

Appendix A: Summary of the Draft Services Specification

1. Section A: General Comments

Section A sets out the general points that related to contract and includes sections on;

- Core functions of the joint venture, summarising the functions into broad areas.
- Company objectives. These are fundamentally to deliver a high quality, cost effective service in line with Council Policies, the Corporate Objectives and the agreed business plan for the JV.
- To ensure the delivery of statutory and policy compliance services across the property function.

Core Functions of the JV

Capital Programme	Repairs Service	Housing Voids	Planned Maintenance	Cleaning & Caretaking
<ul style="list-style-type: none"> •Delivery of the planned investment programme directly or through subcontractors across Housing and Corporate Estate •Management and delivery of major capital construction projects 	<ul style="list-style-type: none"> •Delivery of day to day responsive repairs service to HRA properties •Reactive repair across the corporate buildings •Provide a “One Stop Shop” for tenants and partners including helpdesk and out of hours emergency service 	<ul style="list-style-type: none"> •Delivery of empty properties to a pre-agreed lettable standard across HRA properties •Provision of EPCs 	<ul style="list-style-type: none"> •Delivery of cyclical and planned maintenance activities •Management of statutory compliance in line with Council policies •Management of Asbestos •Gas Safety •Electrical Safety •Fire Safety •Water Safety (Legionella Risk management) •Lifts •Radon management where applicable 	<ul style="list-style-type: none"> •Delivery of Corporate Cleaning and Caretaking functions including service provision of Public toilets •Estate Caretaking across the HRA •Key holding function •Winter maintenance

Objectives of the Company

1. Deliver high quality, cost effective services in line with the Company’s agreed Business Plan and the Council’s Corporate Plan Asset Management Strategy and Housing Strategy
2. Provide services in a way which complements the Council’s drive to modernise public service delivery in line with digital transformation strategies
3. Deliver the work set out in the capital programme and the wider objectives in the Asset Management Plan. Assist the development and planning of the Asset Management Plan and Capital Programme on an annual basis

4. Significantly contribute to improving housing and environmental conditions for the local community
5. Implement effective strategies, service plans, policies and procedures which are consistent with the aims and objectives of Alliance Norse and the Council
6. Develop and maintain a positive public profile, playing an integral part in tenant, council, and community initiatives wherever possible
7. Implement programmes to the highest of standards of customer care with particular focus on health and safety and the welfare of tenant and the public
8. Operate in a way which has a positive impact on the local economy by offering employment opportunities, supporting local businesses through supply chain and local procurement wherever possible
9. Enable consistent and appropriate involvement of tenants and leaseholders in respect of proposed and current programmes and individual projects, encourage them to help shape the decisions that affect them, ensuring community engagement is an essential part of the work
10. Ensure that there is a consistency of information and a clear identification of roles and requirements expected from all parties
11. Listen to the views and feedback of customers and other service users and make changes to services in accordance with lessons learned where applicable
12. Respond positively and innovatively to the challenges arising from the modernisation of the construction industry and related technical services
13. Provide timely and accurate reporting of performance and financial information against the agreed Business Plan to all key stakeholders
14. Enable investment in the housing stock to contribute as effectively as possible to providing affordable warmth for tenants and leaseholders and contributes as positively as possible in relation to environmental impact
15. Work with the Councils on initiatives to decarbonise the property function; drawing upon expertise from within the Norse Group to help deliver on priorities
16. Provide and ensure effective business continuity plans are in place at all times
17. Operate in a way which optimises the benefit to the local community of housing investment and regeneration activity, provides employment, training and apprenticeship opportunities for the local community, and especially for young people
18. Work closely with local colleges and other local education establishments to ensure that its courses can give students the technical skills necessary to provide the workforce of the future
19. Work with all stakeholders to ensure that the range and type of homes provided by the Councils meets the diverse and changing needs of the local community
20. Comply with the Councils' Financial Regulations and Policies in everything they do.

