

SCHEDULE 2 – SERVICE LEVEL AGREEMENT SPECIFICATION

1.0 Introduction to i4B Holdings Ltd

- 1.1 This document outlines the specification for the 2021/23 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 i4B. In return for this, i4B pays the Council a management fee and reimburses pass through costs.
- 1.2 i4B Holdings Limited (“i4B” / the “company”) is a wholly owned subsidiary of the London Borough of Brent Council (the “Council”). It was set up in 2016 to support Council strategies to reduce homelessness and deliver benefits for the Council and the people of Brent.
- 1.3 The Company’s primary objective is to acquire, let, and manage a large portfolio of affordable private rented sector (PRS) accommodation for letting to homeless households. i4B has a nominations agreement with LB Brent through which tenants are nominated by the Council’s housing needs service. i4B enables the Council to either prevent or discharge its homelessness duty and therefore reduce temporary accommodation costs.
- 1.4 i4B’s 2020/21 business plan outlined an ambition to diversify and grow. The Company aims to increase the size of its portfolio to 600 properties by 2024. This will be done by:
- Purchasing street properties in Brent and neighbouring boroughs, increasing the size of the Company’s street property portfolio to 360 properties. The Company does not plan to grow its portfolio outside of Brent and neighbouring boroughs.
 - Purchasing new build blocks in Brent and Greater London.

2.0 Overview of 2021/23 Service Level Agreement

- 2.1 In 2017, the i4B and Brent Council agreed a four year Service Level Agreement (SLA). Under the SLA, the Council (“service provider”) would procure and directly deliver services on behalf of i4B. In return for this, i4B would pay the Council a management fee and reimburse pass through costs. The SLA expired in April 2021.
- 2.2 This document outlines the specification for the 2021/23 SLA Agreement. This will run until April 2023. The specification outlines the services the Council will deliver on behalf of i4B, 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.

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- Asset Management Services – This includes property management services such as voids, repairs, and compliance work
- Acquisition Services – This includes work carried out by the property buyers and legal services to support the company’s acquisition programme. It also includes management costs going to Housing Property Services to manage the initial void works of purchased properties.

2.3 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.

2.4 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 i4B on behalf and with the Chief Executive for Brent Council.

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 i4B 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. These meetings will have an agreed membership, will operate in accordance with an annual plan and a pre published agenda with relevant papers despatched in advance and be minuted with key actions and timescales being recorded. Papers for monthly performance meetings will be despatched two days in advance of the meeting.

3.4 Monthly meetings will address the following areas.

- Operational Performance
- Review of KPIs and performance reports
- Financial performance include 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.
- 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 i4B Board as well as a Senior Council Officer. The i4B Board and the Council will then agree a final version of the SLA in December. The revised SLA agreement will then be implemented for the start of the financial year.

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- 4.3 Any proposed amendments to the SLA will be raised in initial SLA renegotiation meetings between officers working on behalf of i4B and Council officers. Amendments to service standards and costs will have to be agreed by both i4B
- 4.4 If i4B 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 i4B 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 i4B 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 Shareholder and a Shareholder decision will be made, this will then be communicated to the Council and i4B Board.

6.0 Sign Off

Name: Sadie East
Position: Head of Transformation
Signature:

Name: Ravinder Jassar
Position: Deputy Director of Finance
Signature:

Name: Debra Norman
Position: Director of Legal, HR, Audit and Investigations
Signature:

Name: Emily-Rae Maxwell
Position: Head of Housing and Neighbourhoods
Signature:

Name: Giuseppe Coia
Position: Head of Housing Management Property
Signature:

Name: Nick Ljustina
Position: Operational Director of Property and Assets
Signature:

CORPORATE SERVICES

7.0 Corporate Services – Operational and Company Support

7.1 Service Area and Responsible Officer

7.1.1 Transformation Team, Head of Transformation

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
- 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.
- Ensuring 100% of complaints, FOIs, SARs etc are responded to within statutory timescales

8.0 Corporate Services – Financial Services

8.1 Service Area and Responsible Officer

8.1.1 Finance Department, Head of Finances for 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;

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- 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 Providers/companies business model;
- 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
- Monthly rent reconciliations

9.0 **Corporate Services – Commercial Legal Support**

9.1 Service Area and Responsible Officer

9.1.1 Legal Services, Director of Legal, HR, Audit and Investigations

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.

