

# Derbyshire Dales District Council

## **Management Agent Specification**

### Council Housebuilding Programme

July 2020

Derbyshire Dales District Council, Town Hall, Bank Rd, Matlock DE4 3NN

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# 1 | Introduction

## 1.1. Derbyshire Dales District Council

1.1.1. Derbyshire Dales District Council (DDDC) are initiating a modest council housebuilding programme. This is to be a phased programme that will deliver 52 homes for affordable rent (rent capped at Local Housing Allowance levels) and shared ownership.

1.1.2. Whilst the initial development programme is phased over 7 years, it could take place over a shorter time period, depending on opportunities and funding. The first phase (2020/2021) is expected to deliver 7 units. The homes across the programme will be delivered through a mixture of means including new build construction, S106 units and the purchase of empty homes. All the homes will be built with features enabling strong energy efficiency, responding to the DDDC's declaration of a climate emergency.

1.1.3. The Council wish to appoint a Management Agent for a period of 10 years (with potential to extend for 2 further periods of 5 years, up to a maximum of 10 years) to manage the homes developed from this programme. These homes will be a mix of shared ownership and affordable rent. Additionally, a home bequeathed to DDDC will be covered by the services of this management agent specification.

1.1.4. The breakdown of the homes to be managed is as follows:

- 43 Homes for Affordable Rent
- 8 Homes for Shared Ownership
- 1 Home for Other Low-Cost Rent (a bequeathed property)<sup>1</sup>

1.1.5. The housebuilding programme will be funded by monies from S106 income, Right to Buy (RTB) receipts, combined with Homes England (HE) grant and sales receipts, from first tranche shared ownership sales, as appropriate.

1.1.6. Strategically, this programme aims to deliver council homes to help meet housing need in the district and generate rental income to support the Council's wider strategic objectives.

1.1.7. Additionally, this programme will deliver housing that has a high level of energy efficiency. In 2019, DDDC declared a climate emergency and in response to this have set a target to be carbon neutral by 2030. As a measure to achieve this target, DDDC has a budget of £10,000 per home for all homes, except those from S106 opportunities, to make the homes delivered through their affordable housing programme energy efficient.

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<sup>1</sup> The Council had a property bequeathed to them. This property is occupied by a tenant on a protected tenancy. The rental level is not connected to an established affordable rental product, though is rented at a discounted rate. When this tenancy is void, the property will subsequently be rented through an Affordable Rent tenure.

## 1.2. Services Required

1.2.1. DDDC intends to act solely as a landlord and not directly provide any housing management or maintenance services. Therefore, DDDC requires a third party to undertake management services for the Council, including those relating to tenancy management and property management. This specification sets out in detail the services required in the following areas:

- Corporate / General Services
- Customer services and resident engagement
- Tenancy management
- Income management
- Lettings
- Leaseholder Services: Assignments, stair-casing and mortgage requests
- Estate services
- Responsive repairs and servicing
- Void works
- Asset Management: Major Works, Cyclical Repairs, and Landlord Health and Safety

## 2 | Corporate / General Services

### 2.1. Introduction

- 2.1.1. This section sets out the specification for the corporate services of the Management Agent for DDDC. Additionally, this section includes general service requirements that also feature in the dedicated service area sections that follow this section.
- 2.1.2. The Management Agent will be required to report to DDDC Housing throughout the life of the contract.

### 2.2. Purposes and Objectives

- 2.2.1. The purpose of these services is to ensure that:
- DDDC has appropriate financial oversight over the Management Agent
  - The Management Agent maintains suitable information management systems that are used effectively
  - DDDC Housing and DDDC's Committees receive a sufficient level of information to maintain appropriate oversight

### 2.3. Services to be provided

- 2.3.1. The following financial services are required:
- Preparation of an annual budget for all service areas to be signed off by DDDC
  - Provision of a periodic budget report of income, expenditure and cash flow
  - Arrangement for the preparation of draft accounts in anticipation of an examination by an independent accountant
  - Weekly / monthly payment of invoices
  - Provision of advice on block insurance and any other appropriate cover including necessary insurance valuations of the estate by an independent third party
- 2.3.2. The Management Agent must adopt their own branding when interacting with staff and will not be required to adopt DDDC branding. DDDC requires this to avoid any confusion; for instance, tenant requests being sent to DDDC rather than the Management Agent.
- 2.3.3. The Management Agent will be required to manage information requirements of the housing management service on their business applications and will be expected to provide the following functionality:
- Customer relationship management
  - Case management

- Rent accounting
- Service charge calculation and accounting
- Income collection including:
  - Card payments
  - Direct debits
  - Housing Benefits/Universal Credit
- Income recovery
- Allocations
- Voids management
- Responsive repairs (client side – including appointments)
- Servicing and compliance
- Anti-Social Behaviour (ASB) recording and management
- Online services including:
  - Rent payments
  - Setting up DD
  - Rent statements
  - Repairs ordering (including making appointments)
  - Repairs tracking
  - Household details management
  - ASB reporting
  - Resident involvement
- General ledger
- Purchase ledger
- Sales ledger
- Purchase ordering
- Invoice processing
- Cashbook
- Electronic documents and records management
- Interfaces to:
  - DDDC Website
  - Home-Options
- GDPR Compliance

2.3.4. The Management Agent will need to hold DDDC properties and tenancies as a separate entity / instance within its systems, though in the same way as the Management Agent holds their own properties.

