council's property portfolio as we implement an Estates management service in support of a CLF, allowing FM to leverage economies of scale and service integration opportunities across the Council's portfolio
- Develop staff to support our proposals for a more agile working environment within the Council as we recognise the benefits of having FM operatives aware of, and managing, operational delivery in support of the culture needed within a successful agile work place. For example, AWP will place additional demand on retained space through increased and flexible utilisation. Our FM operatives will monitor shared space, ensure teams and individuals do not become 'territorial' and ensure the space is maintained to meet service user requirements.

Our proposals will support the partnership to deliver NSCSO requirements and the Council's strategic objectives, including:

- Delivering efficiency savings
- Improving the customer experience of FM, underpinned by our co-design activities
- Supporting the drive for a new relationship with citizens as the FM service provides on-going management to our Agile Workplace Programme
- Assisting the delivery of the Council's One Barnet aspirations as FM will be pivotal in the delivery of future services across shared accommodation.

2.2.4.2 Delivering the Output Specification

We understand and accept the scope of the services specified by the Council in the Output Specification and have outlined below how we intend to deliver these, all aligned to our overarching principles and proposals detailed throughout this method statement.

2.2.4.3 FM001 - Compliance Documents

Any documents required will be entered onto our works programme system with due dates and requirements, including what needs to be done when to ensure the Council are compliant at all times. Our helpdesk service will monitor the progress of these activities and report into the management team if any activities are not being progressed as required and potentially put the Council at risk of non compliance. The management team will manage any issues accordingly.

2.2.4.4 FM002, FM003, FM004, FM005 & FM006 Security & CCTV Services

The fundamental duties of security personnel are to protect people and assets; traditionally providing guards to manage access and egress and perform monitoring patrols throughout the day and night. Whilst our day 1 service will have a Business as Usual focus, we have a 'duty of care' responsibility to fully evaluate current systems and procedures, carry out a risk management exercise and implement any required changes this highlights, ensuring the working practices of the security officers are to the standard required within the outsourced Services. We will use Capita's Security Consultancy Service to deliver this evaluation.

The transferring FM management team will manage and monitor the security contractor on a day to day basis in accordance with Capita's 'management of contractors' procedures, the Council's existing procedures and BS7499, BS7958, BS 8495 and the British Security Industry code of practice Act 2001.

We will work with the new security contractor and look for ways we can integrate the service into our One Team approach, allowing security staff to expand their current duties and deliver additional services where possible and cost effective. Whilst we are not privy to the exact nature of duties that the new contract requires from the contractor, in other partnerships we have looked to our security partner to deliver a number of additional services and will do the same in Barnet. Such services have included:

- Providing porterage and room set up/set down duties for a variety of functions, meetings and events
- Undertaking premises surveillance patrols and take remedial action in relation to break in, vandalism, lift faults etc.
- Reporting building repairs
- Carrying out minor repairs and maintenance
- Providing access and egress control out of hours for emergency services, H&S induction including Asbestos Registers etc.
- Dealing with emergency spills, flood mop-ups etc.
- Sweeping and keeping tidy the perimeter of the premises and car park
- Clearing snow and grit and providing safe access to the main doors.

2.2.4.5 FM007, FM008, FM009, FM017, FM019 FM021, FM024, FM025, FM026, FM028 - Various Requirements

All of the above requirements will be delivered via the transferring custodian team. The catalyst for some of our improvement initiatives will be the integration of the mail and courier team with the custodians and the current supply chain. This will enable them to buy-in to our 'One Team' approach and, through the support from the Capita partnership into the current FM management, enable the service to mature and develop. Within the civic and public office estate, we will:

- Develop appropriate custodians to deliver a more managed approach to service delivery, allowing custodians to 'manage the space' in appropriate buildings and act as the FM supervisor for service delivery. This will include custodians performing some of the tasks that a supply chain partner or building surveyor currently performs, such as routine water testing and energy saving initiatives
- Investigate the most common job requests coming from the civic and public building estate and train appropriate custodians to deliver these requests where the task allows
- Implement a universal Info Exchange management system to ensure full reporting compliance with legislative requirements and best practice in terms of Fire Safety, H&S, plant and equipment safety
- Integrate the various patrols and delivery procedures currently in place within the civic estate to improve efficiencies and deliver a more customer centric service
- Ensure appropriate custodian staff are developed and informed into our future flexible working requirements, allowing us to support property rationalisation and a flexible working environment through Facilities Managers, supervisors and custodians continually assessing the working environment, ensuring they facilitate a workplace culture that supports Council policy. As the custodians become more integrated in FM delivery, developing appropriate individuals to be trained in other FM areas this will reduce our reliance on a supply chain going forward.

This will in turn allow Capita to develop the FM function to have an opportunity to trade its services to the much wider estate (under CLF) and to external budget holders, Schools, The Barnet Group, Middlesex University.

2.2.4.6 FM010, FM011 & FM012

While the FM service will play a part in the delivery of these activities, in many ways the FM team will act on behalf of the client, ensuring the delivery of the activities is informed by client requirements and the impact upon operations is focussed towards improved customer services.

The majority of delivery for the activities will be completed by the FM's building service colleagues, who will use information drawn from our planned maintenance programme within the asset management system to organise and deliver the activities through consultation with the FM team and compliance with Council policy. All certification and documents will be held upon our systems and available through the web portal as read only documentation.

Fire drills, some routine inspections and some minor repairs will be delivered by the FM team as detailed within 2.2.3.3.

2.2.4.7 FM013 & FM014 Waste Management

The delivery of waste management activities will be completed in accordance with Council policy. Within the initial six months of service commencement, we will audit these policies and procedures and look to improve them by integrating our own BS ISO 14001 Environmental policies and procedures.

We will appoint one of the transferring staff to an 'Environmental Champion' role, working with the Council team to develop and implement recyclable initiatives to reduce waste and improve recycling results.

Confidential and hazardous waste activities will be reviewed during the preferred bidder stage and any risk identified managed accordingly to ensure these activities are delivered in accordance with relevant regulations, including:

- Environment Act 1995
- Environmental Protection Act 1990
- Controlled Waste Regulations 1992 SI 588 and all amendments
- Hazardous Waste (England and Wales) Regulations 2005, SI 894
- Waste Management (England and Wales) Regulations 2006.

We manage confidential waste for many clients throughout the UK, including the Ministry of Defence and criminal Records Bureau and therefore have an in-depth understanding of how important confidential waste activities are for organisations and what is required to ensure correct policy and procedures are in place. We will use this knowledge and expertise to ensure the Council is protected at all times and officers, citizens and Council members have confidence in how we manage and dispose of confidential waste.

Our national agreements with two of the UK's largest confidential waste contractors will support us in ensuring confidential waste collection in Barnet meets all requirements.

2.2.4.8 FM015 Cleaning

There are two elements of the cleaning operation within the output specification:

- Management of the current cleaning contractor
- Direct delivery of cleaning at the Mill Hill Depot.

Similar to our approach to management of security services, we will liaise with the cleaning contractor to drive our 'One Team' approach and look for opportunities where the cleaners can support our integration initiatives, again ensuring that cleaners own the space they are working in rather than just owning the activity they are delivering.

We will deploy our mentoring management resource from within Capita to work alongside the transferring FM team in a customer facing role for an initial three months. This will ensure we develop a deep understanding of current performance and future requirements on all sites and use this information to drive through improvements and integration initiatives.

We will deliver the cleaning of Mill Hill depot directly through the transferring staff, ensuring the staff are trained in our BS/ISO requirements and have the appropriate BICS training within the first 6 months of service commencement.

We understand how cleaning, like all FM services, is measured as much through 'perception' as it is by reality. We will therefore implement user engagement forums as part of our communication plan to ensure we understand requirements, manage expectations and deliver a service that benefits from good end user perceptions.

Our cleaning operatives will also play a pivotal role in future energy reductions, as these are the ones who are out and about within buildings, can identify areas where unnecessary energy consumption and will be able to report this through our One Team approach.

2.2.4.9 FM016 Office Space

Within sections 1.1 and 2.0 and in particular 2.3.3 we have detailed our proposals to transform the Council's current estate, maximise the use and reduce the cost of accommodation to the Council. At the heart of these proposals is an Agile Working Programme (AWP) that will reduce the amount of space required but increase the demand for use of the remainder of space. This transformation will impact upon the FM team and we will train and develop staff to manage space as a 'retail space' ensuring it is available and in the condition required as and when needed.

From experience, we know that this will involve more frequent cleaning, a different security arrangement, a booking system that can book desk as well as breakout areas and meeting rooms, increased maintenance requests and continual assessment of space being offered (similar to that found in most retail office environments, such as Regis).

Our Agile workplace plans are due to be implemented between months 12 and 32 on service commencement. We expect to see the above requirements impact upon the FM services being delivered during this period.

We will develop a bespoke Barnet training programme for FM staff that will enable operatives to deliver these new requirements and will implement this culture six months prior to the impact of change being realised. This will allow us to manage out any issues and ensure we are ready to deliver a first class service as the changes and impacts are being experienced.

Our systems will collate all financial information that can provide a total cost of property, down to desk level. Our proposals for re-charging these costs are detailed within section 2.3.1 Corporate Landlord Function, including our proposals for a future internal property charging system.

2.2.4.10 FM018 - Corporate Room Booking

We will implement the Condecco room booking system within Barnet and have provided details of this within section 2.1.2.6.

2.2.4.11 FM022 & FM023 - Landlord and Tenant Management

Throughout the civic portfolio, we will use an integrated approach between all of the transferring Estates team to ensure we liaise and manage both landlord and tenants appropriately and with the right resource for the task at hand. We will review the current communication and liaison arrangements in place and develop these further to ensure we manage all of these stakeholders accordingly, reducing and risk and liabilities for the Council from both a landlord or tenant perspective.

2.2.4.12 FM027 Archiving

We will deliver an 'as-is' archiving services for the first 12 months of service commencement as informed through the archiving strategy due to be implemented within the Council by 1st January 2013. By month twelve of service commencement, we will develop a business case for the implementation of our full electronic document management system.

2.2.4.13 FM029 Vending Machines

We will evaluate the current vending arrangements within the Council and develop a proposal for Council approval for any changes we recommend.

2.2.4.14 FM030 Unmanned Operational Sites

Our FM and building services staff will develop standards and procedures for the management of unmanned sites within the first three months of service commencement. These new standards will be implemented by month six of service commencement and ensure all sites are safe, compliant and fit for purpose, protecting the council, its employees and visitors at all times.

2.2.5 PRINT

Our vision for the Barnet Print Centre, which is currently regarded as very good within the Council, is to invest in new technology and improved printing solutions and to completely refresh all the Multi Function Devices and print room high volume machines by month three of service commencement. This will enable us to develop the service into the premium source of document solutions for the Council, members, schools, The Barnet Group and other partners within Barnet, providing us with an opportunity to grow the service via our shared accommodation and 'One Public Sector' proposals.

We see the Print Service as key element of our Agile Workplace Programme, and will ensure the solution we implement has the flexibility to respond to a changing estate without leaving the Council with a liability from redundant machines. In addition, our new solution will have the capability to allow end users to experience 'follow me' printing so they can print to, and scan from, any machine within the fleet via their ICT network provision.

2.2.5.1 Our Proposal

We will continue to deliver a print service from the current print room within NLBP whilst incorporating the Barnet print service with other Capita print and document services. This will enable us to capitalise on the local strength of speed and service, underpinned by new services that may be provided by Capita remotely and vice versa.

We will refresh all of the current MFDs and print room devices with new machines. We will also implement a print strategy that provides an end-to-end, fulfilment and mailing service to drive printing to the most appropriate devices and locations, thereby taking advantage of lower printing costs.

We will implement OneM@il document management software and OneMarket technology to provide automated workflow and batched fulfilment processes across all end users.

Our proposals for Barnet include innovative technology and proven processes and procedures which will deliver a wide range of benefits to the Council including:

- A cost effective service that delivers significant cash savings to the Council
- Automated processes and procedures that will enable end users to reduce face to face interventions with self help activities
- Transparency and control of costs within departments as printing usage is automatically costed to the end users departmental budgets with on-line reporting functionality providing real time visibility of spend
- High quality service delivery via the new machines and technology that we will implement
- Support for our Agile Workplace programme and the Council's One Barnet aspirations
- Significant scaling down of the traditional mailroom, messenger and printing activities
- Reduced property costs through centralised reprographics, MFD /print fleet and stationery stocks and a rationalised MFD estate.

2.2.5.2 In-house Print production

The print room is used widely throughout the Council in order to produce bulk jobs and where appropriate, outsource specialist output media types. Through dialogue we have noted that:

- There are multi-platform hardware systems from the likes of Xerox, Sharp, Ricoh and Konica Minolta
- The Print Room offers a number of finishing options - punch, comb and wire bind, folding, booklet making and numbering - a lot of which are offline
- Onsite stock holding of highly consumable parts is limited.

The structure of the in house print department will remain largely unchanged. We will supplement local expertise with support and mentoring from our other sites.

We will work with the Council to implement a print strategy that provides an end-to-end, best value print, fulfilment and mailing service which will drive printing to the most appropriate devices and locations to take advantage of lower printing costs.

We will implement any hardware and/or staff required to manage or produce the corporate printing requirements of the Council. Using the correct technology, the need to actually print all documents will be reduced and electronic distribution encouraged. We will also stream data to other Capita Print facilities, including our UK printing hub in Birmingham, depending on volumes and logistics.

2.2.5.3 Print Management

There are no lithographic printing facilities within the business unit. All litho print is procured via a panel of local printing companies through the Barnet Print Centre. The annual spend on print procurement is circa £240,000; this includes four colour, one & two colour, envelopes and ID Cards.

We will continue to use a local supply chain to deliver these requirements, contributing to our EcoSystem proposals.

2.2.5.4 OneMarket Technology

Our proposed OneMarket solution provides:

- Automated document workflow, with no single point of failure
- Well maintained, vetted and audited supplier chain – ensuring the highest standards of data security, quality, environmental and colour management values
- Automated reporting and invoicing functions, delivering MI on all jobs received and processed
- Removal of paper trail requirements
- Creation and configuration of documents to produce an efficient production stream with a guaranteed SLA to meet Customer requirements
- Instant pricing against agreed rates.

2.2.5.5 Transactional Print

Through discovery exercises, we have identified documents which could be produced through other Capita Print facilities, such as Council Tax, Payslips, P45s and Non-Domestic Rates documents.

We recommend delivery of this requirement from our established variable data printing site in Birmingham, which is equipped with state of the art equipment.. LBB will benefit from the expertise offered from this site and also from other benefits such as disaster recovery, and potential savings on postage through economies of scale.

2.2.5.6 Desktop Printing - OneM@il

In addition to predictable, high volume forms and correspondence, all general white mail generated by contact centres and office staff, for example in response to bespoke customer queries, will also be redirected for print fulfilment and despatch through our specialist document production centres. This is achieved by deploying our Hybrid Mail solution, OneM@il, as shown below:

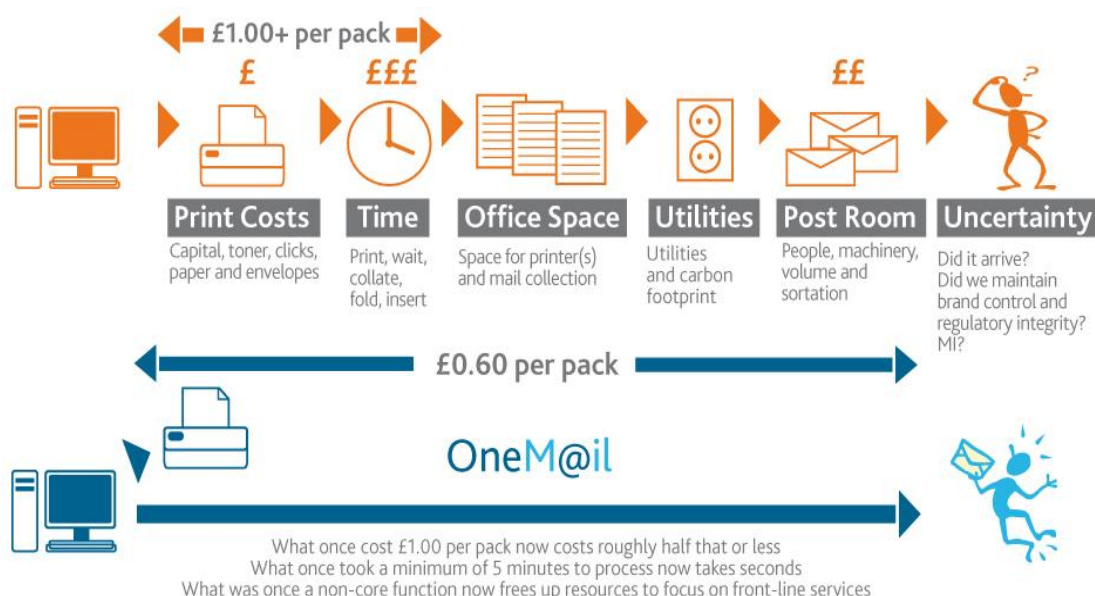


Figure 7 - OneM@il benefits over traditional local office print and mail environments

Using an icon on the desktop, employees can select the documents they wish to create on-screen, by using customisable templated material. They will also be able to select inserts, class of postage, and will be able to track their job from submission through to mailing.

