

ASTRBM7

Manage service providers for residential blocks



Overview

Who this unit is aimed at

This unit is aimed at anyone who is responsible for managing services provided by contractors or suppliers (either external or from other sections within their companies). This includes one-off orders, fixed-term and rolling contracts.

What the unit covers

This unit has four elements.

Element 1 is about letting contracts for services

Element 2 is about agreeing the ways in which the project will be carried out and managed.

Element 3 covers the management of contract delivery with respect to quality, progress and cost.

Element 4 is about checking contract compliance and arranging payments of service providers

ASTRBM7

Manage service providers for residential blocks

Performance criteria

Let contracts for the supply of services

- You must be able to:*
- P1 you identify service providers who are capable of supplying the required services
 - P2 you assess the **suitability** of service providers for specific contracts
 - P3 you invite suitable service providers to bid for contracts
 - P4 you arrange for contract documentation to be sent out to potential service providers
 - P5 you evaluate bids to supply services against **criteria** which have been agreed with relevant interested parties
 - P6 you negotiate improvements to bids in a professional manner
 - P7 you select service providers, checking that all contract requirements are satisfied by the selected bid
 - P8 you seek agreement on your selection from relevant interested parties
 - P9 you award contracts to selected service providers ensuring that copies of the contract are circulated to all relevant interested parties
 - P10 you seek advice during the letting of contracts

Establish working methods with service providers

- You must be able to:*
- P11 you establish **project** directions
 - P12 you give specific and achievable instructions to service providers
 - P13 you record your instructions for future reference
 - P14 you agree lines of communications between your company and service providers
 - P15 you agree the processes and timing for reviewing service delivery
 - P16 you agree the procedures to be used if variations to services or contracts are needed
 - P17 you keep full and accurate records of decisions and agreements

Control contract progress

- You must be able to:*
- P18 you regularly check that contract delivery meets the required specification
 - P19 you liaise with others on project progress and quality
 - P20 where complaints are made by third parties, you check their validity and respond as necessary
 - P21 where you identify failings with regard to quality, you ask for these to be corrected within a given timescale
 - P22 you ensure that work being carried out by service providers complies with legal and statutory requirements
 - P23 you ensure that service providers maintain appropriate insurance cover throughout the project

ASTRBM7

Manage service providers for residential blocks

- P24 you identify circumstances where progress is likely to vary significantly from plans
- P25 you investigate the circumstances of these variations and agree **corrective action**
- P26 you identify likely variations in cost and agree corrective action
- P27 you keep full and accurate records of problems, decisions and agreements

Arrange payment of service providers in line with contractual obligations

You must be able to:

- P28 you make enquiries about the completion or progress of relevant works when **invoices** are received
- P29 you check invoices to ensure that the amounts are correct and that the payments are due at this time
- P30 you identify invoices which are to be **queried** and promptly contact service providers to clarify problem areas and agree corrective actions
- P31 you identify invoices which are not to be paid, either in full or in part, and inform those responsible for payment accordingly giving clear statements of your reasons why payment should be withheld
- P32 you ensure that invoices are allocated correctly to the budgets
- P33 you pass invoices to those responsible for payment in good time to allow for payment within service providers' trading terms and to take advantage of discount terms for early or prompt payment
- P34 you ensure that all relevant paperwork is obtained and stored for future reference and use

ASTRBM7

Manage service providers for residential blocks

Knowledge and understanding

You need to know and understand:

Let contracts for the supply of services

- K1 how to identify potential service providers
- K2 how to evaluate potential service providers
- K3 contract documentation
- K4 the interested parties who may need to be consulted
- K5 how to negotiate changes and improvements to bids
- K6 how to select service providers against contract requirements
- K7 procedures for awarding contracts
- K8 the potential sources of advice on letting contracts
- K9 the implications of relevant legislation, regulations, guidelines and codes of practice
- K10 how to take account of the basic principles of building construction and maintenance when developing and letting contracts

Establish working methods with service providers

You need to know and understand:

- K11 how to establish project directions
- K12 how to give instructions to service providers
- K13 the possible lines of communication
- K14 the options for carrying out projects
- K15 the options for timing of work
- K16 procedures for agreeing variations to services and contracts
- K17 the importance of keeping records
- K18 the contingency plans which are built into contracts
- K19 the implications of relevant legislation, regulations, guidelines and codes of practice
- K20 how to take account of the basics of building construction and maintenance when establishing working methods

