

Schedule 28

Regional Accommodation Maintenance Services Contract

Part 1 – General Information

Version	Date	Detail	Issue
1.0	23/06/21	Call-Off Contract	Contract Award

1. Introduction

- 1.1. The role of the MOD (the Buyer) is to protect the people of the UK, prevent conflict, and to be ready to fight our enemies. The Defence Infrastructure Organisation (DIO) is the part of the MOD that provides and maintains infrastructure, including Service Family Accommodation (SFA). The provision of SFA services is a key enabler in the support of operational capability, by contributing to the health and safety of Armed Forces personnel, their motivation and their satisfaction. SFA provide the benign environment that overlays and incorporates the physical infrastructure to support personnel when not on operations, while recuperating or training, and is therefore key to maintaining an effective operational capability.
- 1.2. SFA are a feature in all UK home base locations where Defence people live, work or conduct training. The supply of Services must be flexible in nature to match requirements and be adaptable to changing circumstances; such as the better defence estates strategy. The Supplier shall ensure continuity of delivery of the Services and must be flexible and adaptable to meet changing circumstances, such as estate optimisation and fluctuations in demand due to deployment on operations or rebasing, all of which may impact upon the levels of service the Supplier is required to deliver.
- 1.3. The Services provided by the Supplier shall be capable of adapting to the changing needs and expectations of our Customers, the Government and other stakeholders. Through this Contract, the Buyer is seeking to transform the way that the Services are provided to the Defence community. The Supplier shall ensure that technological innovations and advances are fully embraced, increasingly ensuring at all times that industry norms and best practices is delivered.

2. Core Values

- 2.1. The DIO's core values underpin its vision and mission. They support delivery and shape how the Buyer and Supplier shall work together, as follows:
 - 2.1.1. **Safety First** - Safety first in everything we do.
 - 2.1.2. **Collaboration** - Working in partnership.
 - 2.1.3. **Integrity** - Doing the right thing, not just the easy thing.
 - 2.1.4. **Agility** - Moving at pace to meet new demands.
 - 2.1.5. **Accountability** - Delivering on your promises.
 - 2.1.6. **Enthusiasm** - Passionate about what we do and spirited in how we do it.

3. Outcomes from the Contract

3.1. The Buyer sets out below the following outcomes it expects from the Contract:

3.1.1. Long-term collaborative relationship with the Buyer, the NAMS Supplier and other RAMS Suppliers.

3.1.2. High customer satisfaction.

3.1.3. Excellent quality customer service delivery.

3.1.4. Compliance with statutory requirements and legislation.

3.1.5. First class operational delivery.

3.1.6. Sustainable innovation and continuous improvement.

3.1.7. Support to Asset Management maturity.

3.1.8. Excellent financial management.

3.1.9. Value for money.

3.1.10. Demonstrable contribution to corporate social responsibility.

3.1.11. Insightful reporting.

3.1.12. Effective mobilisation of the services.

3.2. Success Measures:

3.2.1. Presenting credible, realistic and sustainable innovation opportunities positively impacting on user productivity and asset efficiency.

3.2.2. Delivery of information, insight and solutions to customer to inform decision making and extending the life of the asset.

3.2.3. Improved customer satisfaction over time.

4. The Armed Forces Covenant

4.1. The Armed Forces Covenant is a public sector pledge from Government, businesses, charities and organisations to demonstrate their support for the armed forces community. The Covenant was brought in under the Armed Forces Act 2011 to recognise that the whole nation has a moral obligation to

redress the disadvantages the Armed Forces community face in comparison to other citizens, and recognise sacrifices made.

4.2. The Covenant's two principles are that:

4.2.1. The Armed Forces community should not face disadvantages when compared to other citizens in the provision of public and commercial services.

4.2.2. Special consideration is appropriate in some cases, especially for those who have given most, such as the injured and the bereaved.

4.3. The Buyer encourages all bidders and their suppliers to sign the Corporate Covenant, declaring their support for the Armed Forces community by displaying the values and behaviours set out therein. The Buyer encourages you to make your Armed Forces Covenant pledge. The corporate covenant gives guidance on the various ways you can demonstrate your support.

