



G-Cloud 15 | Service Definition
BookingsPlus by Kajima
Lot 2b SaaS

PREPARED BY KAJIMA COMMUNITY

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Abbreviations

Acronym	Expanded Acronym
ALMO	Arm's length management organisation
API	Application Programming Interface
AWS	Amazon Web Services
CST	Client Services Team
DBS	Disclosure and barring service
GDPR	General Data Protection Regulation
ICT	Information Communications Technology
KPL	Kajima Partnerships Limited
NHS	National Health Service
OWASP	The Open Web Application Security Project
PAT	Portable appliance test
PCI	Payment Card Industry
PLI	Public Liability Insurance
PPN	Procurement Policy Notice
RTO	Recovery Time Objective
SME	Small to Medium Enterprise
T&Cs	Terms and Conditions
TLS	Transport Layer Security
TMM	Total minutes in the month
TMU	Total minutes in the month unavailable
UK	United Kingdom
UN	United Nations
VCSE	Voluntary Community and Social Enterprise
XSS	Cross-site scripting

1. INTRODUCTION

Company Overview

BookingsPlus is owned by Kajima Community. Kajima Community is part of a larger company, Kajima Partnerships Limited (KPL) which is a fully owned subsidiary of the global organisation Kajima Corporation. KPL develops bespoke accommodation space via public sector contracts and has over 70 investments across 90 buildings with an asset value of £800m.

Kajima Community provides booking software and services to public sector organisations. Our cloud-based Software as a Service (SaaS) platforms are used by schools, multi-academy trusts, local government and the NHS to digitally let space to communities and generates over £25m revenue annually for the public sector. KPL's has offices in London and Northampton.

Value Proposition

Kajima Community provides BookingsPlus, an online venue hire software and website to local government. Local Government typically have manual venue booking processes which can be inefficient and provide an ineffective customer experience. Where digital solutions exist, they often have specific platforms for certain categories (e.g. sports pitches vs. community halls), which requires customers to apply more effort and duplication of work across the Council.

In a world of Booking.com, it is not the modern customer experience that members of the public tend to expect. Usually, booking a community centre, hall, pitch or meeting room requires a telephone call or email enquiry, and for the agent to undertake a manual, administration-heavy booking process.

BookingsPlus brings all bookable assets to a single website with clear customer journeys that improve customer experience, increase booking conversions and streamline management processes. This in turn increases income, reduces costs and creates more social value as communities make greater use of their spaces. The centralisation of booking data empowers reporting and informs decision making.

It is therefore a sound and proven business case: a small investment to both increase income and reduce costs, achieving payback within the first 12 months.

What the Service Provides

BookingsPlus is a Software as a Service that offers a comprehensive online booking process for public sector spaces. It is hosted on Amazon Web Services within the Europe (London - eu-west-2) region. The overall objective of the platform is to bring the booking process in line with how modern communities expect to find information about facilities, check availability and then book and pay for their desired space(s).

Kajima Community offers comprehensive user support with both human support and digital resources. BookingsPlus allows organisations to advertise and book out their venues through a single, intuitive and custom-branded website. It caters for the entire booking journey, including identification of venues, virtual tour, checking availability, making a booking and payment. The entire process can be summarised as **search, book, pay**.

Hirers register an account within the platform and access a dashboard area that summarises all previous bookings, allows them to download invoices or upload compliance documentation and complete outstanding actions, such as accepting bookings and making payments.

The outcomes achieved from implementing the platform are:

- Increased revenue from bookings caused by better marketing, increased uptake and an improved and streamlined customer journey.
- More efficient bookings administration caused by digitally capturing data and reducing the number of human interactions required.
- Streamlining management processes to reduce overheads through automation and replacing in-person walk-arounds with virtual tours. This may realise savings in multiple Service areas, for instance where venues are managed by various teams.
- Reduced risks of compliance issues, by collating client and booking documentation and notes in a single platform.
- Enhanced social value due to greater community access to spaces.
- Better data providing greater knowledge and insight about usage of spaces to inform future strategy and decision making.

Social Value

Social value is at the heart of KPL's operations, both internally and through our external offerings. BookingsPlus increases utilisation of community spaces and creates efficiency through digital transformation of inefficient manual processes. Increased utilisation of spaces directly results in increased social value, as communities make use of spaces and benefit from activities held within the spaces, and increased income from communities.

