

Estates Department Service Level Statement

1.0 Introduction

1.1 The Estates Department provides a number of essential services to the University of Kent and is responsible for managing, maintaining and developing the infrastructure and building fabric of our Canterbury and Medway campuses.

1.2 This Service Level Statement links the monitoring of the scope of our services to our departmental Key performance Indicators (KPIs). We report monthly, quarterly and annually on performance against all KPIs which link with our service levels.

2.0 Aims and Objectives

2.1 The objective of this Service Level Statement is to describe the key outward facing services provided by the Estates Department and the overarching quality standards and degree of professionalism that should be expected by our customers; here we explain the services we offer and how the standard of our services are monitored.

We will:

- Listen effectively to our customers' requests and be responsive to our customers' needs, remaining professional and courteous at each point of contact with our customers.
- Continuously review our processes to ensure that we meet the needs of all of our stakeholders while also ensuring the service that we provide is professional, effective and value for money.
- Inform our customers of normal process times, in accordance with our Service Level Statement.
- Keep our customers informed of unexpected delays in services, which may affect their request and provide regular updates on where we are in the process.
- Ensure our customers understand our complaints procedure and keep this procedure under review.
- Listen to feedback from our customers, which will shape any changes that we make to our services, and continuously strive for improvement in all that we do to ensure that we remain the department of choice.
- Communicate effectively with our stakeholders about any changes to our services.

2.2 When using our services, we expect that our customers will:

- Be respectful and polite to our staff.
- Be considerate of other customers' needs and requests.
- Use our online services if they can and be willing to try new ways of contacting us.
- Keep us informed of personal changes, which might affect the services we provide to them.
- Provide us with feedback about their experiences to help us to learn and improve.

- Be familiar with and comply with all relevant Estates Department policies and procedures relating to all areas of operation <https://www.kent.ac.uk/estates/policies/>

3.0 Scope

- 3.1 This Service Level Statement covers all services within the Estates Department and the sections and staff, which offer them.
- 3.2 We recognise that the customer is defined as “anyone other than ourselves”, however will typically fall into one of the following categories:
- All University of Kent Students.
 - All University of Kent academic and administrative staff of Schools and Professional Service departments.

4.0 Responsibilities

- 4.1 The Director of Commercial Services and Estates has ownership of this policy and the responsibility for reviewing it on a timely basis. Individual Heads of Section have responsibility for updating services and key performance indicators within their area.
- 4.2 This Service Level Statement will be reviewed as part of the annual planning process. Any changes to this agreement outside of this review period will be communicated to our customers and signed off by the Director of Commercial and Facilities Management.

5.0 Sections, services and KPI’s

5.1 Estates Customer Services

The Estates Department’s Customer Services Centre is the key contact point for all enquiries, is open Monday – Friday, 8.00am – 5.00pm (excluding Bank Holidays), and is located in the main Estates building. In the case of emergencies out of hours, the person reporting the issue should contact Campus Security on 01227 823300.

- 5.1.1 Estates Customer Services can be contacted via telephone, email or intranet. Calls will be logged and defects or planned works will be logged on the CAFM (Computer Aided Facilities Management) database.
- 5.1.2 There is a robust Complaints Procedure for customers to use if they believe we have not properly fulfilled our SLS. Comments on the service provided are welcomed and all stakeholders are encouraged to provide honest feedback so that we can continue to improve the services that we provide.
- 5.1.3 Departmental KPIs where performance against our service is measured:

Section	KPI	Method of Measurement	Source	Frequency of Measurement	Target Measure
Customer Services	% Calls Handled	Calls Answered v Total Calls	Mitel	Monthly	97%

Customer Services	% Complaints Handled within SLA	Date of Complaint v Date of Resolution	Excel	Monthly	98%
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5.2 Print

Design & Print provides a complete printing solution for the University's staff, students and external clients, with the aim of delivering an efficient, secure and value for money service at the highest standard within an affordable budget. The shop is open: Monday – Friday, 9:00am – 4:30pm.

- 5.2.1 The services provided include digital, large format and lithographic printing, together with binding, finishing, scanning, branded goods, paper supplies, signs, vinyl banners, mail merging and inserting services. The delivery lead time will depend on the type of product being produced. A specific delivery date will be agreed with our customers. This will be confirmed once an order is placed.