- 2.3.5. The Management Agent will be required to utilise data for the successful delivery of the services. As a guide, DDDC expects the data utilised by the Management Agent to include (but not limited to):
- Tenancy details
  - Tenancy agreements
  - Income and expenditure reports
  - Information for preparation of annual accounts
  - KPIs (to include lettings, voids measures, repairs measures, income collection and customer enquiries)
  - Compliance data
- 2.3.6. The Management Agent will be expected to provide secure transfer of the data in CSV, Excel or XML format at a frequency to be agreed. At completion or termination of the contract the contractor will be required to return all data to DDDC. Information regarding DDDC's tenants and properties must be made available to DDDC on request. Data must be stored and processed in accordance with the General Data Protections Regulations.
- 2.3.7. The Management Agent will ensure that an appropriate Risk Management Strategy and Risk Register is in place. The Agent and DDDC will review identified risks as required at the contract monitoring meetings.
- 2.3.8. The Agent shall keep and maintain performance management information as the organisation shall specify and will provide all necessary assistance to enable the Council to monitor the Agent's performance and obligations under this agreement.
- 2.3.9. The Management Agent will be required to keep and maintain performance management information that DDDC and the Management Agent will agree. It is preferable that KPIs are used that the Management Agent currently utilises for their existing stock of properties.
- 2.3.10. The Management Agent will hold quarterly meetings with DDDC to discuss performance and any issues arising. If the desired KPIs are not being achieved, DDDC reserve the right to increase the frequency of these meetings until the issue is resolved.
- 2.3.11. The following services to support the Council's Committee are required:
- Attend Committee meetings when required
  - Provide periodic status reports
  - Report on significant tenant communications, including complaints
  - Keep DDDC informed of status of agreed actions through regular reports
  - Report on risk management, fire and health and safety compliance

- Carry out an annual self-assessment against the RSH's Regulatory Standards
- 2.3.12. The Management Agent, if required, must be able to represent DDDC at County Court, arbitration and Tribunals.
- 2.3.13. The Management Agent may engage with sub-contractors for the delivery of work specified within this specification, with the exception of management related activities. Sub-contractors and their employment must meet all the required legislative and regulatory standards. If subcontractors are used in the delivery of these services, it is expected that the Management Agent should primarily seek local sub-contractors to benefit the local economy, wherever possible.

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## 3 | Customer Services and Resident Engagement

### 3.1. Introduction

3.1.1. This section sets out the specification for the delivery of the Customer Services and Resident Engagement service for DDDC.

3.1.2. The following sections of this specification describe the key purpose and objectives of the service, as well as processes and activities that need to be undertaken and delivered by the Management Agent. This includes a number of target outcomes and standards expected from the service. It also outlines how these areas of performance need to be monitored and reported on to DDDC so they can be satisfied that the service objectives are being achieved.

### 3.2. Purposes and Objectives

3.2.1. The purpose of the Customer and Resident Engagement services are to ensure that:

- Residents have access to a responsive customer service
- Residents have access to tenancy services and are able to access / request information related to their tenancy and rent account
- Residents have the ability to influence services and register complaints
- Residents are kept informed of changes and issues

### 3.3. Services to be provided

3.3.1. The Management Agent should already have, or otherwise establish, processes to deal effectively with the full range of tenant enquiries related to the management service. The Management Agent must ensure that all residents can easily contact the organisation and receive a sensitive, accurate and timely response. This will include:

- A responsive and customer focussed telephone service, operating between normal office hours
- Emergency telephone service which will be answered 24/7 all year round
- A dedicated website containing appropriate customer focussed information on services and performance
- Ability to respond to tenants through email, phone, text and mail
- When visiting properties, the Management Agent's staff should be courteous
- A web portal for services including logging home, repair and estate related queries and paying rent and service charges