Social value is embedded into all Kajima services and projects. Kajima is committed to operating as an exemplar of responsible and sustainable development and sees this as the most essential contribution to society. Our Social Value Policy is part of our business strategy and responds to UK (Social Value Act 2012) and international (UN Sustainable Development Goals) drivers. It establishes our commitment to do business better and use our activities to deliver excellent buildings recognised for their design quality and environmental efficiency and the positive impact we make for our people, the places in which we operate and our planet.

Some of the policies that we have implemented across Kajima include:

- Working with the Inclusive Employer's Standard to deliver on our inclusion and diversity strategy.
- Promoting the Real Living Wage – Kajima is an accredited Real Living Wage employer.
- Support our people to volunteer and contribute to a fairer, greener society. Each employee is provided two days of "volunteering leave".
- Invest in new and diverse talent across our business.
- Pay our supply chain fairly and on time – Kajima is an approved signatory of the Prompt Payment Code.
- Broker relationships with social enterprises and engage them in our supply chain.
- Deliver community investment that addresses local needs.
- Work towards zero-carbon footprint by 2050 by reducing greenhouse emissions – Kajima is working with the Low Carbon Alliance to develop a 200-megawatt portfolio of solar farm schemes in the UK.
- Eliminate waste by ensuring zero landfill disposal, using sustainable materials, and making buildings last longer
- Limit the effect of construction on nature and promote biodiversity

In addition, social value is embedded in all projects from inception through to construction and into the operational phase. More detailed documentation about Kajima's approach to Social Value is available on request.

Please see our G Cloud 15 Declaration which details our commitment to delivering social value and how we support the Missions relevant to this framework.

Overview of the G-Cloud Service

BookingsPlus is a website that facilitates online bookings of multiple venues and spaces for potential hirers. With powerful administration features and intuitive customer journeys, BookingsPlus is a leading platform for enterprise booking solutions. Kajima works with over 300 customers including UK local authorities, the NHS, schools and Multi-Academy Trusts.

BookingsPlus has an unlimited capacity and works for both one or one thousand venues. It uniquely offers the ability to manage both internal (non-commercial) and external (commercial) bookings simultaneously.

BookingsPlus allows users to hire out spaces of any criteria, if the space has a single capacity. Current use cases include:

- Function / community halls
- Meeting rooms
- Hot desking / workspace
- Kitchens
- Sports pitches / courts
- Parks / outdoor spaces
- Swimming pools
- Dance / drama studios
- Classrooms and lecture theatres
- IT suites
- Guided tours
- Machines (i.e. laser cutters)
- Market stalls and flexible retail space
- Appointments with individuals

The types of venues BookingsPlus can be used for includes:

- Community buildings / hubs
- Libraries
- Town Halls
- Parks / pavilions
- Sports pitches
- Heritage / event buildings
- Leisure facilities
- Schools / educational facilities
- Theatres
- Commercial properties
- Office estate
- Social care buildings
- Youth hubs

Key Features

Website Functionality

A branded website that contains all customer venues and associated content, including:

- Names, descriptions, imagery and lists of facilities for every venue.
- Panels on the website for marketing and promoting specific venues.
- Venue search and filtering functionality including location, reason for hire, date, venue, capacity, venue features, equipment and price.
- Availability calendars showing potential hirers when each venue is available for booking.
- Virtual tours, which have several applications:
 - To advertise venues to potential hirers and drive new interest
 - To replace staff-led viewings of venues, and digitally transform compliance processes (such as demonstrating the location of health and safety equipment, fire escapes etc.)
 - Make venues more accessible, by enabling visitors to familiarise themselves with the venue before attending. This is particularly beneficial for those who have accessibility requirements or find new spaces daunting.
- Three booking journey configurations:
 - Enquiry - hirers can only make an enquiry for a booking, which is picked up within the administration section and converted to a booking by administrators
 - Approval - hirers can place a booking and submit payment. Administrators review bookings before choosing to accept the booking, following which payment is automatically taken.
 - Booking - hirers can place a booking and submit payment, which is accepted and processed immediately.
- Comprehensive booking form (venue-specific), asking all the questions you require before deciding whether to accept or reject a booking, including documentation upload.
- Payment functionality including
 - Invoice creation
 - Deposit collection and refund (with deductions)
 - Payment gateway for card payments
 - Payment options including direct debits
- Ability for hirers to place block bookings across multiple dates and times or repeat previous bookings, including tools to change specific bookings within a block.
- Ability for hirers to add equipment and additional items to their booking at additional (or no) charge.
- Ability for hirers to book multiple venues in one single booking and transaction.
- Peak and off-peak pricing.
- Dynamic pricing and discounting structure driven by “user types”, which allows certain users to receive discounted rates.
- Custom discounting functionality, allowing you to charge certain users customised rates.
- Promotional discounting functionality, offering a certain rate for booking during a certain time frame.
- Ability for customer-led cancellations with automatic refunds based on your cancellation rules (e.g. 50% refund if cancelled with 7 days’ notice, 0% refund if fewer than 7 days)
- Internal booking processes for staff and partners who do not pay for bookings or pay by internal budget transfer.
- Parent and Child spaces, allowing users to book portions of a larger overall space and managing the corresponding availability. For example, if Half Pitch 1 is booked, Half Pitch 2 is available but the Full Pitch is not.

