

Schedule One - Services and Service Requirements

Ref	Services	Description	Period	IBF Trading Account Heading	Service	Service Area	Lead Officer	KPIs	Performance Required
<b>Corporate Services</b>									
1a	Strategic Support	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 and Keystone asset management system and for collating reports from sub-contractor weekly and monthly reports.	2021 to 2023	Corporate Services	Company Support	Transformation	Head of Transformation	N/A	Supporting monthly board meetings Providing any returns required to external organisations Monthly reports on the performance of sub-contractors are compiled and reported to the Board Ensuring 100% of complaints, F.O.I.s, SARs etc are responded to within statutory timescales
1b	Strategy Delivery Manager	The Service Provider shall provide delivery support. The Service Provider will be responsible for coordinating service areas and providing a clearing service on behalf of i4B. 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.	2021 to 2023	Corporate Services	Company Support	Transformation	Head of Transformation	N/A	Support monthly board meetings Attend monthly SLA meetings on behalf of i4B. Provide an annual performance review
1c	Financial Services and Administration	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 Provider's business model; administering the loan agreement.	2021 to 2023	Financial Management & Support	Financial Management & Support	Finance	Head of Finance Companies	N/A	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
1d	Commercial Legal Support	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 documents and procedures for the company; advice and assistance in relation to any joint arrangements or merger proposals including the preparation of joint arrangements.	2021 to 2023	Legal Services	Commercial Legal Support	Legal Services	Director of Legal, HR, Audit and Investigations	N/A	Provide advice by agreed deadlines
1e	Insurance	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.	2021 to 2023	Financial Management & Support	Insurance	Finance	Head of Finance Insurance	N/A	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's interests. <del>customer-out notice</del>
1f	Internal Audit	Internal auditors to support best practice throughout the company's operations.	2021 to 2023	Corporate Services	Internal Audit	Audit and Investigation	Head of Audit and Investigation	N/A	Agreement of annual internal audit plan
1g	Senior corporate management	The service provider's corporate management team will oversee tasks within their departments to ensure performance and standards are maintained.	2021 to 2023	Corporate Services	Service Provider (Corporate Governance (All service areas))	Finance	Finance	N/A	Monthly board meetings
<b>Landlord Function</b>									
Ref	Services	Description	Period	IBF Trading Account Heading	Service	Service Area	Lead Officer	KPIs	Performance Required
2a	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.	2021 to 2023	Housing Management	Housing Management	Community Wellbeing	Emily-Rae Maxwell	See Schedule 4	
2b	Housing Management - Payments	The Service Provider will procure or use their own resources to make payments on behalf of i4B. The Service Provider will retain 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.	2021 to 2023	Housing Management	Housing Management	Community Wellbeing	Head of Housing and Neighbourhoods	N/A	Monthly performance SLA meetings. All invoices paid within 30 days Purchase Orders and Invoices approved by i4B.
2c	Housing Management - Neighbourhood Services	The Service Provider will be responsible for liaising with residents, customer care, ASB cases, complaints, tenancy verification visits and management of tenancies	2021 to 2023	Housing Management	Housing Management	Community Wellbeing	Head of Housing and Neighbourhoods	See Schedule 4	Monthly performance SLA 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. Visits carried out at all properties every six months
2d	Housing Management - Leasehold Support	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.  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.  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.  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.	2021 to 2023	Housing Management	Housing Management	Community Wellbeing	Head of Housing and Neighbourhoods	N/A	Monthly performance SLA meetings. All third party service charges and s20 notices logged on the CRM. Service charges and s20s are reviewed and challenged before payment to ensure VIM 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. Property Inspections in line with an agreed schedule Work with the payments team to ensure service charge and s20 invoices are paid within 30 days Liaise with freeholders on future budget costs
2e	Housing Management - Income Team	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.  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.	2021 to 2023	Housing Management	Housing Management	Community Wellbeing	Emily-Rae Maxwell	See Schedule 4	Monthly performance SLA 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. Rents are paid to i4B on a monthly basis
2f	Housing Management - Financial Inclusion	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.	2021 to 2023	Housing Management	Housing Management	Community Wellbeing	Emily-Rae Maxwell	See Schedule 4	Monthly performance SLA meetings. Tenants are in receipt of all benefits they are eligible for
2g	Housing Management - Rent Accounting	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.  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.	2021 to 2023	Housing Management	Housing Management	Community Wellbeing	Emily-Rae Maxwell	See Schedule 4	Monthly performance SLA 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 sent out six weeks prior to rent increases being implemented.
2h	Housing Management - Estate Caretaking	The Service provider will provide cleaning and maintenance services at i4B blocks	2021 to 2023	Housing Management	Housing Management	Community Wellbeing	Emily-Rae Maxwell	See Schedule 4	
2i	Property Management - Responsive Repairs	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 VIM. There will be an emphasis on resolving repairs at the first visit	2021 to 2023	Asset Management	Housing Property Services	Community Wellbeing	Head of Property Services	See Schedule 4	Monthly Performance Meetings Photos taken before and after repairs with inspection of repairs to monitor VIM 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

