



CHESHIRE EAST COUNCIL

SECURITY SERVICES SPECIFICATION

Version 1.0

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1 Introduction

This Specification provides a detailed overview of the scope of service for the provision of security services for Cheshire East Council, hereafter referred to as the Council.

1.1 Council's requirements

1.2 This Specification is for the provision of security services across the whole of Cheshire East Borough

1.3 Contract objectives

This Specification has been based on **output based performance requirements** supported by key performance indicators and performance measurement criteria. The bidders are invited to propose best market place know-how and expertise methodology for the delivery and execution of the required tasks and activities.

The bidders shall adopt industry recognised methods and procedures and shall maintain full compliance with all statutory and legislative requirements, directives, standards, protocols and law in the planning and delivery of the services.

A quality, high value for money and expert service delivery is required from the Service Provider to ensure that the Premises continuously operate at high standards of reliability, availability and presentation, and realise the vision and business objectives of the Council.

The **key objectives** of this contract are:

- a) To provide an efficient, responsive, comprehensive service which is cost effective and is based on sound technical and operational requirements and standards and is sensitive to the business requirements of the Council.
- b) To ensure that all equipment and services do not cause or create a hazard to the environment and/or any person on the Premises.

The Service Provider will provide a competent and responsive managerial and technical team which is efficient and effective and gives the Council value for money for maintaining all the plant, equipment and services in a good and serviceable condition.

The Services need to be consistently delivered, sensitive to Council's needs and responsive to the changing requirements of the Council. The Council will reserve the right to be able to add and deduct properties or part thereof from the Contract where applicable.

1.4 General service requirements

The Service Provider shall achieve the following general standards in relation to the provision of the service for all Premises, described in schedule 1 of this Specification.

- Agreed levels of service quality to meet the Council's needs;
- Single point of contact and continuous liaison between the Council and the Service Provider;

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- Proactive and timely response to requests for Service within time-scales; agreed between the Council and the Service Provider;
- To provide high quality, efficient, innovative and flexible services at all times, and ensure that the operational needs of the Council are met on a timely basis;
- To provide sufficient professional, trained and competent staff of the calibre necessary to meet the diverse demands of the environment the Council;
- To comply with all law and legislation, adhere to the relevant Council's policies and good industry practice guidelines on a day to day basis;
- To develop and maintain an auditable quality assurance system which is representative of the Services being provided, and reflects the requirements of the Council;
- To continue to research and develop new service delivery methods; and
- A modus operandi that fosters measurable, continuous service improvement in line with objectives and Value for Money.

The Key Performance Indicators in Schedules 3, determine the standards of service to be delivered under this Contract. Although these standards are given as absolute, the Council recognises any failures in performance standards may occur from time to time.

The performance management mechanism, enclosed in Schedule 2, is designed to take this into account and deductions will not apply where standards of service are returned to the specified levels within the rectification periods (where applicable).

1.5 Mobilisation process

The Service Provider shall instigate the mobilisation by submitting a mobilisation plan, a proposed programme timetable and Programme Proposals to the Council that are focused on the implementation of a quality driven Service.

The Service Provider shall conduct comprehensive briefing and training of all personnel to be employed on the contract. The briefing and training process will include technical and customer care briefing with emphasis placed on the importance of maintaining customer satisfaction of building performance and the importance of a tidy approach to all tasks in the building working environment.

1.6 Supplementary information

This Specification is to be read in conjunction with the Invitation to Tender and Security Services Contract (contract) document.

