

**LB Brent & FWH Ltd Service Level Agreement
Schedule One - Services and Service Requirements**

Corporate Services									
Ref	Services	Description	Period	FWH Trading Account Heading	Service	Service Area	Lead Officer	KPIs	Performance Required
1a	Company Strategic & Corporate Support	<p>The Service Provider shall provide delivery support. The Service Provider will be responsible for coordinating service areas and providing a clienting service on behalf of FWH. The Service provider will act in a client role between the Companies and the Council, including negotiating and managing Service Level Agreements, raising any issues with service delivery and ensuring action plans are developed and implemented in response to these.</p> <p>The Service Provider shall provide company secretary services. This will include: Providing support and guidance to the Board, Chair and Shareholder; Ensuring that all operations of the Company comply with the necessary statutory and regulatory requirements; Facilitating the acquisition of information by board members; Assisting with the compilation of board papers and filtering to ensure compliance with required standards of good governance; Communicating with the shareholder; Supporting regular board meetings; Carrying out research and policy development work to support the work of the Company; Any other duties to coordinate and support the work of the Company. The Service Provider will provide services to enable the Company to comply with requirements for management of data and freedom of information and complaints handling. The Service Provider will support the company to maintain and improve its performance. The Service Provider shall be responsible for collating and coordinating the performance information of sub-contractors and directly delivered services. This will include the inputting and creation of reports from the Northgate system and for collating reports from sub-contractor weekly and monthly reports.</p>	2026 to 2027	Corporate Services	Company Support	Change and Customer Insight	Strategy and Delivery Manager	N/A	<p>Supporting monthly board meetings</p> <p>Providing any returns required to external organisations</p> <p>Monthly reports on the performance of sub-contractors are compiled and reported to the Board</p> <p>Ensuring 100% of complaints, FOIs, SARs etc are responded to within statutory timescales</p> <p>Attend monthly SLA meetings on behalf of FWH.</p> <p>Provide an annual performance review</p>
1b	Financial Services and Administration	<p>The Service Provider shall provide the board with financial and business plan support and financial management services including: 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; FSC, 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 Providers/companies business model; administering the loan agreement.</p>	2026 to 2027	Corporate Services	Financial Management & Support	Finance	Head of Finance - Companies	N/A	<p>Adhering to all accounting deadlines</p> <p>Ensuring all sub-contractors are invoiced and paid within specified deadlines</p> <p>Monthly financial reports to be provided to the board</p> <p>Providing financial support for annual business planning</p> <p>Annual review of the Company's financial model</p> <p>Monthly rent reconciliations</p>
1c	Commercial Legal Support	<p>The Service Provider shall provide the board with legal advice and support in relation to a range of company and commercial matters: to 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.</p>	2026 to 2027	Corporate Services	Commercial Legal Support	Law	Director of Law	N/A	<p>Provide advice by agreed deadlines</p>
1d	Insurance	<p>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.</p>	2026 to 2027	Corporate Services	Insurance	Finance	Insurance Manager (Assurance and Resilience)	N/A	<p>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. The service provider will undertake any additional project work as agreed between the Company and the service provider</p>
1e	Senior Corporate Management	<p>The service provider's corporate management team will oversee tasks within their departments to ensure performance and standards are maintained.</p>	2026 to 2027	Corporate Services	Service Provider Corporate Governance (All service areas)	Finance	Deputy Director Finance	N/A	<p>Monthly board meetings</p>

1f	Internal Audit & Investigation	To 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.	2026 to 2027	Corporate Services	Internal Audit	Audit and Investigation	Deputy Director Organisational Assurance and Resilience	N/A	Agreement of annual internal audit plan. Investigation support as required. Additional project work as agreed between the Company and service provider
1g	Information Governance	Information Governance support to promote good company governance and data processing.	2026 to 2027	Corporate Services	Information Governance	Digital Transformation	Information Governance Lead	N/A	Information Governance support as required