5. The Regional Accommodation Maintenance Service

5.1. The Buyer intends to award four Hard Facilities Maintenance (HFM) Contracts for Accommodation; RAMS Northern, RAMS Central, RAMS South East and RAMS South West.

5.2. The RAMS Contracts are for the provision of maintenance services to the Buyer's Service Family Accommodation (SFA) Estate, the Affected Property.

5.3. The United Kingdom SFA estate strength, for which the Supplier has responsibility, is approximately 49,000 properties. This is broken down as:

5.3.1. Approximately 39,500 SFA are leased from Annington Homes Limited (AHL), in England and Wales only.

5.3.2. The Buyer owns approximately 9,500 SFA (of which approximately 4,500 are in Scotland and Northern Ireland).

5.4. Details of the Affected Property are set out in the Buyer Supplied Information. In addition to SFA, this includes details of other property associated with SFA which includes, but is not limited to, garages, communal areas (such as flat stairs, bin areas and foyers), grounds, roads, pathways, infrastructure and recreational facilities.

5.5. The composition and location of the SFA will change during the term of the Contract, through a combination of the construction or acquisition of new SFA and the disposal of surplus SFA.

5.6. SFA is also provided through Private Finance Initiatives (PFI) and acquired through Bulk Lease arrangements. Additional properties are rented from the open market through the Substitute Accommodation Contract (SAC). These are referred to as Substitute Service Families Accommodation (SSFA). The Buyer also has SFA overseas. The RAMS Suppliers have no responsibility for any of these, unless instructed by the Buyer and would be through Billable Works Services.

5.7. A Responsible, Accountable, Consulted and Informed (RACI) matrix is provided at Annex A.

6. Specific MOD Policy and Procedure

6.1. The management of SFA is governed by MOD policy set out in Joint Services Publications (JSP) and Defence Information Notices (DIN). Each JSP is overarching definitive authoritative set of rules or guidelines with Defence wide applicability. Those documents applicable to this contract are included with the Buyer Supplied Information.

6.2. The MOD Policy, including JSPs can be changed or updated. If a change affects the Contract, the Supplier shall be consulted, and the Change Management process, included in Call-off Schedule 15: Contract Management, shall be followed.

7. Organisation of SFA Management

7.1. The SFA Estate is managed and administered by Defence Infrastructure Organisation (DIO). DIO Regional Delivery Accommodation (DIO RD Accn.) is the business unit which undertakes this role.

7.2. The Buyer's headquarters responsible for the effective management, administration and maintenance of all SFA is located at RAF Wyton. The Buyer shall make accommodation available for the Supplier headquarters team to use at RAF Wyton.

7.3. Subordinate to this headquarters the Buyer is organised into four regions: Northern, Central, South West and South East. The regional buyer headquarters are located at Rosyth, Donnington, Larkhill and Aldershot. The Buyer shall make accommodation available for the Supplier regional teams to use at these locations.

7.4. Each area is then further sub-divided into Sub-Areas and Estates.

8. The Requirement

8.1. The Supplier is required to deliver all the Services specified in this Statement of Requirement. The Services set out in detail in this Statement of Requirement are:

8.1.1. Part 2: Regional Service Centre (RSC).

The Supplier shall provide, operate and maintain back-office to support delivery of services and collaboration with between the Supplier, the Buyer and other RAMS Suppliers.

8.1.2. Part 3: Information Systems and Data Management.

The Supplier shall provide and/or operate a Buyer-supplied Information System (IS) to support the provision of the Contract. The Supplier shall provide and operate their own systems and interface with the Buyer and NAMS Supplier's information systems.

8.1.3. Part 4: Mobilisation and Demobilisation.

The Supplier shall be responsible for the mobilisation and demobilisation of the Contract.

8.1.4. Part 5: Statutory and Mandatory Obligations.

The Supplier shall undertake all associated tests, inspections and maintenance to ensure that the Affected Property remains safe, compliant with all relevant legislation and available for occupation in accordance with UK Statutory and Buyer Mandatory requirements.

8.1.5. Part 6: Maintenance Services.

The Supplier shall undertake all Reactive Maintenance and Planned Preventative Maintenance.

8.1.6. Part 7: Voids.

The Supplier shall undertake SFA Void Preparation to bring it to the Buyer's Move-in standard and Void Maintenance to ensure properties do not deteriorate when empty.

8.1.7. Part 8: Grounds Maintenance.

The Supplier shall undertake Reactive and Planned Preventative Maintenance of the Affected Property Housing Estates and SFA gardens.

8.1.8. Part 9: Sustainable Development and Environmental Management.

The Supplier shall support the Buyer in meeting its Sustainability objectives and targets.

8.1.9. Part 10: Archetype Works

Specified improvement works for kitchen replacement, bathroom replacement, heating system replacement and electrical rewiring to SFA.

8.1.10. Part 11: Billable Works Services.

The Supplier shall deliver a Billable Works Services in accordance with Part 11 of this Schedule and defined in Call-Off Schedule 4a: Billable Works.

- 8.2. The Supplier shall have a common understanding of the Contract with the Buyer and the NAMS Supplier and deliver the Services to a consistent standard throughout the Affected Property.
- 8.3. Whether or not the Supplier enters into sub-contracts in connection with the provision of Services, the Supplier shall always remain contractually responsible to the Buyer for the provision of the Services in their entirety.
- 8.4. The Buyer must approve the use of all Subcontractors before their use by the Supplier and it is expected that Subcontractors shall only be utilised for agreed specialist works.
- 8.5. The Supplier shall have overall responsibility for delivery of requirements described in this Schedule twenty-four (24) hours a day and three hundred and sixty-five (365) days per annum across the Affected Property.
- 8.6. The Supplier shall make their own arrangements with adjoining SFA occupants or private owners regarding access to their premises where this is convenient or necessary for executing the works. The Supplier shall be required to provide written notification as a matter of courtesy to all likely to be affected by the works. The Supplier shall be held responsible for any damage resulting from the works and shall make good such damage at their own expense.

9. Overview of National Accommodation Management Services (NAMS) Contract

- 9.1. The Buyer will let a NAMS contract which will operate alongside the RAMS contracts. The Supplier shall work in full collaboration with the NAMS Supplier to ensure an effective and efficient service is delivered for all SFA.
- 9.2. The NAMS Supplier will be the Buyer's Accommodation Management provider, responsible for Occupancy Management activities.
- 9.3. The NAMS Supplier shall provide a National Service Centre (NSC) facility which shall act as a single point of contact for Occupants, Applicants and any other organisation or individual to report faults, interact on SFA management or occupancy issues.
- 9.4. For this contractual arrangement to operate effectively, it is crucial that the NAMS and RAMS Suppliers establish a collaborative working relationship at the outset of Contract and that this is maintained throughout the term of each Contract.



10. MOD SFG20

- 10.1. The Supplier shall deliver the Services contained in this Schedule in accordance with MOD SFG20, manufacturer's instructions, Good Industry Practice, or to any other standard approved in writing by the Buyer.
- 10.2. The Buyer's introduction of MOD SFG20 into its maintenance regime provides an opportunity for the Supplier to collaborate with the Buyer to transform the management of maintenance services applied to the Estate. The Supplier shall carry out all UK Statutory, MOD Mandatory tests, inspections, servicing and all other maintenance tasks as stipulated in MOD SFG20 unless stated otherwise in Part 5: Statutory and Mandatory of this Schedule.

11. Asset Management

- 11.1. The Buyer is in the process of developing its capability to better inform and advise customers through the adoption and development of its asset management capability in line with Good Industry Practice. Based on ISO:55000, the Buyer has adopted an approach to asset management that recognises its role to 'inform and advise' which is aligned to the customer role to 'understand and decide'. An organisational change programme has been launched to continue to develop the Buyer's approach and capability over the next few years. The project initiation document for the Buyer's Asset Management Programme has been provided within the virtual data room for further understanding.
- 11.2. One of the core principles of asset management, and a building block for everything else, is understanding cost, performance and risk. The Buyer currently has a low level of understanding of some aspects of risk (observed condition) and performance (utilisation) and is committed to develop its coverage and sophistication in all of these areas over the next few years. The Supplier shall be the primary provider of data to allow the Buyer to develop its asset management capability. The Supplier shall fully populate and maintain the asset data required for the Buyer to fulfil their asset management advisor role. The Supplier shall work with the Buyer to fully

populate and maintain these asset data requirements and bring sector innovation to the contract on methods of capture, maintenance and operational insights.

- 11.3. The Supplier shall play a pivotal role in assisting the Buyer to mature as the Asset Management technical defence authority. The Supplier shall support engagement through attendance at the Buyer's joint asset management function working group and at the strategic supplier group. The key role of the Supplier at these Groups shall be to bring forward opportunities, emerging sector innovation, case studies and demonstrate site trials. This will complement the Buyer sharing internal thinking and priorities, including Government direction.
- 11.4. The Supplier shall support the Buyer in the development of a Data Quality Development Plan, including the setting of data quality targets. The plan will focus on addressing the completeness, accuracy, validity and timeliness of infrastructure asset data from Level 0 down to Level 4. The plan shall be aligned with the Suppliers' intervention schedules and plans such that asset data is captured, updated or validated at the time of intervention so that over the first few years of the Contract the asset data quality shall be improved, minimising the requirement for special data capture programmes or visits.

12. Ways of Working

- 12.1. For this contractual arrangement to operate effectively, it is crucial that the NAMS and RAMS Suppliers establish a collaborative working relationship at the outset of Contract and that this is maintained throughout the term of each Contract.
- 12.2. Key to the success of this relationship will be the NAMS Supplier's NSC which will act as the focus for most Services delivered through both the NAMS and the RAMS contracts.
- 12.3. The Supplier shall deliver all Services in accordance with the principles of ISO:44001 – Collaborative Business Relationship Management Systems in a manner to complement the Buyer's Supplier Relationship Management Strategy and Corporate Relationship Management Plan, as set out in Call-Off Schedule 24: Collaboration.
- 12.4. The Supplier shall perform a Relationship Maturity Measurement exercise with its supply chain partners and the Buyer every six (6) months. This is to gain three hundred and sixty (360) degree feedback on business relationships and identify continuous improvement activities that will improve overall relationship management.

- 12.5. The Joint Partnering Board shall convene at least six (6) monthly to discuss overall contractual performance as part of the Supplier Relationship Management Strategy. To inform this exercise the Supplier shall be issued with a trust matrix and required to submit it in accordance with the guidance provided.
- 12.6. The Supplier shall provide representatives for the various levels of the Suppliers Association (strategic and working level) and contribute to the work arising from it.
- 12.7. The Supplier shall work with other suppliers delivering services to the Buyer to engender innovation. As part of this the Supplier shall be expected to participate in the Buyers best practice forums. The purpose of each forum will be to facilitate cross-contract knowledge transfer so that lessons-learnt and innovations identified in one contract can be shared across the supplier base. This will be scheduled periodically and will include all NAMS and RAMS suppliers and key personnel from the Buyer as well as key supply chain partners when appropriate. The outputs of the forum will be part of the continuous improvement process and the Supplier shall be expected to attend, where appropriate, and to ensure the learnings and best practice are implemented across this Contract.
- 12.8. The Supplier shall provide sustainable access to industry intelligence and technical proficiency.
- 12.9. The Supplier shall utilise its own information system and meet the requirements of this Schedule, Part 3: Information Systems and Data Management to ensure delivery of data and management information to the Buyer, and to identify opportunities and issues, bring solution thinking, insights and intelligence to make the data meaningful and support decision making.
- 12.10. The Supplier shall increase customer satisfaction by providing excellent customer service, through innovative and proactive thinking.
- 12.11. The Supplier shall seek every opportunity to support the wider Government agenda including for social, ethical and environmental initiatives and generate immediate or future benefits for the Buyer.

13. Transition

- 13.1. The Supplier shall manage the transition into service of the Contract and shall implement full-Service delivery at the In-Service Date (ISD) to meet the requirements of Part 4: Contract Mobilisation - Demobilisation of this Schedule and Call-Off Schedule 13: Mobilisation.

14. Management of the Service

14.1. The Supplier shall manage the outputs required under the Contract and shall keep in place an appropriate organisational structure to support the operational delivery and management throughout the duration of the Contract. The Supplier shall provide effective management and leadership at all levels of the Service.

14.2. The Supplier shall ensure that all Supplier's staff undertaking work against the Contract are skilled, competent and appropriately trained and follow all relevant professional codes of practice, standards, guidelines, regulations and directives, applicable to their specialist area. All staff are to be qualified for their role and within the workforce the Buyer would expect to see two tiers of multi-skilled operatives:

14.2.1. The Buyer defines a multi-skilled operative (MSO) as a tradesperson who is trained and competent to deliver works across several trades with a drive to increase the number of single operative visits and right first-time completions.

14.2.1.1. Tier 1 Core Trade MSOs will be fully skilled, competent and qualified in a core trade and be multi-skilled to undertake the most commonly associated works.

14.2.1.2. For example, a plumber, who is multi-skilled to patch plaster thus ensuring that where walls have had to be accessed the area is re-plastered by the same operative to finish the job in one visit and skilled enough to undertake other associated works such as fixing bath panels etc.

14.2.1.3. Tier 2 General Multi Trade MSOs will be trained to at least NVQ level 2 and be skilled and competent to undertake the most commonly reported housing repairs and maintenance jobs across up to eight trade areas.

14.2.1.4. These must include carpentry and joinery, painting and decorating, plumbing, drainage, tiling, plastering, roofing and wet trades and the Supplier should consider having some Tier 2 MSOs having an electrical qualification.

14.2.1.5. The Supplier shall be required to provide a full breakdown of their workforce as part of their submission, and this will include the breakdown of Tier 1 and Tier 2 operatives.

14.3. The Supplier shall ensure that all staff undertaking work against the Contract, both permanent and temporary, receives relevant induction, site familiarisation and training for their role.

15. Achievement of Value for Money

- 15.1. The Supplier shall always seek to optimise the achievement of Value for Money for the Buyer. This is both for Services delivered directly by the Supplier and for services delivered by Subcontractors on behalf of the Supplier. In achieving value for money, the Supplier must ensure the needs of the Buyer continue to be met.
- 15.2. It is critical for the Buyer that there is effective cost control for all work carried out under the Contract. It is a requirement of the Contract that the Supplier plays an active role in this respect.

16. Performance Management

- 16.1. The Supplier shall meet extant Performance Measures specified at Call-off Schedule 14: Performance Management through the term of the Contract. The Supplier shall provide accurate and validated data on activity and performance, in mutually agreed formats, and facilitate processing and comparison with historic information to track trends over time. The Supplier shall be responsible for the collection and generation of the full range of data required by the Buyer to support this activity.
- 16.2. The Supplier shall attend contractual performance meetings specified in Call-off Schedule 15: Contract Management.

17. Supplier's Offices for Contract Administration

- 17.1. The Supplier's offices shall be big enough to facilitate meetings (seating a minimum of 15 people) with the Buyer and allow occasional working of the Buyer and the NAMS Supplier through the provision of five hot-desks.
- 17.2. The Supplier's offices shall have WiFi and provide access to their WiFi network to the Buyer and the NAMS Supplier.
- 17.3. The Suppliers' offices shall also have electronic conferencing facilities.

18. Tracking

- 18.1. The Supplier shall ensure that all vehicles used by their operatives are fitted with tracking systems to enable the Supplier to monitor their whereabouts.
- 18.2. The Supplier shall enable Occupants to track the operative on the day of their Appointment.
- 18.3. The Supplier shall provide the Buyer with access to the tracking systems if requested.

19. Social Value

19.1. The Buyer has an important role in addition to providing good quality homes and services for SP and their families. This role can extend to shaping places and communities, providing employment opportunities for ex-SP and current SP's spouses/partners, providing opportunities to address disadvantage, enhancing the environment and improving the health and wellbeing of SFA Occupants.

19.2. The Supplier shall work with the Buyer and its stakeholders, including the voluntary and community sector, to engage with Occupants and contribute towards the community.

19.3. The Buyer is committed to using this Contract as an opportunity to maximise employment and training opportunities for local people. The Supplier shall work closely with the Buyer to deliver the objectives set out below in relation to training and employability.

19.4. Employment Opportunities

19.4.1. All employment opportunities relating to the Contract within the Supplier's business must be advertised locally. They are to also be advertised on the Forces Families Job website.

19.5. Apprenticeships

19.5.1. The Supplier shall identify options for apprentices and apprenticeships.

19.5.2. The Buyer expects to see a commitment to career progression for apprentices over the lifetime of this Contract and would expect the Supplier to demonstrate their support of apprentices moving into substantive paid employment on completion of their apprenticeship.

19.6. Work experience / Pre-Apprenticeships

19.6.1. The Supplier shall identify options for work experience and pre-apprenticeships.

19.7. The Supplier shall nominate a lead individual to work with the Buyer to provide information to evidence the Supplier's adherence to the Social Value objectives.

20. Working in SFA

20.1. Most SFA will be occupied while Services are being undertaken by the Supplier. The Supplier shall ensure that their workforce recognises that they

are working in people's homes and as such, due respect should be shown to the Occupants.

- 20.2. The Supplier's operative shall explain to the Occupant what they are going to do, how long it will take and what disruption there will be.
- 20.3. The Supplier shall ensure that when their workforce is working on the SFA Estate, they are made aware of, and adhere to, a Code of Conduct. The Code of Conduct shall be jointly developed between the Buyer and Supplier during Mobilisation and appended to the Contract. If Complaints are received against operatives who do not respect the Code of Conduct, then they may be removed from the Contract.
- 20.4. The Supplier shall have a responsibility to safeguard each SFA from theft, vandalism or damage during any visit to an SFA.
- 20.5. The Supplier shall ensure their staff are familiar with the principles of safeguarding, trained in recognising the symptoms of abuse and are aware of their duty to be vigilant and report any safeguarding concerns to the Buyer, NAMS Supplier and any other relevant authorities. The NAMS Supplier shall notify the Supplier of any known vulnerable Occupants before attendance in the SFA.
- 20.6. The Supplier shall report any breaches of licence by the Occupant to the NAMS Supplier for further investigation.
- 20.7. The Supplier shall indemnify, and keep indemnified, the Buyer in respect of all damage to property, equipment, furniture, electric, gas, water services, or any other item and for any damage, losses, claims etc. for the death or personal injury of any person arising as a consequence of their actions or omissions in delivery of the Services.

21. Access and Appointments

- 21.1. Appointments, Missed Appointments and access to Occupied SFA shall be administered in accordance with this Schedule Part 1, Annex B.

22. Completion of Service Requests

- 22.1. On completing the Service Request, the Supplier shall:
 - 22.1.1. Seek a signed confirmation (physical or electronic) from the Occupant that the task has been completed; however, this signature shall not be used to absolve the Supplier from its responsibility to complete the Service Request to the required standards.

22.1.2. Notify the NAMS Supplier when Service Requests have been completed. This will be done in real-time, making use of emerging technology and in a format agreed with the NAMS Supplier

22.1.3. The Supplier shall closely monitor, and review works that are not completed first time due to lack of materials and/or parts, and work with their supply chain to reduce future re-occurrences.

23. Vulnerable Occupants

23.1. The Supplier shall work closely with the Buyer to define what a vulnerable Occupant is, within the context of the Contract.

23.2. The NAMS Supplier shall highlight to the Supplier for each Appointment where the Occupied SFA may have vulnerable Occupants.

23.3. The Supplier shall monitor the progress of these Appointments and report back to the Buyer in an agreed format where there is concern for the Occupant's wellbeing. The format shall be agreed during Mobilisation.

23.4. Where a vulnerable Occupant misses an Appointment, the Supplier shall contact the NAMS Supplier so that a new Appointment can be booked with appropriate arrangements to ensure that the Appointment can be honoured. These Service Requests shall not be cancelled for failed Appointments.

23.5. The Supplier shall ensure that all communications that are made with vulnerable Occupants take account of the vulnerable Occupant's communication needs (e.g. by email for people who are profoundly deaf).

24. Digital Photographs for Each Works Order

24.1. Before the commencement of each Works Order, the Supplier shall take a digital photograph, date and time stamped of the area in which the works will be carried out. All photographs shall be 640 x 480 resolution. Following completion of the work, the Supplier must take a photograph of the same areas showing the completed work.

25. Complaints

25.1. Anyone who receives a Service or is entitled to receive a Service from the Buyer or the Supplier is entitled to make a Complaint. A Complaint is when anyone of the above expresses dissatisfaction with the Service provided by the Supplier.

25.2. The NAMS Supplier shall be responsible for the overall handling of Complaints and shall provide a Complaints Management Service in accordance with MOD policy (JSP 464).

- 25.3. If the Supplier receives any Complaints directly from an Occupant or any other stakeholder, the Supplier shall direct these Complaints to the NAMS Supplier.
- 25.4. The Supplier shall investigate all Complaints relating to the delivery of Services by the Supplier received via the NAMS Supplier. The Supplier shall provide a response to the NAMS Supplier, no later than five (5) working days of receipt of the Complaint. The response is to be full, including an action plan where remedial tasks are required, supporting details as appropriate to support the Supplier's findings including but not limited to photographic evidence of any defects relating to a Complaint. Where accepted the Supplier needs to take action to resolve the Complaint, the Supplier is to produce a Rectification Plan in accordance with Call Off Schedule 15 (Contract Management).
- 25.5. If the Supplier determines that the Complaint is not for them to answer they shall advise the NAMS Supplier, with details to support their view, no later than five (5) working days of receipt of the Complaint. Where agreement cannot be achieved between the Supplier and the NAMS Supplier, the NAMS Supplier shall refer it to the Buyer to determine the correct attribution of the Complaint.
- 25.6. The Buyer shall notify the Supplier where the complainant has escalated the Complaint. The Supplier is to respond to any further investigation by the Buyer within five (5) working days of receiving notification of the escalated Complaint.
- 25.7. The performance of the Supplier in providing Occupant Satisfaction shall be measured against the Performance Measures detailed in Call-Off Schedule 14: Performance Management, by the NAMS Supplier. The Supplier shall take the necessary steps to meet or exceed these, which should reduce the number of Complaints.

26. SFA Compensation Scheme

- 26.1. The Buyer aims to provide the highest possible standard of service to Occupants and their families. When those standards are not met in circumstances below, the Buyer recognises this through the operation of an SFA Compensation Scheme.
- 26.2. The NAMS Supplier shall be responsible for the overall handing of compensation and shall manage the SFA Compensation Scheme.
- 26.3. The SFA Compensation Scheme covers:
- 26.3.1. Missed Appointments:
- 26.3.1.1. If the Supplier fails to attend a pre-arranged Appointment at an SFA within the agreed Appointment window, and do

not provide adequate notice of this, then the Occupant may claim for a Missed Appointment. The level of compensation will be £30 for each individual occurrence. For the purposes of this scheme, adequate notice will be deemed to have been given as follows:

- 26.3.1.1.1. the Supplier notifies the NAMS Supplier at least one (1) Working Day (and at least 24 hours) in advance of the scheduled Appointment that it will not take place, or.
- 26.3.1.1.2. on the day of the Appointment, the Supplier is running late due to previous job(s) over running and contacts the Occupant and who agrees a later Appointment on the same day.
- 26.3.1.2. Where a fault has been correctly triaged, but an unsuitable tradesperson attends a scheduled Appointment and is unable to fix the fault this will be treated as if the Appointment has been missed. The level of compensation will be £30 for each individual occurrence.
- 26.3.1.3. Missed Appointments will cover all Appointments where the Occupant had to give access to the SFA to the Supplier; it will not cover garden maintenance where the Supplier can access the garden direct.
- 26.3.1.4. Where the Supplier has already indicated to the NAMS Supplier that they have missed an Appointment, and the criteria above has been met, the Supplier shall issue automatically to the NAMS Supplier High Street vouchers within three (3) days to be issued to the Occupant.
- 26.3.1.5. Where a new claim for compensation has been received by the NAMS Supplier and relates to a potential Missed Appointment by the Supplier, the NAMS Supplier shall forward for investigation. The Supplier is to provide full response to the NAMS Supplier within fifteen (15) Working Days.
- 26.3.1.6. If the Supplier determines that the claim is not their responsibility to investigate, they shall advise the NAMS Supplier, with details to support their view, no later than five (5) working days of receipt of the claim. Where agreement cannot be achieved between the Supplier and the NAMS Supplier, the NAMS Supplier shall refer it to the Buyer to determine the correct attribution of the claim.
- 26.3.1.7. If the Supplier accepts that the criteria for compensation has been met, they are to issue to the NAMS Supplier

High Street vouchers to be issued to the Occupant with their response. If they do not accept the claim, they are to provide details to support the rejection of the claim to the NAMS Supplier, to send to the Occupant.