2 Definitions

| Term | Definition |
|-------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Commencement Date | The start date of the Services as defined in the contract. |
| Contract Anniversary Date | The 1 st April of every year during the contract term. Should this be the same as commencement date? |
| Council | Cheshire East Council, the customer receiving the Services defined in this specification |
| Council Location | The premises, countryside, parks, car parks and any other Cheshire East Council asset included in the scope of security services as defined in schedule 1 – technical information |
| Council (site) Representative | The Authorised Representative as defined in the contract or any other nominated individual by the Council. |
| HSE | Health & Safety Executive, the national independent watchdog for work-related health, safety and illness. |
| Service Provider | The company or companies contracted to deliver the Services as defined in this specification |
| Working Day | Monday to Friday from 08:00 to 17:00 with the exception of Bank Holidays. |

3 Scope of Services

3.1 Outline of services

The scope of Services comprises the following main service elements:

- Mobile patrols;
- Key holding;
- Statics guards;
- Building support services; and
- Ad-hoc security services.

The Service Provider shall provide a professionally managed, high quality security, service that complies with all legislation governing the security industry and shall be contactable by the Council 24 hours per day, 7 days per week.

Through the use of industry best practice and the introduction of innovation, the service will achieve and demonstrate value for money on a continuous basis. In providing the security services, the Service Provider shall deter unauthorised entry, trespass, theft, vandalism, damage, loss through negligence, fire, flood, breaches of Health and Safety or confidentiality.

The Service Provider's approach must meet the requirements of the Council both for physical guarding, use of technology and procedures. The Service Provider shall liaise directly with the Council Representative(s) as required and shall at all times ensure that access to their staff is granted on request by the Council.

During times of heightened security, strike action etc. the Council may require the Service Provider to provide further detailed security provision at agreed rates defined in the pricing schedules.

3.2 Properties

3.2.1 Mobile patrols

The Council requires the Service Provider to provide a high quality mobile patrol service covering the interior and exterior of buildings. When required, the Service Provider shall provide mobile patrols to Premises across the borough 24 hours a day and 7 days a week, including weekends and bank holidays in line with agreed patrol schedules. The Council will develop its future mobile patrol requirements with the Service Provider and reserves the right to amend (with reasonable notice) these patrol schedules as and when its security requirements evolve.

The Service Provider shall implement an auditable patrol monitoring system to verify and report on the frequency, location and pattern of patrols. Any malfunctioning plant or equipment, H&S hazards, potential breaches of security or any other suspicious activities, objects or people shall be immediately notified to the Council's helpdesk.

Where appropriate and in accordance with the Council's procedures the Service Provider shall notify / liaise with to the Police.

The Service Provider shall develop and agree with the Council a mobile patrol method statement detailing the proposed activities and observation areas covered by the Security personnel whilst undertaking the patrol. The primary objective at all times shall be to ensure the security of the buildings and its occupants.

Whilst undertaking mobile patrols, the Service Provider shall politely challenge any person not wearing an appropriate pass at any time, including recognised Council staff, to assure themselves that any and every person has a valid reason for being on the Premises. The mobile patrol shall also include a thorough sweep of the Council's building interior at the commencement of any out-of-hours patrol. The Service Provider shall submit a report of any breach to the Council, in a format to be agreed, on the first working day following the discovery of the breach

The Service Provider shall further keep records of any Council staff who remain on the Premises between the hours [1900 hours and 0700] hours Monday to Friday or who arrange to work on Saturdays, Sundays, Bank Holidays or on any other public holidays. This is to ensure the health and safety of staff members.

The Service Provider shall charge for mobile patrols at agreed rates defined in the pricing schedules.

3.2.2 Key holding

The Council requires the Service Provider to provide a key holding service on a 24/7 and 365 days per year basis in accordance with the technical information provided in schedule 1. The Council reserves the right to amend (with reasonable notice) Premises requiring key holding services as and when its security requirements evolve.

The key holding service shall include the management of keys and responding to ad-hoc request for opening and closing buildings as and when required by the Council. The Service Provider shall charge for ad-hoc response at agreed rates defined in the pricing schedules, which shall include travel cost, traveling time and time on site.

The Service Provider shall charge for key holding services for each Premises at agreed rates defined in the pricing schedules.