10.0 **Corporate Services – Insurance**

10.1 Service Area and Responsible Officer

10.1.1 Finance Department, Head of Finance – Insurance

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.

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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;
- The service provider shall renew other insurances required by the company and directors as required to protect the company, employees, directors, customers and public.

11.0 **Corporate Services – Internal Audit**

11.1 Service Area and Responsible Officer

11.1.1 Audit and Investigation, Head of Audit and Investigation

11.2 Service Description

11.2.1 The Service Provider will carry out an annual internal audit programme to support best practice throughout the company's operations.

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.
- An audit follow up carried out for each internal audit.

12.0 **Corporate Services – Senior Corporate Management**

12.1 Service Areas and Responsible Officers

12.1.1 Transformation, Head of Transformation

12.1.2 Finance Department, Head of Finance – Companies

12.2 Service Description

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

12.3 Service Standards

12.3.1 Service Provider will meet the following service standards:

- Monthly attendance at Board meetings.

LANDORD SERVICES – HOUSING MANAGEMENT

13.0 Landlord Services – Housing Management – Call Centre

13.1 Service Area and Responsible Officer

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

13.2 Service Description

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

13.3 Service Standard

13.3.1 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

13.4 KPIs

13.4.1 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

14.0 Landlord Services – Housing Management – Payments

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 procure or use their own resources to make payments on behalf of i4B. The Service Provider will work with suppliers to ensure they are set up on financial systems. The Service Provider will request approval from i4B 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 i4B to pay invoices. All invoices will be scrutinised to ensure they are accurate

14.3 Service Standard

14.3.1 The Service Provider will meet the following service standards:

- All invoices paid within 30 days

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- All purchase orders and invoices approved by i4B
- Payments are logged on financial systems
- All payments are reviewed to ensure they are accurate.
- Attendance at monthly performance meetings

15.0 Landlord Services – Housing Management – Neighbourhood Services

15.1 Service Area and Responsible Officer

15.1.1 Housing and Neighbourhoods, Head of Housing and Neighbourhoods

15.2 Service Description

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

15.3 Service Standard

15.3.1 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 turn around 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

15.4 KPIs

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

KPI	Target	Measure
Perception Customer Satisfaction	80% satisfied with the condition of the property	Biennial Survey
Perception Customer Satisfaction	80% satisfied with the management of the property.	Biennial Survey
Transactional Customer Satisfaction	80% satisfied with the responsive repairs service.	Monthly reporting
Transactional Customer Satisfaction	% Satisfaction with Anti-Social Behaviour <i>This figure will be agreed with service areas during the SLA</i>	Monthly reporting
Transactional Customer Satisfaction	% Satisfaction with Lettings	Monthly reporting

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	<i>This figure will be agreed with service areas during the SLA</i>	
Transactional Customer Satisfaction	% Satisfaction with Communal Repairs <i>This figure will be agreed with service areas during the SLA</i>	Monthly reporting
Complaints	100% resolved within statutory timescales	Complaints resolved through management agents agreed procedures.
Home Visits	100%	% of Portfolio properties home visited once every two years. All properties to have been visited by end of 2021

16.0 Landlord Services – Housing Management - Leasehold Support

16.1 Service Area and Responsible Officer

16.1.1 Housing and Neighbourhoods, Head of Housing and Neighbourhoods

16.2 Service Description

16.2.1 The service provider will manage the i4B 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 i4B, monitoring and tracking s20 notices and service charges received by i4B. 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 i4B.

16.2.2 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.

16.2.3 The Service Provider will procure or use their own resources to make payments for service charges and grounds rents to freeholders where i4B own a leasehold property. All payments will be logged on the Housing Management CRM.

16.2.4 The Service Provider will provide i4B 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 certificate, check of service charge and check of the ground rent charges.

16.3 Service Standard

16.3.1 The Service Provider will meet the following service standards:

- Attendance at monthly performance meetings;

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- 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 i4B in September on all i4B leasehold properties which includes: freeholder details, i4B repair responsibilities, insurance details, lease start end date, current s20 notices, annual service charge costs and charge dates, block reference number, and compliance info;
- Ensure s20 and service charge invoices are paid within 30 days;
- Annual letter to freeholders on future budget costs and insurance details.

17.0 Landlord Services – Housing Management – Income Team

17.1 Service Area and Responsible Officer

17.1.1 Housing and Neighbourhood, Head of Housing and Neighbourhoods

17.2 Service Description

17.2.1 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.