The output will be electronically batched with correspondence of similar physical properties, routed through an Emtex VIP output management tool to the appropriate document production centre, based on specification of the job and spare capacity at each of the centres. The scope of potential templates and base stationery is fully captured up front, to ensure that any correspondence generated can be immediately processed, and all documents, fonts and envelopes are correct and aligned.

2.2.5.7 Multi Functional Devices (MFD)

Our proposal has been based on data provided by LBB (as referenced below), and information collected during site visits.

DEVICES	CALCULATED MONO VOLUME PA	CALCULATED COLOUR VOLUME PA	CALCULATED COST PA
82 General Use MFDs	8,436,724	1,114,732	£212,994.66
3 Print Room MFDs	Unknown	unknown	£94,000.00
			£306,994.66

Through visits and dialogue, we have also identified the following:

- General use MFDs are integrated with Safecom Pull Printing solution (a function which the Council will retain)
- Some departments have purchased their own equipment, which has meant a devolved approach to supplier management.

From the outset, our driver is to provide an improved service and ensure Barnet is able to realise a guaranteed cost saving for general printing, copying, faxing and scanning. The MFD solution will fit into the Barnet Agile Workplace Programme (AWP) to ensure users throughout the Council have access to the relevant print/copy/scan/fax technology wherever they are. As the AWP will be tailored to the bespoke requirements of Barnet, the MFDs will fall in line with the property requirements, restrictions and objectives in place, thus ensuring an MFD solution that is fit for purpose.

We will also refresh the Print Room machines and update technology to provide the following;

- 'Online' finishing options to speed up a number of processes such as booklet finishing
- Advanced job ticketing software where staff can submit jobs via an online portal and Document Centre administrators are able to properly manage their workflow
- Print management software for departmental cross-charging, if this is an option the Council would like to pursue.

Our MFD and Print room proposals are summarised in the following table and will all be implemented by month three of service commencement

1	<ul style="list-style-type: none"> ▪ Proposed General Use MFD Solution. 	<p>Inclusive of</p> <ul style="list-style-type: none"> ▪ 82 x brand new Ricoh MFDs ▪ Advanced Pcounter Print Management Software ▪ CRDS Proactive Management ▪ Provision of 'buttons' for the Pull Print authentication ▪ Maintenance and service provision for all of the above.
2	<ul style="list-style-type: none"> ▪ Proposed Print Room Solution. 	<p>Inclusive of</p> <ul style="list-style-type: none"> ▪ 2 x brand new Ricoh Print Room MFDs ▪ Advanced Doc-Q-Manager Print Room job ticketing and workflow software ▪ CRDS Proactive Management ▪ Maintenance and service provision for all of the above.

2.2.5.8 Mail Room and Courier services

As we have outlined in the Facilities Management proposal, we intend to merge the Mail Room and Courier staff into a single entity to enable them to 'buy-in' to our 'One Team' approach. This will allow for increased flexibility in working practices whilst maintaining the high standards already set. Whilst the management of these staff will

transfer to FM they will of course retain a very close working relationship with Document and Print in order to ensure the delivery of important and time bound services such as distribution of Agendas, Minutes and Council papers to Members.

2.2.5.9 Delivery of the Output Specification

As many of the requirements within the output specification are delivered through the solutions we have described above, we have used the table below to summarise what we will do to deliver the Output Specification:

SERVICE	OUTPUT SPEC #	DESCRIPTION	CURRENT	PROPOSED
Print buying	DPM01	Through the use and management of the print framework agreement	Outsourced through Barnet print centre	OneMarket
Multi functional devices	DPM02	Management of fleet of fleet of MFDs in buildings and offices	Management of current contract and use of 2e2 to maintain	Review and propose new supplier and new rules for use
Envelope printing	DPM03	Production of printed envelopes including business reply envelopes (BRE) and outgoing postage paid impression stamp (PPI)	Outsourced through Barnet print centre	OneMarket
ID badge production	DPM03	Production of ID badges for all Council staff	Outsourced through Barnet print centre	OneMarket
Cheque printing	DPM03	Production of daily cheque requirements	Outsourced through Barnet print centre	Produced through Capita print facility
Committee printing	DPM03	Production of democratic service reports and minutes	Produced through Barnet print centre	Produced through Barnet print centre

SERVICE	OUTPUT SPEC #	DESCRIPTION	CURRENT	PROPOSED
Colour printing	DPM03	Production of high volume digital colour		Produced through Barnet print centre
Black & White printing	DPM03	Production of high quality digital mono	Produced through Barnet print centre	Produced through Barnet print centre
Large Format	DPM03	Production of mono large format copying of plans and maps		Produced through Barnet print centre
Finishing	DPM03	Various finishing capabilities for printed work produced	Produced / outsourced through Barnet print centre	Produced through Barnet print centre
Desk top publishing	DPM03	Design of documents e.g. business cards, compliment slips and occasional school prospectuses	By individual departments	Online catalogue system proposed
Variable data program development & print	DPM03	Design of variable data printing services		Produced through Capita print facility
Mailroom	DPM04	Supply of postal courier and mailroom services	Managed through print and design	Merged with custodians under FM team
Envelope inserting	DPM05	Daily inserting of envelopes	Produced through Barnet Print Centre	
Library courier	DPM06	Courier service to libraries	Managed through print and design	Merged with custodians under FM team

SERVICE	OUTPUT SPEC #	DESCRIPTION	CURRENT	PROPOSED
School bag preparation	DPM07	Courier service to schools	Managed through print and design	Merged with custodians under FM team
Councillor distribution	DPM08	Courier service to Councillors	Managed through print and design	Merged with custodians under FM team
Daily scanning	DPM09	Scanning incoming post on daily basis back scanning services for other directorates	Managed through print and design	Merged with custodians under FM team

2.3 SPECIFIC PROJECTS

In this section we focus on specific projects that will enable more efficient service delivery or realise long term revenue savings. These will be developed as business cases for Council approval and include:

- Corporate Landlord Function 2.3.1
- Community Asset Strategy 2.3.2
- Agile Workplace 2.3.3
- Education Services 2.3.4
- [REDACTED] Locality strategy 2.3.5
- Barnet House 2.3.6.

2.3.1 CORPORATE LANDLORD FUNCTION

From dialogue, we understand that LBB do not currently operate a Corporate Landlord Function (CLF) and the control, management and budgets associated with Council Land and Property Assets are at present largely devolved to operational Directorates. Consequently, some asset management decisions are taken primarily in the context of individual operational considerations rather than as a corporate and strategic function. Implementing a CLF within Barnet will allow an integrated asset management service to respond to all property and accommodation requirements across the Council, delivering outcomes that include:

- The provision of single ownership and leadership to corporately develop and deliver the Strategic Asset Management Plan across the entire Council

- Better informed strategic asset management decision making where all issues, opportunities and potential improvements are identified, understood and managed within one integrated Strategic Corporate Asset Management Plan (SCAMP)
- Removal of duplication within Delivery Units to provide a joined up and efficient Estates Service across the Council including a single team with ownership of customer satisfaction, full knowledge of the business to develop strategy; analyse opportunities; propose initiatives; and implement solutions
- Improved value from the Council's revenue and capital budgets as decisions are informed with a corporate perspective rather than a silo approach and life cycle costs are minimised where appropriate
- Identifying and delivering Capital Receipts and investment opportunities via a strategic disposal / development review process. This will ensure that operational service delivery and financial sustainability are maintained whilst creating the maximum level of return at an acceptable level of risk to the Council
- Identifying collaboration and efficiency opportunities across the Council and other public sector partners to maximise and extract as much value from the Council's retained Corporate Land and Property Assets Portfolio as possible
- Providing identity, drive and support for the future transformation programme that will be delivered within the London Borough of Barnet.

To deliver these outcomes, it is important that the CLF is established as part of a robust governance structure that ensures the outcomes are determined by front line service strategy.

This will be achieved by embedding service delivery solutions and customer access strategy at the core of a future Strategic Asset Management Plan through closer, structured liaison and planning sessions with the Delivery Units and Council partners to identify future property requirements.

It will also be governed by the views and direction determined by the Council's Asset Management Group as high level and retained commissioning body for the Council.

Implementation

Through experience, we are aware of the complexities and political gateways that need addressing in order to implement a strategic and Council wide Corporate Landlord Function within Barnet. We believe that success will be achieved by an approach that includes Executive sponsorship and corporate policy to support the CLF as well as demonstrable operational excellence to bring customers on a journey of implementation rather than it being imposed upon them.

We will deliver the implementation of CLF aligned with the other strategies and solutions proposed across the Estates Work Stream. This will ensure there is a comprehensive as well as integrated and operationally joined up 'One Barnet' approach to managing all Council land and property assets. The Capita CLF solution and its corporate, strategic and holistic approach will ensure that the CLF not only supports the Council's required outcomes, it will also start to directly inform and positively influence those outcomes as it is developed, implemented and evolves.

Given the knowledge and insight we have developed within Barnet, together with our experience of delivering and implementing a CLF approach in other councils and organisations across the country, we can confidently state how the proposed solution will deliver the required outcomes within Barnet and also set out the steps, time scales and milestones that will achieve this. We can also identify how the transferring staff will have their skills developed and also be supported and complemented in order that all the necessary resources are in place to ensure the successful implementation of the CLF within Barnet. Therefore, we believe it will be between 24 and 36 months before all aspects of a CLF are fully implemented across the organisation. Our outline plan is shown in the table below:

Table of activities and milestones

	ACTIVITY	MILESTONE DATE	DEPENDENCY (IF ANY)
1.	Introduce additional capability into the Partnership from within Capita, including Tim Mee or an equivalent as a CLF implementation advisor for the Partnership. Tim has implemented a CLF for a number of clients including the BBC.	Service Transfer Date minus 1 month	
2.	Develop a governance framework for the future delivery of the CLF and prepare a transformation strategy for its implementation.	Service Transfer Date minus 1 month	
3.	Implement an Integrated Property Asset Management System (IPAMS) within Barnet including TRAMPS property software.	Service Transfer Date minus 1 month	Quality and format of transferred data.
4.	Develop and implement a Unique Property Reference Number (UPRN) across the Council's property portfolio with a property data hierarchy that includes business unit, site, building, floor and room.	Service Transfer Date minus 1 month	Quality and format of transferred data and available plan and CAD plan data.
5.	Introduce an integrated helpdesk function into the Partnership that provides a single point of contact across a number of channels for all customer requirements.	Service Transfer Date minus 1 month	
6.	Implement a corporate wide resource booking system, allowing users to book rooms, desks and supporting equipment and services from the system according to	Service Transfer Date minus 1 month	

	ACTIVITY	MILESTONE DATE	DEPENDENCY (IF ANY)
	levels of authority.		
7.	Structure the transferring team to include a team of Strategic Asset Surveyors with a remit to support the development and implementation of the Strategic Corporate Asset Management Plan (SCAMP).	Service Transfer Date minus 1 month	Subject to transfer of available staff or the need to recruit.
8.	Implement a customer relationship team for all property services within each Directorate.	Service Transfer Date minus 1 month	As in 7 above.
9.	Transfer part of the Corporate Programmes team into the Estates Service to manage the Capital Investment Programme with a corporate focus.	Month 9	
10.	Develop a draft Council wide communication plan, for Council approval, specific to the future implementation of the CLF.	Month 9	
11.	Develop and implement a training and development programme for Estates staff to include the requirements of a future Corporate Landlord Function in Barnet.	Month 9	
12.	Develop and maintain an Estates Locality Plan (this will be the action plan for property assets that then feeds into the more strategic SCAMP), and develop the Strategic Corporate Asset Management Plan (SCAMP) aligned to the Corporate Objectives and the Council's Governance requirements.	Month 9	
13.	Through our customer relationship team, work with Council Delivery Units to produce Delivery Unit specific annual Asset Management Plans that support their front line service delivery plans.	Month 9	
14.	Collate and integrate these Delivery Unit specific plans into the Strategic Corporate Asset Management Plan (SCAMP) as part	Month 9	

	ACTIVITY	MILESTONE DATE	DEPENDENCY (IF ANY)
	of our wider development initiative.		
15.	Drive the establishment and development a One Barnet Public Sector Property Group promoting and delivering the co-location of public sector services within Barnet and also potentially in adjoining areas.	Month 9	
16.	Implement a Strategic Asset Management Group (SAMG) within the Estates Service where all service functions; including Property, Capital Programmes, Facilities Management, Building Services and Energy; work together as an integrated team to ensure operational delivery is informed with and considers all information across the Estates service.	Month 9	
17.	Integrate the CLF into the Partnership governance framework to ensure gateways and governance arrangements are fully aligned to Council requirements and that the CLF is driven by and responds to all future service delivery requirements.	Month 9	
18.	Implement a 70:30 planned v reactive maintenance programme across the Council and deliver the programme as a corporate function.	Month 9	
19.	Identify opportunities and develop initial/ outline business cases for SAMG and Council approval for property transformation projects, including but not limited to, office rationalisation, locality reviews, development and redevelopment opportunities and shared service space with other organisations. (Typically we would expect to complete an SBC in accordance with Schedule 15 with 15 working days, and an FBC will normally take between 6-18 weeks depending on the scope and complexity)	Month 9	
20.	Develop and implement a new Energy Bureau Service to manage utilities at a	Month 9 to	

	ACTIVITY	MILESTONE DATE	DEPENDENCY (IF ANY)
	corporate level throughout the Council.	Month 33	
21.	Align the CLF with customer services by implementing an evaluation audit across our future significant property proposals to ensure the proposals support the future of Council service delivery.	Month 9 to Month 33	
22.	Prepare and submit a strategic proposal for the centralisation of all property budgets across the Council to fully implement CLF and to drive and facilitate the identified benefits.	Month 9 to Month 33	
23.	Develop an Internal Property Charging System ready for implementing within Barnet upon Council's approval.	Month 9 to Month 33	
24.	Work as part of our Transformational governance proposals to ensure the CLF responds to future planned changes.	Month 9 to Month 33	
25.	Develop and initiate an Investment group aligned to the Strategic Corporate Asset Management Plan to identify and advise on strategic property investment opportunities and on the performance of existing investment properties.	Month 9 to Month 33	
26.	Develop integration with HR, ICT and Customer services across the entire NSCSO Work Stream.	Month 9 to Month 33	

The effective implementation of the required Corporate Landlord Function across all services within the London Borough of Barnet is an essential part of the wider Strategic Corporate Asset Management Plan, which is fundamental to achieving the Council's Corporate Objectives. Capita will ensure delivery of this key strategy as a core commitment and the significant corporate and strategic outcomes as summarised below:

- One single view of all corporate property assets within Barnet
- Corporate and central management for the entire land and property portfolio
- Corporate ability to ensure meeting Statutory Compliance obligations

- A strategic planning ability to meet changing operational and service delivery needs
- Informed strategic and corporate decision making on all land and property matters
- Real and complete cost information on use and effectiveness of property holdings
- Integrated 'One Barnet' approach to meeting community and service needs
- Rationalisation and investment strategy forward planning and management.

2.3.2 COMMUNITY ASSET STRATEGY

Insight and dialogue has determined that there is strong community involvement and activity within Barnet and that the Council is committed to supporting not only the development of community activities and participation but also in extending the services offered with greater integration between all community and public service organisations.