3.2.3 Static guarding

The Council may call upon the Service Provider to provide static guards on a short-term interim or long term permanent basis to deter unauthorised entry, trespass, theft, vandalism, damage, loss through negligence, fire, flood, breaches of Health and Safety or confidentiality. When required, the Service Provider shall provide static guarding across the borough 24 hours a day and 7 days a week, including weekends and bank holidays.

The Service Provider shall develop and agree with the Council a static guarding method statement detailing the proposed activities and observation areas covered by the Security personnel whilst undertaking static guarding. The primary objective at all times shall be to ensure the security of the buildings and its occupants.

Static guarding duties shall include the responsibility to control ingress and egress to Premises during out-of-hours shifts. At no time shall the Service Provider allow access to unauthorised individuals. The Service Provider shall politely challenge any person not wearing an appropriate pass at any time, including recognised Council staff, to assure themselves that any and every person has a valid reason for being on the Premises.

Static guarding duties also include a thorough sweep of the Council's building interior at the commencement of any out-of-hours patrol. The Service Provider shall submit a report of any breach to the Council, in a format to be agreed, on the first Working Day following the discovery of the breach. The Service Provider shall further keep records of any Council staff who remain on the Premises between the hours 1900 hours and 0700 hours Monday to Friday or who arrange to work on Saturdays, Sundays, Bank Holidays or on any other public holidays. This is to ensure the health and safety of staff members.

The Service Provider shall ensure that the security staff at all times carry a list of expected deliveries, the approximate time they are meant to take place, and any access required for these deliveries. At no time shall the Service Provider allow access to the Council Premises for any deliveries not previously notified.

The Service Provider shall charge for static guarding at agreed rates defined in the pricing schedules.

3.2.4 Building support services

The Council may call upon the Service Provider to deliver building support services, which may include but not necessarily limited to front desk / reception services, accommodation moves, site security, meeting room management, civic events, minor routine maintenance and emergency cleaning services to ensure that Health & Safety standards are maintained and buildings are clean and well presented.

It is envisaged that in majority of cases the building support services shall be undertaken as additional tasks by security personnel already employed in a static guarding or mobile patrol capacity. Where the Service Provider is requested to supply additional staff to provide building support services, the Service Provider shall provide this service at agreed rates defined in the pricing schedules.

3.3 Ad-hoc security services

Similar to building support services, the Council may call upon the Service Provider to provide ad-hoc security services, which may include but are not necessarily limited to:

- Event security, cover specific Council events throughout the borough.
- Critical incident response, most likely to occur following a major incident or natural disaster resulting in short term emergency security requirements.

The Service Provider shall provide this service at agreed rates defined in the pricing schedules.

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3.4 Countryside, parks and car parks

The Service Provider shall provide security services on a 24/7 and 365 days per year basis at a number of countryside locations, parks and car parks, as identified in schedule 1 – technical information. The security services include a variety of service elements differing per location. The Council reserves the right to amend (with reasonable notice) countryside locations and/or associated scope of services as and when its requirements evolve.

- Key holding service to include the management of keys and responding to alarm activations;
- Ad-hoc security response requests as and when required by the Council;
- Mobile guarding patrols; and
- Gate locking and opening service.

The Service Provider is aware of the rural setting of these countryside locations and adopts its security services accordingly to cope with only very limited artificial lighting at night, difficult monitoring situations and bad weather access challenges during winter months.

The Service Provider shall charge for ad-hoc responses at agreed rates defined in the pricing schedules, which shall include travel cost, traveling time and time on site. The Service Provider shall charge for key holding, gate locking services and mobile patrols for each location at agreed costs as defined in the pricing schedules.

3.5 Record keeping

The Service Provider shall maintain accurate records of the security service provision. Service records expected to be provided by the Service Provider include, but are not necessarily limited to:

- Inspections records - detailing times of inspections, incidents noted and faults reported to the Council's helpdesk (identified by the unique reference number received from the helpdesk).
- Daily security reports (submitted weekly to the Council) - detailing any incidents, confirmation of patrols (exact times and location) and any other issue that should be notified to the Council.
- Monthly reports - The Service Provider shall submit a monthly report to the Council including a log of incidents and actions taken.