17.2.2 The Service Provider will also be responsible for collecting former tenant arrears. The Service Provider will provide i4B with an annual report outlining historic debts that are deemed unrecoverable. Where the Service Provider deems a debt unrecoverable they will follow i4B procedures to seek permission from i4B to write off the debt.

17.3 Service Standard

17.3.1 The Service Provider will meet the following service standards:

- Attendance at monthly performance meetings;
- Rent and any other charges collected will be paid to i4B on a monthly basis
- Monthly reports on all i4B accounts, and when accounts are in arrears what action is being taken.

17.4 KPIs

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

KPI	Target	Measure
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

18.0 Landlord Services – Housing Management – Financial Inclusion

18.1 Service Area and Responsible Officer

18.1.1 Housing and Neighbourhoods, Head of Housing and Neighbourhoods

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18.2 Service Description

18.2.1 The Service Provider should work with tenants to ensure that all eligible tenants are in full receipt of any benefits for which they are eligible and work with the tenant and Revenue & Benefits service in the host authority to ensure prompt payment of rent.

18.3 Service Standard

18.3 The Service Provider will meet the following service standards:

- Tenants are in receipt of all benefits they are eligible for.

19.0 Landlord Services – Housing Management – Rent Accounting

19.1 Service Area and Responsible Officer

19.1.1 Housing and Neighbourhoods, Head of Housing and Neighbourhoods

19.2 Service Description

19.2.1 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.

19.2.2 Rents are set annually by the i4B Board. i4B 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.

19.3 Service Standard

19.3.1 The Service Provider will meet the following service standards:

- Attendance at monthly performance meetings;
- Rent accounts are set up on the day 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 send out five weeks prior to rent increases being implemented

20.0 Landlord Services – Housing Management – Estate Caretaking

20.1 Service Area and Responsible Officer

20.1.1 Housing and Neighbourhoods, Head of Housing and Neighbourhood's

20.2 Service Description

20.2.1 The Service provider will provide cleaning and maintenance services at i4B blocks.

20.3 Service Standard

20.3.1 The service provider will meet the following service standards:

- Clean and maintain i4B blocks to agreed standards.

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 Management Property

21.2 Service Description

21.2.1 The Service Provider will be responsible for managing a responsive repair service for i4B 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
- Monthly repairs monitoring reports submitted

20.4 KPIs

20.4.1 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 are contained in the housing management contracts.
% of Urgent Repairs completed within 7 days	95%	The % of all urgent repairs resolved within 24 hours measured each quarter. Qualifying repairs are contained in the housing management contracts.
% of Routine Repairs Completed within 28 days	95%	The % of all routine repairs resolved within 24 hours 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

21.0 Landlord Services – Property Management - Asset Management and Capital Programme

21.1 Service Area and Responsible Officer

21.1.1 Housing Management Property, Head of Housing Management Property

21.2 Service Description

21.2.1 The service provider will produce an annual and 5 year, and 30 year Capital Investment Plan for works and services required to maintain i4B properties. These plans will include service charge and compliance responsibilities for i4B.

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

21.3 Service Standard

21.3.1 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;
- Monthly capital monitoring reports submitted.

22.0 Property Management - M&E and Compliance

22.1 Service Area and Responsible Officer

22.1.1 Housing Management Property, Head of Housing Management Property

22.2 Service Description

22.2.1 The Service Provider will be responsible for the management out mechanical and electrical works as well as compliance works for i4B properties. The Service Provider will ensure that all i4B properties meet statutory and regulatory requirements. This includes i4B's Lexington Block.

22.2.2 The Service Provider will assist i4B in producing a comprehensive set of compliance policies that outline i4B's compliance responsibilities. The Service Provider will have suite of reporting metrics that they will use to report on compliance on a monthly basis.

22.3 Service Standard

22.3.1 The Service Provider will meet the following service standards:

- Full compliance list for i4B properties

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- 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 parties (Mears and third party freeholders);
- Quarterly reconciliations between compliance systems and other systems to ensure data is accurate.

22.4 KPIs

22.4.1 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.

23.0 **Property Management – Re-let Voids**

23.1 Service Area and Responsible Officer

23.1.1 Housing Management Property, Head of Housing Management Property

23.2 Service Description

23.2.1 The Service Provider will deliver void and compliance works during void periods. The service will liaise with contractors, housing management, and the Housing Needs Service to ensure void periods are kept to a minimum.