- Management of compliance information and documentation with configurable booking questions, for example:
 - Insurances - for example public liability insurances for a hirer running a fitness class
 - Health & Safety - for example a fire policy and confirmation that the hirer understands protocol and location of fire exits
 - DBS certificates
 - Acceptance of your booking terms and conditions
 - Acceptance of your privacy policy

Customer Functionality (user area once logged-in)

- Customer account creation and management
 - Contact information
 - Account “types” (e.g. “community-user” vs. “private hirer”)
 - Dashboards detailing all previous bookings and enquiries
 - Document collection and upload
 - Invoice history and outstanding invoices for payment
- Payment of outstanding invoices
- Notifications & reminders

Administration (back-end) Functionality

- Comprehensive booking administration which includes:
 - Creating, editing, approving and rejecting enquiries and bookings from clients
 - Applying discounts or bespoke pricing
 - Administration of additional services, such as renting equipment or buying into venue PLI
 - Calendar-view of all bookings (daily / weekly / monthly)
 - Administration of opening times, holidays and specific booking slots (e.g. Morning slot of four hours)
 - Repeat bookings for customers
 - Cancellations and refunds
 - Invoicing ad hoc or automatically for longer-term hirers or those that cannot pay by card
- Client database and administration, managing client information, marketing preferences, documentation and user type. Listing all historic activities, bookings and enquiries.
- Invoicing management, including automated invoicing of regular hirers.
- Venue management, including updating information about venues and activities within them.
- Pricing structure management.
- Administrators are granted access only to the venues upon which they have responsibility. Users have tiered access based on their role and responsibility.
- Customer journey configuration for venues and spaces.
- A comprehensive reporting suite containing 20+ reports that analyse performance and trends, to help identify problems and opportunities. Ability to schedule automated reports. Reports include:
 - Bookings performance and revenue
 - Utilisation reports
 - Staffing reports (i.e. for scheduling and organising onsite teams)

- Management of compliance data and documentation and terms and conditions consent.
- Custom checklists for administrators to complete for certain types of bookings and task list reminders.
- Group bookings by type for analysis and reporting.
- Group bookable spaces by type for results filtering.
- Templated automated email communications, including booking confirmations, invoices, cancellations.

Associated Services

Payment Management Service

Kajima offers an optional payment management service which involves hosting an online payment account on behalf of the client, receiving payments, reconciling payments and transferring funds to a nominated bank account each month. The use case is for councils who wish to outsource the management of funds, reducing their workload. Specifically, this includes:

- Setting up and managing a subsidiary account on behalf of the council.
- Receiving payments for bookings into the account.
- Reconciling bank account.
- Sending accurate funds to bank accounts monthly.
- Providing comprehensive financial reporting.
- All financial administration that arises as part of this process.

Additional optional services

(For detail on additional charges - see Pricing Document)

- Virtual tours - creation of virtual tours, which are used to advertise venues, reduce in-person viewings, improve accessibility and deliver compliance requirements.
- Photography - high-quality photography of venues.
- Custom development - unique features or any customisation beyond the platform's current capability.