The format of these reports shall be agreed between the Service Provider and the Council prior to service commencement.

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3.6 Security services response times

The Service Provider shall adhere to the following specifically identified maximum response times:

| Service | Maximum permitted response time |
|-----------------|------------------------------------------|
| Mobile guarding | 1 hour from receiving the phone call |
| Key holding | 30 minutes from receiving the phone call |

Any other ad-hoc or currently unidentified security services shall be provided on an Emergency or Routine basis in line with the following guidance for the use of each priority category:

Emergency - Matters where immediate action is required without delay. This category includes instances where the health, safety or wellbeing of people may be at risk, or to prevent/limit damage to belongings and/or property, or events that could ultimately close the building.

Examples include: static guards required in response to immediate threat to building or building users security.

Routine - Matters adversely affecting the user's enjoyment of the building or otherwise of an administrative or routine nature.

Examples include: Additional security requirements for planned civic event. Planned and requested in advance.

The Service Provider shall respond and rectify within the Response and Rectification Times as outlined in the following table and meet the requirements of law:

| Priority Category | Maximum permitted response time |
|-------------------|------------------------------------------|
| Emergency | 30 minutes from receiving the phone call |
| Routine | Agreed on a case by case basis |

3.7 Quality standards

3.7.1 Approach to quality

The Service Provider shall implement a Quality Management System (QMS) in accordance with the ISO 9001 Quality Accreditation, which shall include a proposed methodology for auditing and monitoring the quality of the Services.

The Service Provider shall further hold an Approved Contractor status with the Security Industry Association (SIA).

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3.7.2 Commitment to quality

3.7.2.1 Expert service delivery

A high quality, high value for money and expert service delivery shall be demanded from the Service Provider to ensure continuously high standards of reliability, availability and presentation.

3.7.2.2 Integrity

The Council takes considerable pride in the performance of their service delivery with emphasis placed on honesty and integrity with respect to their personnel, customers and members of the general public and their possessions. The Service Provider shall commit to impeccable high standards of honesty and integrity which shall be reflected in the selection criteria of their staff.

3.7.2.3 The working environment

The Service Provider shall ensure at all times that all security services are undertaken with due regard to the working environment. Site tidiness and smart appearance of all personnel is essential.

Service Provider's personnel shall at all times be neat, tidy and clean in appearance and shall visibly carry a personal ID badge and wear the approved uniform that will bear a clearly identifiable company emblem.

All Service Provider personnel including sub-contractors shall be polite, courteous and considerate of the Council Location's business operations at all times.

3.7.2.4 Security personnel

The Service Provider shall continue to recognise the importance and impact of the security service and will hire staff that are professional and tactful in demeanour. At no time will the Service Provider allow a shortfall in the presentation of the Security Service, thus providing maximum reassurance to Council as to its professionalism.

The training of personnel shall meet the standards laid down by the Security Industry Association or equivalent. All security personnel shall be trained in First Aid and the Service Provider shall maintain an accurate record of staff certification.

3.7.2.5 Control and supervision of the works

The Service Provider shall ensure that the contract is properly managed and the Services are appropriately supervised. The Service Provider shall observe all instructions from the Council and all reasonable requests from the Council's Representative(s) at the Council Location to temporarily suspend any work items that limit the business of the Council Location.

The Council shall be empowered to reasonably request the immediate removal from the Premises of any person employed by the Service Provider; the Service Provider shall be required to replace removed personnel with other personnel with similar experience, knowledge and capability.

3.7.2.6 Sub-contractors

Where the Service Provider chooses not to self-deliver the Services or part thereof; the Service Provider shall appoint suitably qualified and trained sub-contractors. The Service Provider shall remain fully responsible for the overall Services and its sub-contractor' and any self employed staffs conduct under the conditions of this arrangement.