It is also clear that whilst LBB have no wish to see any groups or services curtailed, they are also keen to ensure that assets are maintained effectively and that political interests and available financial resources are all managed and controlled as effectively and efficiently as possible. Capita's experience of implementing Community Asset Strategies within other Local Authorities has shown that the typical challenges revolve around the following issues include:

- Who has actual control, management and critically responsibility for the asset
- Is the asset fit for purpose, maintained effectively and most importantly where does liability sit with regard to Health & Safety and Statutory Compliance
- How is the asset utilised and is full use made of the facilities or does one particular group hold sway over other potential users and does a particular group have an exclusivity that can lead to the asset being unused for large periods of time
- How are these groups structured in terms of key individuals or trustees and what happens if these people cease to be involved and also there can be significant difficulties and conflicts between groups when personalities or objectives clash or when prominence within the community sometimes becomes a factor
- Patronage from prominent local individuals and Elected Members can also be a significant issue either due to the locality, particular service provided or as a result of often persistent lobbying. This can lead to an in-balance in the allocation and availability of resources.

Overcoming and managing all these issues can be an extremely difficult and sensitive task and our experience elsewhere clearly shows that by having an approved and clearly understood policy approach is the only way to effectively deal with these issues. It also has to be accepted that it will never be possible to satisfy everyone (given the diversity of all these interests and groups), but the objective has to be to have a fair and transparent strategy that is then evenly implemented in all cases.

Once such a strategy has been introduced and accepted, the level of resource and the potential for conflict or misunderstanding is greatly reduced. Therefore any initial investment in time, effort and finance is more than offset over time. Additionally we have found that the comfort acquired by both the Council and all the Community Groups and Leaders is significant once a clearly defined understanding is obtained with regard to obligations, responsibilities and liabilities. This then enables them to concentrate and focus on delivering the particular service to the community that they serve.

From a financial perspective, we have had to deal with situations where Councils are seeking to charge user groups commercial occupancy rates for property assets, which then inevitably mean that they will then receive applications for support or subsidy via other budget provisions. This circular scenario is time consuming and non-productive and therefore Capita have successfully introduced proposals to both identify the real costs of supporting the community as part of Corporate Objectives and to then effectively manage and mitigate that cost over time.

There are various ways of doing this and innovative strategies can often result in commercial operations and opportunities complementing community and service driven uses. However the first steps have to be obtaining a clear understanding of the community need, comprehensive detail on all existing community assets and full clarity on the total current financial cost of support given to the community from all budget sources.

Current Situation and Key Issues

Currently LBB has a number of community property assets that are utilised by various groups in various forms and under a number of different occupational agreements. The clear intention is to have a better integrated approach to supporting community services whilst maximising the use of assets.

LBB has developed some principles for further development and consultation with regard to a Community Premises Strategy as an Appendix to the current Asset Management Plan. Capita has committed to revising and enhancing the Strategic Corporate Asset Management Plan (SCAMP) under its Corporate Landlord Function (CLF) and Strategic Asset Management proposals. We will also commit to developing the Council's stated objectives in producing a comprehensive Community Assets Strategy Proposal, for Council approval, within 12 months of service commencement. It will be formulated through extensive consultation with all relevant parties and Community organisations and be based on the successful implementation of Community Strategies with other Local Authorities.

Localism Agenda

Having regard to the Localism Agenda as well as both the national and local political interests, we will, also as part of our CLF proposals, implement a 'One Barnet Public Sector Property Group'. This will ensure that the needs and requirements of the community and other public sector groups within Barnet are fully represented and understood so that proposals can be further developed in delivering these services through a Barnet Locality Review and the development of locality strategies.

Full consideration will also be given to existing Planning Policy provisions set out in the 2011 Community Buildings Needs Assessment, namely Policy GCS1 –

Community Facilities, Policy CS2 – Community and Religious Facilities and Policy CS3 – Community and Religious Facilities – Protection.

Proposals

We will develop a solution that not only meets the requirements of the Council and the Localism and Policy Issues, but critically will meet the requirements of the vast majority of Community Groups and services wishing to occupy and utilise space in properties provided by the Council. We believe that to implement this successfully, the majority of Community facilities will be retained freehold by the Council and put into repair and then maintained by LBB in relation to the Structure & Fabric as well as for Statutory Compliance. We will appoint a Community Surveyor from the transferring team, with a remit of managing this delivery and developing a good understanding of the assets and use of them. It is by this process that we will drive better use of the community assets, enable value retention, generate revenue cost recovery and support the wider community requirements and needs within Barnet.

Our solution and commitments will facilitate appropriate buildings being retained, acquired or enhanced in the right locations throughout the Borough having regard to all ethnic, cultural, religious, health, welfare, leisure and learning considerations that will become apparent. Unsuitable buildings or locations will be replaced and surplus properties will be given an alternative use or disposed of to fund replacements.

In addition, we will use our development capability to identify assets with enhanced development value and generate ideas within the estate for development disposals that can be used to enhance the retained assets for improved community use.

Our Community Surveyor will develop a good working relationship with Community Barnet and we will develop a facilities database available for community use and accessed through our customer web portal.

All Community use will be governed under a suite of flexible agreement, such as a Licence to use the whole property or a regular use of part or even a periodic or singular use of just one element of the total property.

Community Groups will also be able to highlight and request a specific or bespoke requirement so that the opportunity will exist to make a case for LBB to consider the provision of the required accommodation or additional facilities based on the identified Community Benefit.

In addition, we will identify current assets suitable for shared use between the Council, the community and the wider Barnet public sector and develop proposals for multi use buildings in support of the One Barnet objectives and our property rationalisation and Agile Workplace proposals.

Implementation

Capita will deliver a comprehensive Community Assets Strategy Proposal for Council approval, which will address and deliver solutions relating to the following:

- Ownership, control and management of Community Assets
- Corporate strategies and policies relating to Community Assets within Barnet

- Rationalisation of existing Community Assets within Barnet
- Statutory Compliance obligations and responsibilities for all retained Community Assets
- Repair, maintenance and enhancement of retained Community Assets
- Comprehensive costs for holding and retaining Community Assets
- Operational management of retained Community Assets
- Future and changing Community Assets property requirements.

Table of activities and milestones

The proposed solution and activities with regard to a Community Assets Strategy and what they include are outlined in the table set out below:

	ACTIVITY	MILESTONE DATE
1.	Develop and produce a comprehensive Community Assets Strategy proposal for Council approval.	Month 9
2.	Undertake extensive consultation with all relevant individuals and organisations.	Month 2
3.	Utilise the knowledge and experience of successfully implementing Community Assets Strategies within other Council's elsewhere across the Country.	Service Transfer Date minus 1 Month
4.	Implement a 'One Barnet Public Sector Property Group' under the Council's Strategic Asset Management Group and as part of the Strategic Corporate Asset Management Plan and also as part of the Corporate Landlord Function.	Service Transfer Date minus 1 Month
5.	Undertake a detailed review of all existing Community property assets in order to formulate rationalisation proposals for consultation and Council approval.	Month 6
6.	Appoint a Community Surveyor from within the transferring Estates Team.	Service Transfer Date minus 1 Month
7.	Undertake a Locality Review and deliver a Locality Strategy for each Community area within the Borough.	Month 6

	ACTIVITY	MILESTONE DATE
8.	Have regard to all ethnic, cultural, religious, health, welfare, leisure and learning considerations	Service Transfer Date minus 1 Month
9.	Identify disposal or development opportunities within the Community Assets portfolio and utilise the benefits of these to enhance and improve the retained Community Assets portfolio in line with the approved rationalisation programme.	Month 6
10.	Develop and implement a Community Facilities Database to be available for community use and accessed through our customer web portal.	Month 2
11.	Develop and implement a suite of flexible standard occupancy agreements, such as a Licence to use a whole property or a regular use of part or even a periodic or singular use of just one element of the total property. These will be pre-agreed to reduce legal and other costs for Community Groups.	Month 2
12.	Develop and implement proposals and opportunities for a shared use of Community Assets between the Council, the community and the wider Barnet public sector and develop proposals for multi use buildings in support of the One Barnet objectives and our property rationalisation, Locality and Agile Workplace proposals.	Month 6

The effective implementation of a Community Asset Strategy within the London Borough of Barnet is an essential part of the 'One Barnet' Initiative and the wider Strategic Corporate Asset Management Plan which is fundamental to achieving the Council's Corporate Objectives. Capita will ensure delivery of this key strategy as a core commitment and the significant corporate and strategic outcomes as summarised below:

- Improved use of Community assets
- Improved Service to Community Groups
- Targeted investment into appropriate community facilities
- The Council retains the property freehold and the Asset Value
- Formal but flexible occupation agreements for Community Groups
- Community Groups income generation is not restricted or curtailed.

2.3.3 AGILE WORKPLACE

The main office accommodation within the LBB portfolio is situated within North London Business Park (NLBP), Buildings 2 and 4. In addition to NLBP, LBB have other office accommodation in Barnet House. However following the recent 'TAP' project, this building is primarily occupied by the LBB Planning Team and The Barnet Group, as the majority of the Council's services have been relocated to NLBP.

The Accommodation Project (TAP) sought to co-locate all services within NLBP and in doing so delivered an improved working environment and promoted enhanced levels of agility to 4:3 (Staff:Desks). We understand that the TAP project did deliver a series of benefits, however it is recognised in the LBB Business Realisation Report from September 2011 that there are a number of lessons learned and opportunities that exist to deliver greater efficiency within the business and portfolio.

Having reviewed the Council's property rationalisation plans and, through the implementation of an Agile Workplace Programme (AWP), we will be able to take these initiatives through the approval process, introduce greater benefits, and extend the scope whilst delivering it faster with more certainty.

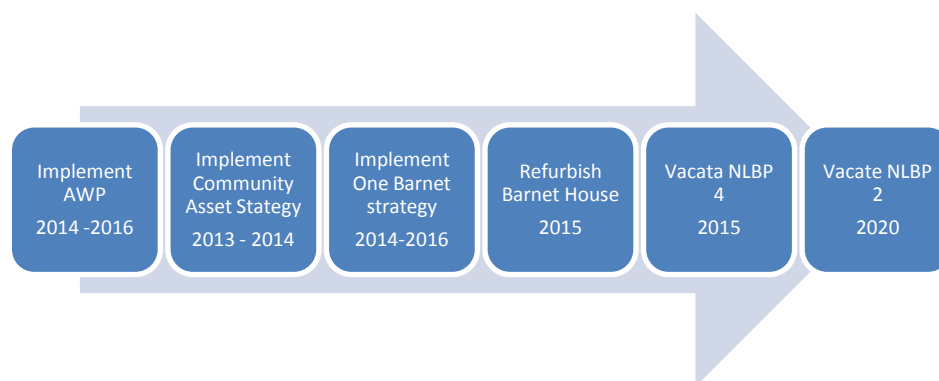
AWP, which will be tailored to the bespoke requirements of the Council; adopts a service demand driven solution to determine the actual property requirements of the service departments, teams and individuals in order to provide a workplace that reflects the agility of the organisation and importantly, supports the activities required to deliver the service. We will achieve this via our proven methodology which includes detailed engagement with the senior management and all staff affected by the programme. This engagement will continue beyond the solution development stage into a thorough behaviour and cultural change programme to facilitate and encourage agile working, reduce demand on space, improve employees' effectiveness and support the service delivery activity.

By implementing AWP, we will transform the Council's current estate as summarised in the table below:

DESCRIPTION	TIMESCALE
Rationalisation of the NLBP accommodation and vacating Building 4 by exercising the 2015 break lease clause.	2015
A change in behaviour and cultural across the organisation to support the new workplace, enhancing the agility and mobility of the workforce.	2015
A transfer of knowledge to within LBB, sharing experience, tools and techniques along with best practice into LBB departments to enable ongoing improvements via BAU activities associated with ways of working.	ongoing
Aligning future property requirements to the Council's strategic Library review and our Community Asset Strategy.	ongoing

DESCRIPTION	TIMESCALE
Implementing our 'One Barnet' strategy and developing a One Barnet accommodation plan.	2015
Re-development of Barnet House to support Agile working and the vacations of NLBP 4.	2015
Production of full development proposals for <ul style="list-style-type: none"> A new office and face to face facility in [REDACTED] as outlined in 2.3.5 A new mixed use development of [REDACTED] subject to Landlord negotiation as outlined in 2.3.6. 	2014 2015

The graphic below highlights our current accommodation strategy that will be implemented as a result of our AWP plans.



The above strategy will deliver a number of financial benefits to the Council including the guaranteed savings we have included in our financial submission. These benefits consist of a number of elements including:

- Rents
- Rates
- Utilities
- Hard and soft Facilities Management costs

These gross savings have been netted off against a number of items required to implement the AWP strategy including:

- Consultancy fees for implementation of AWP
- Additional running costs of Barnet House

Upon instruction from the Authority in dialogue, we have made a provision to upgrade 6 floors of Barnet House and therefore assume the remaining floors are suitable for

occupation within the new accommodation strategy. Should Barnet Homes also require us to undertake refurbishment activity for their occupied area within Barnet House, we would be pleased to support this and will agree any charges direct with them.

We have included £150,000 per floor, £900,000 in total, within our core price to undertake these activities including:

- Lighting adjustments but not replacements
- Repaint of all wall areas
- Flooring covering repairs
- Alterations to existing electrical points on each floor
- A new / refurbished meeting area for each floor
- New flexible working desk area on each floor, similar to a breakfast bar arrangement
- New signage
- A service of all fixtures

We have assumed that the building and all floors will have suitable M&E systems, meets all current statutory compliance conditions including, Health, Safety, Fire and DDA and has suitable facilities for the number of occupiers including lifts, bathrooms and staff welfare requirements.

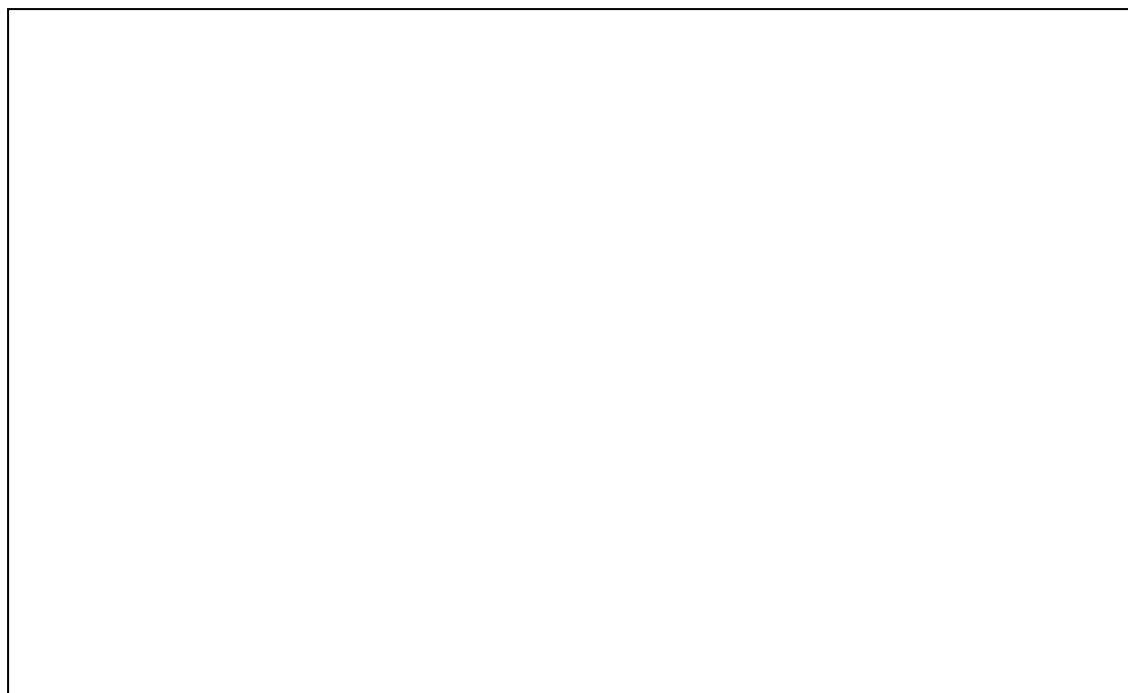
We will use our best endeavours and professional expertise to ensure the £900K we have included within our core price is sufficient to carry out the works outlined above but would expect the Council to meet any additional costs that may occur during the project.

As outlined in section 2.3.6, we have committed to developing a business case for a re-development of [REDACTED] so that the Council can exit the building during the partnership and occupy another building identified within the business case we develop. Should this business case progress to a full project and the Council do not need to occupy Barnet House, we commit to re-directing the [REDACTED] allowed for within the refurbishment costs into any other project agreed by the Council.