BookingsGuru

Kajima offers additional lettings support in the form of our BookingsGuru service. Our team of Gurus carry out lettings management and administration tasks to support your teams, including:

- Form and maintain strong relationships with key contacts, site staff and community users to ensure they all receive excellent customer service, every time.
- Quickly, efficiently and politely manage telephone and email enquiries for new and existing bookings, and managing any complaints, escalating as appropriate.
- Create, amend, credit, invoice and refund bookings as required, including deposits.
- Prioritise internal use by updating the booking system with calendar information such as events and maintenance works and management of any cancellations that are affected.
- Rearrange bookings due to unforeseen circumstances such as emergency or weather.
- Ensure all community users comply with the 'pay before you play' policy. This will include chasing debt and dealing with invoice queries as and when required.
- Manage and resolve any disputes that arise from both community users and site staff by effective liaison such as damaged equipment and repair.
- Screen new community users to ensure bookings are in line with ethos and values.
- Collect and upload safeguarding and other documentation from community users such as coaching/PAT/first aid certificates, DBS information and public liability insurance.

- Collect and return event deposits from/to community users.
- Process annual renewal bookings and price increases.
- Work with the marketing team to identify key spaces and community users to target.

2. DATA PROTECTION

Information Assurance

Kajima has ISO27001 certification. The standard provides for the regulation of information security management, ensuring that our data is kept both protected and available.

Each environment is provisioned in a separate AWS sub account. This keeps all resources including the infrastructure and database instances for each environment completely separate from each other. Each environment is managed independently from each other under each AWS sub account and ensures that access between accounts is not possible. Two factor authentication is required to access any of the AWS accounts. As infrastructure is managed as code, AWS control panel access is restricted to management users only.

Our platform is integrated with PCI-compliant, secure payment providers that ensure payments and card data are processed and stored securely, including Stripe, WorldPay and Go Cardless.

Encryption

Data is encrypted at rest and in transit. All physical media is encrypted at rest. Data is protected by TLS in transit.

Penetration testing

As with any robust online platform the security of the platform is of paramount importance to ensure that the system is secure and does not have any vulnerabilities which can allow unauthorised users to gain access to the system and lead to data breaches.

In order to ensure the platform is secure, the technical teams apply security updates and patches as part of the regular platform maintenance activities. The system development process uses automated tools for vulnerability scanning and ensuring the consistent code quality is maintained which enables to keep the code secure. The results of the tools are reviewed by the developers and addressed in the development process.

In addition to this there is an annual penetration test that is carried out by an independent reputed CREST accredited company. The penetration test comprehensively tests the security aspects of the application for different user journeys with different levels of user access to ensure that vulnerabilities covered by the OWASP standard such as XSS, code injection and others can be detected and reported.

Data Back-Up and Restoration

The backup location is within the Europe (London - eu-west-2) region. It provides "Point in time" database recovery, which enables us to restore data to any specific point in time - for instance just before an error occurred. In addition to this, a nightly snapshot of the entire database is also stored.

The system uses the AWS RDS service to manage backups. The service provides real-time monitoring of system availability. There are automated tools for real-time monitoring of the live system and issues alerts to support team in case there are any performance issues or any major problems with the system.

If a customer identifies a problem, they are able to report issues to our Client Services team using a dedicated helpdesk portal or by calling them. Client Services team triages the issue and work on getting them resolved within the SLAs as per the priority of the issue. They liaise

with third-line technical support if required to get the issue resolved. Please see our SLAs for support for more information.

Business Continuity Statement/Plan

Kajima's Crisis Management Group (CMG) is appointed to manage any incident that affects Kajima in order to operate its critical business functions, which reports to the board. The chairman is the ultimate decision maker.

Arrangements have been made to ensure that all key IT and communication functions are accessed remotely. All Kajima staff have the capability to work from home, and indeed have been since the beginning of the pandemic in 2020.

The AWS infrastructure is spread across multiple availability zones. The London region has three availability zones and we make use of all of these to provide redundancy. The EC2 nodes that provide the compute capacity for the Kubernetes cluster are part of an auto-scaling group. If an instance fails, a new instance is started and added to the cluster to maintain capacity. In addition to this, Kubernetes would see the node had failed and reassign containers scheduled on the failed node to the remaining nodes in the cluster.

If there is a fault in a single availability zone the application will continue to function as the instances in the other availability zones will still be available, and the auto-scaling group will bring up new capacity in the unaffected zones.

For AWS provided services such as RDS, Elasticsearch, Redis and Kafka these are clustered, and we maintain a hot standby in a separate availability zone. In the event that the master becomes unavailable (due to fault or issues with the availability zone) then the hot standby will be promoted to the master.

In addition to the database being replicated to an instance in another availability zone, it is also possible to restore the database to a point in time to recover from a disaster and no data will be lost.