2. Section B: Strategic Asset Management

Strategic Asset Management Policy and decision making will stay in the Council, however there is an important collaborative process that must be

understand between the operational side of property service and the development and implementation of strategic asset management. The specification makes it clear for the need for JV to input strategic asset management planning and to work collaboratively with the council to improve the following:

- Decent Homes Standards by way of developing suitable investment programmes affordable in HRA Business plan.
- Energy efficiency in the buildings by supporting the strategic approach to decarbonise the buildings.
- Development of a “void standard” to support the other initiatives and ensure consistence of service to tenants.

KPIs are included to target improvements to decent homes standards and improvements in energy efficiency, however these will only be achieved with the council’s strategy investment through this by way of the business plan.

3. Section C: Cyclical Maintenance / Compliance

Cyclical maintenance covers those works that require forethought and are planned to ensure longevity of assets whether that be the fabric of the building or the plant and machinery within. Regular servicing works are required in a number of areas to ensure statutory obligations are met. These items are often referred to as “Compliance”. The obligations under statute can vary across housing and public buildings. There are six key areas of compliance

- Gas Servicing
- Asbestos Management
- Fire Risk (Fore Risk Assessments service of fire related equipment, evacuation plans)
- Electrical Testing
- Water Safety (Legionella)
- Lift Safety
- Radon - is also an issue in some localised areas of High Peak due to the surrounding nature of the local geology. Radon remediation systems are included in the service specification.

The council already reports some of these activities, particularly around the gas compliance within the HRA as part of Corporate Reporting. It is anticipated that some KPIs around gas will be reported through the corporate reporting procedure, however KPIs are being agreed around many other areas of compliance which will reported as part of the management of the contract only

4. Section D: Management of Empty Homes (Voids)

Currently the council measures the average time to relet a property. This forms part of the housing Corporate PIs. The Housing service also measures the time it takes the current void teams to undertaken the required work. Depending on

the circumstances of how the property is left and the recent investment, voids can be turned around quickly or require a more significant investment and have a longer turnaround time, which can substantially effect the figures. The Council also needs to determine how it will consider major retrofits to homes to improve energy efficiency moving forward. Major retrofits can have a significant impact on the resident and should be considered at the void stage.

Therefore going forward voids will be categorised into three areas and a void standard agreed for each of these categories. Category 1 voids will be a quick turnaround, where minimal work needs to be undertaken. These can then be prioritised to ensure the stock rolls over as quickly as possible. Category 2 voids will require more work and it is expected most of the voids will be category 2. Category three voids will be a longer term project. More work may need to be undertaken, including retrofit, new wiring, heating, insulation potentially bathroom and kitchen replacements depending on the condition of the home when it is vacated.

Implementing these strategies will allow the JV to properties works in response to the need from Housing, and plan more effectively and the KPIs will be more meaningful to the Council.

5. Section E: Property Improvements (and management of third party contractors)

This section effectively covers the areas around planned maintenance and the capital improvements as well as major capital projects. The capital programme varies year on year and is usually set as part of the MTFP. This process will be replicated with Norse and the budgets will be set in advance along with the annual business plan. Delivery of the capital programme will impact the Council's Decent Homes Standards as well as the energy efficiency of the buildings. The strategy behind the Council's investments will be contained in an updated strategic asset management plan and reviews HRA business plan for the corporate and housing assets respectively. Norse will input, but not make decisions about these areas of investment and the council's overarching strategy. KPIs have been agreed to report on the delivery of the capital programme and the effectiveness of the delivery of Decent Homes and decarbonising, including the average EPC rating.

6. Section F: Customer Care

Norse will be responsible for delivering a "One Stop Shop" approach where they will act as the first point of contact for customers utilising the service. The specification will require them to;

- Request and review feedback they receive from customer along with regular communication with customers about the feedback received and how they will improve moving forward
- Answer customer request by phone, letter or other appropriate channels in reasonable time frames.

- Keep appointments made and act sensitively to the customers, ensuring they are polite and helpful. Ensure employees are presentable, wear branded uniforms and carry ID.
- Treat customers equally, fairly, with respect and without discrimination. Ensuring staff are trained in safeguarding and uphold Council policies on safeguarding and equality and diversity.
- Ensure compliments and complaints are managed in line with Council policy. The council will review and investigate and stage 2 complaints before responding to customer. These will be measured and reported in line with corporate KPIs.
- Ensure Freedom of Information requests are managed in line with Council policy.
- Assist in tenant engagement initiatives in conjunction with the Council .

