OUTPUT SPECIFICATION – FACILITIES MANAGEMENT SERVICES

1 Reason for Report
To provide Members with information on the relevant Facilities Management (FM) provisions in the ITN.

2 Background
2.1 At the meeting of Council on 14 December 2001 a report on the submission of a bid for funding for the regeneration of the school building estate was considered. This included Facilities Management related to the operation and management of the schools stock.

2.2 Without prejudice to the Sub-Committee’s decision on service inclusion or exclusion within the project agreement, outputs and associated performance standards have been produced. These can be used by either an in-house Facilities Management provider or the service provider and as the basis for possible optional variants within the ITN.

3 Facilities Management
3.1 The Facilities Management services to be covered in the ITN include:
   - Management Services
   - Security Services
   - Maintenance Services
   - Janitorial Services
   - Energy Management
   - Cleaning & Deep Cleaning Services
   - Grounds Maintenance
   - Disaster Management
   - Fire & Emergency Management

Consideration as to the appropriate Strategy for pricing options to include or exclude particular services is reported in a parallel report.

3.2 Any managed FM Service will be required to achieve, the following core objectives:
   - Agreed level of service quality to meet the Council’s needs
   - Single point of contact between schools and the service provider
   - Responsiveness to requests for service within agreed timescales

3.3 All work undertaken by the service provider shall be in accordance with good industry practice to appropriate professional body and technical standards and comply with the check of the appropriate professional body or institution, including guidance notes where applicable.

3.4 For the duration of the contract, the service provider shall provide sufficient trained personnel for proper performance of the obligations under the Project Agreement. Adequate supervision of staff to be provided.
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The service provider will be aware of and implement all relevant standards and any relevant new legislation.

4 Performance Requirements
4.1 The Performance Requirements outlined will be used in determining the standards of service delivered via the FM elements of the Contract. The agreed performance and Payment Mechanism will permit an acceptable level of failure against some of the criteria by way of the rectification periods available to the Service Provider within which the standards of service require to be returned to the specified level.

4.2 Payment Mechanism
The Payment Mechanism considers situations when failure to deliver the specified standard of service results in the consequential unavailability of a school in part or in total. In the event that the school or parts of the school are rendered unavailable, the Service Provider will incur a greater deduction than would be the case for sub-standard service delivery alone. The Payment Mechanism also covers items of a recurring nature that fail to be addressed.

Unavailability of a school in part or in total will occur when one or a combination of the following events occurs or conditions prevail. This list is not exhaustive but provides guidance to the Bidders on conditions that require to be avoided to ensure that the availability of the schools is not interrupted.

a) The specified environmental conditions are not achieved.
b) A secure environment free from unauthorised or unidentified access is not provided.
c) The condition of the fabric of the building (both externally and internally) presenting a risk of injury. This will include but not be limited to the following:

- Unstable structures
- Trip and slip hazards
- Items causing health and safety hazards
- Unsecured barriers and handrails
- Services equipment with unprotected access
- Sufficient operational toilets

It is in some of these areas that, in the event of direct provision by the Council of an FM service, there is potential for dispute as to responsibility for non-availability. This could be particularly complex if there were concurrently occurring events, one of which fell within the responsibility of the contractor and the other one with that of the Council. This highlights the need for very clear 'rules of engagement' to make such a partnership arrangement work effectively.

d) Utility supplies and mechanical and electrical plant items presenting a risk of injury due to their condition. This will include but not be limited to the following:
- Statutory limits of hot water supplies exceeding maximum specified temperatures;
- Leaks on installed gas systems;
• Burst pipe work or storage tanks;
• Security or fire alarm system failure.

The Service Provider will be expected to deliver a managed FM service to support the operation of all schools, where the particular service is included in the contract.

4.3 Management Services
The Service Provider will be required to maintain a documented management system in electronic format that integrates all quality, environmental and Health & Safety procedures associated with ensuring that specified facility services are provided in schools. This will include the appropriate management of all risks; where it is necessary the Service Provider will conduct the correct risk assessments taking appropriate action on the findings.

The Service Provider will provide a fully manned Helpdesk giving a single point of contact for immediate technical and managerial support and advice. The Helpdesk shall arrange for all necessary works to be carried out within the agreed response times, keep a record of all faults and problems reported, track the progress of operatives and monitor job status, update and manage the Asset Register.

All buildings shall comply with the relevant building regulations, legislation etc., as applicable.

5 Key Performance Indicators
5.1 The objective of the key performance indicator is to ensure that each of the Facilities Management elements is undertaken and carried out to the meet with the requirements of the Council. The Service Provider will be requested to contribute details and method of measurement of his own performance on the contract to indicate how this will be achieved and maintained together with any relevant audit procedures. Items to be covered shall include but not be restricted to the following:

a) Performance indicators;
b) Response times;
c) Feedback on call out;
d) Organisation of works;
e) Completion of Planned Preventative Maintenance works to schedule;
f) Level of spares required;
g) Holiday and sickness cover.