26.3.1.8. If the Supplier knows that they have missed an Appointment, the Supplier shall, without waiting for notification from the NAMS Supplier, send to the NAMS Supplier High Street vouchers to be issued to the Occupant.

27. Re-housing

27.1. The Supplier shall notify the NAMS Supplier immediately when an SFA becomes non-habitable. The NAMS Supplier will make arrangements for re-housing, including temporary accommodation, with the Occupant and shall ensure costs are kept to a minimum. Where the Supplier is responsible for the failure, resulting in a need for re-housing, the Buyer will recover costs from the Supplier as a Recompense Request in accordance with Call-off Schedule 15, Contract Management.

27.2. The Supplier shall note that reasons for re-housing can include but are not limited to:

27.2.1. Re-housing resulting from a repair service whilst the SFA is Occupied which makes it non-habitable. In these instances, the re-housing costs will be treated as part of the repair, borne by the Supplier.

27.2.2. Re-housing resulting from a non-habitable fault at Move-in. In these instances, the re-housing costs will be borne by the NAMS Supplier.

27.2.3. Re-housing resulting from an SFA becoming non-habitable due to a defect which was the responsibility of the Supplier to correct or prevent (e.g. the absence of any necessary safety certificates). The re-housing costs will be borne by the Supplier.

27.2.4. Re-housing due to a cause that is not the responsibility of either the Supplier or the RAMS Supplier. The re-housing costs will be borne by the Buyer.





27.3. The Supplier shall avoid undertaking planned maintenance and Billable Works to improve the condition of the SFA (e.g. new kitchen) when the SFA is Occupied and which would result in making the SFA non-habitable. The Supplier shall plan for these works during periods the SFA is Void and only exceptionally and where this is unavoidable should they be undertaken for an Occupied SFA. Re-housing costs will be borne by the Supplier.

Annex A to Schedule 28 RAMS Part 1 – General

RESPONSIBILITY ASSIGNMENT MATRIX (RESPONSIBLE, ACCOUNTABLE, CONSULTED AND INFORMED (RACI))

We are establishing a RACI matrix to

- (i) provide clarity on who is accountable/responsible for delivery;
- (ii) empower those responsible to achieve the delivery;
- (iii) provide an opportunity for others to be informed or consulted.

	Definition	Description	Assign to at least...	Assign to at most...
R	Responsible 	<p>Executes the decision, performs the activity, recommends (can delegate and make decisions within the remit of defined authority).</p> <p><i>The chain of responsibility (command and control) is described using levels of responsibility. R1 has the greatest responsibility, R2 and R3 and so on having delegated levels of responsibility.</i></p>	One person/role	(Unlimited)
A	Accountable 	<p>Ultimate decision maker (owner). Has the right to decide; accountable for the success/failure of the decision.</p> <p><i>The chain of accountability (command and control) is described using levels of responsibility. A1 has the greatest responsibility, A2 and A3 and so on having delegated levels of accountability.</i></p>	One person/role	Ultimate accountability is only one, however delegated accountabilities are good to ensure assigned roles own the delivery effectively
C	Consulted 	<p>'Provide input'</p> <p>SME input provider. Opinion must be sought and may be taken into account; two-way communication.</p>	(No minimum)	(Unlimited)
I	Informed 	<p>'Keep in the picture'</p> <p>Proactively kept in the loop - well informed/updated (one-way communication) due to some dependency that their role or function might be impacted by the activity (directly or indirectly).</p>	(No minimum)	(Unlimited)

[REDACTED – COMMERCIALLY SENSITIVE]