23.3 Service Standard

23.3.1 The Service Provider will meet the following service standards:

- Monthly performance meetings.
- Pre and post void inspection of works to ensure VfM and quality.
- Monthly invoicing of costs
- Bi annual 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

23.4 KPIs

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

KPI	Target	Measure
Void rent loss	1%	% of total annual rental income lost to re-let void periods

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Major void turnaround time	75 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	TBC	Total cost of re-let voids divided by total number of re-let voids
Average re-let major void cost	TBC	Total cost of re-let voids divided by total number of re-let voids

24.0 Utilities

24.1 Service Area and Responsible Officer

24.1.1 Housing and Neighbourhoods, Head of Housing and Neighbourhoods

24.2 Service Description

24.2.1 The Service Provider will work with the Commercial Energy Team to produce a meter list for all i4B properties where it is the freeholder. The Service Provider will log the billing frequency for utility bills. The Service Provider will chase utilities companies to ensure bills are submitted and are accurate. Finally, the Service Provider will ensure that all utility bills are recharged to tenants correctly.

24.3 Service Standard

24.3.1 The Service Provider will meet the following service standards:

- Full list of meters for i4B properties;
- All utility bills correctly recharged.

25.0 Performance Reports

25.1 Service Area and Responsible Officer

25.1.1 Housing and Neighbourhoods, Head of Housing and Neighbourhoods

25.2 Service Description

25.1.2 The service provider will input data onto housing management systems, asset management systems, and financial systems. This includes, but is not limited to, Microsoft Dynamics, Northgate, and Keystone. The Service Provider will produce monthly monitoring reports and commentary.

25.3 Service Standard

25.3.1 The Service Provider will meet the following service standards:

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- 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 Northgate is accurate.

26.0 Legal Support – Housing Management

26.1 Service Area and Responsible Officer

26.1.1 Legal Services, Director of Legal, HR, Audit and Investigations

26.2 Service Description

26.2.1 The service provider will provide legal service to i4B regarding housing management matters such as rent increases, disrepair, and ASB. This will include providing litigation services relating to possession proceeding and ASB action.

26.3 Service Standard

26.3.1 The Service Provider will meet the following service standards:

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

ACQUISITION SERVICES

27.0 Acquisition Services – PRS Street Properties

27.1 Service Area and Responsible Officer

27.1.1 Property and Assets, Operational Director of Property and Assets

27.2 Service Description

27.2.1 The Service Provider will act as a buyer's agent for the Company. The role of the buyer's agent will commence with the identification of potential portfolio properties and end with the provision of keys and a complete property handover pack within two working days of purchase. The buyer's agent will identify properties which meet the Company's specification, business plan, targets and spend profile as provided by the company from time to time. The Service Provider will procure or deliver directly valuation and surveying services for the Company. Portfolio properties will be purchased directly for the Company and the company will fund the Council at the time of purchase: the purchase price, disbursements and SDLT. Other costs such as valuation and legal fees will be recharged to the company at intervals agreed by the Council. Properties will be registered in the name of the Company and the Service Provider will be provided with sufficient authority to manage the purchase on behalf of the Company. The Service Provider will comply with the Company's acquisition process which includes agreed points at which Board authority is required to proceed with the purchase. The Service Provider will act as a representative of i4B when working with solicitors.

27.2.2 The Service provider will purchase a minimum of 60 PRS street properties a year. The company will provide the service provider with instructions the types of

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properties it wishes to acquire as well as the financial criteria potential acquisitions must meet. All properties must meet the Company's agreed financial criteria. The Service Provider will present the Board with a quarterly update report.

27.3 Service Standard

27.3.1 The Service Provider will meet the following service standards:

- Attendance at monthly performance meetings;
- 60 PRS Street Properties purchased a year;
- Monthly Performance Meetings;
- All relevant documentation and information uploaded to the CRM;
- Handover of PRS street properties to the refurbishment team within two working days of purchase;
- Quarterly market update reports to the Board;
- All costs incurred in the acquisition of properties are entered into financial systems;
- All properties purchased meet i4B's financial acquisition criteria. At present this is a net yield of 1.22%. However, i4B reserves the right to amend acquisition criteria.

27.4 KPIs

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

KPI	Target	Measure
Properties purchased a year	60	60 Properties purchased a year
Viable opportunities to be reviewed each financial year	6	6 options reviewed with the board by year end.

28.0 **Acquisition Services – Disposals and Market Lets**

28.1 Service Area and Responsible Officer

28.1.1 Property and Assets, Operational Director of Property and Assets

28.2 Service Description

28.2.1 The Service Provider will act as an agent on behalf of i4B when disposing of properties and sourcing external agents to let at market rates. The Service Provider will be responsible for sourcing agents, procuring valuations negotiating leasing agreements and organising viewings.

28.3 Service Standard

28.3.1 The Service Provider will meet the following service standards:

- Attendance at fortnightly operational meetings.
- Attendance at monthly performance meetings.

29.0 Acquisition Services – Future Development, block purchases, and projects

29.1 Service Area and Responsible Officer

29.1.1 Property and Assets, Operational Director of Property and Assets

29.2 Service Description

29.2.1 The service provider will be responsible for identifying and purchasing both land and block purchase opportunities for the Company. The Service Provide will provide the Board with monthly update on new build opportunities.

29.2.2 The Service provider is required to present the Board with at least six new build opportunities within a financial year.

29.3 Service Standard

29.3.1 The Service Provider will meet the following service standards:

- Bring forward at least six opportunities to Board on an annual basis.
- Attendance at monthly performance meetings.
- Monthly report to Board on live opportunities.

29.3 KPIs

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

KPI	Target	Measure
Viable opportunities to be reviewed each financial year	6	6 options reviewed with the board by year end.

30.1 Acquisition Services – Conveyancing Legal Support

30.1 Service Area and Responsible Officer

30.1.1 Legal Services, Director of Legal, HR, Audit and Investigations

30.2 Service Description

30.2.1 The Service Provider will procure or deliver directly legal conveyancing services for the Company. The Service Provider will act on behalf of i4B when purchasing and disposing of properties.

30.3 Service Standard

30.3.1 The Service Provider will meet the following service standards:

- 60 PRS Street Properties purchased a year.
- Fortnightly operational meetings
- Attendance at monthly performance meetings.
- All relevant documentation and information uploaded to the CRM

Appendix 1

30.4 KPIs

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

KPI	Target	Measure
Instructing Legal – Legal reporting to property	85	The average number of calendar days between property instructing legal to legal reporting to property. Activity included in this period includes legal due diligence and title reporting.
Legal reporting to property – DA approval agreed	18	The average number of calendar days between legal reporting to property to delegated approval agreed. Activity during this period includes delegated authority approval
DA approval – Keys handed to refurbishment	18	Period in calendar days between delegated authority approval to the purchase of the property including the period taken to provide keys/handover pack to refurbishment.
Instruction to keys	130	Period in calendar days between property instructing legal to the purchase of the property including the period taken to provide keys/handover pack to refurbishment.
Properties purchased a year	60	60 Properties purchased a year

31.0 Legal Services - Project costs

31.1 Service Area and Responsible Officer

31.1.1 Legal Services, Director of Legal, HR, Audit and Investigations.

31.2 Service Description

31.2.1 The Service Provider will provide conveyancing services for the Company on large new build acquisitions and disposals. The Service Provider will manage and recharge i4B Holdings Ltd through costs/adjustments and record and net off any retained monies as a result of the acquisition process.

31.3 Service Standard

31.3.1 Service Standards will be agreed when the project commences.

32.0 Acquisition Services – Property Management – New PRS Voids

32.1 Service Area and Responsible Officer

32.1.1 Housing Management Property, Head of Housing Management Property

32.2 Service Description

Appendix 1

32.2.1 The Service Provider will deliver void and compliance works during for new i4B property purchases. The service will liaise with contractors, housing management, and the Housing Needs Service to ensure void periods and costs are kept to a minimum

32.3 Service Standard

32.3.1 The Service Provider will meet the following performance targets:

- Attendance at monthly performance meetings
- Pre and post void inspection of works to ensure VfM and quality.
- Monthly invoicing of costs
- Bi annual 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

32.4 KPIs

32.4.1 The Service provider will be required to meet the following KPIs

KPI	Target	Measure
Average PRS void cost	TBC	Total cost of PRS voids divided by total number of PRS voids
Minor void turnaround time	35 days	Void period from tenancy end date to tenancy start date for minor voids
Major void turnaround time	75 days	Void period from tenancy end date to tenancy start date for major voids
Void rent loss	1%	% of total annual rental income lost to void periods

Appendix 1