5.2 Performance Measurement
A method of performance measurement for the Project shall be agreed between the Council and the Service Provider including the level of penalties incurred, incorporating where applicable the penalty provisions contained in the Project.

With regard to the failure of the Service Provider to deliver the agreed level of service, the full extent of the response times, rectification periods and payment deductions will apply where the full Output Specification is deemed to be deliverable. In areas of the schools where the full extent of the Output Specification cannot be achieved, the Service Provider will be required to establish the following information:
Analysis, on a school-by-school basis, of the areas where the full extent of the Output Specification will be provided from the date of Services Commencement.

Analysis, on a school-by-school basis, of the areas where a reduced specification will apply, detailing the following:

- The level of specification which will be provided
- Response times for service default
- Rectification periods for service default
- Period during which the reduced specification will apply and the proposed date when the full extent of the Output Specification will apply.

The Pupil Place payment deduction rate will be reduced at the outset of the contract to reflect the following:

a) The inability of the Service Provider to deliver the full extent of service in the early stages of the contract until they have been able to carry out their construction works as set out elsewhere in this specification.

b) The need to settle into the contract requirements and develop the proposed methodologies at the individual schools.

c) To reinforce the Council’s approach to achieving a commercially realistic process for payment for services delivered and deduction for failure to deliver such services.

The Service Provider should also be aware that deductions will be incurred in the event that areas of the schools originally deemed as available are subsequently rendered unavailable as a result of any aspect of the refurbishment/extension works under the control of the Service Provider. Deductions will also apply if permanent or temporary emergency evacuation routes are unavailable.

The Service Provider will not, however, be expected to deliver accommodation provision to the full Output Specification standards where such standards can only be achieved on completion of the Service Provider’s proposed construction works. This will only be applicable after the completion of the Construction Period.

6 Repair and Upgrade Works

6.1 The Council will continue to undertake repair and maintenance works on the schools estate during the Bid Period up to Financial Close. Information on ongoing works will be available within the Council’s Data Room. In addition, the Bidders will be informed of any change on the programme of works up to Financial Close.

6.2 The Service Provider will undertake a programme of works, to address backlog maintenance, statutory maintenance, ongoing repair and upgrade requirements. These works will fall into the following categories:

a) Emergency repair works that are required to ensure that the buildings are fully compliant with the performance requirements as they apply to existing premises;
b) Repairs to services and fabric to return the building to a condition that is fully operational, serviceable and reflects a standard that is representative of surrounding services or fabric;

c) In order to realise longer-term benefits by reducing ongoing maintenance or energy consumption costs the Service Provider may elect to carry out spend-to-save works should it prove more economical, as long as the standards do not fall below the minimum requirements.

Within the Construction Period of the contract, the Service Provider is required to carry out the works required to return the schools to a fully operational condition. The spend-to-save and life cycle maintenance works including all life cycle replacement and planned maintenance works will be carried out at the discretion of the Service Provider. In doing so, the requirements of the performance Payment Mechanism set out in the ITN must be met.

Should no refurbishment works be undertaken during the Construction Period within the existing schools due to the Service Provider deeming that the condition of the existing schools meets with the performance requirements, the Service Provider should bear in mind the need to meet the requirements of the performance mechanism and the need to minimise disruption to the operation of the schools during the Contract Period.

To demonstrate the achievement of Value For Money throughout the Contract Period the Service Providers are invited to submit innovative solutions for carrying out the initial refurbishment works and life cycle maintenance.

6.3 Planned Preventative Maintenance
Planned preventative maintenance shall be carried out in accordance with an agreed programme of work. All intrusive/disruptive works are to be carried on outwith normal working hours.

6.4 Maintenance Tasks
Maintenance tasks shall be completed in accordance with the requirements of the Output Specification and shall be deemed to include all works indicated.

7 Periodic Testing and Certification
7.1 These Works shall:

a) All tests, inspections and examinations required by statutory regulations;

b) Attendance only and preparation of plant for all tests, inspections and examinations required for insurance purposes;

c) All tests, inspections and examinations required by British Standards;

d) All tests required to comply with HSE/HSC guidance notes, approved codes of practice or other codes of practice relevant to any item of plant; and

e) The inspections and tests shall include, but not be limited to, the following:
- Heating boilers;
- Refrigeration plant;
- Pressure vessels and all parts of pressurised systems including catering equipment;
- Fixed electrical installations and portable appliances;
- Water analysis;
- Lifts and lifting beams, door locks, overload devices and fire fighting operation;
- Catering-steaming ovens;
- Eyebolts, window cleaning equipment and fall arrest equipment;
- Practical room equipment, loose & fixed;
- Portable Appliance Testing including but not limited to ICT, kettles, mobile telephone chargers etc;

8 Vandalism
8.1 The Service Provider shall be responsible for acts of vandalism that occur outwith the school hours and details of any preventative measures should be provided as part of the submission.

8.2 The Council shall be responsible for any vandalism caused during school hours solely by those persons authorised to be within the building. Vandalism caused during school hours by those unauthorised to be within the building shall be the responsibility of the Service Provider; this however does not negate any security obligations imposed upon the Service Provider.