The integration with external payment gateways has resilience built with a retry mechanism for web hooks to acknowledge the receipt of messages from the booking system. In addition to this the application has API polling implemented to retrieve the latest status of payments in transit which enables to keep the payment gateways and the application in sync. Additionally, Sdiekiq which is used for processing messages from payment gateways, persists all messages to a queue (Redis) before processing them so the messages can be reprocessed if the service goes down and is restored.

In case of a complete application failure due to an application change it is possible to restore the application to the previous stable version within the RTO of four hours. If the application change has caused the application data to be corrupted, then the database can be restored to a previous state from the backup capability to restore it to a point in time when the application was in a stable state. A more comprehensive and detailed plan can be provided on request.

Privacy by Design

GDPR-readiness at Kajima focuses on changes related to product, processes, documentation and vendors. All of Kajima's team undertake regular training on GDPR, reviewed company-wide readiness and recommended changes.

Product development at Kajima has been influenced by Privacy by Design principles, for example only relevant and necessary information about bookers is captured for the purposes

of processing venue booking. Specifically, we do not need to and therefore do not capture any special category data of our hirers.

We respond promptly to subject access requests and process requests to “be forgotten”. No personal data is shared with third parties.

3. USING THE SERVICE

Ordering and Invoicing

If an organisation wishes to engage in conversations with Kajima Community, they should email g-cloud@kajima.co.uk or call 01604 677 764 to state the nature of their interest. Kajima will respond, endeavouring to organise an initial call to understand the detailed requirements.

Following the initial call, Kajima will likely request any additional information captured by the prospective customer (e.g. requirements documentation) that will complement this initial understanding. There may be future meetings (depending on the complexity and overall scope of requirements and process) which may include remote or onsite demonstrations of the platform.

Kajima will work closely with customers throughout the entire process (including by phone, email and face-to-face), including supporting the creation, review or amendment of order forms or contracts.

Pricing Overview

The pricing model comprises a one-off set up fee relative to the number and size of venues, and an ongoing variable monthly fee relative to the percentage of revenue generated through the platform.

The setup fee covers all implementation costs including website set up, venue set up, data migration, content population, training and project management. There are optional services such as payment gateway integration and virtual tour creation which are provided at an additional cost.

The variable monthly fee covers platform access, hosting, upgrades and full lifecycle support. A benefit of our variable model is that both parties benefit from increased revenue. This incentivises Kajima to invest in marketing activities that increase website traffic and continually improve the user experience to maximise conversion rates.

For large quantities of venues or significantly large levels of booking revenue, discounts apply in line with G Cloud submission.

Please see our Pricing Document for a detailed explanation of our pricing that includes optional services. Below is an overview of pricing for the core elements of our service.

Pricing Structure

One-off set up fee per venue:

- Under 5 rooms = £450
- 5+ rooms = £650

Ongoing fees as a percentage of booking revenue:

- Up to £300,000 revenue: 10% of revenue
- £300,001 - £600,000 revenue: 6% of revenue
- Over £600,000: 4% of revenue

Where the majority of usage will be non-commercial, we will need to charge a flat license fee to cover costs relative to the amount of usage.

Educational organisations eligible for discount.

Additional services offered and described in the Pricing Document.

Availability of Trial Service

Kajima can provide customers with access to a version of the back-end administration platform to trial in a dummy environment. The demonstration will be generic and will not make changes to any live websites. Given the nature of the service, customer websites using BookingsPlus are freely available for prospective customers to test.

Kajima will work with customers to offer a pilot service focussed on a particular group of venues to prove the concept before rolling out more widely.

On-Boarding, Off-Boarding, Service Migration, Scope etc.

Kajima provides a dedicated onboarding service from our Client Services team, once contracts are agreed, to manage the entire implementation. They will first agree on a project plan with the customer, including critical deadlines. They will explain in detail everything that will be required from the customer and when. The project plan will cover which functionality the client wishes to implement.

The first requirement is to collect data and content about the customer's venues. This will include venue names, descriptions, facilities list, venue and room opening hours, photography, virtual tours, and other written content. Kajima can supply additional services where content is unavailable, including high-quality venue photography, written descriptions and virtual tours. The customer will also supply general content about their booking offering for the homepage and any branding guidelines that cover look-and-feel, logos, written content and imagery. Kajima can provide stock imagery if required.