Capita's approach to delivering AWP builds upon the Council's TAP and integrates within it our unique methodology and toolkit to engagement and delivery which has been developed and adopted on previous successful similar programmes of workplace transformation.



The graphic below highlights the solution we have developed and discussed during dialogue with the Council.



We will, however, consider all options in more detail during the mobilisation period once we have greater access to the organisation information, have been able to engage with the business, obtain further information regarding the portfolio and able to engage with 3rd parties such as the landlord and other agencies.

We will implement our Agile Workplace initiatives across LBB's offices to create a modern office environment, increase the density and utilisation of workstations and improve the agility of the workforce. It will facilitate the activity of 'doing work', will provide effective team interaction and support improved front line services and increased organisational efficiency. Agile Workplace will engage the workforce in the change programme, engendering buy-in to the workplace solutions and any 'new ways of working' thereby supporting behavioural change. Within the Council, this will:

- Deliver a range of fixed and flexible work settings and environments across the estate
- Implement a cultural change programme across the council to facilitate AWP
- Implement a desk ratio of 6 to 10 people across the estate
- Enable people to be in the right place at the right time to provide the right service
- Improve the desk utilisation rates to an average that is >90%.

We have successfully undertaken similar projects for a number of Local Authorities, other public sector organisations and the private sector. Through this experience, we have developed tried and trusted systems, processes and methodologies to enable

Agile Workplace. Within Barnet, we will implement methodologies outlined in the graphic below to deliver our proposals:

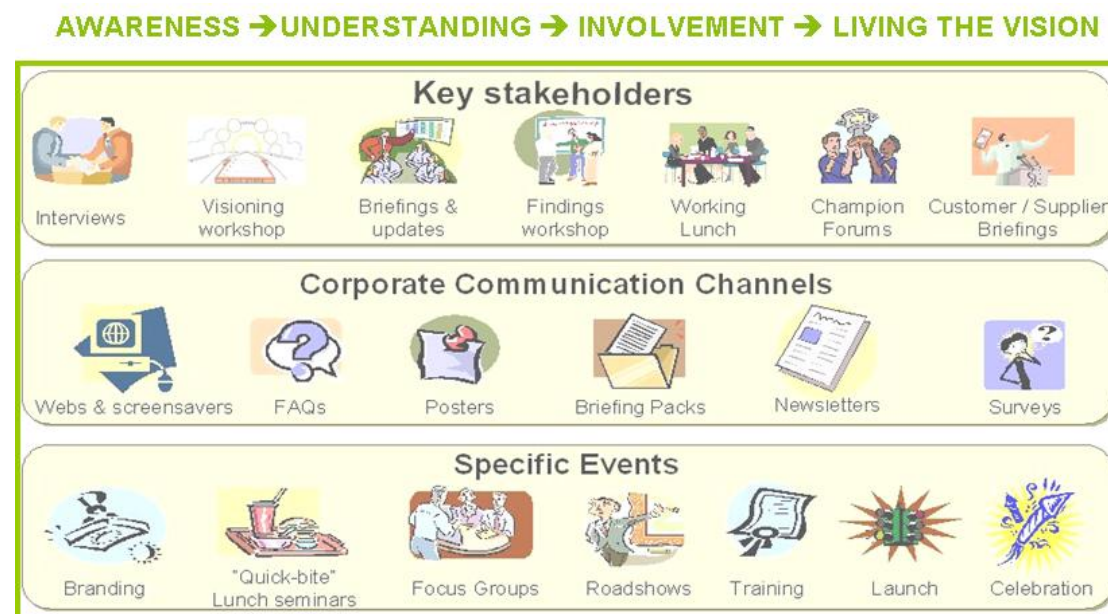


Figure 9 - Engagement Process

One of the key initiatives we will undertake with staff located in non public facing accommodation is our 'Me and My Workplace' on line survey tool, which supports a corporate wide communication strategy to develop the cultural shift required to successfully implement our Agile Workplace proposals. We propose to develop a joint communications team between the Council and ourselves as part of our overarching proposals and will use this group to develop a communications strategy for our AWP proposals. We will use our in-house specialist workplace strategy team to implement the agreed strategy. A screen shot of 'Me and My Workplace' survey and results dashboard from a previous project is shown overleaf.

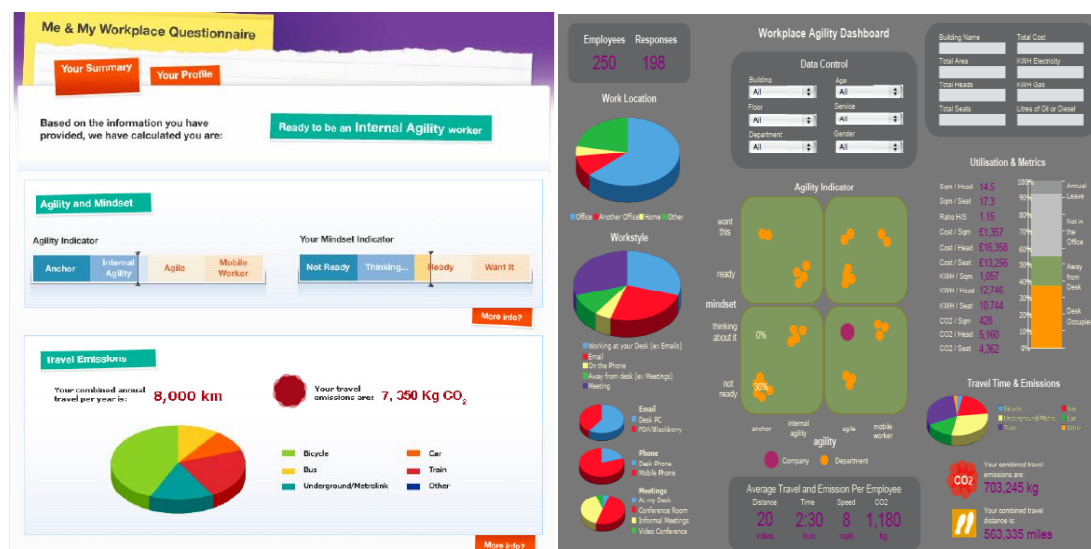


Figure 10 - 'Me and my Workplace' screenshot

Our Agile Workplace proposals will allow the Council to use their current estate much more effectively, placing people in the right location to carry out the services they provide. AWP also provides an enhanced opportunity to execute the 2015 break clause in the North London Business Park Building 4 lease and deliver significant revenue savings to the Council. We would look to negotiate this break clause with the landlord as we believe there is an opportunity to re-gear all of the leases the Council have within NLBP to ensure savings are maximised and aligned to an effective estate that meets Council requirements.

Our specific proposals for AWP are detailed below.

Workforce Engagement and Communication

- Structured programme to develop AWP identity, raising the profile of the project and creating awareness of the benefits, outcomes across the Council "What it means for you"
- Development of a series of specific communication tools and aids (intranet, project portal, workshops, posters campaigns etc) to support the delivery of the programme and required engagement with stakeholders (internal / external)
- Capita will undertake a detailed analysis of all departmental storage in order to identify more appropriate future needs
- Detailed programme of Culture and Behaviour change programme activities and interventions to raise awareness, promote buy-in, respond to concerns and support activities during solution development, implementation and post transition to new working environment.

Statement of Requirements

- Development of the LBB business needs into a Statement of Requirements
- Engagement activity via interviews with key stakeholders to inform them of the programme objectives, what it means for them and their teams and for the Capita team to develop a greater understanding regarding the activities within the department, its relationship to other teams, its strategy and specific departmental requirements for the future solution.

This is supported, in parallel by a detailed workforce online engagement tool, 'me+myworkplace' which profiles the whole workforce agility in to one of seven work styles (see illustration below), linked to assumptions regarding ICT needs. This tool provides critical information as to the way in which the staff undertake their daily activities, in what work settings and what locations while simultaneously allowing all staff/Services to feel that their needs are being taken in to consideration. This enables Capita to develop the future workplace requirements (within and external to the Council portfolio). It also encourages participation in the process by all staff leading to greater buy-in and ownership of the solution.

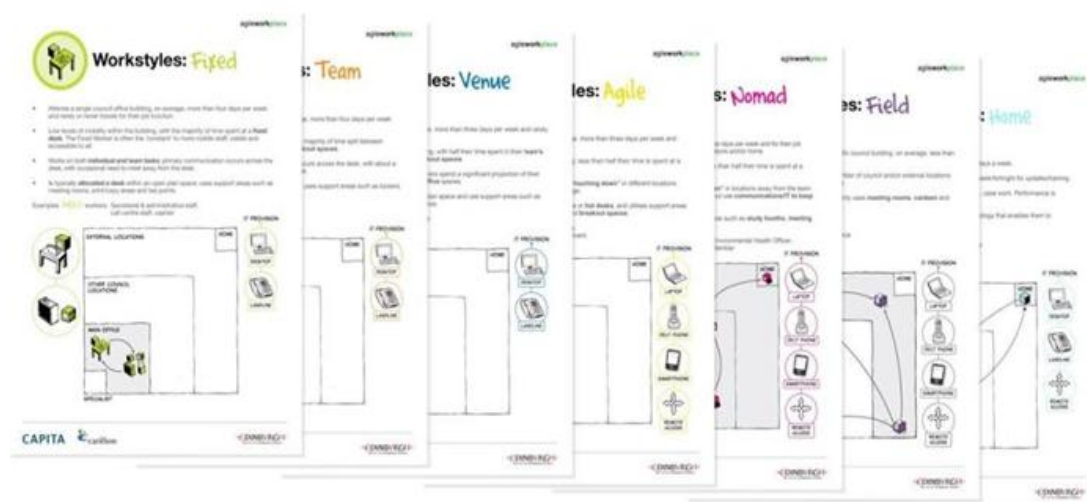


Figure 11 - Workstyles

Portfolio Option and Solution Evaluation

Based on the Statement of Requirements Capita will develop a 'space budget' and demand model that will be analysed against the available portfolio supply to identify and evaluate the options available, determining the best fit taking into account strategy, location, quality/suitability and cost.

Capita will then develop high level block and stack department occupancy models to identify the locations of teams, adjacencies, storage and common space needs and prove the solution. Layouts and detailed work setting solutions will then be applied and developed to support further detailed costing and planning exercises.

Delivery plan

The preferred solution will be developed further to confirm the detailed delivery plan, staff migration and decant strategy leading to a sequencing model which will ensure that the solution is deliverable and is fully programmed. We have already prepared a high level initial delivery programme to explore the critical delivery aspects associated with AWP, noting the dependencies associated with its delivery.

This will be developed in conjunction with LBB departments to ensure clear understanding of programme and minimum disruption to department operations.

Behaviour Change

A key component of AWP is the support it provides to the workforce. Capita provide support through a structured programme of activities to raise staff awareness, hold department AWP workshops, dedicated support to managers to facilitate Managers in managing a workforce who are no longer 'present'.

This programme extends into the migration period, during transition and also beyond. Key activities we will undertake in this stage include:

- Behaviour Change Strategy/ Planning

- Line manager and team member tools
- Team charter/ Office 'Rules'/ Moves and Welcome packs
- Phased programme of manager and workforce engagement activities in advance of relocation timetable
- Communication events and drop-in sessions with managers and teams
- Networking with internal Change Champions and key stakeholders to increase capabilities for change
- Post occupancy 'Agile Working' surgeries to offer support to staff in the early days of occupation
- Post occupancy assessment / evaluation.

2.3.4 EDUCATION SERVICES

Barnet is currently experiencing the joint pressures of shortages of projected primary school pupil place requirements witnessed across large parts of the country, aligned to cutbacks in central government funding of capital projects imposed following the comprehensive spending review.

In addition, recent legislation imposed this year under the Education Act is having a detrimental effect on the Authority by limiting their ability to dispose of school land and assets and attempt to self- fund projects by recouping sales income to fund projects.

Barnet currently has two final primary school projects which need to be delivered through their Design and Construct contractual arrangement with Kier; after these two projects are complete we understand that the Council can look to different routes to procure their emerging schools programme.

Upon transfer, we will integrate the capital projects team within Corporate Programmes into the Estates team and will develop a specialist Schools Service within Estates. This Schools service will deliver all Estates services and be aligned with four themes:

- Educational strategy
- Capital Programmes
- Education support
- Traded services.

We understand that the Council previously had a schools building team and during dialogue have been informed that this is something that could work again if the right resources were available. We will ensure the right resources are assigned, developing the current team and supporting the service with additional capability and capacity from within our UK wide Education business sector.

However, by offering a Schools Service within the four themes identified above, the service we deliver into Barnet will be much more than just a schools building service. We will provide support, advice and an absolute focus upon educational outcomes for Children, working alongside head teachers and Council officers to address the current pressures within Barnet and support the Borough in the delivery of excellent education programmes.

The graphic below demonstrates the Educational services we deliver across our organisation and how these integrate within our own structure to focus upon the Educational outcomes we so passionately believe in.

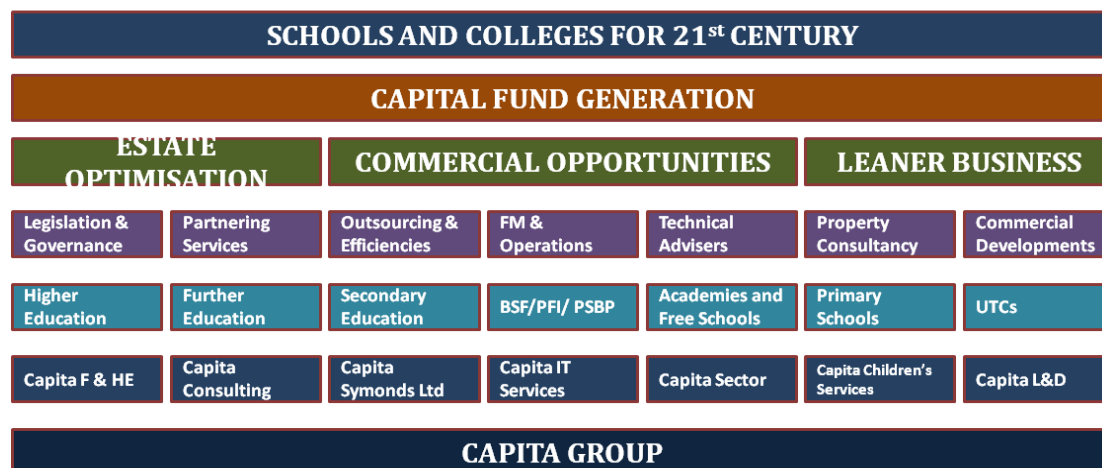


Figure 12 - Educational Services

Below we provide detail what we will do specifically within Barnet and how the products and services we deliver throughout the UK will support the Council in addressing the current challenges facing them within future school places and education performance.

Educational Strategy

We will introduce our Educational Strategy team into Barnet to support the Council's Education Director in addressing future place demand and how all school facilities can better support educational outcomes for children. Our Education strategy team is currently headed by Jane Longfield, a well respected expert in the Education sector who sits on a number of national organisations supporting the development and implementation of UK policy.

Specific commitments we make to Barnet for this service include:

- The development of a five year strategy paper within six months of service transfer addressing future place requirements throughout the Borough. We have outlined our proposed strategy at the end of this section and will work with the Council to refine the strategy and ensure it delivers best value to the Council. The procurement strategy will be suitable to be extended beyond educational projects and be applicable for all capital construction schemes.
- A quarterly workshop for head teachers and client side officers addressing UK strategy and policy and how the future Education services in Barnet is best

developed to address these requirements. We see this as a support function to the current service delivered by LBB's Education Officers

- An Education section within our web portal, accessible by all head teachers and Council officers making available information that will include; the current and future building programme, traded services, UK policy updates, suitability and sufficiency information and other relevant information that stakeholders see fit to include
- A training plan implemented across all transferring surveyors and Project Managers to ensure knowledge and focus from our services provision addresses education outcomes for children and not just building and construction services.

Capital Programmes

Within our five year strategy paper addressing future place requirements will be a full a full business case for the future procurement and provision of new school places identified within the strategy.

Capita has a wealth of experience across the wide range of Education sectors - from Sure Start and Children's Centres through Primary, Secondary, Further and Higher Education facilities across all groups of pupils and students including those with additional needs. We have extensive experience of designing and delivering Academies - both sponsored and converter - Free Schools, Charter Schools, Studio Schools and University Technology Colleges. We sit Government side on a number of schools programmes, offering a full overall Project Management service including being appointed the sponsor for one of the first UTCs in the UK, the Vision Learning Trust in Lancashire.