9 Breakdowns
The Service Provider shall be responsible for, and meet the cost of any repairs or equivalent replacements and installations within the scope of the contract.

10 Records of Activities and Events
10.1 All activities within the schools in connection with the Services shall be identified as maintenance, call-outs, vandalism etc., and shall be recorded in a site log book. Planned preventive maintenance activities shall be recorded in the log book. An electronic database of the activities shall be provided via the Helpdesk operations. The minimum requirements of the Helpdesk facility shall include but not be limited to the following:

a) Immediate technical and managerial support and advice 24 hours a day;
b) Records of all problems and faults;
c) Arrange for all necessary works to be carried out within the scheduled response times;
d) Provide reports and updates on the status of maintenance, callouts, vandalism, etc to the school;
e) Inform the Council when works are completed;
f) Periodically review levels of customer satisfaction.

All details shall be filled in on approved task sheets, including:

a) A clear indication that each and every task has been completed, including details of any relevant readings or measurements taken;
b) Details of any remedial work, adjustments made, parts ordered etc shall be noted on
the engineers worksheets;

c) The operative’s signature and the date shall be entered on each task sheet.

Payment of account may be withheld if task sheets are not complete

All unscheduled activities and events shall be reported to the Council and recorded in
the site log book.

11 Fire Fighting Appliances

Fire fighting appliances and equipment shall be provided as appropriate to comply
with codes and regulations.

12 Delivery of Accommodation Services

The Service Provider will commence delivery of the Accommodation Services at all
schools at Financial Close.

13 Maintaining Service Levels

13.1 The Service Provider must not allow occupied and fully operational areas of the
school (i.e. areas where the full extent of the Output Specification is achievable)
adjacent to areas undergoing refurbishment or extension works to suffer reduced
standards of the Accommodation Services as a result of the said adjacent
refurbishment or extension works. In practical terms, for example, it would not be
acceptable for the Service Provider to claim that as a result of undertaking
construction works, it is not possible to achieve and maintain cleaning standards
elsewhere in the school.

13.2 It is responsibility of the Service Provider, however, to undertake the construction
works in such a manner that minimises the spread of debris and dust from the area of
the works into the occupied and fully operational areas. Similarly, the Health and
Safety aspects of the occupied areas cannot be allowed to suffer as a result of the
ongoing construction works. Method statements are to be provided by the Bidders to
demonstrate how these requirements are to be achieved.

14 Disaster Plan

14.1 As part of the submission, the Bidder is requested to provide details of his approach to
the development of the disaster plans including timetable and methodology. The plans
should cover but not be restricted to an occurrence of the following:

a) Loss of mains gas pressure;
b) Mains electricity failure or supply interruption;
c) Loss of mains water pressure;
d) Failure of building management/controls system;
e) Fire;
f) Breach of security;
g) Terrorism;
h) Lightning strike;
i) Bomb alerts;
j) Rodents, insects, birds, moulds, spores etc., plus other types of pests such as
   foxes, cats, dogs etc.;
15 **Services Delivery**

15.1 Brief details of each service delivery area to be provided is shown below, however, the full service specification is available in the Members' Lounge.

15.2 Management Services:
- Maintain documented management system which integrates all quality, environmental and H&S procedures associated with ensuring that the specified services are delivered
- Train staff
- Ensure equipment reliability
- Maintain service records
- Pay service bills

15.3 Providing Facility Services
- Ensure that prior to employment all contractors’ staff employed are vetted to ensure the security and safety of the users and facilities.

15.4 Preparing Performance Statistics and Reports
- Identify/control non-conformances
- Collate service user complaints
- Assess service user satisfaction
- Audit system

15.5 Implementing Service Improvement Plans
- Prepare performance statistics/reports
- Identify/action service improvements
- Revise contract arrangements

15.6 Dealing with Penalty Claims
- Process penalty claims

15.7 Security Services
- Ensure that security arrangements are implemented for schools and all Health & Safety requirements are met.

15.8 Maintenance Services
- To ensure that all buildings, plant and equipment are maintained to agreed standards.
- Provide reactive maintenance services
- Obtain support services.

15.9 Janitorial Services
- Provide specified janitorial services within schools.
- Provide general portering services.

15.10 Energy Utilities & Services
- To ensure that specified energy and utility service requirements are supplied and otherwise maintained.
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15.11 Cleaning Services
- To provide specified cleaning services in schools.

15.12 Waste Management
- Dispose of all waste

15.13 Ground Maintenance
- To provide specified ground maintenance services in schools.

15.14 Disaster Planning and Managing
- To agree and implement a joint disaster planning and management plan.

15.15 Fire and Emergency Management
- To produce, implement and maintain fire and emergency management procedures in accordance with statutory and insurance requirements.

16 Consultation
Members of the PPP Steering Group and the Councils external Project Management Advisers have been consulted in the preparation of this report.

17 Recommendations
APPROVE the Facilities Management output specification for inclusion in the Invitation to Negotiate without prejudice to the decision to include or exclude specific services from the contract.

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Background Papers: