

First Wave Housing Limited and Brent Council Service Level Agreement

January 2026

Document Master Sheet

Amendments to this document detailed below:

Version	Date	Comments/ amendments	Approved by (FWH)	Approved by (Council)
1	January 2024	SLA Agreed	X	X
2	January 2025	SLA Agreed	X	X
3	January 2026			

SERVICE LEVEL AGREEMENT SPECIFICATION

1.0 Introduction to First Wave Housing Ltd

- 1.1 This document outlines the specification for the 2026/27 SLA Agreement. Under the Service Level Agreement, Brent Council procure and directly deliver a number of services and provide a number of functions on behalf of FWH. In return for this, FWH pays the Council a management fee and reimburses pass through costs.
- 1.2 First Wave Housing Limited (FWH; the Company), formerly Brent Housing Partnership (BHP), is a local authority owned company of the London Borough of Brent (the Council), and is limited by guarantee.
- 1.3 FWH's primary purpose is to provide good quality, affordable, secure, and well managed homes to Brent residents and to contribute to Brent's Housing Strategy. It does this by managing, maintaining and improving its stock of 215 properties.
- 1.4 As a registered social landlord, FWH will aim to increase the size of its portfolio if this is appropriate to the Council's housing aspirations; for example, where this supports the Council's social housing strategy and expands the Council's affordable housing offer.

2.0 Overview of 2026/27 Service Level Agreement

- 2.1 In 2017, FWH and Brent Council agreed a four-year Service Level Agreement (SLA). Under the SLA, the Council ("service provider") the Council provided a number of support services on behalf of FWH. The SLA has since been renewed for 2023/25, 2025/26 and 2025/26
- 2.2 This document presents the draft amended SLA for 2026/27, following changes to management arrangements across 2025/26. Service costs and standards have been agreed with service areas and have been updated. The agreement will run until April 2027. The specification outlines the services the Council will deliver on behalf of FWH, service descriptions, performance targets, service standards, lead officers, the fee structure and clarity of how the service scope can be reviewed during the lifetime of the Services Agreement. The specification is supported by the schedules in appendix 1.
- 2.3 Under the SLA, the Council will provide, directly or through contracts with external providers, three key service functions:
 - Corporate Services –support in areas such as business planning and business modelling, performance management, corporate governance, IT and IT systems, procurement, commercial legal advice, financial management, treasury management and payment systems.
 - Landlord Services – This includes housing management services such as rent collection, tenancy management, and estate services.
 - Asset Management Services – This includes property management services such as voids, repairs, and compliance work.
- 2.4 Performance under the SLA will be measured by achievement of the KPIs detailed in the SLA schedules and services meeting the performance standards detailed in Section 7.0 onwards.

2.5 The following section outlines the general principles of the SLA that all service areas must adhere to.

3.0 Governance Arrangements

3.1 Overall responsibility for the management of the SLA resides with the Directors of FWH and with the Brent Council Chief Executive.

3.2 The management of the SLA will be carried out by a lead officer on the client side and a lead officer on the contract side. The lead Council officer will be named in the relevant schedules. Changes to the named officers will be notified to the Brent and FWH Lead officers in writing and documented in the minutes of the SLA management meetings.

3.3 Management meetings will take place on a monthly basis. Separate meetings will be held for Asset Management, Voids & Repairs, Housing Management, and Property. An action log will be recorded at each meeting and reported to Board on a monthly basis.

3.4 Monthly meetings will address the following areas.

- Operational performance;
- Review of KPIs and performance reports;
- Financial performance including monitoring forecasts against budget and appropriate remedial action as required;
- Annual budget and business planning;
- Annual performance and outturn reviews;
- Operational and service problem resolution as required; and
- Future meeting forward planning.

4.0 Reviewing and Amending the SLA

4.1 The SLA will be annually reviewed by the Company and the Council. The Company and Service Area leads will meet between September and November of each year to agree services, service standards, KPIs, and costs.

4.2 An initial draft of the SLA will then be presented to the FWH Board as well as a Senior Council Officer. The FWH Board and the Council will then agree a final version of the SLA. The revised SLA agreement will then be implemented for the start of the financial year.

4.3 Any proposed amendments to the SLA will be raised in initial SLA renegotiation meetings between officers working on behalf of FWH and Council officers. Amendments to service standards and costs will have to be agreed by both FWH and the Council.