The Service Provider shall declare to the Council a schedule of any sub-contractors, or self employed staff to be employed in respect of this contract. The Council reserves the right to refuse any of the sub-contractors proposed by the Service Provider. If at any time the Service Provider wishes to replace a sub-contractor, then the Service Provider shall bring this to the attention and seek approval of the Council.

The Service Provider's sub-contractors and any self employed staff working on behalf of the service provider will be bound by the conditions of contract agreed between the Council and the Service Provider.

3.7.2.7 Emergency procedures

The Service Provider shall ensure all Service Providers staff are aware of and comply with each Council Location's emergency evacuation procedures.

All security staff shall be appropriately trained in the emergency evacuation measures including such as but not necessarily limited to building evacuation, event of fire, bomb alert, terrorist or any other threat. The Service Provider shall ensure that its security personnel shall at all times be aware of the latest industry best practice as well as the Council's own emergency evacuation procedures.

3.7.2.8 Inspections

The Council may inspect or arrange for the inspection of all or any of the security services, arrangements and associated records to satisfy themselves of the adequacy of the arrangements, and the Security personnel in general. These inspections may take place at any time during the contract without any prior notice.

3.7.2.9 Accidents

The Service Provider must keep reports of all accidents, incidents or dangerous occurrences for the contract.

The Service Provider must include within its records any accidents, incidents or dangerous occurrences which occur to its security personnel. The Service Provider is responsible for notifying the HSE in compliance with RIDDOR. The Service Provider shall provide information on accidents, incidents or dangerous occurrences when requested by the service manager. On occasion, the Council may need to hold copies of the accident information to mitigate future insurance claims.

Where a serious accident, incident or dangerous occurrence occurs, the Service Provider must notify the Council without delay in accordance with the contract.

The Service Provider shall ensure that all accidents, incidents and dangerous occurrences are fully investigated and the remedial actions arising from these investigations shall be promptly implemented, the service manager must be informed of these investigations and the remedial actions taken by the Service Provider.

3.7.2.10 Changes to the scope of service

The Council shall be entitled to add to or remove Council Locations or areas within Council Locations from or to the scope of Services giving at least two weeks written notice to the Company. Any consequential adjustment to the monies payable under this contract shall be agreed in advance of such notices being issued.

Any such additions / deletions shall be agreed in accordance with the Change Control Procedure as defined in the contract. The financial adjustments shall be agreed on the basis of the rates and charges submitted by the Service Provider.

3.7.3 Quality standards

The Service Provider shall as part of the Service provided under this contract ensure that all Work undertaken by the Service Provider is in accordance to all relevant legislation such as but not necessarily limited to the following or the latest version of:

- All relevant publications issued by Health and Safety Executive.
- All relevant legislation including guidance notes and codes of practice.
- The Council's applicable policies and procedures.
- The Private Security Industry Act 2001.
- The Equality Act 2010.
- The Management of Health and Safety at Work Regulations 1998.
- The Manual Handling Operations Regulations 1992.
- The Personal Protective Equipment at Work Regulations 1992.
- The Provision and Use of Work Equipment Regulations 1998.
- Industry good practice guidelines
- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995.

4 Contract management and performance monitoring

This contract management and performance monitoring section shall apply to each lot as defined throughout this specification.

4.1 Contract management

4.1.1 Managed service

The Service Provider is required to provide a fully managed service and performance regime relevant to each lot to facilitate and minimise disruptions to the core business of all Council Locations.

The Service Provider shall deliver the Services relevant to each lot to the required standard as set out in this specification and ensure at all times sufficient resources (at all levels) shall be in place to deliver each of the Services to the standards required.

4.1.2 Service method statements

The Service Provider shall develop detailed service method statements illustrating the proposed service delivery process. The method statements shall be reviewed at least annually.