Landlord Function

Ref	Services	Description	Period	FWH Trading Account Heading	Service	Service Area	Lead Officer	KPIs	Performance Required
2a	Company Housing Management Support	<p>Management of Neighbourhood Services, Income Collection and Lettings on behalf of FWH.</p> <p>The Service Provider will be responsible for liaising with residents, customer care, ASB cases, complaints, tenancy verification visits and management of tenancies.</p> <p>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.</p> <p>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.</p> <p>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</p>	2026 to 2027	Landlord Services - Housing Management	Housing Management	Housing Services	Head of Housing and Neighbourhoods	N/A	<p>Monthly performance SLA meetings.</p> <p>Issue appropriate notices or terminations within a reasonable time (monitored by the void turn around time)</p> <p>All complaints dealt with within statutory timescales.</p> <p>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.</p> <p>Visits carried out at all properties every six months</p> <p>Rent and any other charges collected will be paid to FWH on a monthly basis.</p> <p>Monthly reports on all FWH accounts, and when accounts are in arrears what action is being taken.</p> <p>Rents are paid to FWH on a monthly basis</p> <p>Lettings are carried out in line with overall target void times</p> <p>Attendance at weekly voids meeting</p>
2b	Housing Management - Payments <i>Proposed to move to Company Strategic & Corporate Support (1a) from 26/27</i>	The Service Provider will procure or use their own resources to make payments on behalf of FWH. The Service Provider will request approval from FWH to set up purchase orders. The Service provider will work with suppliers to ensure invoices are paid on time. The Service Provider will request approval from FWH to pay invoices. All invoices will be scrutinised to ensure they are accurate.	2026 to 2027	Landlord Services - Housing Management <i>Proposed to move to Corporate Services from 26/27</i>	Housing Management	Housing Services	Head of Housing and Neighbourhoods	N/A	<p>Monthly performance SLA meetings.</p> <p>All invoices paid within 30 days</p> <p>Purchase Orders and Invoices approved by FWH.</p> <p>Invoices are reviewed to ensure they are accurate</p>

2c	Housing Management - Leasehold Support	<p>The service provider will manage the FWH Leasehold database to include annual check of insurance, freeholder contact details, service charge and ground rent monitoring, Servicing and administering S20 notices on behalf of FWH, monitoring and tracking s20 notices and service charges received by FWH.</p> <p>*A full review of obligations towards leaseholders in FWH as a Private Company, needs to be conducted which includes:</p> <ul style="list-style-type: none"> •Compliance for contractors •Procurement •Insurance •Appointment of contractors •Consultations •S20 •Billing systems for major works and service charges <p>Following the above the SLA can be amended to ensure the service is being delivered compliantly and with appropriate resource and expertise.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>The service provider will provide FWH and the councils insurance team proof of freeholder insurance. An annual confirmation check of all freeholders will take place including - update of freeholders details, insurance certificate, check of service charge and check of the ground rent charges.</p>	2026 to 2027	Landlord Services - Housing Management	Housing Management	Housing Services	Head of Housing and Neighbourhoods	N/A	<p>Monthly performance SLA meetings.</p> <p>All third party service charges and s20 notices logged on the CRM.</p> <p>Service charges and s20s are reviewed and challenged before payment to ensure VfM</p> <p>Annual report submitted to FWH in September on all FWH leasehold properties which includes: freeholder details, FWH repair responsibilities, insurance details, lease start end date, current s20 notices, annual service charge costs and charge dates, block reference number, and compliance info.</p> <p>Property Inspections in line with an agreed schedule</p> <p>Work with the payments team to ensure service charge and s20 invoices are paid within 30 days</p> <p>Liaise with freeholders on future budget costs</p>
2d	Housing Management - Rent Accounting	<p>The Service Provider will ensure rents accounts are correctly set up and charged. The Service Provider will be responsible for managing and maintaining rent accounts on Northgate.</p> <p>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.</p>	2026 to 2027	Landlord Services - Housing Management	Housing Management	Housing Services	Head of Housing and Neighbourhoods	See Schedule 3	<p>Monthly performance SLA meetings.</p> <p>Rent accounts are set up on the day the tenancy start date.</p> <p>Monthly reconciliations are carried out between Lettings data and rent accounts to ensure all rent accounts have been set up.</p> <p>Notice of annual rent increases are sent out in accordance with relevant regulations prior to rent increases being implemented.</p>
2e	Housing Management - Estate Caretaking	The Service provider will provide cleaning and maintenance services at FWH and FWH blocks	2026 to 2027	Landlord Services - Housing Management	Public Realm	Cleaning and Caretaking Services	Head of Neighbourhood Management	See Schedule 3	Regular programme of cleaning and maintenance
2f	Housing & Neighbourhoods - Senior Corporate Management	The service provider's corporate management team will oversee tasks within their departments to ensure performance and standards are maintained.	2026 to 2027	Landlord Services - Housing Management	Housing Management	Housing Services	Head of Housing and Neighbourhoods	N/A	As above in 2a-2f
2g	Property Management - Responsive Repairs	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	2026 to 2027	Landlord Services - Housing Management	Housing Property Services	Housing Services	Head of Property Services	See Schedule 3	<p>Monthly Performance Meetings</p> <p>Monthly report on repairs carried out within the fixed price</p> <p>Monthly report on repairs carried out outside the fixed price</p> <p>Repair jobs will be provided on a monthly basis broken down by PPP contract or exclusion.</p> <p>Monthly report on outcome of inspection samples</p> <p>Monthly repairs monitoring reports submitted</p>