A full range of services is listed at: <https://www.kent.ac.uk/estates/services/design-and-print/index.html>

- 5.2.2 Departmental KPIs where performance against our service is measured:

Section	KPI	Method of Measurement	Source	Frequency of Measurement	Target Measure
Design & Print	% Jobs Completed on time	Completion Date v Work Requested Date	Solprint/Archibus	Monthly	98%

5.3 Campus Security

The role of Campus Security is to promote and maintain a safe and secure environment with the goal of ensuring the personal safety of students, staff, and visitors. Campus Security services are available 24/7, 365 days/year (Canterbury/Medway campus).

- 5.3.1 At our Canterbury Campus, our services include security patrolling/incident response, fire and intruder alarm monitoring, providing security for special events, CCTV monitoring, parking enforcement, and delivering a security reception for enquiries and lost/found property.

In the interest of ensuring a safe and secure environment, Campus Security staff will also provide both foot and mobile patrols of the University's estate at the Medway Campus. Campus Security will respond within a reasonable period to reports of all incidents upon University property or involving associated staff, students or visitors. Other services provided by Medway Campus Security include alarm response, building/security alarm setting, lost/found property, operation and monitoring of CCTV.

- 5.3.2 Departmental KPIs where performance against our service is measured:

Section	KPI	Method of Measurement	Source	Frequency of Measurement	Target Measure
Campus Security	Parking Enforcement %	Hours of enforcement/expected hours of enforcement	360	Monthly	90%

Campus Security	Incident Response within SLA	Incidents attended within SLA/Total Incidents	ISAAR	Monthly	97%
Campus Security	CCTV Cameras in operation	CCTV Cameras in Operation / Total CCTV Cameras Installed	Spreadsheet	Monthly	90%

5.4 Traffic Management and Travel

The key aims of this section is to ensure smooth traffic flows, a safe and secure transport network and the provision of a choice of sustainable forms of travel to and from the University; thus improving safety, minimising carbon emissions and congestion.

5.4.1 Services at Canterbury and Medway campuses include traffic management, cycle facilities, travel plans, communications, an inter campus shuttle service, provision of parking permits, parking enforcement, visitor parking for University business, staff and business travel, and assistance with parking for special events.

The team also operates a car share scheme and has close working partnerships with Stagecoach and Arriva bus companies to ensure University of Kent students and staff can purchase significantly discounted bus passes and there are frequent bus services to and from our campuses.

5.4.2 Departmental KPIs where performance against our service is measured:

Section	KPI	Method of Measurement	Source	Frequency of Measurement	Target Measure
Traffic Management	% of Available Bays in Giles Lane Car Park	Average bays available 8am – 5pm, Mon-Fri	Sagoss	Monthly	2.0%
Traffic Management	% of Available Bays in Visitor Only Pay & Display Car Parks	Average availability 8am - 5pm Mon-Fri	Flowbird	Monthly	5.0%
Travel	% Punctuality of Coach Services	No of Services departing on time weighted by frequency	Service providers	Monthly	90.0%
Travel	% Punctuality of third party bus services	No of Services departing on time weighted by frequency	Service providers	Quarterly	95.0%

5.5 Facilities Support Services

The role of Facilities Support Services is to support and maintain facilities at both Canterbury and Medway campuses; delivering Postal Services, Waste Disposal and Recycling activities, the services provided by the Medway FM team and Logistics. Pest control on the estate at both Canterbury and Medway (external to buildings) is monitored and managed by the University's Pest Control contractor.

5.5.1 Services delivered by the Postal Services team include delivery and collection of incoming, internal and external post, courier services for UK and international parcels,

processing external post, publication requests, despatch services, and the provision of a staff and student postal counter service on Canterbury Campus.

At our Medway Campus, our Postal Services team deliver and collect incoming, internal and external post and packets from scheduled points on Campus. There will be at least one delivery and collection per day.

All reasonable volumes of post will be despatched on the day of receipt. For delivery/collection points see www.kent.ac.uk/estates/services/postal.html.

5.5.2 The Waste Disposal and Recycling team provides services that comply with UK legislation and environmental standards by providing advice and guidance to all staff and students relating to the safe disposal of waste (including Waste Electrical and Electronic Equipment) generated on campus and working towards waste and recycling goals set in the Sustainable Waste Strategy 2021-2026. Services include monitoring and coordinating the provision of bins across campus for general waste, confidential waste and recycling and glass, together with a collection service for hazardous waste and coordinating skips for metal, hardcore, wood and green waste.