We are one of the few organisations in the UK that can offer the complete range of multi- disciplinary design services from an in house resource and also have in-house educationalists, ICT consultants, energy specialist's project and programme planners, FM, HR, Technical advisers and scientists to provide a complete educational service to our clients.

We are happy to work on behalf of the Council in any one of these capacities and our strategy paper will inform the Council and ourselves in how these services are best procured in the future to ensure best value is provided to the Council.

As a result of our experience, through existing long term strategic partnerships with Local Authorities, of designing, procuring and delivering public sector school programmes, we understand the complexities and requirements of Local Authorities and will ensure our recommended strategy aligns with the needs of the Council's Children's Services directorate, our estates service, the treasurer and the Council's legal department.

Our experience is extensive and includes the delivery of nearly £1bn of school facilities, through new construction programmes, refurbishment schemes and off site fabrication solutions and we have highlighted some of these schemes in the graphics below:

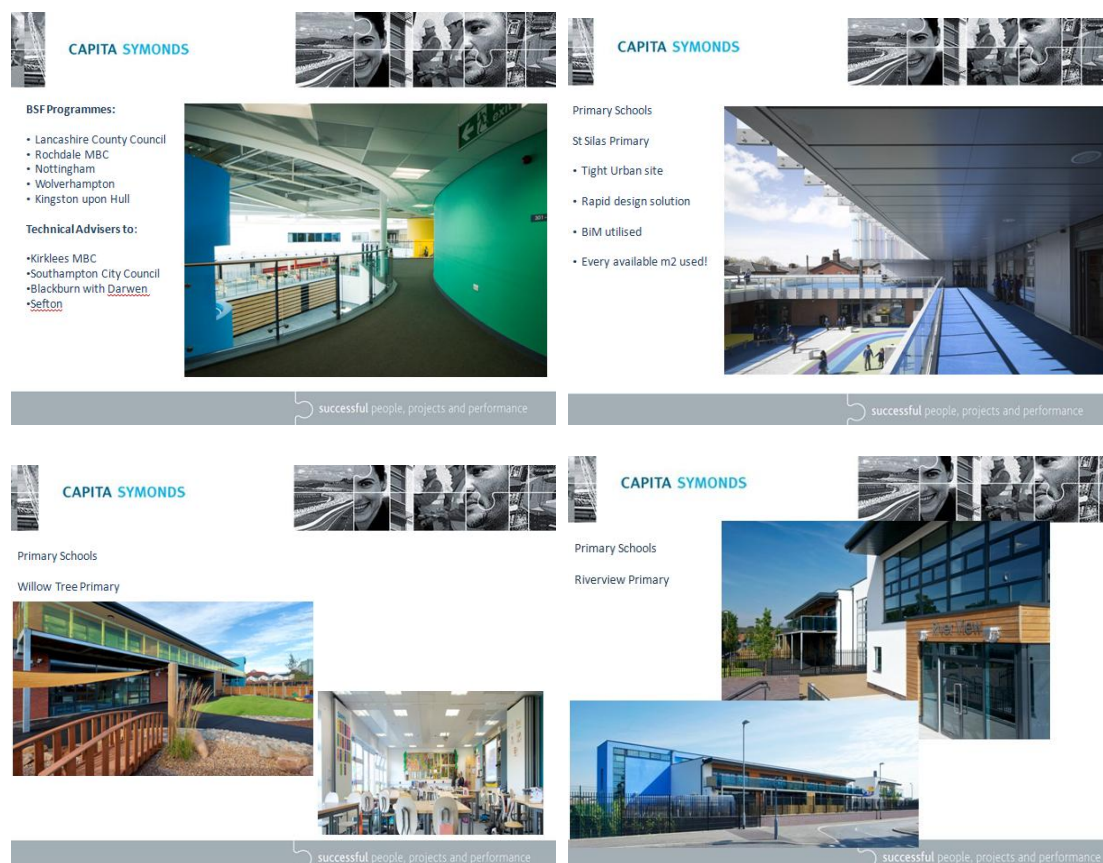


Figure 13 - Capital Programmes examples

Within Barnet, we will offer a full in house multi disciplinary design service. In these times when commercial pressures and rapidly changing circumstances can impose short timescales on place provision we can respond rapidly to any scenario through locally based teams backed with a substantial national resource.

Our design teams utilise Building Information Modelling (BiM) technology to guarantee both a fully integrated design solution and offer rapid programme solutions through a well established supply chain with some of the UK's largest school construction organisations.

We also use 'Revit' software, enabling us to develop higher-quality, more accurate architectural designs. 'Revit' supports Building Information Modelling workflows, allowing us to capture and analyze concepts and maintain the authority's vision through design, documentation, and construction. Our recently completed St Silas Primary School in Blackburn went through a full stakeholder consultation process with high quality 3 and 4d visualisations and was able to be submitted for full planning permission after just 7 weeks.

We understand the requirements for system build and off-site fabrication solutions and have delivered many similar schemes throughout the UK. Our extensive network of supply chain partners will allow us to respond quickly to the last minute demand for additional classrooms that most Local Authorities experience including "I need a 30 place demountable on site in 10 weeks time" scenario. This is where our relationship with many major construction companies will ensure a rapid response to new

requirements, managed and delivered through a tried and trusted commercial agreement.

We have developed a 'standardised design' solution within the Education sector in response to increasingly tighter cost constraints and will develop a Barnet specific standardised design solution within 12 months to help drive down the cost of future place provision.

We also have a number of other design initiatives including 'Adapt' a design philosophy developed over the last 18 months for new build and refurbishment schemes showing significant improvements on both internal floor areas (compared to BB98 and BB99) and also offering significant cost savings of circa 40% against construction industry benchmarks.

The graphic below shows one of our concept Adapt design solutions where an existing and vacant office building is being converted to ground floor retail, first floor offices and the remaining 4 floors being used for primary school provision with a secure rooftop play ground. The cost for the school premises is circa £790 per m2 compared to new build costs of circa £1,200. The scheme is scheduled for a 40 week completion and delivers a BREAM rating of Very Good.

CAPITA SYMONDS
Support to Primary Place issues

Example 1

ADAPT Schools solutions

- Refurb 2FE Primary
- 40 week programme
- BREEAM Very Good
- Floor area 2038m2
- Construction net cost £800/m2

successful people, projects and performance

Figure 14 - Adapt design solutions

We have also been exploring funding and financing streams for developing more comprehensive estate redevelopment plans - working with lawyers, financiers, tax specialists and procurement partners, we have developed a lease/ financing model which has the effect of significantly reducing capital expenditure. The financial model is relevant when we can demonstrate an immediate need for a new facility for a fixed period of time such as a 7 year primary school place demand.

Five Year Capital Construction Strategy

There are three key roles within the capital project cycle, each with a number of options of how they could be delivered to provide best value for the Council. Below we set out our proposed strategy for the three roles of technical advice, design services and the construction / delivery phase for each role:

Technical Advisor

We propose to act as the Council's Technical Advisor (TA) for all capital projects (if required). As the Council's TA, we will provide comprehensive direction, support and multidisciplinary technical advice and design input to any accommodation or infrastructure project. We will work with the Council and Capita's procurement service to establish the most efficient and cost effective procurement method for programmes of work and on a project by project basis. Post selection, we will continue to work with the private sector consortium partner to ensure the Council receives the services in accordance with the defined Authority Requirements. Our TA services will include:

- Project conception services
 - Procurement strategy
 - Project / Contract Administration
 - Contractor selection, appointment and management
 - Multi-disciplinary technical advice
 - Cost management
 - Surveys
 - Quality inspections
 - Life-cycle costing
 - Health & safety consultancy
 - CDM coordinator
 - Facilities consultancy
 - Access consultancy
 - Client management
 - Client Liaison
- Supported by our design and engineering divisions, together with our commercial and management capability, we will ensure that we successfully deliver on all aspects of a project as the Technical Advisor to the Council.

- We will deliver initial conception services free of charge to the Council and will deliver all other services as either a fixed fee or a time charge in accordance with the day rates we have provided within our financial submission, applied to the activities we undertake. Should a percentage fee for a programme of work be more appropriate then we will agree this as part of the Special Projects governance and approval process for the partnership set out in Schedule 15.

Multi Disciplinary Design Services

Our proposal is for Capita to deliver Multi Disciplinary Design (MDD) Services for all projects unless agreed through the Special Projects governance and approval process or excluded as part of a Design and Build type of contract. Our commitment to design quality and innovation is paramount in everything we do and presents an opportunity to challenge the boundaries of acceptance and embrace merging technologies. However, these principles themselves can often lead to escalating costs and quality being eroded away as evolution never seems to end.

To address this, we will develop an LBB design process which will be used to agree then freeze design principles and construction techniques early on in the process and be used to establish design parameters for projects going forward. This will allow any appointed constructor to negotiate and manage a supply chain from an early stage.

Our approach to client management will ensure that customer objectives are considered in the design process and freeze the project features as part of the design manual procedures. A process of early design evolution featuring workshops and story boards will enable us to set the criteria of key stakeholders. This strategy will allow us to set and agree the Agreed Maximum Price (AMP) for each project and lead to a minimisation of abortive works, providing improved value for the Council from the design process we implement.

For all major construction projects and dependant on the actual project to be delivered, we are comfortable delivering MDD services as part of a Design and Build project with an appointed contractor and will negotiate with the contractor directly for this, ensuring we have the correct governance and controls 'Chinese walls' in place between the design team and the TA role (if required).

Our percentage fees for all design work will be dependent upon on the complexity of each project or programme of works, the value of work and the procurement contract in place but we commit to these fees being in the range of 8% and 12% for any given project. In addition, we commit to charging fees no more than the fees we have committed to the Government Procurement Service (GPS) framework banding rates. The Special Projects governance procedures will be used to agree the most appropriate percentage fee on a project and we would advise the Council to implement a benchmarking project every two years to ensure the fees we charge are providing good value to the Council.

For smaller projects of <£2m we would look to provide our design services as part of a Minor Works Contract (MWC) where we, as the Council's TA, provide all drawings, a specification and works schedule; with the works being carried out by a contractor as part of a lump sum price guarantee. The delivery of the work would be managed by Capita as the Council's appointed TA and we would appoint a framework of construction partners to deliver the majority of these MWC projects.

In addition, we will develop a supply chain framework to deliver works as part of a Prime Cost building contract, which uses a cost reimbursement or cost plus payment structure - particularly useful for projects with short notice requiring an early start on site. From dialogue, we understand this could be particularly useful for the Council to deliver additional education places at short notice such as school extensions and we will use our design manual principles described above as the basis of managing contractors as part of early site delivery.

Construction / Service Delivery

As described above, the Council have a number of options on delivering capital works and we set out our recommendations below.

We work with some of the largest UK construction organisations in the provision of school facilities including Kier, Carillion, Wates and Balfour Beatty. The projects we work on with these partners include Capita acting within a Design and Construct function, as client side Technical Advisor, as a Design partner contracted directly to the Authority and as a sub-contractor for the Authority's construction partner. Whilst we are comfortable working in any of these arrangements going forward, we believe a number of principles should apply to delivery, depending upon the size, complexity and time requirements of the project or programme of works, as set out below:

- Capital Asset Replacements - These projects include works such as boiler replacement programmes, new roofs to existing buildings and lighting upgrades, normally with a value >£5k <£100k and covered within the capital budgets. We will develop a framework of measured term contracts to deliver this work on behalf of the Council
- Minor Projects >£100k & <£1m. Basic, non complex projects such as extensions, small new builds and upgrades would normally form part of this type of work and we would seek to deliver the majority of this work through a Minor Works Contract where Capita provide all design services and the works then being delivered by a contractor as part of a lump sum guarantee
- Major Projects normally >£1m. Major construction projects and complex projects of work <£1m would be delivered as part of a Design and Construct arrangement, whereby the risk of delivery is placed more with the contractor than the Council. Capita as the Council's TA would provide detailed documents and RIBA stage A-C services, or A-D depending on the level of risk a contractor wished to inherit, using early contractor engagement principles. The contractor would be responsible for construction and RIBA stages C/D-L in design services with involvement from us as the Council's TA. For projects where a contractor decides to use Capita for design services RIBA stage D-L, we would put ethical wall arrangements in place between the TA role and the design team
- Schools Construction Programme. We understand the value and challenges of the future provision of schools places within Barnet and recommend that a Partnering Contract is entered into following the end of the current Kier Contract delivering the first wave of Barnet's school programme. A new partnering contract will set up the parameters of design and construction requirements and, via a guaranteed maximum price, will continually drive down the cost of schools provision. As the Council's TA, Capita will play a pivotal role in this continuous improvement

process, working with the contractor and clients to deliver school places for less money. This will be achieved by:

- Reducing areas of new build whilst maintaining outcome requirements
- Developing smart design and standardisation principles
- Implementing our design manual principles across the partnering contract
- Evaluation of lease arrangements to avoid capital costs
- New build alternatives such as our 'Adapt' solution, prefabrication and demountable alternatives
- Evaluating and challenging the standards currently requested
- Streamlining the procurement, design and construction phases
- Developing frameworks, lump sum tenders, partnering contracts or managed term contracts will need a number of different procurement routes if best value is to be achieved within each one for the Council including:
 - Single stage tender
 - Multi stage tender
 - Management contracting
 - Design and Build
 - Project Team Partnering

As part of our proposed strategy we will work with the Transformation Board to agree the best procurement route for each contract and, as the Council's TA, will carry out the procurement of these contracts on behalf of the Council, reporting for approvals through the Transformation Board.

In addition, whilst the above descriptions recommend a strategy for capital delivery, we realise that our insight into the Council is not yet fully developed and would look to discuss our recommendations with the Council to fully develop the five year strategy within 6 months of service commencement.

We will carry out an audit exercise of contract delivery prior to service commencement and unless we identify any significant risks or opportunities from the current arrangements for capital projects, we propose to use these at service commencement. We will continue using current arrangements until 6 months following service commencement unless a contract exists that demands current arrangements continue for a longer period of time.

One of the challenges the Council currently face is the provision of school places at very short notice and we believe our proposals above will successfully address these challenges through:

- The provision of flexible call off frameworks with contract conditions that enable works to be procured at short notice, including early site delivery protocols
- The frameworks will be developed to ensure suppliers have the experience and capacity to deliver at short notice
- Standardised design principles and our design manuals which provide contractors with our requirements for the majority of projects in advance of procurement
- Leverage of our current supply chain as and when appropriate
- Early contractor engagement to provide visibility of potential projects in advance of known requirements
- Access to Capita Symonds resources to support delivery under constrained timescales
- Use of lease frameworks should capital be constrained and the circumstances suit.

Education Support

As a long term partner of the Council we will continually focus on how we, as an organisation, can support the Council to deliver its desired outcomes to its citizens. Through experience, we understand the ways in which we can deliver additional value for the citizens of Barnet as a strategic partner of the Council.

We have skills and opportunities across our organisation that is not readily available within a Local Authority environment and appreciated how these can support educational outcomes for children when targeted and channelled in the right direction. Specifically within Barnet we will:

- Provide 300 days of workplace experience opportunities for Barnet schoolchildren within the Estates services
- Support the Council in the development and delivery of career forums within the Borough
- Deliver 10 Dragons Den style workshops across the secondary school sector
- Deliver 10 energy and sustainability presentations per annum to the primary sector, aimed at creating a cascading programme of energy awareness from the school environment and, through informed children, into the households of Barnet.

Traded Services

From our discussions with head teacher representatives, we recognise the value of Traded Services to schools. Our plan is to increase the number of schools which take Estates Service and for those already taking services we will look to increase the services they buy. To achieve this, we will provide Account Managers who will work across all traded service with the schools to discuss and promote our service offerings. In addition to personal visits to schools by Account Managers, we will adopt a marketing campaign approach, which will include email, phone calls and

telemarketing. Our Schools Portal will contain the Schools Traded Services Catalogue, with prices, contract details, service level agreements and an easy to complete ordering mechanism.

To encourage uptake of the Estates traded service, we will offer incentives to encourage schools to take up services. For example, outline feasibility studies on capital schemes at Capita cost and risk where there is a real opportunity to deliver high value projects.