4.1.3 Performance review meetings

4.1.4 Monthly performance review meetings

The Service Provider and the Council's Representative(s) shall meet on a monthly basis to review the performance and effectiveness of the contract on the basis of the performance reports as outlined below. These meetings will be used as a forum for raising queries, comments and suggestions, as well as the discussion of:

- Forward planning.
- Innovation / service upgrades / changes in working practices etc.
- Service review and improvement and Best Value practice.
- Mutual agreement for sign-off of monthly payment

On a quarterly basis the monthly performance review basis shall be used as a forum for the Council's ongoing financial budgeting requirements in addition to the standard monthly format.

4.1.5 Annual review meetings

Following each Contract Anniversary Date, the Service Provider and Council's Representative(s) shall meet for an annual review meeting to discuss the preceding year's overall performance based on the annual performance report as outlined below.

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4.1.6 Invoicing

The Service Provider shall submit an application for payment at the end of each month as part of their performance report which shall include:

- A breakdown of planned activities undertaken against the relevant programmes and associated cost in accordance with the agreed pricing schedule.
- An overview of all completed responsive service requests of that preceding month including the associated costs.
- An overview of potential deductions under the performance management mechanism.

Subsequently the Council and the Service Provider shall agree a final monthly payment value; followed by the Service Provider formally submitting an invoice, stating the agreed invoice amount. The invoice shall then be paid by the Council in accordance with a payment provision of 30 days.

4.1.7 Complaints Handling

In accordance with the contract, the Service Provider shall be required to deal directly with complaints and shall provide a senior employee and any specialists to attend meetings at the Council's Representative's request. Where the Service Provider is not able to resolve a complaint, the issue shall be referred to the Dispute Resolution Procedure.

The Service Provider shall inform the Council's Representative(s) of all complaints received about the service.

4.1.8 Management information

The Service Provider shall as part of the Services contracted, maintain and continuously update all relevant management information, electronically and securely submit to the councils nominated representative(s) on a weekly basis. All the records shall be made available for inspection by the Council within reasonable time scales. Following the expiry of the contract, all service data and any other data relevant to the delivery of the Services shall be transferred to the Council including the data maintained by the Service Provider at no additional cost to the Council.

The Service Provider is expected to maintain information such as, but not limited to and where these have not been listed elsewhere in this specification:

- Service specific records as mentioned in section 3 of this specification
- Customer satisfaction surveys records;
- Health and Safety records, including fire records;
- Training records
- Meeting minutes and actions;

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- Management records including staff names, lists of responsibilities, management structure and sub-contractor records; and
- Any other relevant information to the provision of Services.

4.2 Performance monitoring

The Service Provider shall commit to accurate and visible self-monitoring and quality audit of their performance by providing data to fair and accurate produced results against the predetermined and agreed Key Performance Indicators (KPIs) as detailed in schedule 3.

4.2.1 Monitoring systems

It is expected that the contract shall be largely self-monitoring where the Service Provider will be identifying and rectifying Service Performance Shortfalls before the Council detects them. It is expected that the vast majority of calls reporting failures by the Council will be for failures that are identified as they occur.

The Service Provider shall therefore be required to undertake the following monitoring regime:

- To take note of the prioritisation of reported Service Performance Shortfalls;
- To operate procedures and systems to record information on performance monitoring and reporting; and
- To monitor the performance of the Service and compilation of performance reports.
- The Service Provider shall submit contract monitoring proposals, including but not limited to:
 - a) Analysing information on the performance of each aspect of the Strategic Brief. It shall utilise data provided by various sources and be capable of reporting performance against the defined Performance Standards;
 - a) Performance reports, detailing performance of the Service Provider over the preceding period and shall be used by the Service Provider to demonstrate performance against standards;
 - b) Performance review meetings, used as a forum for raising queries, comments and suggestions surrounding contract performance.