The onboarding team will support the customers to upload their existing bookings. This acts as an important training task, as it creates familiarity with the platform and process and creates self-sufficiency through knowledge transfer. The data will be uploaded into the customer's website and provided for testing.

Other documents required include your booking terms and conditions and data/privacy policies.

The onboarding team will agree the training schedule with the customer, which includes remote "super-user training" and access to a wide range of online training videos and written content. Please see the "training" section below for more information.

Kajima are committed to delivering a helpful off-boarding process to ensure any system migration is as seamless as possible. This includes:

- Exporting data from the system into a digital format that customers can use.
- Exporting website content in database format.
- Data erasure as agreed with the customer.

Training

Kajima is committed to long-term relationships with clients and sees training and usage as critical elements to achieve that goal. We are committed to acting in a helpful manner to clients that engage our services - both initially and ongoing. We play an important role in upskilling your teams around efficient and effective lettings management, for which our training services are an important component.

The platform is intuitive and easy to use. Most of the initial configuration and usage of the product can be achieved without close guidance. However, Kajima offers full setup, training and ongoing support over email and phone to all customers to ensure they all feel supported.

As part of the implementation, we provide online training sessions split into several topics. This means users can attend the ones relevant to them. Super Users would typically attend all sessions.

We provide access to comprehensive user training videos which can be used for training on demand or general refreshers. We also provide “Knowledge Owl” which is a collection of online articles explaining features in granular detail.

Our UK-based Client Services Team is available to support customers and provide ad hoc advice/training via telephone and email from 9am - 5.30pm Monday-Friday. This may include pointing customers to specific resources to address their challenges.

Implementation Plan

Our Implementation Plans set out a structured approach to delivering BookingsPlus in a controlled and systematic way and ensures clients get maximum value from our platform in the quickest time possible.

We are committed to long-term relationships with customers, evidenced by our heritage in the sector, and therefore invest heavily in customer onboarding. Most projects can be delivered within 10 weeks after contracts are placed (assuming client deadlines are also met).

All implementation plans incorporate:

- Implementation methodology led by best-practice, with hundreds of successful projects delivered to date.
- Dedicated person within our customer services team to manage your implementation, and co-ordinate delivery with other members of Kajima.
- Transparency regarding requirements from clients with specific time frames to achieve your desired go-live dates.
- Seamless transition to customer services team and introduction of account management model.

For complex projects with advanced configuration or custom development requirements, on-site days may be required, or more dedicated resources. A detailed implementation plan can be provided to the buyer on request.

Service Management

BookingsPlus has a 99.8% availability each calendar month. The availability will be calculated by the following formula - Total minutes in the month (TMM), total minutes in the month unavailable (TMU); Availability = $((TMM-TMU) \times 100) / TMM$.

Software upgrades are deployed regularly. They are scheduled with clients and require minimal downtime (typically around 10 minutes). Upgrades are carried out outside of office hours to a schedule agreed with the client.

Service Constraints

There are no significant availability constraints on our service. All upgrades happen seamlessly without client interruption.

Customisation is limited to the configuration options available, except where custom development is required or delivered.

Service Levels

The following is the scope of our support services that are generally offered by Kajima to its customers. However, the scope of service may vary depending on the nature of the services delivered to a customer.

Telephone support:

- Hours: 9am - 5.30pm GMT - Monday to Friday
- Number: 01604 677764

Email support:

- Hours: 9am - 5.30pm GMT - Monday to Friday
- Email address: support@bookingsplus.co.uk

Exclusions from support:

- Services related to third party products
- Errors not attributable to the Kajima service
- Direct support for venue hirers (i.e. our customer's customer)

Customer responsibilities:

- Follow the support procedures provided by Kajima
- Back up End User data
- Assist Kajima in its efforts to diagnose and resolve reported issues
- Follow instructions in user guides and documentation

Response times:

Ticket Priority	Definition	Response time (Hours)
Severity 1 - Highest	The impact on business is severe with many users unable to perform their normal work, or there is a serious, adverse business/financial impact. The users have no readily available alternative way to perform their normal work.	1
Severity 2 - High	There is a significant impact on business. The users are having difficulty performing part of their normal work. Workaround solutions can be implemented but with significant negative impact on productivity.	1
Severity 3 - Medium	There is no immediate impact on business with only a few users affected. The users are inconvenienced by the problem but have alternative ways of performing work with nominal productivity impact.	4

Ticket Priority	Definition	Response time (Hours)
Severity 4 - Low	Additional development or enhancement services which are not critical in nature.	1 working day

Table 2: Summary of response time in relation to ticket priority grading

The Client Services Team representative will determine the severity level based on the description provided by the customer. Once a case is created, Kajima will respond to the issue and issue a case ID number. The priority level will be used to determine the response times listed above.