Account Managers will act as an advocate for the school within Capita, taking action to resolve issues where services are not delivering as intended and helping to identify service packages that will better meet the school's needs and budgets. They will therefore:

- Manage the relationship proactively
- Understand each school's objectives and ethos
- Understand each school's organisation structure, operations, challenges and service requirements
- Be empowered to make decisions
- Seek, track and maintain performance, success criteria and service requirements
- Identify and provide access to wider Capita expertise.

Key selection criteria we use for identifying Account Managers include relationship skills, problem solving ability, communication skills, internal gravitas and an understanding of the schools environment.

Account Managers will build relationships with key teaching and administrative staff in the school through face to face and telephone contact to ensure that the school's total service needs are being met in a satisfactory and consistent manner across the services being delivered. They will work together with the school to ensure services are geared to what the school needs as the result of:

- Co-design activity with service users from schools
- Involvement in Service Improvement Groups
- Bringing best practice from a wide portfolio of school-specific services, support and skills across Capita
- Linking to wider School Forums and Capita Schools Network
- Supporting the movement to new operating models.

Within the Estates Service, the current service delivered to schools as part of the annual service fee is a helpdesk service, available during core hours, and a repairs and maintenance management service, whereby requests come into the helpdesk and the work is then organised through building services. Our dialogue with Head Teachers has revealed the majority do not believe they are getting good value from the annual service fee.

We will improve the service from day 1, delivering additional features and improved service levels at no additional cost to what each school is currently paying for the service. These enhancements include:

- Access via the Schools Portal to property specific details, such as individual school page, electronic compliance records, property financial spend and commitment information available on-line, as real time information
- A School Building Development Plan linked to the provision of educational outcomes through more 'inspired' schools spaces to enhance the learning environment
- Energy reduction plan
- Attendance at Governors' meetings upon request
- 2 x annual technical/ H&S awareness training sessions for site managers/ supervisors
- Feasibility reports and funding advice for refurbishment, extensions and new construction projects
- A Planned Maintenance programme for repairs and maintenance services to replace the current reactive service
- Improved management of the supply chain through QA vetting, additional training and post job audits across circa 10% of all jobs completed.

In addition to these enhancements, we will also offer schools additional services which they can opt in/ opt out of, at any time during the service. The additional services we will offer include:

- A named Building Liaison Officer for each school with pre arranged term/monthly site visits for proactive management
- Statutory Compliance and full service contract delivery/ management
- Full range of Facilities Management services, including cleaning, porters, handyman, security, waste management etc.
- Service contract management for repairs and maintenance
- Design of New buildings and extensions
- Educational Spaces – Specialist advice on the best use of space to deliver educational outcomes
- Sustainable learning service
- On site print and MFD service.

Summary

Our experience within the Education sector is extensive throughout every stage of educational delivery, we offer a complete range of educational services within the sector and our commitment to supporting educational outcomes is focussed and tangible.

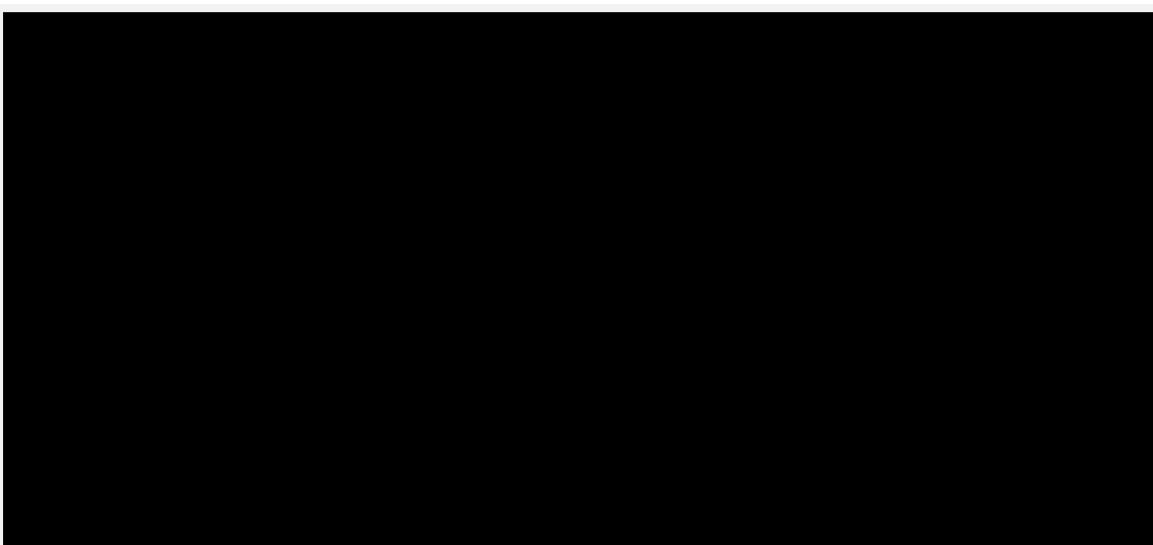
We recognise the demographics and forecast population growth in Barnet as well the pressures this brings to the provision of future school places. As LBB's strategic partner, we believe it is our duty to support the Council in meeting these challenges and will deliver the Education service described above through the contractual commitments we make to Barnet, summarised in the table below and, where not specifically highlighted, all at no additional cost to the Council.

DELIVER AN INTEGRATED SCHOOLS SERVICE INTO BARNET
The development of a 5 year strategy paper within 6 months of service transfer addressing future place requirements throughout the Borough.
A quarterly workshop for head teachers and client side officers addressing UK strategy and policy and how the future Education services in Barnet is best developed to address these requirements.
A dedicated schools web portal.
A training plan implemented across all transferring surveyors and Project Managers to ensure knowledge and focus from our services provision addresses education outcomes for children.
We will offer a full in house multi disciplinary design service for all future schemes at an agreed % rate.
A Barnet specific 'Standardise Design' solution.
Feasibility reports and funding advice for concept projects.
BiM and Revit Design technology as part of our % design fee agreement.
Provide 300 days of workplace experience opportunities for Barnet schoolchildren within the Estates services.
Support the Council in the development and delivery of career forums within the Borough.
Deliver 10 Dragons Den style workshops across the secondary school sector.

DELIVER AN INTEGRATED SCHOOLS SERVICE INTO BARNET

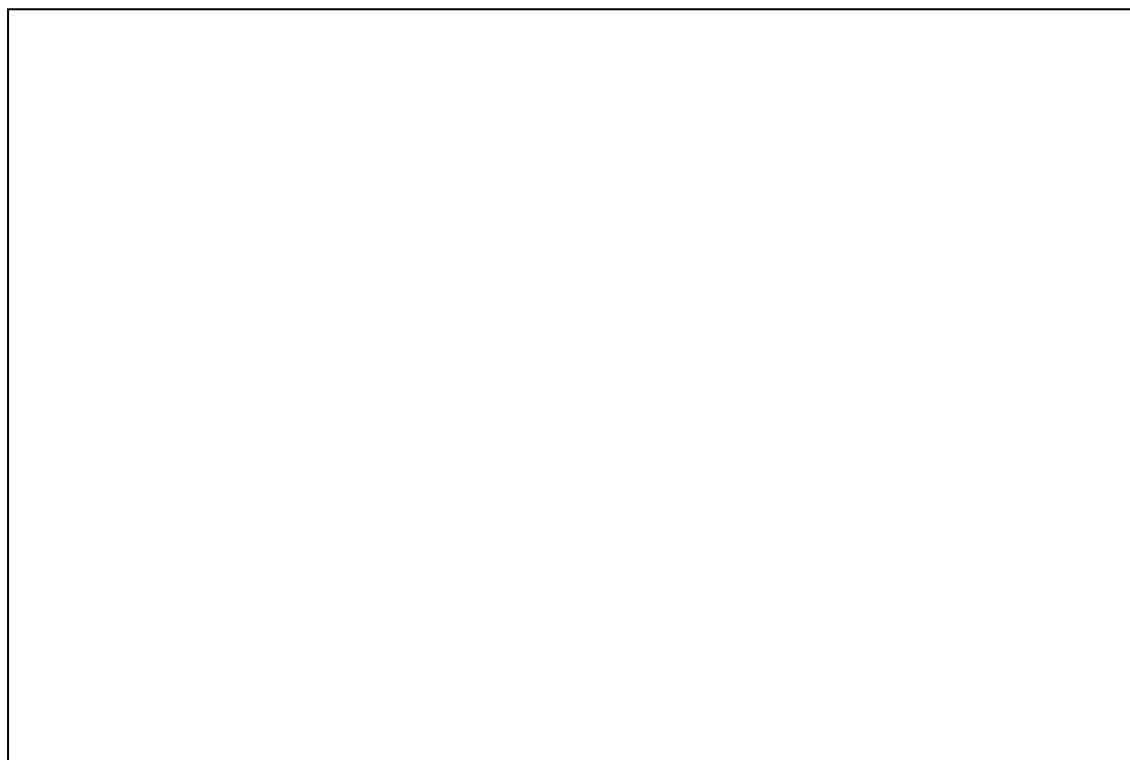
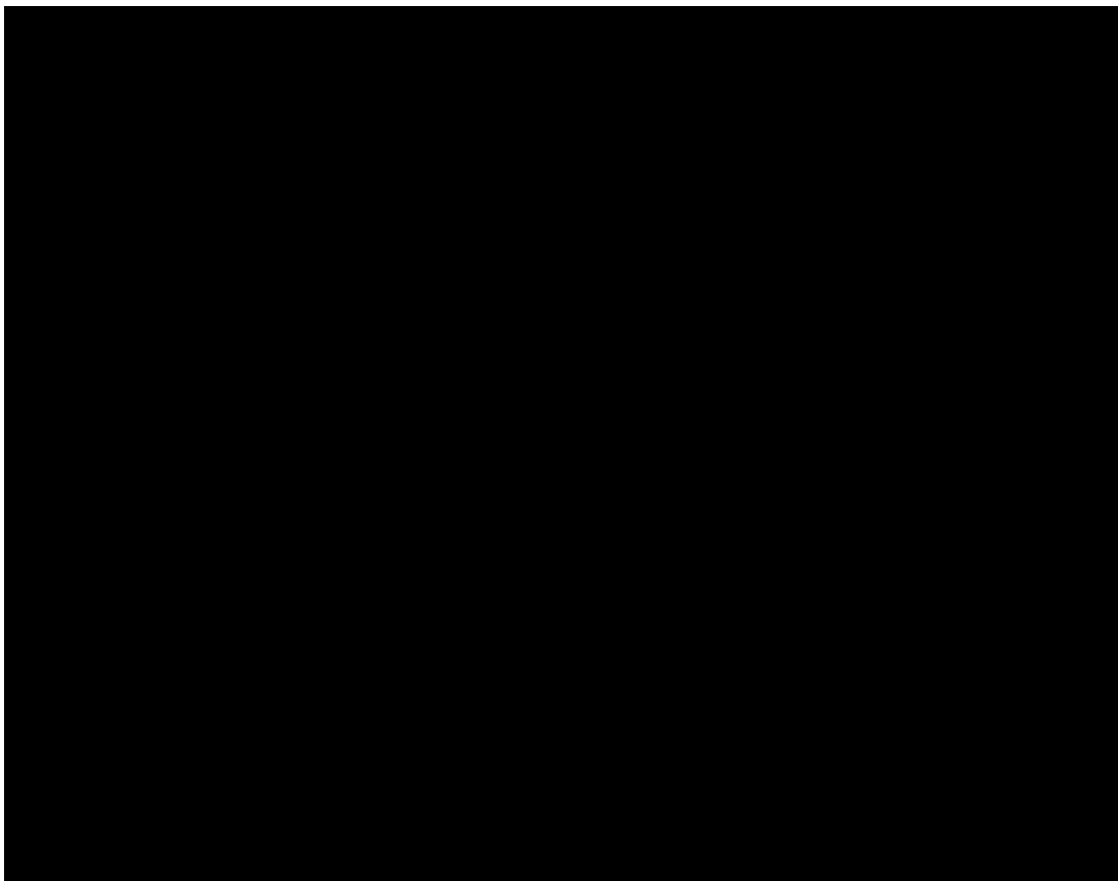
Deliver 10 energy and sustainability presentations per annum to the primary sector, aimed at creating a cascading programme of energy awareness from the school environment and, through informed children, into the households of Barnet.

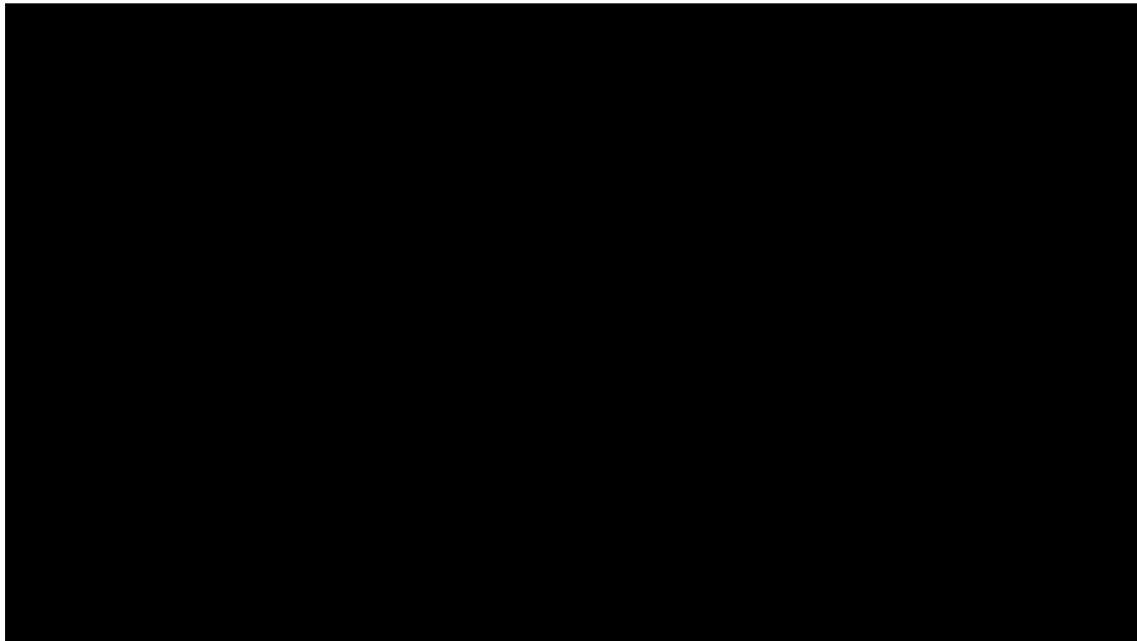
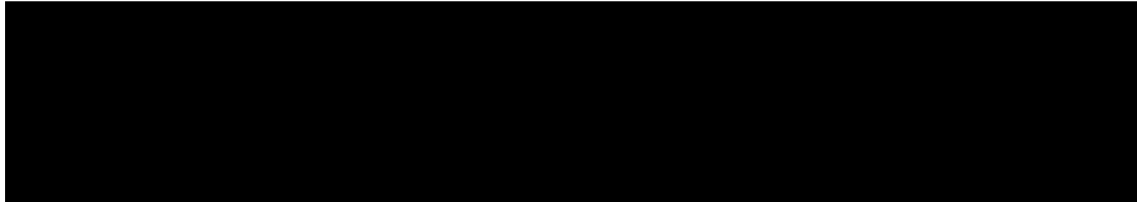
A school development plan, energy reduction plan, attendance at Governors' meetings upon request and 2 x annual technical / H&S awareness training sessions for site managers/supervisors for those schools who opt to buy our annual Estates service.