2j	Property Management - Asset Management and Capital Programme	The service provider will produce an annual and 5 year, and 30 year Capital Investment Plan for works and services required to maintain 48 properties. These plans will include service charge and compliance responsibilities for 48.  The service provider will be responsible for overseeing the plan and the management of all capital works.	2021 to 2023	Asset Management	Housing Property Services	Community Wellbeing	Head of Property Services	See Schedule 4	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 years spend in July Next years 5 year plan agreed in September Monthly capital programme monitoring Asset management standard agreed and compliance monitored Monthly capital monitoring reports submitted
2k	Property Management - M&E and Compliance	The Service Provider will be responsible for the management of mechanical and electrical works as well as compliance works for 48 properties. The Service Provider will ensure that all 48 properties meet statutory and regulatory requirements.  The Service Provider will assist 48 in producing a comprehensive set of compliance policies that outline 48's compliance responsibilities. The Service Provider will have suite of reporting metrics that they will use to report on compliance on a monthly basis.	2021 to 2023	Asset Management	Housing Property Services	Community Wellbeing	Head of Property Services	See Schedule 4	Full compliance list for 48 properties Legal and policy requirements set out in governance documents Compliance standards agreed KPI list and targets produced Monthly monitoring 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
2	Property Management - Re-let Voids	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.	2021 to 2023	Asset Management	Housing Property Services	Community Wellbeing	Head of Property Services	See Schedule 4	Monthly performance meetings. Pre and post void inspection of works to ensure VM 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
2m	Utilities	The Service Provider will work with the Commercial Energy Team to produce a meter list for all 48 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.	2021 to 2023	Housing Management	Housing Management	Community Wellbeing	Emily-Rae Maxwell	See Schedule 4	Full list of meters for 48 properties. Utility bills are correctly recharged.
2n	Performance reports	The service provider will input sufficient data onto the CRM Northgate and Keystone housing management and asset management systems and provide monthly monitoring reports for the service provider to analyse and to inform the Board.	2021 to 2023	Corporate Services	Housing Management	Community Wellbeing	Head of Housing and Neighbourhoods	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.
2o	Legal support - Housing Management and Civil Litigation	The service provider will provide legal service to 48 regarding housing management matters such as rent increases, disrepair, and ASB. This will include providing litigation services relating to possession proceedings and ASB action.	2021 to 2023	Legal Services	Legal Services	Chief Executive's Department	Director of Legal HR, Audit and Investigations	N/A	Information on all legal cases included in monthly performance report. Quarterly updates on case numbers and hours worked.
<b>Acquisitions</b>									
3a	Property Acquisitions - PRS Street Properties	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 2 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, 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 48 when working with solicitors.	2021 to 2023	Property Services	Property Services	Regeneration and Environment	Head of Property Services	See Schedule 4	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. Properties purchased meet 48's financial acquisition criteria. At present this is a net yield of 1.22%. However, 48 reserves the right to amend acquisition criteria.
3b	Property Disposals and Market Lets - PRS Street Properties	The Service Provider will act as an agent on behalf of 48 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 auction services.	2021 to 2023	Property Services	Property Services	Regeneration and Environment	Head of Property Services	N/A	The Service Provider will attend monthly performance meetings.
3c	Future Development, block purchases, and projects	The service provider manage the relationships with agents on behalf of the 48 board. Bringing forward both land and block purchase opportunities for review with 48 officers. These opportunities will be presented to the board monthly through the Future Development Update report at each board meeting.	2021 to 2023	Property Services	Property Services	Regeneration and Environment	Head of Property Services	See Schedule 4	The service provider will be tasked with bringing forwards at least 6 opportunities throughout a financial year.
3d	Conveyancing legal support (Purchases)	The Service Provider will procure or deliver directly legal conveyancing services for the Company. The Service Provider will act on behalf of 48 when purchasing and disposing of properties. The Service Provider will manage and recharge 48 Holdings Ltd through cost/adjustments and record and net off any retained monies as a result of the acquisition process.	2021 to 2023	Legal Services	Legal Services	Chief Executive's Department	Director of Legal HR, Audit and Investigations	See Schedule 4	60 PRS Street Properties purchased a year. Fortnightly operational meetings Monthly SLA performance meetings. All relevant documentation and information uploaded to the CRM
3e	Legal Services - Project costs	The Service Provider will provide conveyancing services for the Company on large new build acquisitions and disposals. The Service Provider will manage and recharge 48 Holdings Ltd through cost/adjustments and record and net off any retained monies as a result of the acquisition process.	2021 to 2023	Legal Services	Legal Services	Chief Executive's Department	Director of Legal HR, Audit and Investigations	See Schedule 4	
3f	Property Management - New PRS Voids	The Service Provider will deliver void and compliance works during PRS void. The service will liaise with contractors, housing management, and the Housing Needs Service to ensure void periods are kept to a minimum.	2021 to 2023	Asset Management	Housing Property Services	Community Wellbeing	Head of Property Services	See Schedule 4	Monthly performance meetings. Pre and post void inspection of works to ensure VM 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