7. Section G: Tenant Liaison and Involvement

The outcome required is that tenants and leaseholders are involved in influencing and shaping the services provided by Alliance Norse. To do this, a tenant participation strategy will be developed. This will be an important piece of collaborative work in response to the social housing white paper that is being led by Neighbourhoods.

8. Section H: Responsive Repairs

Responsive repairs are defined as those repairs that occur in a detailed and unplanned fashion and are not part of a planned maintenance regime.

Alliance Norse will be providing an IT solution that will enable repairs to be scheduled in real time and allocated to a direct labour operative or sub-contractor as appropriate. The system is called "Connect" and is a modern dedicated software that council officers will also have access to trace jobs and review KPIs by way of live dashboards. The hope is that the system will connect with the current Housing Management system (Ohms) and staff will not be required to manually update separate systems, thus driving efficiencies but cutting down admin.

Core hours will remain from 1.30 – 5pm Monday Friday, but an emergency service will be run 24 hours, 365 days a year with an out of hours provision facilitated by Norse.

Repairs jobs will be categorised in the same way as they are currently through the P1, P2, P3, P4 system. Targets will vary slightly from Housing to Corporate Building function and will be detailed in the KPIs. Overall target response times for P2 – P4 jobs have been tightened and will be closely reviewed during the start of the contract.

9. Section I – Cleaning

Norse will have responsibility for the operations of the public toilet facilities. The toilets will be opened and closed daily 7 days a weeks and bank holidays excepting Christmas Day. The specification notes daily cleaning tasks and periodic tasks such as high level dusting and deep cleaning to be agreed on a periodic basis to ensure standards.

Norse will also be responsible for cleaning the corporate and public buildings to facilitate staff. Cleaning rotas and tasks will be reviewed in light of the current demands, to ensure the buildings are clean safe and functional.

Standards will be managed through customer and council feedback, numbers of complaints as well as quality control arrangements.

10. Section J: Caretaking

The specification notes two kinds of caretaking, Caretaking of Public Buildings and Estate Caretaking (Housing).

Public building caretakers will have responsibility for ensuring that the usual caretaking tasks are undertaken, including a supervision of the cleaners, locking & unlocking the buildings, waste removals, access and supervision of contractors and winter maintenance. There is no current proposals to change the opening and closing times of the buildings. Caretakers will benefit from further training in delivery of the caretaking handbook which will be developed by Norse and approved by the council to detail the operations.

The estate caretakers will ensure neighbourhoods are well maintained and that communal areas in blocks are clean and safe. The caretakers will also support the housing repairs and voids and neighbourhoods functions across the HRA.

11. Section K : Miscellaneous Tasks

This section clarifies the requirements of a number of other areas to be included.

- Gritting and winter maintenance of the Council's pay and display car parks to ensure safe use for customers (HPBC only – this service is undertaken by AES in SMDC)
- Car Parking Inspections. All car parks are inspected on a regular basis as part of Park Mark criteria. This is a minimum of an 8 weekly cycles. Repair and Maintenance remedials will be directed to Norse and AES will still deliver any "streets" functions.
- For the avoidance of doubt the Council's repair obligations to street assets, including council owned bus shelters will transfer to Norse, which the cleaning of street assets will remain with AES.
- Repair and maintenance of external lighting assets in High Peak is included. In SMDC this will remain to be managed by EON.
- Norse will have the responsibility of filling Council owned grit bins.
- Norse will also be required to hold keys for corporate buildings to facilitate

out of hours access in an emergency situation, or by pre-agreed arrangements to open buildings outside of core hours. Norse will be responsible for ensuring that the buildings are secure.

12. Section L: Sharing of Data

The specification ensures that sharing of data in respect of the delivery of service will be timely and that the parties will work collaboratively in updating databases and improving procedures to allow the outcomes and strategies to be delivered in the modern, effective and progressive way.