The customer should explain the issue in as much detail as possible to support the customer service representative's understanding and for accurate classification. Any issues which the customer determines to be "severe" should be reported via telephone.

Response times stated above shall not apply:

- Where both parties agree that the issue is outside of the control of Kajima
- Where the issue cannot be responded to due to the customer's failure or inability to respond promptly and with sufficient detail to facilitate investigation

Kajima shall engage in all commercially reasonable efforts including incorporating any available work around solutions necessary to resolve any such issue.

Escalation levels:

- Level 1 - Client Services team
- Level 2 – Aditi Shrivastava, Head of Client Services
- Level 3 - Chris Smith, Head of Kajima Community

Outage and Maintenance Management

In the event a customer is not currently within their payment obligations when an outage occurs, remedies will accrue, but service credits will not be issued until the Customer becomes current in it's payment obligations.

To receive service credits, customers must write to support@bookingsplus.co.uk within 30 days after the end of the month in which Kajima failed to meet the uptime commitment, or the customers right to receive service credits with respect to such unavailability will be waived.

Financial Recompense

The model below sets out the financial recompense for not meeting agreed service levels.

Percentage	Financial Recompense
>98.5% but <99.8%	2% of monthly fees
>97.5% but <98.5%	3% of monthly fees
>96.5% but <97.5%	5% of monthly fees
>95.5% but <96.5%	6% of monthly fees
>94.5% but <95.5%	10% of monthly fees and ability to immediately terminate without further liability

Percentage	Financial Recompense
	(notice to terminate must be provided within 30 days from the end of the month)
<94.5%	25% of monthly fees and ability to immediately terminate without further liability (notice to terminate must be provided within 30 days from the end of the month)

Table 3: Model showing financial recompense applied to performance against the service level agreement

4. PROVISION OF THE SERVICE

Customer Responsibilities

We expect the following from customers:

- Maintain internet connection and access to browsers with latest upgrade.
- Commitment to provide all content/data to the agreed schedule.
- Commitment to provide resource to progress project as per the agreed Implementation Plan to support the meeting of mutually agreed deadlines.
- Assist Kajima in its efforts to diagnose and resolve reported issues.
- Maintain minimum end user requirements.
- Maintain the privacy and security of customer's account.
- Kajima will not be held liable for any damage or loss that may result from the customer's failure to protect login information, including usernames and passwords.

Technical Requirements and Client-Side Requirements

BookingsPlus is accessed over the Internet. Any Internet connected device with a web browser in general should be able to access the service. It supports all main browsers on PC and Mac, including Edge, Firefox, Chrome, Safari and Opera. The website is mobile optimised for easy viewing on phones and tablets.

Outcomes/Deliverables

- Better, faster online customer booking journeys that improve awareness and uptake.
- Better awareness of and access to bookable spaces for communities.
- Shorter, more efficient booking processes for administrators.
- Increased income from community lettings.
- Automation of repetitive and arduous tasks.
- Streamlined booking processes using digital technologies.
- Ability to analyse bookings data to understand performance, issues and trends.

Development Life Cycle of the Solution

The initial BookingsPlus platform originated from a need for schools to let facilities more efficiently. The current iteration of BookingsPlus was born of the need for councils, Multi-academy trusts and other larger organisations to digitally manage lettings for a large number of venues from one location. The latter has been developed in conjunction with a council and a Multi-academy trust, who have helped to shape the overall purpose and functionality. Both are examples of the customer-driven development that Kajima employs.

Our development methodology is agile, and we operate two-week sprints. This enables development to react more closely to customer needs and behaviours.