5.5.3 Services provided by the Medway FM team include the day-to-day management of the University's buildings, supervision and quality control of cleaning activity on site (with cleaning services provided by an external contractor), day to day operation and maintenance of plant and associated equipment including fire alarm and system testing, reading and recording information from all buildings utility meters, clearing litter and graffiti, caretaking duties and minor repairs and maintenance tasks. Medway FM Team are responsible for de-icing/clearing the University roads, footpaths, and DHL car park at Medway. If there is a heavy overnight frost, the clearance of ice follows an agreed priority order.

5.5.4 The Logistics team provides removal and disposal services for all Schools and Departments at the Canterbury Campus. Key services include the redistribution and removal of minor furniture and equipment, confidential waste, printer cartridges, electrical equipment, toners and batteries, together with the delivery of school/departmental goods, the raising/lowering of flags, and support with events.

At our Medway Campus, our logistics team will assist with the redistribution and removal of minor furniture and equipment, confidential waste, printer cartridges, electrical equipment, toners and batteries.

5.5.5 Departmental KPIs where performance against our service is measured:

Section	KPI	Method of Measurement	Source	Frequency of Measurement	Target Measure
Support Services	% Reactive Work Requests Completed within SLA	Completion date v work requested date	Archibus	Monthly	90.0%
Postal Services	% Outgoing post despatched within SLA	(Total Items - Failed items) / Total Items	Spreadsheet	Monthly	90.0%
Waste & Recycling	General Waste Reduction %	General Waste v 2019/20 Baseline	RIO	Monthly	-2%

Waste & Recycling	Carbon Emissions Reduction from waste %	Carbon emissions from waste v 2019/20 baseline	RIO	Monthly	-2%
Waste & Recycling	Waste Reduction %	Reduction in General Waste compared to 2019/20 baseline	RIO	Annual	-2% pa
Waste & Recycling	Recycling Increase %	Increase in Recycling compared to 2019/20 baseline	RIO	Annual	0.5% pa
Waste & Recycling	Re-use Increase %	Increase in Re Use compared to 2019/20 baseline	RIO	Annual	1% pa
Waste & Recycling	Composting/anaerobic digestion Increase %	Increase in composting/anaerobic digestion compared to 2019/20 baseline	RIO	Annual	0.5% pa
Medway FM	% Reactive Work Requests Completed within SLA	Completion date v work requested date	Archibus	Monthly	90.0%

5.6 Technical Support

The Technical Support team provide advice on maintenance strategies and a coherent long-term maintenance plan.

5.6.1 The team supports long term maintenance, specification of plant and equipment for existing and new builds, risk management, investment planning, business continuity, compliance assurance and health and safety.

5.6.2 Departmental KPIs where performance against our service is measured:

Section	KPI	Method of Measurement	Source	Frequency of Measurement	Target Measure
Technical Support	% Projects regardless of value delivered in a timely manner	Projects handed over within 3 months of construction start	COMM CELL Data	Monthly	90.0%
Technical Support	Customer quotes produced in accordance with customer requirements	% Customer Quotes submitted within 28 days of customer initial engagement	COMM CELL Data	Monthly	90.0%

5.7 Maintenance

The Maintenance team are responsible for the delivery of reactive and planned maintenance for electrical, mechanical and building fabric.

5.7.1 Normal operational hours are 8am-8pm Monday to Friday (excluding Bank Holidays and university closure periods). Outside these times there are on call maintenance operatives who will respond to emergency situations. Outside normal operational

hours urgent situations will be dealt with as quickly as possible but this may be the following day after the report is received.

5.7.2 Estates Customer Services are responsible for receiving maintenance service requests at the Canterbury and Medway campuses. Work requests are logged into a Maintenance Management System, (Archibus) where work orders will be logged, assigned, tracked, and measured to completion.

5.7.3 The Maintenance service will respond to specific problems (reactive maintenance) within the Service Levels detailed below.