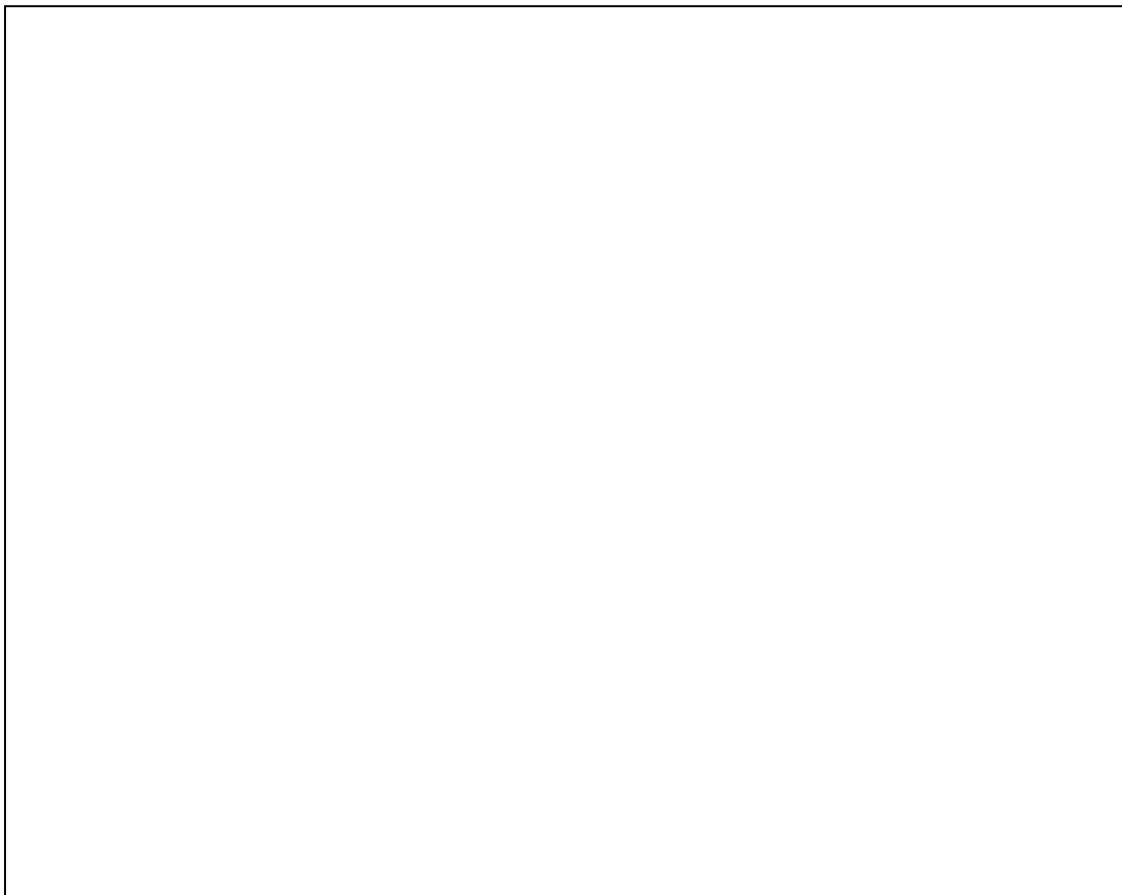
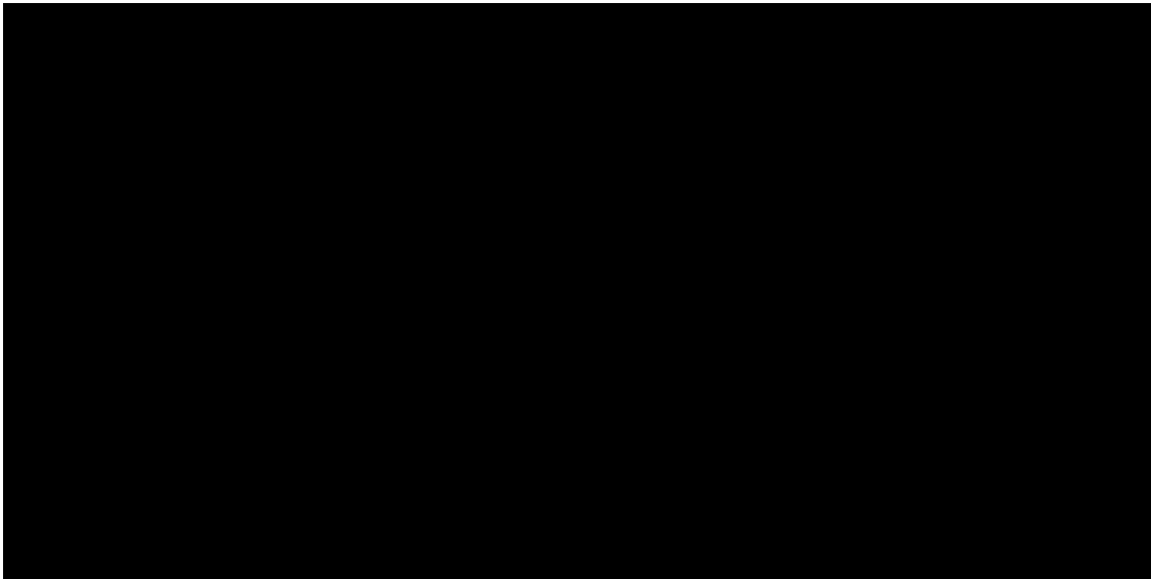


Our insight into the [REDACTED] solution has been informed from the following:

- [REDACTED] and socio-economic demographic insight data
- The London Plans Opportunity Area designation
- [REDACTED]
- Barnet's Sustainable Community Strategy and Corporate Plan
- The Council's Three Strands Approach of Protect, Enhance and Grow
- [REDACTED]
- The Barnet Infrastructure Delivery Plan
- [REDACTED]
- The core principles embodied in 'One Barnet'
- Meeting with citizens wishes as expressed in the 'Engage Barnet' survey.







2.4 OUTCOMES FROM DELIVERY

Within the initiatives outlined above we have summarised the benefits each of these will deliver. Implementing all of the above as part of our overarching partnership proposals will allow us to invest in the transferring services to ensure they become more effective and efficient, drive integration to remove duplication and leverage joined up delivery opportunities, and then strategically enhance the services to support the overarching objectives.

Our proposals are underpinned by the commitments in schedule 35 and will provide the Council with:

- A transformed property portfolio to meet future requirements
- Change how people currently use the estate
- Underpin our 'One Barnet' proposals by providing opportunities for service integration across the public sector via the transformed estate

- Deliver significant capital and revenue savings and reduce the liability of the Council's retained estate
- Enhance the value of the Council's property holdings through development activities
- Added Value through community benefits e.g. local employment, reduction in carbon footprint, etc.

3 STAFF

An outline of the staffing structure we will implement in the Estates Service is shown below. It is a structure that integrates into our overall partnership structure as described in the Transformation Method Statement. The structure below also highlights the 2 functional groups we will implement from day 1 to drive the service forward, those being:

Senior Management team

Our Estates SMT will have responsibility for a number of functional requirements, including:

- Leadership and management into the Estate service
- Developing a common culture across transferring teams
- Driving through our contractual commitments
- Continuous improvement and planning of service delivery
- Service integration
- Financial management
- Business development.

Integrated Asset Management Group

Our Senior Property Manager will be responsible for the implementation and on-going management and facilitation of an integrated Asset Management Group (AMG). The AMG will have terms of reference for the development of tactical and operational property and FM plans in response to the policy and strategy communicated via the customer access strategy, the strategic asset management plan and, once implemented, the Corporate Landlord Function.

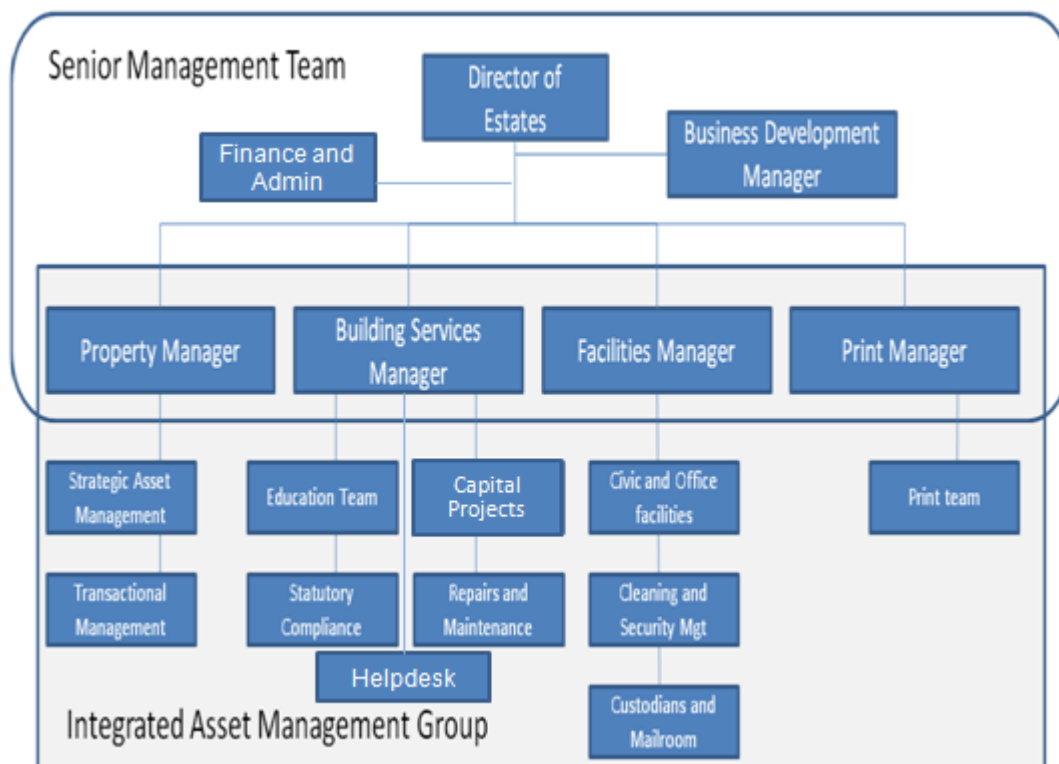


Figure 20 - Estates service structure

We commit to ensuring that our employees have the necessary skills and competencies to achieve their objectives, be successful in their roles and progress in their careers. These will directly reflect the cultural values of the Council and the Partnership.

Within the Estates Service, we will implement legislative, technical, management and self development training aligned to RICS, British Institute of Facilities Management and our own internal ISO accredited training and development frameworks.

During transition we will work with transferring staff to identify appropriate resource who can take on helpdesk duties and implement a training programme to enable seamless operations. Initial training will include specific software training and customer service training and over a period of time the helpdesk operatives will also have portfolio awareness training implemented.

People are at the core of our business and our success. We have a comprehensive and fully integrated, competency-based performance management framework that focuses on ensuring all employees have the skills and knowledge they need to do their jobs to the best of their ability.

This is underpinned by a comprehensive workforce development approach that makes available learning and training to meet both generic and service-specific development needs.

We will provide:

CAPITA



- **On-the-job training**, including training on the core services and IT systems
- Capita Academy for **core skills training**
- **Legislative training**
- **Accredited learning at all levels** (e.g. we have supported over 2000 people through the Institute for Customer Services within Birmingham City Council).
- **Engagement with Capita peer group community** and opportunities for secondment and/or engagement on special projects
- Management Academy, delivering **effective management, coaching and support** to encourage staff and team development.

3.1 LOCATION

We commit to delivering the Estates Service from within Barnet and supporting this delivery from our London based property offices and our network of Local Authority partnerships, including Southampton, Oxfordshire, Swindon and Manchester.

4 SUPPORTING TECHNOLOGY

High quality property management systems are essential in delivering lean efficient and effective services. They facilitate and support our business processes and help us maintain and improve service delivery. We will implement the Atrium asset management software, TRAMPS property software, InfoExchange statutory compliance software and Condecco room booking software, linking all of these via a Unique Property Reference Number and a data warehouse enabling us to deliver an Integrated Property Asset Management System (IPAMS).

Our data warehouse will integrate property and facilities management related data providing a 'single view of the asset' and 'a single version of the truth' for all the property related data and facilitating production of bespoke management reports. The data warehouse will sit within our overarching proposals for a data warehouse across the partnership.

Our systems will be linked via a Unique Property Reference Numbers (UPRN) across the portfolio, identifying 5 levels of data, those being: site, building, section, floor and room, enabling our systems to report on any of these levels across the portfolio. The specific software packages we will implement within Barnet include:

- **Info Exchange**, a property surveying system and a statutory testing programme, reporting and management tool. Info Exchange includes a web based RAG reporting tool which will provide a live snapshot of the Council's position in respect of property related statutory compliance requirements. Full details of Info Exchange can be found in section 2.2.2 'Building Services'
- **Atrium**, an Enterprise Asset Management (EAM) system that provides a comprehensive approach to asset management. Atrium has two aspects within the one system; @Atrium Vision, a strategic capital investment planning system that will enable Barnet to make evidence based investment decisions, and @Atrium Property, an operational asset management system delivering day to day asset management across all of the Estate services. The diagram below

highlights how these two elements interlink and inform each other, an integration that then links directly into our Insight Engine to provide a 'Single View of the Asset' and to inform future decision making.

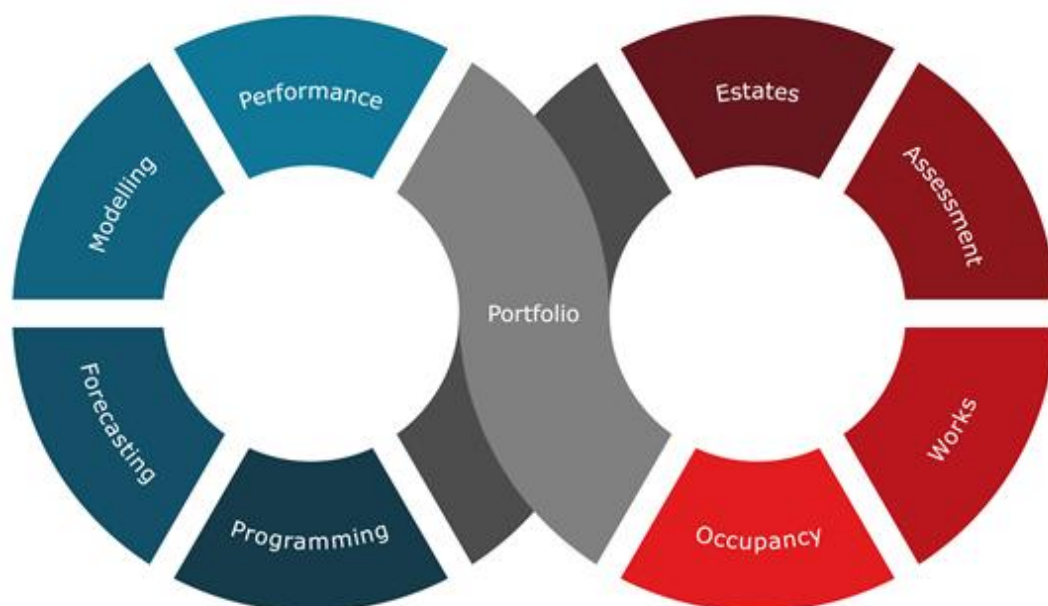


Figure 21 - Single view of the Asset

Atrium will also provide the functionality for the upkeep and management of the Council's CAD plans required within the output specification.

Atrium will be accessed via the partnership web portal for booking and tracking the progress of jobs raised, work orders and programmed tasks and workflow systems, to support efficient service delivery.

- **TRAMPS**, a property management system that provides a repository for all property management related data and documents including lease information, valuations, tenancy and management diary events
- The **Condecco** room booking system, accessed as part of the employee portal, to allow all authorised users to book rooms, desks, space and other bookable resources on line
- **Comprehensive reporting tools** giving the ability to identify property performance, including total cost of occupancy which in our experience can be used to positively influence the behaviour of budget holders responsible for assets prior to the implementation of the new Corporate Landlord Function. Following the implementation of the CLF, the partnership will have the ability to monitor and measure property performance across all of the Council assets and use this information to develop the Strategic Asset Management Plan.

By way of example and to illustrate how our Insight Engine will be applied at a practical level, our system proposals will have the ability to measure and compare the property performance elements of all libraries across the borough. Using the Council's library performance data such as footfall, books loaned, etc, we will then

have the ability to show the total cost of library performance and use this information to inform any strategic decisions for the future delivery of library services.

Third party contractors and other Council stakeholders will have limited access to our systems. We will provide read only access to all relevant information such as asbestos registers, property performance data and tenancy information. In addition, access can be provided for third parties to upload information via the web portal.

The diagram below outlines the key function of the IPAMS.