Below is an explanation of our development process, from requirements analysis and solution design through to development, testing, rollout and support:

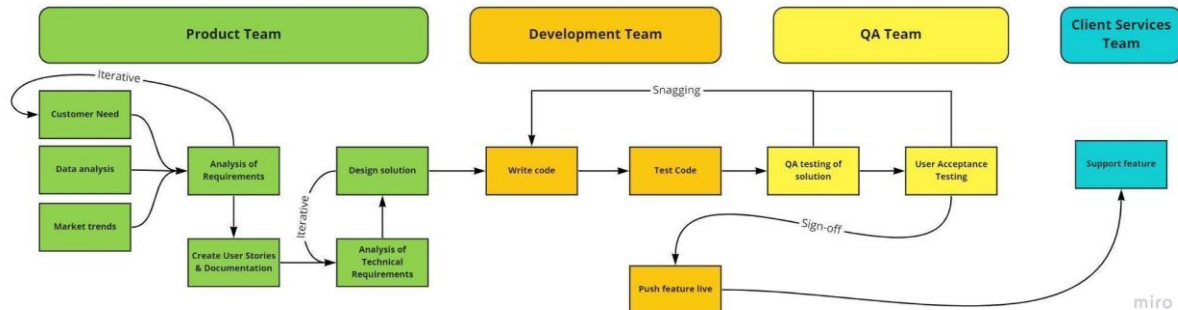


Figure 1: Visual process flow depicting Kajima's development process

Product upgrades are carried out on a regular basis. Most releases are undertaken with no functionality changes to the product and are primarily security patches and platform improvements.

New features are pushed out as and when they become available. New training materials are provided where a significant piece of functionality is released. Releases are designed to minimise impact as the live production instance of BookingsPlus is switched over to a failover instance, and once the upgrade/patch is loaded, tested and certified as stable, the live instance is switched back to production. The highly resilient infrastructure has resulted in 99.8% availability. All upgrades are delivered seamlessly and without interruption to service.

All developments are put through stringent functionality tests, performance tests, stability tests and UX tests before approval for release. Kajima's testing resource is comprehensive and ensures products are fit for purpose and reliable once released.

After-Sales Account Management

Kajima's various companies work with many councils and public sector organisations. It is critical to maintain long-standing mutually beneficial relationships with our customers. Customers are assigned a dedicated account manager who sits separate from the customer service team. The account manager is a strategic role, who takes a consultative approach to ensure customers achieve their desired outcomes. The account manager also helps to handle the change management to internal users and customers, helping to implement tried and tested strategies.

To do that job well, investment in developing effective working relationships is critical. Kajima prefers to visit customers onsite or welcome them to our offices to develop face-to-face relationships. In a post-pandemic world, we realise this is sometimes not appropriate or a customer's preferred option and therefore will customise our approach to the preferences of each customer. We primarily use Microsoft Teams for virtual meetings.

Another key principle is transparency of communication. Kajima grows through innovation and therefore welcomes and encourages all feedback. The more that we understand the challenges our customers are facing, the greater our solutions will be.

Kajima sends customers regular satisfaction surveys which enables tracking of customer satisfaction and helps to shape the overall service.

Termination Process

The Customer will agree to subscribe to BookingsPlus for an agreed period. A typical contract will be 36 months with an optional 12-month extension, and the minimum commitment period is 12 months.

Unless an alternate arrangement is requested, Data will be retained for a period of 14 days from such termination, when the customer may contact Kajima for export. Following 14 days, data will be hard deleted from Kajima's systems. All data will be transferred securely.

5. OUR EXPERIENCE

Case Study

Hackney Council

Hackney Council owns and manages over 40 community assets across the Borough. Prior to working with Kajima, there was a single webpage which listed the venues and provided contact details to make an enquiry. This presented a number of issues:

- Many opportunities for bookings were lost and therefore both revenue and utilisation was sub-optimum
- The customer experience was poor
- The process was time consuming for staff and therefore costly for the Council
- There is limited data about utilisation to inform future decision making

In November 2021, Hackney published research into their requirements for implementing an online booking solution for community assets. In Jan 2022, Hackney engaged with Kajima Community. Over the course of 2022, we worked with Hackney to define their requirements and develop a platform that would help achieve their objectives. The initial platform launched in December 2022, with additional features gradually rolled out over the following years.

The BookingsPlus solution delivered for Hackney:

- An online booking function allowing hirers to search, check availability, book and pay online.
- An efficient management platform, replacing spreadsheets, which centralised customer data and automated key parts of the process
- Integrated virtual tours which lessened the requirement for staff to show prospective hirers around the unstaffed buildings

After two years of operation in December 2024, the following outcomes had been achieved:

- 62% increase in bookings income
- 59% increase in booking enquiries
- 2,100+ registered hirer accounts

The system has delivered to the Council additional revenue to the tune of hundreds of thousands of pounds since launch.

Clients



Contact Details

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