Service:	Service Description:	Standard: (for which the service will be measured against)
Emergency response	<ul style="list-style-type: none"> • Floods (either from pipework or leaking roofs) • Glazing (where security or safety is compromised) • Electrical shutdown of a building • People trapped in a lift • Gas leaks • Fire alarms • Serious trip hazard • Bare electrical cables 	Respond within 1 hour
Urgent response	<ul style="list-style-type: none"> • No heating (when reported before 3pm) • No water • Lighting (where it provides the only illumination in an area) • Lights on staircases • No hot water • Shower not working (where it is the only one in a house) • Localised electrical failure • Security lighting • Blocked toilets or drains • Lifts out of action • Corridor lights • Removal of offensive graffiti 	Respond within 24 Hours
Routine response	<ul style="list-style-type: none"> • Lighting (where it is one of a number in an area) • External lighting • Door closers • Unable to open windows • Tiling to showers • Removal of non-offensive graffiti 	Respond within 5 Working Days
Scheduled maintenance	All other maintenance items required.	Within 20 working days
Planned maintenance	All other planned maintenance requests	By Agreed Date

Rechargeable works	<ul style="list-style-type: none"> Bespoke requests Work of a rechargeable nature which requires forward planning (Requests logged via the Rechargeable works request system) 	By Agreed Date
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5.7.4 Departmental KPIs where performance against our service is measured:

Section	KPI	Method of Measurement	Source	Frequency of Measurement	Target Measure
Maintenance	% Priority 1 Reactive Work Requests Completed within SLA	Completion Date v Work Requested Date	Archibus	Monthly	100.0%
Maintenance	% Priority 2 Reactive Work Requests Completed within SLA	Completion Date v Work Requested Date	Archibus	Monthly	75.0%
Maintenance	% Priority 3 Reactive Work Requests Completed within SLA	Completion Date v Work Requested Date	Archibus	Monthly	80.0%
Maintenance	% Priority 4 Reactive Work Requests Completed within SLA	Completion Date v Work Requested Date	Archibus	Monthly	90.0%
Maintenance	% Priority 5 Reactive Work Requests Completed within SLA	Completion Date v Work Requested Date	Archibus	Monthly	100.0%
Maintenance	% Statutory PPM Completed to schedule	Completion Date v Expected Completion Date	Archibus	Monthly	100.0%
Maintenance & Technical Support	Building Condition	Condition A & B M ² / Total M ²	Estates Management Record	Annual	81.2%

5.8 Landscape and Grounds Management

The role of Landscape and Grounds Management is to provide a safe, attractive environment for the use of both staff and students on campus.

5.8.1 At the Canterbury Campus, the Landscape and Grounds Management team provides a range of services including the maintenance of turf, grassland, shrub, decorative bedding and woodland areas, together with the provision of sports surfaces, hard surfaces, ponds and clearing snow and ice during inclement weather. The team also implements the planting of new trees as well as coppicing woodland areas on rotation as set out in the Woodland Management Plan.

5.8.2 The grounds at Medway are looked after via external landscape contractors to an agreed specification. This includes the maintenance of grasslands, shrub areas, wild flower banks, hard surfaces, leaf collection, bed and borders, pruning.

5.8.3 Departmental KPIs where performance against our service is measured:

Section	KPI	Method of Measurement	Source	Frequency of Measurement	Target Measure
Landscape & Grounds Management	% Planned Work Completed within SLA	Completion Date v Work Requested Date	Archibus	Monthly	97.0%

5.9 Energy and Environment

The Estates Department's Energy Engineer is responsible for the procurement of utilities and energy management for the University.

5.9.1 Services include giving guidance and practical assistance to enable the University to meet future sustainability challenges; embed good practice across its operations and systems; fulfil its requirements within the University's Environmental Management System; and demonstrate sustainability leadership within the organisation and the sector.

5.9.2 Departmental KPIs where performance against our service is measured:

Section	KPI	Method of Measurement	Source	Frequency of Measurement	Target Measure
Energy	Water reduction	Water v 2018-19 Baseline	RIO	Monthly	Track against Target Monthly Profile based on the current target reduction of 2%/year.
Energy	Energy Costs v Budget	Gas & Electricity cost v Budget	UBW	Monthly	Keep on, or under budget.
Energy	Carbon reduction	Carbon Emissions v 2018-19 Baseline	RIO	Monthly	Track against Target Monthly Profile based on the current year's annual target.
Energy	Carbon reduction	Carbon Emissions v Prior Year (Tonnes)	Estates Management Record	Annual	631.45

5.10 Strategic Planning

The role of the Strategic Planning function is to oversee the management of all University physical resource planning at the Canterbury and Medway campuses.