4.2.2 Performance reports

4.2.2.1 Monthly performance reports

The Service Provider shall provide monthly performance reports within 5 Working Days of the end of the month at their own cost. The Monthly performance report shall support and inform regular monthly progress meetings between the Council's Representative(s) and the Service Provider.

Each performance report shall detail the performance of the Service Provider over the preceding month. The Service Provider shall use the performance reports to

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demonstrate continuous improvement in the delivery of its Services in terms of efficiency, economy and effectiveness.

The exact format and content of the performance reports shall be agreed by the Service Provider and Council prior to service commencement. The performance reports shall at a minimum include:

- Service performance statistics;
- Key Performance Indicator compliance overview;
- Application for payment;
- Number and details of all complaints;
- Contract variation requests;
- Forthcoming changes in legislation;
- Health and Safety breaches and recordable accidents relating to the utilisation of the Premises for Service Provider parties; and
- Review of staffing numbers, contract management structures, service delivery proposals and contractual issues if any changes have occurred.

4.2.2.2 Annual performance reports

The Service Provider shall provide the Council with an annual performance report at their own cost following each Contract Anniversary Date in relation to the Services. The annual performance report shall at a minimum include:

- Annual performance review of the Service;
- Accumulated statistical overview of KPI compliance of the preceding year;
- Overview of preceding year's events/occasions of best practice and areas requiring improvement; and
- Subsequent service improvements to be implemented for the following year.

4.2.2.3 Performance report adjustments

The Council and Service Provider shall both within reason have the opportunity to add further measurable items to any of the above performance reports, such requests shall be provided within a reasonable time before the production of the report to enable the Service Provider to collate the necessary information.

4.2.3 Customer satisfaction surveys

The Service Provider shall undertake a customer satisfaction survey to the format and frequency agreed with the Council. This shall include provision of foreign language surveys for non-English speaking customers. Surveys shall be undertaken no less than annually and shall cover a representative sample of the Premises, occupant

departments and any third party organisations (where applicable) in order to provide a 'snap shot' of customer satisfaction with the Services.

The Service Provider shall at the start of each Contract Year submit to the Council for approval a proposed regime for undertaking customer satisfaction surveys / questionnaires. This shall include the content, frequency sample size, methodology and satisfaction results.

The Service Provider shall subsequently undertake customer satisfaction surveys / questionnaires in accordance with the regime agreed by the Council.

Where customer satisfaction falls below the predetermined threshold, The Service Provider shall within one week of the survey / questionnaire submit to the Council for approval an action plan to address the problem. The action plan shall include a timescale within which a repeat survey / questionnaire shall be undertaken to demonstrate the action plan has achieved the required satisfaction level. The Service Provider shall subsequently undertake the agreed action plans and follow up surveys / questionnaires within the timescale defined.

SCHEDULE 1 – Technical information

1 Technical information

All technical information is made available via the Chest and covers the following elements:

Council Locations



a) Service requirements per location:

Appendix 3 (Security Requirements) of the ITT guidance document contains all possible Council Locations to which this security service specification currently applies. The Council however reserves the right to amend this schedule giving reasonable notice.

SCHEDULE 2 – Performance management principles

This schedule defines the performance management principles implemented by the Council to monitor and measure the performance of the Service Provider. The Service Provider's performance is measured against the Key Performance Indicators as defined in schedule 3.

This schedule shall be read in conjunction with the main contract agreement.

Principles

The following overarching principles apply:

- The Service Provider shall be responsible for the reporting of their monthly performance against the Key Performance Indicators in line with the self-monitoring principles as defined in the specification (refer to 4.2 Performance monitoring).
- The Service Provider shall include the KPI performance in the performance reports as illustrated in paragraph 4.2.3 of this specification and illustrate the overall percentage compliance performance the Service Provider believes it has achieved.
- The overall performance shall be discussed during the monthly performance review meeting. Both parties shall use all reasonable endeavours to agree a final performance compliance percentage for the period.
- The resulting penalty deduction shall be calculated in accordance with the provisions of this schedule and deducted from the invoice for the respective monitoring period.