- 3.3.2. The Management Agent must provide proactive communication about services it offers, issues affecting residents or changes to services. This will include:
- Online information
  - Producing a periodic newsletter to residents
  - Producing clear written communication in plain English
  - Providing communications in alternative formats, where required
- 3.3.3. DDDC expect that, as far as reasonably practicable, the Management Agent will resolve queries at the first point of contact and will record customer contact and resolution of enquiries appropriately.
- 3.3.4. These specific customer service requirements should be present in all activities where the Management Agent interacts with the tenant in this specification.
- 3.3.5. The Management Agent should have, or be willing to produce, a robust complaints procedure, which includes an escalation procedure which refers escalated complaints to DDDC for investigation. This procedure should seek to:
- Deal with any complaints received from whatever source in a prompt and courteous manner
  - Keep residents informed of progress at regular stages of the complaints process
  - Keep a written record of all complaints received and of the action taken in relation to such complaints
- 3.3.6. Complaints data should be analysed at least on a quarterly basis to identify causes, trends and common issues. This should inform service improvement work and the findings, in addition to any actions, should be reported to DDDC Housing.
- 3.3.7. The Management Agent should have, or be willing to produce, a Resident Engagement Policy that contains provisions for the following activities:
- Annual satisfaction surveys
  - Listening to residents' ideas for improvement
  - Record all resident engagement
  - Analysis of feedback to identify trends and common issues
  - Feedback to residents how resident engagement has led to improvements
- 3.3.8. All resident data must be stored in line with data protection standards outlined in GDPR and comply with the relevant frameworks and consumer standards of the Regulator for Social Housing.

### 3.4. Target Outcomes and Standards

3.4.1. The Management Agent should provide these services in accordance with the following outcomes and standards:

- Tenants must be easily able to access and contact services
- The Management Agent must respond to all tenant communication promptly and politely
- Tenants must be regularly updated of any changes to their service
- Offer multiple opportunities for tenants to feedback on services

3.4.2. DDDC also requests that a number of KPIs are used that relate to this service. It is preferable that these KPIs are already in existence and used by the Management Agent for other properties under its management.

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## 4 | Tenancy Management

### 4.1. Introduction

- 4.1.1. This section sets out the specification for the delivery of the Tenancy Management service for DDDC.
- 4.1.2. The following sections of this specification describe the key purpose and objectives of the service, as well as processes and activities that need to be undertaken and delivered by the Management Agent. This includes a number of target outcomes and standards expected from the service. It also outlines how these areas of performance need to be monitored and reported on to DDDC so they can be satisfied that the service objectives are being achieved.

### 4.2. Purposes and Objectives

- 4.2.1. These Tenancy Management services are specified so:
  - Tenants are both supported in their tenancies and encouraged to be independent
  - Tenants receive swift responses to issues relating to their tenancies
  - The possibility of tenancy fraud is minimised
  - Tenants feel safe in their home and neighbourhood

### 4.3. Services to be provided

- 4.3.1. DDDC's properties will be initially let on 6-month starter / introductory tenancy to tenants. Following this, DDDC properties will be let through secure tenancies. DDDC expects the Management Agent to undertake tenancy inspections. These inspections will include a visual inspection of the property, identifying who is living at the property and identify any vulnerability or safeguarding concerns. The inspections will form part of the decision to issue a secure tenancy.
- 4.3.2. Additionally, the Management Agent will carry out tenancy audits to support the detection of fraud, assurance that tenants are in accordance to DDDC's tenancy agreements and homes are being lawfully occupied.
- 4.3.3. The Management Agent should keep comprehensive records of these inspections and audits that can be sent to DDDC at their request.
- 4.3.4. The Management Agent should have comprehensive procedures in place to tackle ASB, hate crime, harassment and nuisance which includes the use of legal and non-legal measures, where appropriate. This procedure should also have provisions to work closely with other stakeholders to provide resolution to these issues. Reasonable non-legal measures should be sought, prior to escalation to legal measures.

- 4.3.5. The Management Agent will also collaboratively work with local stakeholders to assess the vulnerability of all tenants and aim to resolve tenancy management issues before taking legal action. This includes communicating and working jointly to safeguard vulnerable tenants.
- 4.3.6. The Management Agent will handle any tenancy management issues, enquiries and disputes in line with the customer service standards and requirements set out in this document. Specifically, there must be clear lines of communication for the reporting of:
- ASB
  - Sub-letting
  - Abandonment
  - Hoarding behaviour
- 4.3.7. Where there are breaches of tenancy, the Management Agent should:
- Ensure there is a swift, clear and effective response
  - Use all available and appropriate legal sanctions to deal with ASB, using eviction as a last resort where all other measures have been unsuccessful
  - Progress enforcement action as required
  - Make recommendations to DDDC on relevant legal matters
  - Implement recovery procedures to obtain possession of the property, where lawful occupation is not in place
- 4.3.8. The Management Agent should maintain robust records of tenancy agreements and update these records when required.
- 4.3.9. Tenants should be easily able to request variation of their Tenancy Agreement and receive consultation and advice on the consequences of any variations.
- 4.3.10. The Management Agent is expected to have or be willing to produce a Tenancy Policy.
- 4.4. Target Outcomes and Standards
- 4.4.1. The Management Agent should provide these services aligned to the following outcomes and standards:
- The Management Agent must deliver an effective and proactive service
  - Inspections and audit should be thorough and respond to DDDC's requirements
  - Breaches of tenancy should be dealt with swiftly and appropriately, escalating the measures applied when necessary

- Tenants must be kept informed and be able to access the services easily

4.4.2. DDDC also requests that a number of KPIs are used that relate to this service. It is preferable that these KPIs are already in existence and used by the Management Agent for other properties under its management.