Control contract progress

You need to know and understand:

- K21 the specification for the work which is required
- K22 how to monitor quality, progress and cost
- K23 how to balance quality and cost to achieve value for money
- K24 principles and methods of effective project management, your own strengths and weaknesses in this area and where help may be sought from others
- K25 how to liaise effectively with others
- K26 how to agree appropriate timescales for improvements in quality
- K27 the legal and statutory requirements relating to the work being carried out
- K28 the need to ensure that insurance cover is maintained by service

ASTRBM7

Manage service providers for residential blocks

providers

- K29 how to identify variations in progress and cost
- K30 the corrective actions which are available
- K31 how to agree corrective action with service providers
- K32 how to take account of the basic principles of building construction and maintenance when progressing contracts

Arrange payment of service providers in line with contractual obligations

You need to know and understand:

- K33 procedures for checking works
- K34 procedures for authorising and paying invoices
- K35 the reasons why you would query invoices
- K36 the reasons why you would withhold payment of invoices
- K37 the trading terms of your service providers
- K38 procedures for storing account related paperwork
- K39 the implications of relevant legislation, regulations, guidelines and codes of practice
- K40 how to take account of the basic principles of building construction and maintenance when judging contract completion or progress

ASTRBM7

Manage service providers for residential blocks

Additional Information

Scope/range

Let contracts for the supply of services

You must assess the **suitability** of service providers in terms of:

1. competence (including, where necessary, registrations)
2. size of contract

You must evaluate bids against the following **criteria**:

3. competence of service providers
4. value for money
5. possession of relevant procedures, registrations and insurances
6. assessment of potential contracting risks

You must also show that you have the knowledge and understanding stated in this element.

Notes

Service providers may include contractors, cleaners, gardeners, insurers, company secretaries and auditors

Services may include the establishment and maintenance of property security.

Relevant interested parties may include:

7. clients
8. service charge payers
9. neighbours (where there are shared responsibilities for maintenance etc.)
10. insurers
11. regulators

Advice may be provided by:

12. colleagues
13. insurers
14. solicitors
15. specialists

Lifts, boilers, gas appliances, electrical equipment, fire extinguishers and other equipment have specific regulations and requirements for registration, inspection and insurance.

Establish working methods with service providers

ASTRBM7

Manage service providers for residential blocks

You must establish directions for the following types of work **project**:

16. routine maintenance (including cleaning and gardening)
17. major works
18. other services

You must also show that you have the knowledge and understanding stated in this element.

Notes

Service providers may include:

19. contractors
20. cleaners
21. gardeners
22. insurers
23. company secretaries
24. auditors

You will need to have plans in place for dealing with unexpected events such as the gardener being ill or the cleaners not turning up.

Lifts, boilers, gas appliances, electrical equipment, fire extinguishers and other equipment have specific regulations and requirements for registration, inspection and insurance.

Control contract progress

You must take the following **corrective actions**:

25. providing feedback to service providers on the need for improvements
26. appointing other service providers

You must also show that you have the knowledge and understanding stated in this element.

Notes

Liaison with others will include service charge payers and may include:

27. clients
28. colleagues
29. managers

Arrange payment of service providers in line with contractual obligations

ASTRBM7

Manage service providers for residential blocks

You must deal with **invoices** relating to both of the following types of works:

30. on-going maintenance
31. completed works

You must **query invoices** for all the following reasons:

32. work incomplete
33. work inadequate
34. work behind schedule

You must also show that you have the knowledge and understanding stated in this element.

Notes

Relevant paperwork may include:

35. receipted invoices
36. statements of accounts
37. written guarantees and warranties etc

Confirming completion may be via:

38. a surveyor
39. clients/service charge payers
40. visits to the property

ASTRBM7

Manage service providers for residential blocks

Developed by Asset Skills

Version number 1

Date approved July 2008

Indicative review date July 2010

Validity Current

Status Original

Originating organisation Asset Skills

Original URN RBM7

Relevant occupations Managers and Senior Officials; Retail and commercial enterprise; Service enterprises; Managers and Proprietors In Other Services

Suite Residential Block Management

Key words managing services; contractors; suppliers; one-off orders; fixed-term contracts; rolling contracts; services; delivery; compliance