5.10.1 The team sets the short, medium and long-term strategic direction for the University's development of its physical resources, as well as to contribute to the future shape of the Estate. The team seeks to ensure through the annual planning/budget bidding process that the value of budgets is maximised in order to develop and deliver new, progressive and innovative space in order to meet the University's changing physical resources needs.

5.10.2 Departmental KPIs where performance against our service is measured:

Section	KPI	Method of Measurement	Source	Frequency of Measurement	Target Measure
Planning	Building Functional Suitability	Suitability 1 & 2 M ² / Total M ²	Estates Management Record	Annual	90.0%

5.11 Space Management

Space Management provides services to the University-wide community in terms of planning, allocating and monitoring space utilisation. As part of this process, we seek to maximise value from the existing Estate as well as providing support for the Estate Strategy's utilisation, efficiency and value for money agenda.

5.11.1 The team will respond to initial customer to enquiries within 5 working days.

5.11.2 Departmental KPIs where performance against our service is measured:

Section	KPI	Method of Measurement	Source	Frequency of Measurement	Target Measure
Planning	Teaching Space Utilisation	Room Frequency X Room Occupancy (Room Occupants / Room Capacity)	Estates Management Record	Annual	23.9%
Planning	Academic Space Per Student	Academic Space M ² / Student FTE	Estates Management Record	Annual	4.30
Planning	Teaching Space Per Student	Core Teaching Space M ² / Taught Student FTE	Estates Management Record	Annual	2.50
Planning	Space Per Academic Staff Member	Academic Office NIA M ² / Staff FTE	Estates Management Record	Annual	12.60
Planning	Space Per Support Staff Member	Academic Office NIA M ² / Staff FTE	Estates Management Record	Annual	11.00

5.12 Property management/services

Management services are provided to ensure the University is obtaining best value from its assets, is managing its assets responsibly and is meeting its legal and statutory requirements in these areas. The team manages the use of external consultancy, legal advice and representation to safeguard the University's interests as landlord, tenant and landowner.

5.12.1 The team will respond to initial customer to enquiries within 5 working days.

5.13 Interior Services and Signage

The Interior Services and Signage team supports Schools and Departments across Canterbury and Medway campuses and looks after the centrally timetabled rooms at Canterbury.

5.13.1 The services provided are the procurement of furniture, door signage, removals, flooring, blinds and fittings.

5.13.2 The Interior Services and Signage team manage the signage across campus, which includes internal wayfinding for Colleges and General Buildings, and look after the external pedestrian wayfinding signs, external building lettering, building identity signs and traffic signage.

5.13.3 The Interior Services and Signage team manage the Warp-it scheme; a system to co-ordinate the reuse of existing furniture on both the Canterbury and Medway campuses. Staff are required to sign up to the Warp-it scheme to enable them to list or request furniture items.

The Logistics team need two weeks' notice to collect or deliver items disposed of/acquired via the Warp-it scheme.

5.13.4 Departmental KPIs where performance against our service is measured:

Section	KPI	Method of Measurement	Source	Frequency of Measurement	Target Measure
Interior Services	Warpit Savings	Value of Annual Savings £	Warpit Website	Quarterly	£75,000

5.14 Capital Projects

The Project Team at Kent are responsible for construction contracts on both the Canterbury and Medway Campuses. Programmes of work include new builds, space rationalisation, perception upgrades and teaching room refurbishments.

5.14.1 The Projects Team provide a professional service to the Estates Department's customers and respond to requests on capital projects matters. They provide technical expertise, support and advice on all construction related matters.