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## 5 | Income Management

### 5.1. Introduction

- 5.1.1. This section sets out the specification for the delivery of the Income Management service for DDDC.
- 5.1.2. The following sections of this specification describe the key purpose and objectives of the service, as well as processes and activities that need to be undertaken and delivered by the Management Agent. This includes a number of target outcomes and standards expected from the service. It also outlines how these areas of performance need to be monitored and reported on to DDDC so they can be satisfied that the service objectives are being achieved.

### 5.2. Purposes and Objectives

- 5.2.1. These Income Management services are specified so:
  - There is efficient and effective income management which maximises the income due and collectable from rent, service and other charges
  - The income management service is customer focused
  - They contribute to the sustainment of tenancies

### 5.3. Services to be provided

- 5.3.1. The Management Agent will undertake the calculation of rent and service charges for new tenancies and any increases during reviews of rents and charges. These calculations will be recommended to DDDC Housing before implementation. Any changes that are approved will be administered by the Management Agent in line with conditions of tenancy, regulation and legislation.
- 5.3.2. The Management Agent is expected to have, or be willing to produce, a Service Charge Policy.
- 5.3.3. Rent collection by the Management Agent will be paid to DDDC quarterly in arrears within 30 business days of the quarter end.
- 5.3.4. In regard to income collection and recovery, the Management Agent is required to provide the following services:
  - The undertaking of an affordability review before a housing offer to ensure the tenant(s) is suitable
  - Provision of a variety of payment methods, though tenants should be encouraged to pay by DD
  - Collect rent, service charges and any other monies that relate to the tenancy or property

- Consult with residents about service changes, in line with statutory requirements, good practice and the requirements of the lease
- Have a proactive approach to tenancy sustainment, where advice is offered and referrals made, prior to and when debt arises
- Have, or be willing to produce, a comprehensive Income Collection Policy and associated procedures for arrears, where DDDC are notified of arrears of over £1,000, which should include:
  - Repayment plans
  - Methods for pursuing former tenants and recommendations when balances should be written off
  - Escalation of interventions to formal legal / court action
- Where enforcement action is required, the Agent will undertake legal and enforcement activity, including:
  - Service of notices
  - Processing relevant paperwork
  - Instructing legal counsel
  - Attendance at court hearings

5.3.5. These Income Management services should be supported by strong information management that ensures prompt identification of arrears and provides DDDC with quarterly statistics and reporting on income.

5.3.6. All interactions with debtors should make them aware of their liability and responsibilities and action that could be taken in line with the Management Agent's Income Collection Policy. All this customer interaction should be conducted within the same requirements and standards previously set out.

#### 5.4. Target Outcomes and Standards

5.4.1. The Management Agent should provide these services aligned to the following outcomes and standards:

- Provide tenants with clear information on how their rents and service charges are set and 28 days' notice of any intended changes
- Undertake all statutory consultation with any leaseholders
- Offer multiple ways to pay the required monies
- Respond appropriately and effectively when debt arises
- Send statements to DDDC regularly
- Send resident statements regularly
- Refer residents to other agencies, where appropriate



5.4.2. DDDC also requests that a number of KPIs are used that relate to this service. It is preferable that these KPIs are already in existence and used by the Management Agent for other properties under its management.

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## 6 | Lettings

### 6.1. Introduction

6.1.1. This section sets out the specification for the delivery of the Lettings service for DDDC.

6.1.2. The following sections of this specification describe the key purpose and objectives of the service, as well as processes and activities that need to be undertaken and delivered by the Management Agent. This includes a number of target outcomes and standards expected from the service. It also outlines how these areas of performance need to be monitored and reported on to DDDC so they can be satisfied that the service objectives are being achieved.

### 6.2. Purposes and Objectives

6.2.1. The Letting services aim to ensure:

- Properties are let through Home-Options in accordance with legal and regulatory requirements and with the intention of incurring minimal rent loss
- Homes are let fairly

### 6.3. Services to be provided

6.3.1. The Management Agent will use the Home-Options Allocation Policy of DDDC. This can be found here: <https://www.home-options.org/choice/help.aspx>.

6.3.2. In regard to lettings, the Management Agent will be required to provide the following the services:

- Respond appropriately to potential tenant enquiries
- Arrange and undertake viewings of homes
- Undertake a pre-tenancy check assessing:
  - Tenant identity
  - Tenant right to rent
  - Whether the tenant meets affordability thresholds
  - Whether the tenant meets any criterion set out by DDDC
- Undertake a sign-up process that includes:
  - Provision of inventory and schedule of condition
  - Signing of tenancy agreement
  - Advice on tenant rights and obligations
  - Provide support to ensure tenants, and particularly vulnerable tenants, receive support to sign up with Housing Benefit and/or Universal Credit, council tax and utilities