4.4 If FWH or the Service Provider wishes to amend the SLA outside of the annual review cycle, they will raise it at monthly performance meetings. If the proposal is agreeable, the amendment will be submitted to one FWH director for approval, as well as approval from the relevant Council Head of Service. The SLA will then be formally amended.

4.5 The Services Agreement, or elements of the SLA, can be ended at any time by mutual consent; however, a six month notice period is required should one party wish to end the agreement.

5.0 Dispute Resolution Procedure

5.1 If FWH or the service provider has an issue, it will be raised, and where possible resolved, at monthly performance meetings. If the issue cannot be resolved it will be escalated to the lead Council and Client Officer.

5.2 If an issue still cannot be resolved, a failure case will be made to the Guarantor and a Guarantor decision will be made, this will then be communicated to the Council and FWH Board.

6.0 Sign Off

Name: Andrew Hudson

Position: Chair

Signature:

Name: Minesh Patel

Position: Corporate Director, Finance and Resources

Signature:

CORPORATE SERVICES

7.0 Corporate Services – Company Strategic & Corporate Support

7.1 Service Area and Responsible Officer

7.1.1 Communications, Insight and innovation, Head of Change and Customer Insight

7.2 Service Description

7.2.1 The Service Provider shall provide the Board with operational support. This will include:

- Overseeing SLA partners to ensure effective operational performance;
- Clienting the SLA on behalf of the company and ensuring any issues with service delivery and ensuring action plans are developed and implemented in response to these;
- Providing strategic advice and guidance to company Boards on the operation and performance of the companies;
- Performance reporting;
- Ensuring that all operations of the Company comply with the necessary statutory and regulatory requirements;
- Facilitating the acquisition of information by board members;
- Communicating with the shareholder;
- Carrying out research and policy development work to support the work of the company;

Payments

- Making payments on behalf of FWH;
- Working with suppliers to ensure they are set up on financial systems
- Setting up purchase orders.
- Working with suppliers to ensure invoices are paid on time
- Paying invoices. All invoices will be scrutinised to ensure they are accurate. And;

- Any other duties to coordinate and support the work of the company.

7.3 Service Standard

7.3.1 The Service Provider will be required to meet the following service standards:

- Providing monthly performance reports;
- Providing an annual performance review;
- Providing returns to external organisations within statutory timescales; and
- Ensuring 100% of complaints, FOIs, SARs, etc. are responded to within statutory timescales

Payments

- All invoices paid within 30 days;
- All purchase orders and invoices approved by FWH;
- Payments are logged on financial systems;

- All payments are reviewed to ensure they are accurate; and

7.4 Annual Cost

7.4.1 The annual cost for this service is £104,290.20 (£86,195.20 + £18,095).

8.0 Corporate Services – Financial Services

8.1 Service Area and Responsible Officer

8.1.1 Finance Department, Head of Finance for Housing Companies

8.2 Service Description

8.2.1 The Service Provider shall provide the board with financial and business plan support and financial management services. This will include:

- Financial reports to the Board;
- Providing an analysis of financial performance against business plan assumptions;
- Managing the Company's accounts;
- Providing advice to the Company as requested;
- Inputting and management of the Company's financial management systems including Oracle;
- Invoicing and payments to sub-contractors;
- Management and reconciliation of payments to the Company including the 4 weekly electronic payment of rent and other items to the Company's account from housing management contractors;
- Treasury Management;
- Developing and amending the Service Provider's/companies' business model; and
- Administering the loan agreement.

8.3 Service Standard

8.3.1 The Service Provider will be required to meet the following service standards:

- Adhering to all accounting deadlines;
- Ensuring all sub-contractors are invoiced and paid within specified deadlines;
- Monthly financial reports to be provided to the board;
- Providing financial support for annual business planning;
- Annual review of the Company's financial model; and
- Monthly rent reconciliations.

8.4 Annual Cost

8.4.1 The annual cost for this service is £154,297.15.

9.0 Corporate Services – Commercial Legal Support

9.1 Service Area and Responsible Officer

9.1.1 Legal Services, Director of Law

9.2 Service Description

9.2.1 The Service Provider shall provide the board with legal advice and support in relation to a range of company and commercial matters. This will include: legal advice in relation to the procurement and preparation of service contracts for the company; the preparation of legal documentation and procedures for the company; advice and assistance in relation to any joint arrangements or merger proposals including all necessary due diligence.