2h	Property Management - Asset Management and Capital Programme	<p>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.</p> <p>The service provider will be responsible for overseeing the plan and the management of all capital works.</p>	2026 to 2027	Landlord Services - Housing Management	Housing Property Services	Housing Services	Head of Property Services	See Schedule 3	<p>Annual stock condition surveys</p> <p>Component data updated by every component replacement</p> <p>Review of capital investment requirements on an annual basis leading to a 5 year detailed programme and a 30 year financial plan</p> <p>Outturn review of last year's spend</p> <p>Monthly capital programme monitoring</p> <p>Asset management standard agreed and compliance monitored</p> <p>Monthly capital monitoring reports submitted</p>
2i	Property Management - M&E and Compliance	<p>The Service Provider will be responsible for the management out 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.</p> <p>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.</p> <p>The Service Provider shall keep up to date and implement all new regulations and legislation including but not limited to Fire safety order 2025 Building safety act 2024 Awaabs law</p>	2026 to 2027	Landlord Services - Housing Management	Housing Property Services	Housing Services	Head of Property Services	See Schedule 3	<p>Full compliance list for FWH properties</p> <p>Legal and policy requirements set out in governance documents</p> <p>Compliance standards agreed</p> <p>KPI list and targets produced</p> <p>Monthly monitoring in place</p> <p>Collating data from third parties (Pinnacle and third party freeholders)</p> <p>Quarterly reconciliations between compliance systems and other systems to ensure data is accurate</p>
2j	Property Management - Voids, Repairs & Disrepair Surveying	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	2026 to 2027	Landlord Services - Housing Management	Housing Property Services	Housing Services	Head of Property Services	See Schedule 3	<p>Fortnightly performance meetings</p> <p>Photos taken before and after works & repairs with inspection of repairs to monitor VFM</p> <p>Pre and post void inspection of works to ensure VFM and quality.</p> <p>Monthly invoicing of costs</p> <p>Biannual review of void costs and void standard.</p> <p>All void cases are correctly logged on void management CRM.</p> <p>Monthly report on outcome of voids handover inspections</p> <p>Monthly voids monitoring report submitted</p> <p>All properties must achieve the statutory compliance requirements for the private rented sector</p> <p>Attendance at weekly voids meeting</p>
2k	Housing Property Services - Senior Corporate Management	The service provider's corporate management team will oversee tasks within their departments to ensure performance and standards are maintained.	2026 to 2027	Landlord Services - Housing Management	Housing Property Services	Housing Services	Head of Property Services	See Schedule 3	As above in 2h-2k

2l	Performance reports	The service provider will input sufficient data onto the CRM Northgate and housing management and asset management systems and provide monthly monitoring reports for the service provider to analyse and to inform the Board.	2026 to 2027	Landlord Services - Housing Management	Housing Quality Assurance, Engagement and Insight	Housing Services	Head of Housing Quality Assurance, Engagement and Insight	N/A	Monthly report detailing: rent collection, complaints, void turnaround times, tenancy verification visits, repairs, legal cases, void properties, FTA, compliance submitted 10 days before the monthly Board meeting. Quarterly reconciliations are carried out to ensure information on systems is accurate.
2m	Legal support - Housing Management and Civil Litigation	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.	2026 to 2027	Landlord Services - Housing Management	Legal Services	Law	Director of Law	N/A	Information on all legal cases included in monthly performance report. Quarterly updates on case numbers and hours worked.
2n	Housing Management - Call Centre	The service provider will provide Call Centre services to ensure tenants can approach them with management and repair matters during the hours of 8.00am to 6.00 pm Monday to Friday and a 24/7 and 365 days per year emergency service.	2026 to 2027	Landlord Services - Housing Management	Housing Management	Housing Services	Head of Housing and Neighbourhoods	See Schedule 3	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
2o	Housing Quality Assurance and Standards	The service provider will provide support with tenant satisfaction reporting and action planning	2026 to 2027	Landlord Services - Housing Management	Housing Quality Assurance, Engagement and Insight	Housing Services	Head of Housing Quality Assurance, Engagement and Insight	N/A	Support with tenant satisfaction reporting and action planning