- 6.3.3. Tenant viewings will take place individually; once an eligible tenant requests to see the property, they will view the property and then have 48 hours to decide whether they would like to rent the property. Individuals will not have to decide to rent the property immediately after the viewing ends.
- 6.3.4. As new properties developed in the programme are completed, the Management Agent will be responsible for key management and security of these properties before they are let.
- 6.3.5. The Management Agent should also have procedures for void management. These procedures should include activities for:
- Early identification of void properties
  - Pre-termination inspections of prospective void properties to:
    - Establish why the tenant is leaving the property
    - Identify any required void works
    - Advise the tenant of any chargeable damage
    - Advise the tenant on any outstanding charges on their account
  - Full check-out and inventory update
  - Management of voids resulting from death of a tenant or abandonment
  - Security arrangements for empty homes

#### 6.4. Target Outcomes and Standards

- 6.4.1. The Management Agent should provide these services aligned to the following outcomes and standards:
- Re-let properties as quickly as possible
  - Allocate properties in a fair way
  - Allow tenants 2 days to make a decision on a property after a viewing
  - Provide a welcome pack when they move in and a check-up visit 6 months after they move in
- 6.4.2. DDDC also requests that a number of KPIs are used that relate to this service. It is preferable that these KPIs are already in existence and used by the Management Agent for other properties under its management.

## 7 | Leaseholder Services: Assignments, Stair-Casing and Mortgage Requests

### 7.1. Introduction

7.1.1. This section sets out the specification for the delivery of the Assignments, Stair-Casing and Mortgage Requests service for DDDC.

7.1.2. The following sections of this specification describe the key purpose and objectives of the service, as well as processes and activities that need to be undertaken and delivered by the Management Agent. This includes a number of target outcomes and standards expected from the service. It also outlines how these areas of performance need to be monitored and reported on to DDDC so they can be satisfied that the service objectives are being achieved.

### 7.2. Purposes and Objectives

7.2.1. The Assignments, Stair-Casing and Mortgage Requests services are specified so that:

- There is efficient and timely administration of requests from Shared Ownership residents, including requests relating to:
  - Stair-casing and assignments
  - Re-mortgaging
  - Improvements and alterations
- There is compliance by Shared Ownership residents at the time of any assignment with all repairing covenants contained

### 7.3. Services to be provided

7.3.1. The following services should be provided:

- Instruction within 10 working days a RCIS accredited valuer to inspect and value a property upon receipt of a resale / stair-casing application and to ensure this valuation is completed in line with provisions within the lease
- Making sure any leaseholder has complied with his or her repairing obligations under the terms of their lease prior to any staircasing or resale activity
- Assessment of requests from Shared Ownership and Shared Equity Residents for mortgage or re-mortgage approval in accordance with the agreed Client eligibility criteria where consent is required under a lease
- Liaison with queries from purchasers, solicitors and others involved in the assignment and / or stair-casing process
- Provision of information on Service Charge levels, restrictions etc for sales and marketing information

- Undertaking all administration relating to changes in Shared Ownership and Shared Equity Residents and Open Market Residents including closing old accounts, creating new accounts and setting up new direct debits
- Setting out and administrating schedule of fees for assignment, stair-casing, re-mortgage services, request to alter and other ownership related transactions
- To instruct and administer legal work including Consents, Sealing etc as directed on behalf of DDDC in accordance with the assignment, staircasing and mortgage requests procedures

#### 7.4. Target Outcomes and Standards

7.4.1. The Management Agent should provide these services aligned to the following outcomes and standards:

- Efficient and swift response to any requests relating to Shared Ownership properties
- Effectively and appropriately manage the legal and administrative components of Shared Ownership properties and tenancies
- Set appropriate service charge levels

7.4.2. DDDC also requests that a number of KPIs are used that relate to this service. It is preferable that these KPIs are already in existence and used by the Management Agent for other properties under its management.

## 8 | Estate Services

### 8.1. Introduction

- 8.1.1. This section sets out the specification for the delivery of the Estate Services for DDDC.
- 8.1.2. The following sections of this specification describe the key purpose and objectives of the service, as well as processes and activities that need to be undertaken and delivered by the Management Agent. This includes a number of target outcomes and standards expected from the service. It also outlines how these areas of performance need to be monitored and reported on to DDDC so they can be satisfied that the service objectives are being achieved.
- 8.1.3. The current business plan assumes that 90% of the homes in the programme will be houses. The remaining 10% will be flats. It is for these 10%, that the following estate services apply.
- 8.1.4. DDDC will notify the Management Agent of who owns and is responsible for all land adjacent to the demised premises and any adopted areas, including public rights of way.

### 8.2. Purposes and Objectives

- 8.2.1. These Estate Services aim to:
  - Keep any communal estate areas clean and safe for the residents and the surrounding communities
  - Organise and maintain necessary internal and external cleaning and repairs service
  - Undertake regular inspections to ensure the estates remain at a high standard

### 8.3. Services to be Provided

- 8.3.1. The table below and overleaf sets out the likely scope of estates services for property elements that could be present in DDDC's properties.