9.3 Service Standards

9.3.1 The Service Provider will be required to meet the following service standards:

- Provide advice by agreed deadlines.

9.4 Annual Cost

9.4.1 The annual cost for this service area is £17,023.20

10.0 Corporate Services – Insurance

10.1 Service Area and Responsible Officer

10.1.1 Organisational Assurance and Resilience, Insurance Manager

10.2 Service Description

10.2.1 The service provider will administer the company's insurance requirements including property, directors, public liability and any others such as professional indemnity, vehicle and employee liability as required.

10.2.2 The service provider will insure all properties purchased by the company on the same day of purchase and renew insurances on an annual basis unless informed not to do so. The service provider will inform the Board of insurance costs and manage claims on behalf of the company. The service provider shall renew other insurances required by the company and directors as required to protect the company, employees, directors, customers and public.

10.3 Service Standard

10.3.1 The Service Provider will be required to meet the following service standards:

- All properties purchased by the company will be insured on the day of purchase;
- Insurance will be reviewed on an annual basis; and
- The service provider shall renew other insurances required by the company and directors as required to protect the company, employees, directors, customers and public.

10.4 Annual Cost

10.4.1 The annual cost for this service area is £3,850.35.

11.0 Corporate Services – Internal Audit

11.1 Service Area and Responsible Officer

11.1.1 Audit and Investigation, Deputy Director Organisational Assurance and Resilience

11.2 Service Description

11.2.1 The Service Provider will deliver a suite of risk-based Internal Audit work that provides assurance to the Board and key stakeholders regarding the effectiveness of the company's governance, internal control and risk management arrangements. Anti-fraud and corruption support will also be provided, where required.

11.3 Service Standards

11.3.1 The Service Provider will be required to meet the following service standards:

- An annual internal audit programme should be agreed with Board;
- Internal audits will be carried out within agreed time frames; and
- An audit follow up will be carried out for each internal audit.

11.4 Annual Cost

11.4.1 The annual cost for this service area will be £15,000, with any additional days' work to be agreed to by the Board and to be charged at a cost of £500 per day.

12.0 Corporate Services – Information Governance

12.1 Service Area and Responsible Officer

12.1.1 Digital Transformation, Information Governance Lead

12.2 Service Description

12.2.1 The Service Provider will provide support to the Company to ensure good governance and data processing.

12.3 Service Standards

12.3.1 The Service Provider will be required to meet the following service standards:

- Information Governance support as required.

12.4 Annual Cost

12.4.1 A variable cost will be charged.

13.0 Corporate Services – Senior Corporate Management

13.1 Service Areas and Responsible Officers

13.1.1 Communications, Insight and Innovation, Head of Change and Customer Insight

13.1.2 Finance Department, Deputy Director of Finance

13.2 Service Description

13.2.1 The service provider's corporate management team will oversee tasks within their departments to ensure performance and standards are maintained.

13.3 Service Standards

13.3.1 The Service Provider will meet the following service standards:

- Monthly attendance at Board meetings.

13.4 Annual Cost

13.4.1 The annual cost for this service area will be £13,167.36

LANDLORD SERVICES – HOUSING MANAGEMENT

14.0 Housing Companies Operational Team

14.1 Service Area and Responsible Officer

14.1.1 Housing and Neighbourhoods, Head of Housing and Neighbourhoods.

14.2 Service Description

14.2.1 The service provider will manage via a dedicated team the Neighbourhood, Income Collection and Lettings Services on behalf of FWH. The team will consist of a Specialist Accommodation Service Manager, a Housing Companies and Traveller Manager, and three Housing Companies Tenant Managers.

14.2.2 The Service Provider will be responsible for liaising with residents, customer care, ASB cases, complaints, tenancy verification visits and management of tenancies.

14.2.3 The Service Provider shall be responsible for all aspects of rent and service charge collection and arrears management including the conduct and management of legal proceedings. The target collection rate is 100% of all rent and service charges due. A minimum collection rate of 98.5% is expected across the portfolio.

14.2.4 The Service Provider will also be responsible for collecting former tenant arrears. The Service Provider will provide FWH with an annual report outlining historic debts that are deemed unrecoverable. Where the Service Provider deems a debt unrecoverable they will follow FWH procedures to seek permission from FWH to write off the debt.

14.2.5 The Service Provider will carry out the letting of new acquisition voids and re-let voids, including the carrying out of viewings and sign-ups and the preparation of necessary documents, such as tenancy agreements and sign-up packs including required compliance certification

14.3 Service Standard

14.3.1 The Service Provider will meet the following service standards:

- Attendance at monthly performance meetings;
- Issue appropriate notices or terminations within a reasonable time (monitored by the void turnaround time);
- All complaints dealt with within statutory timescales;
- The Service Provider shall keep and maintain accurate records of all action taken on neighbour disputes, allegations of harassment, anti-social behaviour (ASB) etc. and shall provide information relating to the nature and status of these matters in its monthly performance reports;
- Tenancy verification visits are carried out at all properties every six months;
- Rent and any other charges collected will be paid to FWH on a monthly basis;
- Monthly reports on all FWH accounts, and when accounts are in arrears what action is being taken; and
- Lettings are carried out in line with overall target void times.

14.4 KPIs

14.4.1 The Service Provider will be required to meet the following key performance targets.

KPI	Target	Measure
Perception Customer Satisfaction	% satisfied that home is safe <i>Target to be agreed during SLA</i>	Biannual Survey
Perception Customer Satisfaction	% satisfied with the services provided by your landlord <i>Target to be agreed during SLA</i>	Biannual Survey
Perception Customer Satisfaction	% Satisfaction with Anti-Social Behaviour <i>Target to be agreed during SLA</i>	Biannual Survey
Complaints	100% resolved within statutory timescales	Complaints resolved through management agents agreed procedures.
Home Visits	100%	% of Portfolio properties home visited once every year.
Rent Collection	98.5%	Rent collected as a % of rent due. This is measured on a 4 weekly cycle in line with BACs payments to i4B.

Arrears	Contextual	Current tenant arrears as percentage of projected annual rent debit
Newsletter	4 per year	4x Quarterly Newsletters distributed

14.5 Annual Cost

14.5.1 The annual cost for this service area will be £87,470.96.

15.0 Landlord Services – Housing Management – Call Centre

15.1 Service Area and Responsible Officer

15.1.1 Housing and Neighbourhoods, Head of Housing and Neighbourhoods via a Service Level Agreement with the Customer Access Service.

15.2 Service Description

15.2.1 The service provider will provide Call Centre services to ensure tenants can approach them with management and repair matters.

15.3 Service Standard

15.3.1 The call Centre will be open during the hours of 9.00am to 6.00 pm Monday to Friday and a 24/7 and 365 days per year emergency service.

15.4 KPIs

15.4.1 The Service Provider will be required to meet the following key performance targets.

KPI	Target	Measure
Percentage of calls answered	80%	Percentage of calls answered
Percentage of calls answered in 3 min	80%	Percentage of calls answered in 3 min

15.5 Annual Cost

15.5.1 The annual cost for this service area will be £31,501.40.

17.0 Landlord Services – Housing Management - Leasehold Support

17.1 Service Area and Responsible Officer

17.1.1 Housing and Neighbourhoods, Head of Housing and Neighbourhoods

17.2 Service Description

- 17.2.1 The service provider will manage the FWH Leasehold database to include annual checks of insurance, freeholder contact details, service charge and ground rent monitoring, servicing and administering S20 notices on behalf of FWH, and monitoring and tracking S20 notices and service charges received by FWH. The Service Provider will also carry out annual reviews of leasehold compliance information e.g. Fire Risk Assessments. The Service Provider will liaise with legal services to ensure lease obligations are not breached. Provision of leasehold data to FWH.
- 17.2.2 The Service Provider will work with the Asset Management Team to ensure future capital investment costs on third party leasehold properties are accurate. This will involve ensuring all external S20 notices are recorded on Asset Management systems.
- 17.2.3 The Service Provider will procure or use their own resources to make payments for service charges and grounds rents to freeholders where FWH own a leasehold property. All payments will be logged on the Housing Management CRM.
- 17.2.4 The Service Provider will provide FWH and the Council's insurance team proof of freeholder insurance. An annual confirmation check of all freeholders will take place including update of freeholders' details, insurance certificates, check of service charges and check of ground rent charges.

17.3 Service Standard

17.3.1 The Service Provider will meet the following service standards:

- Attendance at monthly performance meetings;
- All section 20 notices and service charge demands are logged on the CRM;
- Service charges and section 20 notices are reviewed and if necessary challenged prior to payment to ensure value for money;
- Annual report submitted to FWH in September on all FWH leasehold properties which includes: freeholder details, FWH repair responsibilities, insurance details, lease start and end date, current s20 notices, annual service charge costs and charge dates, block reference number and compliance information;
- Ensure s20 and service charge invoices are paid within 30 days; and
- Annual letter to freeholders on future budget costs and insurance details.