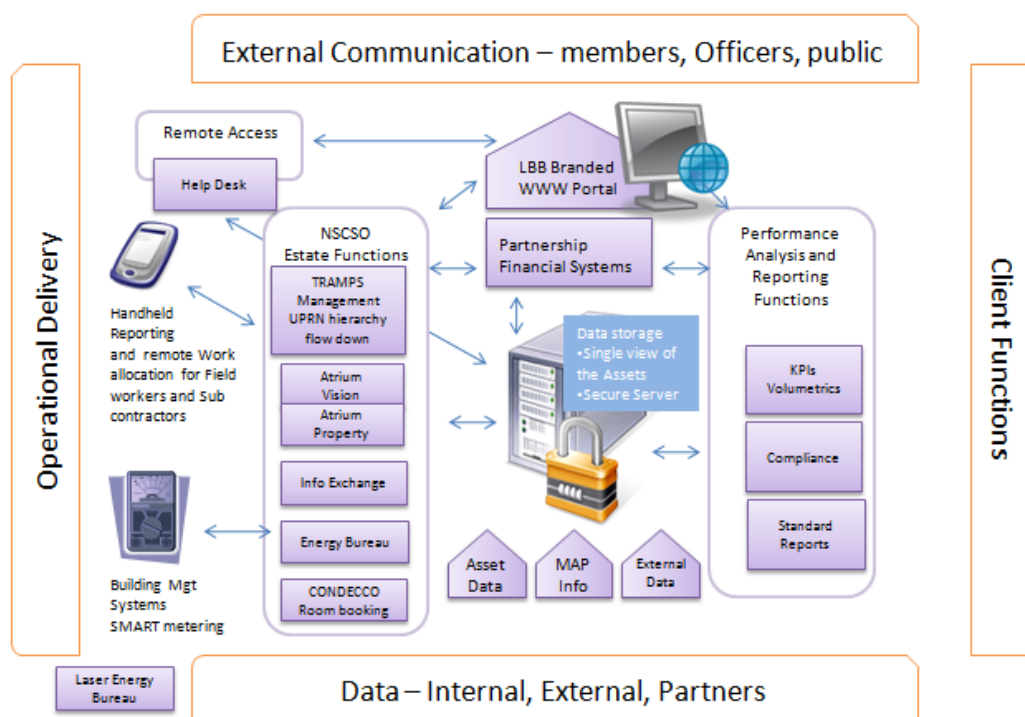


Figure 22 - IPAMS

The new system will provide a 'single view of the asset performance' and a 'single version of the truth' within the estate, informing and supporting the partnership to improve the strategic decision making within the property estate as part of our Insight Engine proposals.

5 PERFORMANCE MANAGEMENT AND REPORTING AND QUALITY ASSURANCE

5.1 PERFORMANCE MANAGEMENT

Performance will be reviewed monthly in line with the over-arching Governance arrangements as outlined in Schedule 12. We will agree the specific contents of the monthly performance report with LBB which will be provided in advance of the meeting.

The monthly report will include all information required by the Estates Service specification including KPI and PI performance. It will provide early notice of any potential problems with service delivery. Many of these targets will be cumulative so

we will also provide details of projected performance for the year as well as details of the quarterly returns submitted.

We will hold regular relationship management sessions with each stakeholder group to review performance, discuss any issues or areas of improvement, as well as tracking benefit realisation as per the agreed plan.

5.2 REPORTING

We will produce clearly defined system generated reports that will be available via our Partnership web portal, allowing for ease of production and importantly ease of interpretation for the appropriate stakeholders.

We will enable improved information flows between departments, as well as between day-to-day operational teams and strategic management decisions.

IPAMS will deliver a new corporate reporting suite, where management and performance information will be reported against required KPIs, PIs, corporate/service area objectives, etc.

Reporting will be delivered in a number of ways: the Council as a whole, by Delivery Unit, by service, by partner, by channel, by individual interaction type and down to individual front-line advisor.

We will offer a variety of reports across a number of Council stakeholders and as such the frequency of reporting will be different according to the actual report and stakeholder requirements.

For example, energy consumption reports will normally be developed and analysed on a monthly basis; statutory compliance programmed job tasks will be reported on a weekly basis; whilst occupancy reports may be required quarterly, six-monthly, annually or upon demand, depending on the requirement of the individual property client/head of service. We will work with stakeholders and agree a reporting structure that meets the needs of all stakeholders in line with the processes contained within Schedule 13 Monitoring Procedure.

Provision of powerful MI and Customer Insight in a consistent and agreed manner will raise the visibility of performance at all levels, as well as accountability for the delivery of services.

We will hold regular relationship management sessions with each stakeholder group to review performance, discuss any issues or areas of improvement, as well as tracking benefit realisation as detailed in our overall reporting, review process and transformation benefits tracking proposals for the partnership.

Regular forums will be held where performance information is discussed to ensure stakeholders, in particular Members, are clear on actual performance and any reasons for potential changes to demand/performance, to ensure 'one version of the truth' regarding performance.

5.3 QUALITY ASSURANCE

We will implement our accredited Quality Management system throughout all of the transferring Estates services in Barnet. Our Quality Management system 'i-Nav' is an

integrated system designed to meet the requirements of our clients, Capita's governances and the current British Standards ISO 9001:2000 for quality, ISO 14001:2004 for environment OHSAS 18001:2007 for occupational health & safety.

In addition to corporate and statutory systems and procedures i-Nav will contain the bespoke systems and processes for LBB and the mandatory procedures necessary for the safe and efficient running of the partnership and which will lead to improvement in our quality, environmental, health and safety performance across all services. All clauses of our BS ISO systems are addressed within service delivery, no exemptions are sought and the procedures also cover the management of our supply chain.



Figure 23 - i-Nav

The procedures give instructions on how activities are to be carried out, and these are common for all professional disciplines and activities. i-Nav sets out our methodology for managing all our activities and as such is a fundamental element of achieving consistency, efficiency, standardisation, management and measurement of the activities we will provide to Barnet.

Our approach is built around established in-house quality procedures, which are designed to encourage creativity and innovation, encompassing past project experience within a well-managed project specific environment. Continuous Improvement is a key element of i-Nav and is used as a structured framework which drives all our projects, and facilitates inter-office working on multidisciplinary projects, by ensuring a consistent approach, good quality output, efficiency savings and clear open communication channels.

6 IMPLEMENTATION PLAN

Our successfully Service Transition within Barnet will introduce the skills, methods and capacity to support the development and transformation of the services throughout the life of the contract. It will deliver efficiency and quality improvements, timely transition of 'as-is' services to a new fully integrated service and lay the

foundation for property specific projects to support the transformation of Estates and the wider NSCSO requirements.

The Transfer and Transition will be led by the wider Capita Transition team and we will appoint an Estates Mobilisation Director into Barnet at preferred bidder stage through to month 6 following service commencement.

6.1 IMPLEMENTATION MILESTONES

Our primary focus during mobilisation will be a safe transfer of services that continues to deliver the same level of services whilst supporting staff that are undergoing the transfer process. This will provide us with the platform to implement our commitments and initiatives including:

Mobilisation

- Establish Joint Communications team and shared Transition plan
- Establish Joint Working party to ensure smooth transfer of services and continuation of Business as Usual
- Develop our business continuity plans
- Appoint a Director of Estates and Business Development Director
- Implement Capita's Mentoring Programme
- Team social events and 'meet and greet' with Capita and transferring staff
- Identify 'below standard' service levels and develop an action plan to address these issues
- Recruitment and Retention programme
- Statutory compliance 'Health Check'
- Data verification
- Engagement plan with supply chain.

Day 1

- Safe transfer of services
- Link to Barnet and Capita's local capacity, capability and local relationships
- Engagement plan with internal Client Managers / stakeholder and the relevant Property and facilities mgrs in the Council Delivery Units
- RICS red book service review
- Commence the implementation of a new Corporate Landlord Function in Barnet
- Commence the implementation of Community Asset strategy.

Month 1

- Embed behaviour values
- Carry out diagnostic reviews across the services
- Integrate Barnet into our UK Property Forum
- Restructure of transferring teams and manage migration of activities as appropriate
- Transfer Investment Estate management into our London based property management business
- Implement the performance management framework
- Implement a Unique Property Reference Number (UPRN) across the estate
- Transfer the corporate capital projects team into the Estates project team.

Month 3

- Option Appraisal for Agile Workplace
- Draft Localities strategy for [REDACTED]
- Introduce new Property Management system
- Implement new Planned Maintenance Programme
- New energy management bureau
- Establish Integrated Asset Management Group
- [REDACTED]
- Implement our supply chain EcoSystem workshops
- Commence new helpdesk service
- Refresh all of the Multi Functional Devices with new machines.

Month 6

- Fully populated Property Management System
- Additional OBCs as part of our development proposals
- Delivery Unit specific property requirement plans
- [REDACTED]
- Implement the Asset Management Group

- Appoint our Environmental and Customer Champions
- New five year strategy for future school place provision.

Month 12

- New Strategic Asset Management Plan
- Implement our 'One Barnet' property stakeholder engagement plans
- Agreed strategy for the future of Barnet House
- Standardised Designs
- New Community Asset Strategy approved for delivery
- Business case for new electronic document management system
- Development programme for custodians to deliver other FM services
- Commence implementation of our CSR commitments.

Month 12 -36

- Internal Property Charging system operational
- Implement agile Workplace proposals
- Locality strategies across Barnet
- One Barnet accommodation strategy
- [REDACTED]
- Option appraisals for alternative use within [REDACTED]
- Achieve a new Corporate Landlord Function
- Energy strategy for consumption reduction
- Gain accreditation to BS ISO 9001, 14001 & 18001 quality management systems
- 70:30 planned v reactive maintenance regime.

6.2 SERVICE TRANSFORMATION

The Transformation Team will be led by Capita's Transformation Director, who will be a part of Capita's Barnet Partnership management board. Along with the Transformation Director there will be a small dedicated core team of programme and project managers based in Barnet. This team will be supplemented with project managers and consultants from across Capita's business change services.

The Transformation team will provide: an integrated Programme Management Office (PMO) responsible for the reporting and governance, change management and

benefits tracking across all Capita managed change projects; and a Design Authority with oversight of the integration of solutions delivered by each programme and project to the Council and NSCSO's service, people, technology and place architectures.

Aligned to this will be a Director of Estates, who will initially be a new and interim appointment into Barnet with the capability and experience of delivery Strategic Asset Management services within a local authority environment.

Our Director of Estates will be supported through our National Property Group that we operate across all of our Local Authority property partnership.

Our transformation proposals will be driven by the Director of Estates, who will appoint expertise from the partnership or Capita's wider business to deliver individual elements of our transformational proposals.

Our detailed approach to transformation and change management is included in our Transformation Method Statement.

An overview of some of the key initiatives is shown in the timeline below:

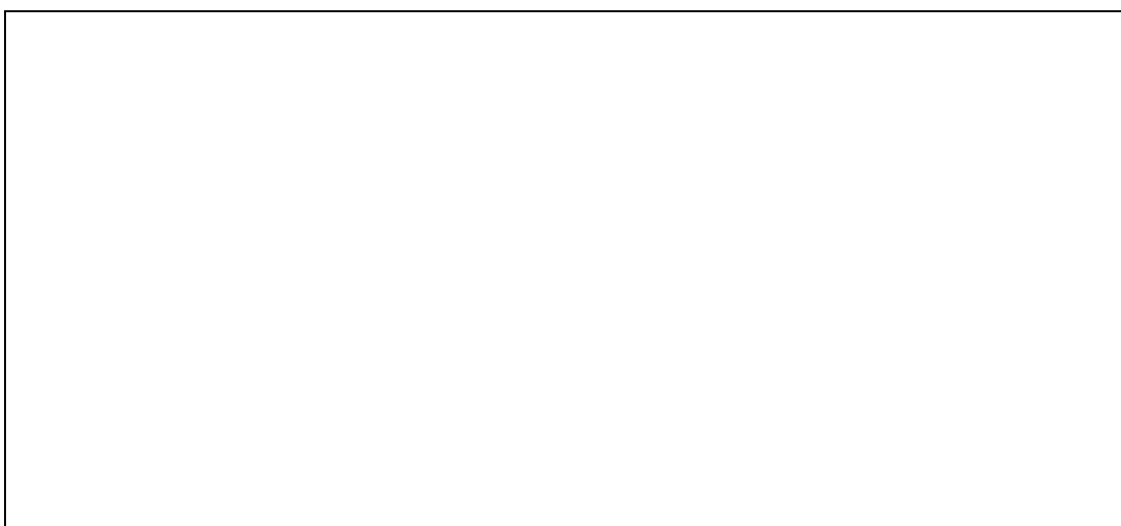


Figure 24 - LBB Property Transformation Timeline

7 COMMITMENTS

Schedule 35 details all of our contractual commitments within the delivery of Estates services.

8 KPI(S)

Our KPIs and PIs for Estates Services are agreed and included in Schedule 4.

9 BUSINESS CONTINUITY

Through extensive experience within a Local Authority environment, Capita are both aware and capable of successfully managing the Business Continuity and Risk

Management services on behalf of the Council for the Estates Management services of the Partnership.

We plan to use the early months of Transition to develop the framework to deliver a comprehensive Business Continuity and Disaster Recovery (BC/DR) Plan for all services across the Partnership. The plan will be developed in 3 stages.

- Stage 1 - to address the immediate and most pressing business continuity requirements prevailing at the time we take over the services
- Stage 2 - designed to cover the changes that will take place throughout transformation, up to the realisation of the SDM. As the transformation will involve many location and system changes, this plan will of necessity be a dynamic model, in need of regular refresh to retain currency. It will also address BC/DR arrangements for those services being retained in Barnet
- Stage 3 - a Strategic Plan, developed during the Transformation programme, to cater for ongoing BC and DR requirements once transformation is complete. This will also cater for special projects commissioned and delivered during the post Transformation, BAU period.

Full details on our Partnership approach to Business Continuity can be found in our Transition Method Statement.

Through dialogue we understand the important role that Estates Services, principally through the FM manager, plays in the current Borough Continuity Plan. This includes the inclusion of the FM manager on the Business Continuity Group alongside representatives of IT, Health and Safety, Security.

This Group reports to the Corporate Directors Group and is responsible for:

- Supporting and advising on BC policy and strategy (we understand a refresh of the BC strategy is currently going through approvals)
- Planning and implementation of practice simulations
- The role of central co-ordinating team in the event of a real situation.

Capita will vigorously support this team and will ensure that all necessary resources are made available as required to properly discharge these duties.

At a corporate level, our approach is to 'work as one' to develop and build a strong, robust, and seamless transition plan for the Partnership, giving the Council assurances that day 1 will be Business as Usual for the delivery of Estates Services.

10 SUMMARY

Throughout this Method Statement, we have provided details on how we intend to deliver the Estates Service along with the innovation and investment we will bring into the Partnership. We have supplemented these descriptions with examples of how we deliver similar services elsewhere, highlighting the outcomes we have driven from within these partnerships.

We trust that our Method Statement reflects the dialogue we have had with you over the past six months and it gives you confidence that our innovative proposals whilst ambitious, are robust and deliverable.

Our commitment to Barnet, the NSCSO partnership and the Estates Service is second to none. We see LBB as a forward thinking Council and are excited to have an opportunity to strategically change the property portfolio in response to a transforming Council.

To achieve this, we will continually use our Insight Engine and co-design principles to inform our solutions. We will implement our Agile Workplace programme to change the way in which people currently use the property estate and we will change and rationalise the estate to reflect future demand.

We will drive a One Public Sector approach within Barnet, ensuring the property estate has the flexibility and capability to support shared accommodation and joined up service delivery across the Council's public sector partners.

We recognise the Borough of Barnet as a diverse suburb, with various solutions required for different wards within the Borough. We will develop locality strategies within each of the 21 wards of the Council whilst ensuring ward boundaries do not hinder our One Barnet ambitions.

We also recognise the current challenge that the Council faces in providing school places for their increasing population of schoolchildren and will deliver an enhanced and specialist Education service into the partnership to help the Council overcome this challenge.

Successful support services within Facilities Management, Building Services and Print are fundamental to our proposals and we will invest in technology, assets and systems to further improve these services. We will join them up into an integrated delivery model and align them to the new requirements that the transformed estate will demand.

Retention and development of transferring staff is central to our proposals - we need their insight and experience of Barnet to help us succeed. From an early stage, we will implement training and development plans for our employees, providing opportunities for professional development and, through the new structure we propose, ensuring staff have every opportunity to be in the right position to fully support the delivery of our proposals.

Finally, we will provide additional capability into the partnership to guide, direct, mentor and support the transferring team. Additional capacity will be available from within our wider business to manage workload peaks, with technical expertise and specialist support made available as and when required.

The London Borough of Barnet faces some difficult challenges in the future and has set out ambitious goals for the NSCSO partnership. We realise the key role property can play in meeting these challenges and supporting partnership goals. We have complete confidence that the solution we have developed during dialogue will be successful and redefine the boundaries for future partnership working within Local Government.