Property Services Element	Description
Window Cleaning	Internal and external of the communal areas where appropriate
Communal waste bins and recycling	Provision, maintenance and cleaning of communal bins and/or bin stores
Cleaning	Internal and external of common areas including gutters and pipes

Property Services Element	Description
Door entry systems maintenance	Administration, repair and annual maintenance
Communal Lifts	Maintenance and cleaning
Graffiti	Removal
Generator	Maintenance
Sprinkler System / Auto mist	Maintenance
Water Tank and Dosing System	Maintenance
Communal Areas	Maintenance and cleaning
Green Space / Communal Gardens	Maintenance and cleaning

8.3.2. The Management Agent is expected to have or be willing to produce an Estates Management Policy.

#### 8.4. Targets and Standards

8.4.1. The key service standards and outcomes that must be delivered with these Estate Services are, if the Management Agent is commissioned to provide the services:

- Publicise cleaning schedules (where notice boards are available) and on the company website
- Remove offensive graffiti and any dangerous items within 24 hours
- Update the cleaning schedules and monitor the attendance sheets in communal blocks
- Meet a target of estate inspections carried out on time

8.4.2. DDDC also requests that a number of KPIs are used that relate to this service. It is preferable that these KPIs are already in existence and used by the Management Agent for other properties under its management.

## 9 | Responsive Repairs

### 9.1. Introduction

9.1.1. This section sets out the specification for the delivery of the Responsive Repairs service for DDDC.

9.1.2. The following sections of this specification describe the key purpose and objectives of the service, as well as processes and activities that need to be undertaken and delivered by the Management Agent. This includes a number of target outcomes and standards expected from the service. It also outlines how these areas of performance need to be monitored and reported on to DDDC so they can be satisfied that the service objectives are being achieved.

### 9.2. Purposes and Objectives

9.2.1. The purposes and objectives of the services relating to Responsive Repairs include:

- Provision of a cost effective and high-quality repairs service that is well-monitored, implemented and recorded
- Achieving of value for money
- Ensuring properties are well-maintained
- Ensuring tenants are aware of their responsibilities of repairs
- Complying with all relevant legislation, regulatory guidance, and codes of practice

### 9.3. Services to be Provided

9.3.1. The Management Agent must ensure that tenants are aware of, and understand, their responsibilities in regard to repairs in their home. These responsibilities will also be set out in tenancy agreements.

9.3.2. Should tenants request repair work that is outside of the scope / responsibility of the Management Agent / DDDC, the Management Agent is expected to carry out these rechargeable repairs (where possible and appropriate). The Management Agent will be responsible for recharging eligible costs to tenants and for ensuring that tenants are aware of and agree to estimated costs prior to work being carried out.

9.3.3. The Management Agent has responsibility to repair, or procure the repair, items in respect of the main structure and fabric of any home or block and any other building at the property, as required and in line with landlord and tenant obligations as set out in the tenancy agreement or shared ownership lease including roofs, walls, foundations, doors, windows, gutters and drains, paths, boundaries and internal or external communal area, including outside painting and decoration, and all utility services.



- 9.3.4. Furthermore, the Management Agent has responsibility to repair, or procure the repair (which are not Non-Statutory Repairs), of all the required internal areas of homes including walls, skirting boards, external doors and door frames, hinges, locks (except when the tenant loses the keys), door posts, thresholds, floors and ceilings inside a home (but not painting and decorating), fixtures and fittings, bathroom fixtures and fittings, kitchen units, floor and wall tiles, switches and sockets, internal doors and softwood goods.
- 9.3.5. All repairs will be completed in a customer-focused way that seeks to deliver a consistent good quality service. The Management Agent is expected to have, or be willing to produce, a Repairs Policy to govern this.
- 9.3.6. Where possible, the Management Agent will seek to complete repairs within a single visit by getting it 'right the first time'. The performance of this and the other components of responsive repairs will be measured by independent external and internal customer satisfaction surveys specifically focused on the repairs service.
- 9.3.7. For emergency repairs that are outside normal Working Hours, e.g. major burst pipes, total loss of electric or dangerous structural damage will be dealt with through an out of hours service. The Management Agent shall be responsible for coordinating and delivering this out of hours service, outside of normal office hours Mondays to Fridays and twenty-four hours a day on all other days including bank holidays.
- 9.3.8. The Management Agent shall report all gas leaks directly to Transco/British Gas.
- 9.3.9. The Management Agent must set up systems to allow the easy reporting of repairs by multiple means. These systems will also concurrently provide tenants with details of their appointments for repair at a mutually convenient time. The Management Agent should have appropriate measures to keep the tenant informed of a repair as it progresses.
- 9.4. Target Outcomes and Standards
- 9.4.1. The key service standards and target outcomes that must be delivered with the aforementioned responsive repairs service are:
- Good quality repairs delivered first time and within the appropriate timeframes
  - A pragmatic and informative appointment system
  - Procedures for keeping tenants informed about their repairs
- 9.4.2. DDDC also requests that a number of KPIs are used that relate to this service. It is preferable that these KPIs are already in existence and used by the Management Agent for other properties under its management.

## 10 | Void Works

### 10.1. Introduction

10.1.1. This section sets out the specification for the delivery of the void works service for DDDC.

10.1.2. The following sections of this specification describe the key purpose and objectives of the service, as well as processes and activities that need to be undertaken and delivered by the Management Agent. This includes a number of target outcomes and standards expected from the service. It also outlines how these areas of performance need to be monitored and reported on to DDDC so they can be satisfied that the service objectives are being achieved.

### 10.2. Purposes and Objectives

10.2.1. The purpose of the voids works services are to get properties available for letting as soon as possible after a change of tenancy, to minimise rent loss.

### 10.3. Services to be provided

10.3.1. Where the Management Agent is notified that a home will become vacant, either through the receipt of a notice of termination from the tenant, or due to tenancy enforcement action, the Management Agent will arrange to undertake a pre-void inspection to identify works to be completed, and identify any items rechargeable to the tenant.

10.3.2. The Management Agent will identify the defects and works required to meet the Management Agent's lettable standard. This will include decorating works and repairs and maintenance works. Minor repairs may be completed post-letting to speed up the reletting process.

10.3.3. The Management Agent should also undertake all activity relating to utilities and other services, such as taking meter readings, testing services and disconnecting supplies.

10.3.4. Throughout the process the Management Agent will be responsible for the effective management of keys. All homes should have the locks changed once a tenant has vacated to ensure the former tenant is not able to gain access.

10.3.5. The Management Agent will also administer and undertake the processes required for the recovery of costs for refuse removal, clearing gardens, cleaning or damage that were a former Tenant's responsibility.

### 10.4. Target Outcomes and Standards

10.4.1. The target outcome and standard of this service is to ensure voids are available for letting within 10 working days after they become void.

10.4.2. DDDC also requests that a number of KPIs are used that relate to this service. It is preferable that these KPIs are already in existence and used by the Management Agent for other properties under its management.

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## 11 | **Asset Management: Major Works, Cyclical Repairs, and Landlord Health and Safety**

### 11.1. Introduction

11.1.1. This section sets out the specification for the delivery of the Major and Cyclical Repairs service for DDDC.

11.1.2. The following sections of this specification describe the key purpose and objectives of the service, as well as processes and activities that need to be undertaken and delivered by the Management Agent. This includes a number of target outcomes and standards expected from the service. It also outlines how these areas of performance need to be monitored and reported on to DDDC so they can be satisfied that the service objectives are being achieved.

### 11.2. Purposes and Objectives

11.2.1. The purpose of the services relating to major and cyclical works is to ensure the long-term integrity of the housing stock and the health and safety of residents.

### 11.3. Services to be provided

11.3.1. DDDC will hold a reserve fund for major and cyclical works for their properties.

11.3.2. The Management Agent is required to advise DDDC of major works required to maintain the condition of its housing stock in the form of an Asset Management / Major Works plan. The Management Agent should include estimations of the costs of the different elements of the Asset Management / Major Works plan based on the Agent's experience and / or benchmarking / quotes.

11.3.3. Annually, the Management Agent will provide DDDC with a major works programme.

11.3.4. Alongside this programme, the Management Agent will submit their cost of managing this programme, not including the delivery of the material works. The cost of delivering the material works will be paid from DDDC's reserve fund.

11.3.5. Additionally, DDDC may require the Management Agent to submit quotes from a number of contractors who would carry out the material elements of these works to ensure that the works represent value for money.

11.3.6. DDDC reserve the right to reject the programme, contractor quotes and / or cost of the programme and either negotiate with the Management Agent or request the Management Agent return to the market to gain further contractor quotes.

11.3.7. If the programme is accepted, the Management Agent must appropriately inform and communicate the works to impacted residents and ensure that minimal levels of disturbance are achieved.

11.3.8. The following flowchart provides a summary of the activities associated with the Major Works services the Management Agent is expected to provide.