## Schedule Two - KPIs

Service	Service Area	Owner	KPI	Target	Measure
Housing Management	Income Collection	Emily-Rae Maxwell	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.
Housing Management	Housing Management -	Emily-Rae Maxwell	Perception Customer Satisfaction	80% satisfied with the condition of the property	Biennial Survey
Housing Management	Housing Management -	Emily-Rae Maxwell	Perception Customer Satisfaction	80% satisfied with the management of the property.	Biennial Survey
Housing Management	Housing Management -	Emily-Rae Maxwell	Transactional Customer Satisfaction	80% satisfied with the responsive repairs service.	Monthly reporting
Housing Management	Housing Management -	Emily-Rae Maxwell	Transactional Customer Satisfaction	TBC % Satisfaction with Anti-Social Behaviour	Monthly Reporting
Housing Management	Housing Management -	Emily-Rae Maxwell	Transactional Customer Satisfaction	TBC % Satisfaction with Lettings	Monthly Reporting
Housing Management	Housing Management -	Emily-Rae Maxwell	Transactional Customer Satisfaction	TBC % Satisfaction with Communal Repairs	Monthly Reporting
Housing Management	Neighbourhood Services	Emily-Rae Maxwell	Complaints	100% resolved within statutory timescales	Complaints resolved through management agents agreed procedures.
Housing Management	Neighbourhood Services	Emily-Rae Maxwell	Home Visits	100%	% of Portfolio properties home visited every two years. All properties to have been visited by end of 2021
Housing Management	Neighbourhood Services	Emily-Rae Maxwell	Arrears	Contextual	Current tenant arrears as percentage of projected annual rent debit
Housing Management	Call Centre	Emily-Rae Maxwell	Percentage of calls answered	80%	Percentage of calls answered
Housing Management	Call Centre	Emily-Rae Maxwell	Percentage of calls answered in 3 min	80%	Percentage of calls answered in 3 min
Legal Services	Conveyancing legal support (Purchases)	Debra Norman	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 Services	Conveyancing legal support (Purchases)	Debra Norman	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
Legal Services	Conveyancing legal support (Purchases)	Debra Norman	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.
Property Management	Re-let Voids	Giuseppe Coia	Average re-let void cost	Contextual	Total cost of re-let voids divided by total number of re-let voids
Property Management	PRS Voids	Giuseppe Coia	Average PRS void cost	Contextual	Total cost of PRS voids divided by total number of PRS voids
Property Management	Re-let Voids and PRS V	Giuseppe Coia	Minor void turnaround time	35 days	Void period from tenancy end date to tenancy start date for minor voids

Property Management	Re-let Voids and PRS V	Giuseppe Coia	Major void turnaround time	75 days	Void period from tenancy end date to tenancy start date for major voids
Property Management	Repairs	Giuseppe Coia	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).
Property Management	Re-let Voids and PRS V	Giuseppe Coia	Void rent loss	1%	% of total annual rental income lost to void periods
Property Management	Repairs	Giuseppe Coia	% 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.
Property Management	Repairs	Giuseppe Coia	% 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.
Property Management	Repairs	Giuseppe Coia	% 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.
Property Management	Repairs	Giuseppe Coia	Customer satisfaction with Repairs Service	85%	The % of customer who are satisfied with their repairs service
Property Services	PRS Acquisitions	Denish Patel	Property Negotiation – PRS panel to instructing legal	60	The average number of calendar days in the reporting period between PRS panel instruction to property instructing legal. Activity in this period includes the negotiation of property price and the vendor's acceptance of offer.
Property Services	Future Development and block purchases	Denish Patel	At least 6 viable opportunities to be reviewed each financial year	N/A	6 options reviewed with the board by year end.
Property Services and Legal Services	Property Acquisitions - PRS Street Properties and Conveyancing legal support (Purchases)	Debra Norman and Denish Patel	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.
Property Services and Legal Services	Property Acquisitions - PRS Street Properties and Conveyancing legal support (Purchases)	Debra Norman and Denish Patel	Properties purchased a year	60	60 Properties purchased a year