17.4 Annual Cost

17.4.1 The annual cost for this service area will be £17,936.17

18.0 Landlord Services – Housing Management – Rent Accounting and Service Charge Support

18.1 Service Area and Responsible Officer

18.1.1 Housing and Neighbourhoods, Head of Housing and Neighbourhoods

18.2 Service Description

18.2.1 The Service Provider will ensure rent accounts are correctly set up and charged. The Service Provider will be responsible for managing and maintaining rent accounts on Northgate.

18.2.2 Rents are set annually by the FWH Board. FWH will work with the Service Provider annually to implement new rents. The Service Provider will be responsible for notices and communication with all tenants and leaseholders on changes to rent and service charges.

18.2.3 The Service Provider will calculate and collect service charges for FWH social rented tenants.

18.3 Service Standard

183.1 The Service Provider will meet the following service standards:

- Attendance at monthly performance meetings;
- Rent accounts are set up on the day of the tenancy start date;
- Monthly reconciliations are carried out between Lettings data and rent accounts to ensure all rent accounts have been set up;
- Notice of annual rent increases are sent out in accordance with relevant regulations prior to rent increases being implemented; and
- All service charges are set correctly and recharged.

18.4 Annual Cost

18.4.1 The annual cost for this service area will be £6,135.43.

19.0 **Landlord Services – Housing Management – Estate Caretaking**

19.1 Service Area and Responsible Officer

19.1.1 Public Realm, Head of Neighbourhood Management

19.2 Service Description

19.2.1 The Service provider will provide cleaning and maintenance services at FWH blocks.

19.3 Service Standard

19.3.1 The service provider will meet the following service standards:

- Clean and maintain FWH blocks to agreed standards.

19.4 KPIs

KPI	Target	Measure
Perception Customer Satisfaction	% satisfied that communal areas are clean and well maintained	Biannual Survey

	<i>Target to be agreed during SLA</i>	
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19.5 Annual Cost

19.5.1 The annual cost for this service area will be £8,969.93.

20.0 Housing & Neighbourhoods – Senior Corporate Management

20.1 Service Areas and Responsible Officers

20.1.1 Housing and Neighbourhoods, Head of Housing and Neighbourhoods

20.2 Service Description

20.2.1 The service provider's corporate management team will oversee tasks within their departments to ensure performance and standards are maintained.

20.3 Service Standards

20.3.1 The Service Provider will meet the following service standards:

- Monthly attendance at Board meetings; and
- KPIs as in the above sections

20.4 Annual Cost

20.4.1 The annual cost for this service area will be £8,532.28.

LANDLORD SERVICES – PROPERTY MANAGEMENT

21.0 Landlord Services – Property Management – Responsive Repairs

21.1 Service Area and Responsible Officer

21.1.1 Housing Management Property, Head of Housing Property Services

21.2 Service Description

21.2.1 The Service Provider will be responsible for managing a responsive repair service for FWH properties. The Service provider will inspect repairs to ensure quality and VfM. There will be an emphasis on resolving repairs at the first visit.

21.3 Service Standard

21.3.1 The Service Provider will meet the following service standards:

- Attendance at monthly performance meetings;
- Photos taken before and after repairs with inspection of repairs to monitor VfM;
- Monthly report on repairs carried out within the fixed price;
- Monthly report on repairs carried out outside the fixed price;
- Repair jobs will be provided on a monthly basis broken down by PPP contract or exclusion;
- Monthly report on outcome of inspection samples; and
- Monthly repairs monitoring reports submitted.

21.4 KPIs

21.4.1 The Service Provider will be required to meet the following key performance targets.

KPI	Target	Measure
Average repair cost per property, per annum, including common areas.	£750	The average cost of responsive repairs on the portfolio as charged by the housing management agent (excludes gas servicing).
% of Emergency Repairs completed within 24 hours	100%	The % of all emergency repairs resolved within 24 hours measured each quarter. Qualifying repairs and approach adhere to Awaab's law and are contained in the housing management contracts.
% of Urgent Repairs completed within 7 days	95%	The % of all urgent repairs resolved within 7 days measured each quarter. Qualifying repairs and approach adhere to Awaab's law and are contained in the housing management contracts.
% of Routine Repairs Completed within 28 days	95%	The % of all routine repairs resolved within 28 days measured each quarter. Qualifying repairs are contained in the housing management contracts.
Customer satisfaction with Repairs Service	85%	The % of customer who are satisfied with their repairs service