5.14.2 When dealing with all requests for capital works where the project cost is over £250,000, the Projects Team will;

- describe the development process and procedures for capital projects and highlight the client responsibilities; and will understand the strategic issues and act upon them
- work with others to develop a project brief with enough detail to provide estimated costs, a business case and define key objectives, programme and quality
- on approval of the business case, develop the brief through the relevant design stages and provide cost forecasts, risk register and timeline programmes and fully co-ordinate and manage all relevant stakeholders in the design process
- appoint and brief suitably qualified professional consultants to manage, cost and design the facility

- deliver the project to an acceptable quality, within budget and agreed timescale through a robust progress and cost control reporting system adopting risk, life cycle and value engineering processes
- undertake the client duties on behalf of the University as defined under the Construction (Design and Management) Regulations and make appropriate appointments
- undertake all necessary statutory and non-statutory duties required with respect to the building project and will advise customers of any known duties required of them including handover and training
- undertake post-occupancy evaluations and obtain satisfactory audit sign off
- execute projects incorporating good practice, sustainability and procedures currently followed in the UK construction industry
- agree acceptance of completed works on occupation and report defects

5.14.3 When dealing with all requests for revenue works where the project cost is under £250,000, the Projects Team will;

- describe the project process and procedures for revenue projects and highlight the client responsibilities
- work with others to develop a project brief with enough detail to provide estimated costs, a business case and define key objectives, programme and quality
- on approval of project funding, develop the brief through the relevant design stages and provide cost forecasts, risk register and timeline programmes and fully co-ordinate and manage all relevant stakeholders in the design process
- where specialist input is required, appoint and brief suitably qualified professional consultants
- deliver the project to an acceptable quality, within budget and agreed timescale through a robust progress and cost control reporting system adopting risk, life cycle and value engineering processes
- undertake the client duties on behalf of the University as defined under the Construction (Design and Management) Regulations and make appropriate appointments
- undertake all necessary statutory and non-statutory duties required with respect to the building project and will advise customers of any known duties required of them including handover and training
- execute projects incorporating good practice, sustainability and procedures currently followed in the UK construction industry
- agree acceptance of completed works on occupation and report defects

5.14.4 Departmental KPIs where performance against our service is measured:

Section	KPI	Method of Measurement	Source	Frequency of Measurement	Target Measure
Projects	Project costs v budget	Capital & Minor Works v Budget	UBW	Monthly	100%
Projects	Project Progress	% Progress against agreed plan	Spreadsheet	Quarterly	
Projects	Post Occupancy Quality Score	Post Occupancy Evaluation Survey	Google Form	Quarterly	
Projects	Projects completed on time	Practical Completion v Approved Programme	Project Initiation Document	Annual	95.0%
Projects	Projects completed within budget	Projected Spend v Approved Budget	Capital Programme Report - Project Detail	Annual	100.0%

6.0 Key contacts/links

Estates Department general

Website:

<https://www.kent.ac.uk/estates>

Estates Customer Services

Estatescustomerservices@kent.ac.uk

Tel: 01227 (8)16666

@UniKentEstates

<https://twitter.com/UniKentEstates>

<https://www.instagram.com/unikentestates/>

To create an online maintenance work request (intranet users only):

<https://estates-fm.kent.ac.uk/archibus/>

To make a complaint or give feedback:

<https://www.kent.ac.uk/estates/customer-services/feedback/index.html>

Campus Security

Security@kent.ac.uk

Emergency Tel: 01227 (82)3333

Campus Security Control Room Tel: 01227 (82)3300

SafeZone – The campus safety app for students and staff:

<https://www.kent.ac.uk/safezone/>

Traffic Management and Travel

www.kent.ac.uk/transport - details of all travel and parking services and associated regulations.

<https://www.kent.ac.uk/transport/contact> - Transport Team and travel provider contact details and links to Transport Team Social Media channels.

Print

@UniKentPrint

<https://twitter.com/UniKentPrint>

FM: Waste & Recycling Enquiries

Email: Estatesfmcoordinator@kent.ac.uk

www.warp-it.co.uk/uok

7.0 Other relevant policies/documents

<https://www.kent.ac.uk/estates/policies/>

<https://www.kent.ac.uk/estates/files/cust-serv/Customer-Services-Policy.pdf>

www.kent.ac.uk/estates/files/policies/snow_policy_canterbury.pdf

<https://www.kent.ac.uk/estates/files/sustainability/EMS Documents/Supporting Documents/Woodland Management Plan.pdf>

<https://www.kent.ac.uk/estates/files/sustainability/EMS%20Documents/Strategies/Waste%20Strategy%202021-2026.pdf>

Document version control:			
Version	Date	Editor	Comments
20211115 FINAL	15.11.2021	Lucy Madden	New format for SLS document with updates to all sections and inclusion of KPIs.