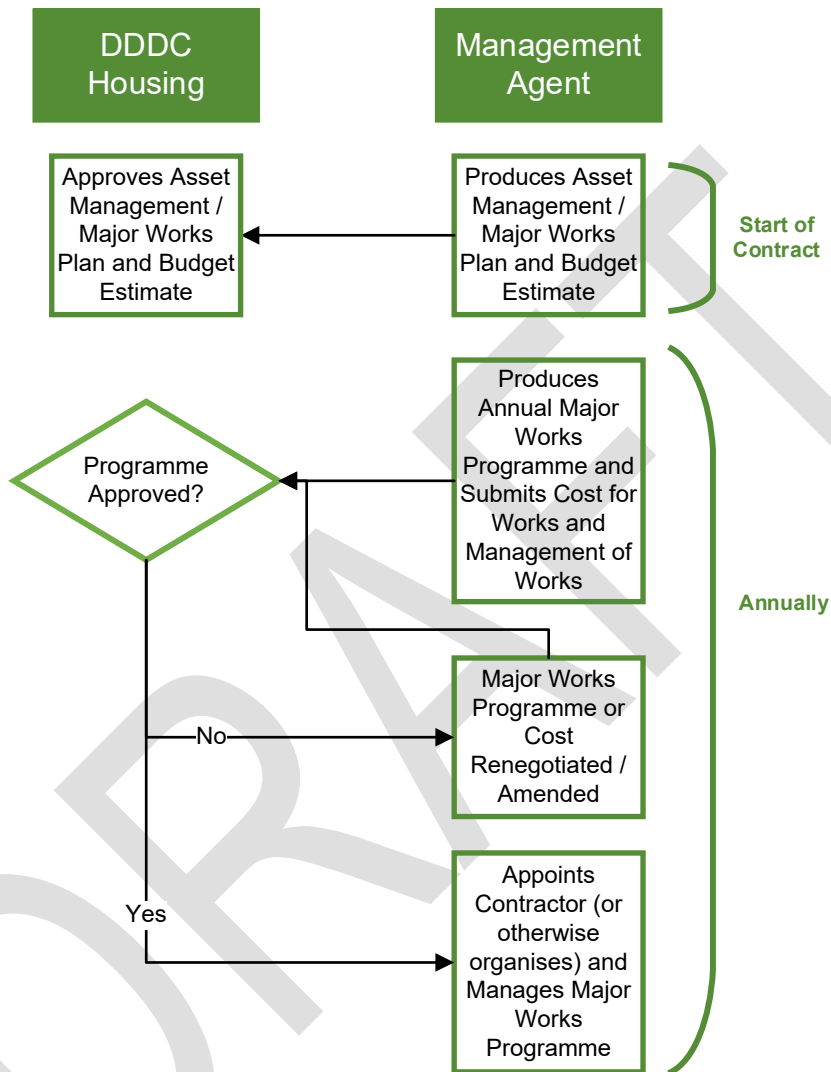


Figure 1 Major Works Flowchart

11.3.9. The Management Agent is required to ensure that all relevant landlord health and safety requirements are fulfilled. This includes the organisation and record keeping related to:

- Gas safety – Including Landlord Gas Safety Register checks and any remedial actions
- Electrical safety – Including Electrical Installation Condition Report inspections and any remedial actions
- Fire safety – Including Fire Risk Assessments and any remedial actions

- Water safety (legionella)

#### 11.4. Target Outcomes and Standards

##### 11.4.1. These services will ensure that:

- All property and equipment is maintained in line with all required standards
- Residents kept regularly informed of maintenance work programmes
- Residents are safe and DDDC are meeting its statutory and regulatory obligations for landlord health and safety.

11.4.2. DDDC also requests that a number of KPIs are used that relate to this service. It is preferable that these KPIs are already in existence and used by the Management Agent for other properties under its management. These KPIs will be submitted alongside the annual programme.

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## 12 | DDDC's Responsibilities and Performance Management

### 12.1. DDDC's Responsibilities

#### 12.1.1. DDDC's responsibilities are as follows:

- Obtaining and providing all necessary internal approvals in order for the Management Agent to carry out their services in a timely manner.
- Providing the Management Agent with a schedule of those schemes which require estate services for the Management Agent to review
- Introducing the Management Agent with the Home Options Allocation Policy
- Maintaining a reserve fund for major works

### 12.2. Performance Management and KPIs

12.2.1. DDDC is seeking to adopt the Management Agent's existing KPIs for their stock.

12.2.2. As part of the evaluation process for the tender, bidders are being requested to provide their KPIs, considering best practice and common approaches to KPIs in the sector.

12.2.3. DDDC request that the Management Agent KPIs are benchmarked to other properties in DDDC's local authority area.

### 12.3. Contract Management

12.3.1. As set out previously in this specification, DDDC require quarterly performance reports and meetings with the Management Agent.

12.3.2. Additionally, at the beginning of the contract, DDDC with the Management Agent will set out a series of performance thresholds relating to the services provided. DDDC requires the Management Agent to immediately report against these thresholds if the thresholds are exceeded.

## 13 | Appendix 1 – Management Pipeline

13.1.1. Below is DDDC’s anticipated management programme. It outlines the total number of units the Management Agent will have to manage in each year of the 10-year contract.

13.1.2. The ‘Other Low-Cost Rent’ tenure type refers to a property bequeathed to the DDDC that is rented at a discounted level.

13.1.3. This programme is not final and may change.

	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
Tenure Type	Unit Number	Unit Number	Unit Number	Unit Number	Unit Number	Unit Number	Unit Number	Unit Number	Unit Number	Unit Number
Shared Ownership	0	0	2	2	4	6	8	8	8	8
Affordable Rent	0	7	13	23	27	31	37	43	43	43
Other Low-Cost Rent	1	1	1	1	1	1	1	1	1	1