Perception Customer Satisfaction	% satisfied that home is well maintained Target to be agreed during SLA	Biannual Survey
Perception Customer Satisfaction	% satisfied with the overall repairs service Target to be agreed during SLA	Biannual Survey

21.5 Annual Cost

21.5.1 The annual cost for the service area will be £2,567.46. FWH will also be charged a fixed monthly fee for the Wates PPP contract plus the cost of any additional works and services that are undertaken outside of the fixed price framework.

22.0 **Landlord Services – Property Management – Asset Management and Capital Programme**

22.1 Service Area and Responsible Officer

22.1.1 Housing Management Property, Head of Housing Property Services

22.2 Service Description

22.2.1 The service provider will produce an annual, 5 year, and 30 year Capital Investment Plan for works and services required to maintain FWH properties. These plans will include service charge and compliance responsibilities for FWH.

22.2.2 The service provider will be responsible for overseeing the plan and the management of all capital works.

22.3 Service Standard

22.3.1 The Service Provider will meet the following service standards:

- Annual stock condition surveys;
- Component data updated by every component replacement;
- Review of capital investment requirements on an annual basis leading to a 5 year detailed programme and a 30 year financial plan;
- Outturn review of last year's spend in July;
- Next year's 5 year plan agreed in September;
- Monthly capital programme monitoring;
- Asset management standard agreed and compliance monitored; and

- Monthly capital monitoring reports submitted.

22.4 Annual Cost

22.4.1 The annual cost will be £7,332.15.

23.0 **Property Management - M&E and Compliance**

23.1 Service Area and Responsible Officer

23.1.1 Housing Management Property, Head of Housing Property Services

23.2 Service Description

23.2.1 The Service Provider will be responsible for the management of mechanical and electrical works as well as compliance works for FWH properties. The Service Provider will ensure that all FWH properties meet statutory and regulatory requirements.

23.2.2 The Service Provider will assist FWH in producing a comprehensive set of compliance policies that outline FWH's compliance responsibilities. The Service Provider will have suite of reporting metrics that they will use to report on compliance on a monthly basis.

23.3 Service Standard

23.3.1 The Service Provider will meet the following service standards:

- Full compliance list for FWH properties;
- Legal and policy requirements set out in governance documents;
- Agreed compliance standards and policies;
- KPI list and targets produced;
- Monthly monitoring and reports in place;
- Collating data from third party freeholders; and
- Quarterly reconciliations between compliance systems and other systems to ensure data is accurate.

23.4 KPIs

23.4.1 The Service Provider will be required to meet the following KPIs

KPI	Target	Measure
Compliance	100%	Compliance with gas, fire, electrical, legionella and any other statutory compliance requirements.

23.5 Annual Cost

23.5.1 The annual cost for this service area will be £5,499.11. FWH will also be charged for the cost of any additional works and services undertaken.

24.0 **Property Management – Voids, Repairs and Disrepair Surveying**

24.1 Service Area and Responsible Officer

24.1.1 Housing Management Property, Head of Housing Property Services

24.2 Service Description

24.2.1 The Service Provider will be responsible for the effective surveying, pre- and post-inspection and completion of void works, emergency, urgent and routine repairs, and instances of disrepair in adherence with agreed timescales and KPIs. This includes both re-lets and new acquisition voids.

24.3 Service Standard

24.3.1 The Service Provider will meet the following service standards:

- Fortnightly performance meetings;
- Photos taken before and after works & repairs with inspection of repairs to monitor VfM;
- Pre and post void inspection of works to ensure VfM and quality;
- Monthly invoicing of costs;
- Biannual review of void costs and void standard;
- All void cases are correctly logged on void management CRM;
- Monthly report on outcome of voids handover inspections;
- Monthly voids monitoring report submitted;
- All properties must achieve the statutory compliance requirements for the private rented sector;

24.4 KPIs

24.4.1 The Service Provider will be required to meet the following KPIs in addition to the repairs KPIs outlined above (in partnership with Housing Companies operational teams):