Key Performance Indicators

Schedule 3 outlines for each Key performance Indicators:

- Definition of performance requirement.
- Monitoring details and any relevant information associated to the KPI.
- Performance standard to be achieved.
- Frequency of KPI.
- Maximum service score achievable against the KPI defined in service credits.
- Relative weighting of the individual KPI.
- KPI specific performance management mechanism for measuring the Service Provider performance and calculation of service credits achieved against that KPI.

The Key Performance Indicator schedule further illustrates which KPIs apply in which monitoring period.

Service credits and service score

In line with the KPI specific performance measurement mechanism, the Service Provider is allocated service credits against each applicable KPI; accumulating to an overall service score. The overall service score represents the Service Provider's performance for the monitoring period. This score is subsequently assessed against the maximum available service score¹ for a given monitoring period, calculating an overall percentage compliance score.

For the avoidance of doubt, the service score and overall percentage compliance are calculated against the KPIs of each individually defined element of this specification.

Penalty deduction

The Service Provider's overall percentage compliance score may result in a financial penalty deduction. The penalty deduction incurred in any given monitoring period shall be capped at 10% of the total invoice value for that particular period, as declared in the Service Provider's reports (refer to 4.2.3 of the specification). The 10% cap shall represent the Service Provider's risk against poor performance and is designed to encourage a continuously high service delivery from the Service Provider. The penalty deduction cap solely relates to the measuring of KPI performance shall not replace / limit any financial damages that may be levied on the Service Provider in accordance with any other provision of the contract.

The financial penalty deduction shall be calculated in accordance with the following penalty deduction matrix:

| Percentage compliance score | Penalty deduction |
|-----------------------------|-----------------------------------------------------|
| 95.00% to 100% | No financial penalty deduction shall apply |
| 90.00% to 94.99% | Penalty deduction of 1% of the total invoice value |
| 87.50% to 89.99% | Penalty deduction of 2% of the total invoice value |
| 85.00% to 87.49% | Penalty deduction of 3% of the total invoice value |
| 82.50% to 84.99% | Penalty deduction of 4% of the total invoice value |
| 80.00% to 82.49% | Penalty deduction of 5% of the total invoice value |
| 77.50% to 79.99% | Penalty deduction of 6% of the total invoice value |
| 75.00% to 77.49% | Penalty deduction of 7% of the total invoice value |
| 72.50% to 74.99% | Penalty deduction of 8% of the total invoice value |
| 70.00% to 72.49% | Penalty deduction of 9% of the total invoice value |
| < 70% | Penalty deduction of 10% of the total invoice value |

¹ The maximum available service score represent a 100% compliance against the performance standards and equates to the total number of service credits available to all KPIs applicable in any given monitoring period.

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Persistent under performance

Additionally, the Service Provider's performance shall be measured against persistent under performance. Persistent under performance shall occur when:

- The Service Provider's percentage compliance score has achieved 70% or less for a consecutive period of 3 calendar months.
- The Service Provider persistently fails to achieve a specific individual KPI 70% or less for a consecutive period of 3 calendar months.

In the event of persistent under performance, the Service Provider shall be required to submit a remedial plan in accordance with schedule 2 of the contract, outlining proposed mitigation actions and proposed time scales. The remedial plan shall be mutually agreed between the Service Provider and the Council. Where the Service Provider fails to meet the outcome and / or time scales of the remedial plan, the Council has the right to terminate the agreement in accordance with the provisions of the contract.

SCHEDULE 3 – Key performance indicators

See separately attached document – Appendix 2a, Schedule 3 Key Performance Indicator Matrix

The KPIs defined in this document shall be reviewed annually and adjusted in accordance with any change in service delivery or reporting requirements. Any changes shall be at the discretion of the Council.