KPI	Target	Measure
Void rent loss	1%	% of total annual rental income lost to re-let void periods
Major void turnaround time	72 days	Void period from tenancy end date to tenancy start date for major voids
Minor void turnaround time	35 days	Void period from tenancy end date to tenancy start date for minor voids
Average re-let minor void cost	Contextual	Total cost of re-let voids divided by total number of re-let voids
Average re-let major void cost	Contextual	Total cost of re-let voids divided by total number of re-let voids

24.5 Annual Cost

24.5.1 The annual cost for this service will be £27,094.20.

25.0 Property Services – Senior Corporate Management

25.1 Service Areas and Responsible Officers

25.1.1 Housing Management Property, Head of Housing Property Services

25.2 Service Description

25.2.1 The service provider's corporate management team will oversee tasks within their departments to ensure performance and standards are maintained.

25.3 Service Standards

25.3.1 The Service Provider will meet the following service standards:

- Monthly attendance at Board meetings; and
- KPIs as in the above sections

25.4 Annual Cost

25.4.1 The annual cost for this service area will be £6,276.23.

26.0 Performance Reports and TSMs

26.1 Service Area and Responsible Officer

26.1.1 Housing Quality Assurance, Engagement and Insight, Head of Housing Quality Assurance, Engagement and Insight

26.2 Service Description

26.1.2 The service provider will input data onto housing management systems, asset management systems, and financial systems and provide monthly monitoring reports and commentary, which will be submitted for review 10 days before the monthly Board meeting.

26.1.3 The service provider will provide support with tenant satisfaction reporting and action planning.

26.3 Service Standard

26.3.1 The Service Provider will meet the following service standards:

- Monthly report detailing: rent collection, complaints (including bi-annual breakdown of escalations and outcomes), void turnaround times, tenancy verification visits, repairs, legal cases, void properties, FTA, compliance submitted in line with Board reporting deadlines.
- Quarterly reconciliations are carried out to ensure information on systems is accurate.
- Support with tenant satisfaction reporting and action planning.

26.4 Annual Cost

26.4.1 The annual cost of this service area will be £6,948.44 (£4,598 + £2,350.44).

27.0 Legal Support – Housing Management

27.1 Service Area and Responsible Officer

27.1.1 Legal Services, Director of Law

27.2 Service Description

27.2.1 The service provider will provide legal service to FWH regarding housing management matters such as rent increases, disrepair, and ASB. This will include providing litigation services relating to possession proceeding and ASB action.

27.2.2 The service provider will charge FWH for disbursement costs.

27.3 Service Standard

27.3.1 The Service Provider will meet the following service standards:

- Information on all legal cases included in monthly performance report; and
- Quarterly updates on case numbers and hours worked.

27.4 Annual Cost

27.4.1 The annual cost of this service area will be £15,959.25

SCHEDULE 3 – CONTRACT SUMS

Table 1 – Corporate Services

Service Area	2026/27 Contract Sum
Company Strategic & Corporate Support (inc Payments)	£104,290.20
Financial Services and Administration	£154,297.15
Commercial Legal Support	£17,023.20
Insurance	£3,850.35
Senior Corporate Management	£13,167.36
Internal Audit	£15,000.00
Information Governance	Variable project cost
Corporate Services Total	£307,628.26
Corporate Services Total plus VAT (20%)	£369,153.91

Table 2 – Landlord Services

Service Area	2026/27 Contract Sum
Company Housing Management Support	£87,470.96
Housing Management – Payments (moved to Corporate 26/27)	N/A
Housing Management - Leasehold Support	£17,936.17
Housing Management - Rent Accounting	£6,135.43
Housing Management - Estate Services	£8,969.93
Housing & Neighbourhoods – Senior Corporate Management	£8,532.28
Property Management - Responsive Repairs	£2,567.46
Property Management - Asset Management and Capital Programme	£7,332.15
Property Management - M&E and Compliance	£5,499.11
Property Management – Voids, Repairs & Disrepair Surveying	£27,094.20
Housing Property Services – Senior Corporate Management	£6,276.23
Performance reports (inc TSMs)	£6,948.44
Legal Support - Housing Management	£15,959.25
Housing Management - Call Centre	£31,501.40
Landlord Services Total	£232,223.01
Landlord Services Total plus VAT (20%)	£278,667.61

Table 3 – Total Revenue Costs

Service Area	2026/27 Contract Sum
Corporate Services Total plus VAT (20%)	£369,153.91
Landlord Services Total plus VAT (20%)	£278,667.61
All Services Total	£647,821.52