

On behalf of: Applicants  
Witness: D Pope  
Number: First  
Date: 9 August 2024  
Exhibits: DP1

Case Ref.: CAM/00KG/LDC/2024/0007

**IN THE FIRST-TIER TRIBUNAL**

**PROPERTY CHAMBER (RESIDENTIAL PROPERTY)**

**IN THE MATTER OF SECTION 20ZA LANDLORD AND TENANT ACT 1985**

**AND IN THE MATTER OF VARIOUS SHARED OWNERSHIP LEASES**

**BETWEEN:**

- (1) LEGAL AND GENERAL AFFORDABLE HOMES LIMITED**
- (2) LEGAL & GENERAL AFFORDABLE HOMES (AR) LLP**
- (3) LEGAL & GENERAL AFFORDABLE HOMES (SO) LLP**
- (4) LEGAL & GENERAL AFFORDABLE HOMES (CAPITAL) LIMITED**
- (5) LEGAL & GENERAL AFFORDABLE HOMES (DEVELOPMENT 3) LIMITED**

**Applicants**

**-and-**

**VARIOUS SHARED OWNERSHIP LONG  
LEASEHOLDERS**

**Respondents**

\_\_\_\_\_  
**FIRST WITNESS STATEMENT OF DOUGLAS EDWARD EGERTON POPE**

\_\_\_\_\_  
**I, DOUGLAS EDWARD EGERTON POPE, of 12 RED LION BUILDING, LONDON, EC1A 9BU  
WILL SAY as follows:**

- 1 I am the Head of Service Model Program employed by Legal & General Affordable Homes (Operations) Limited ("**LGAH**"), who represent the Applicant entities. I am responsible for the selection, mobilisation, and performance management of the management providers ("**Providers**"), the associated activity required under the current management agreements ("**Varied Management Agreements**") and the management and renewal of those Agreements. I am duly authorised to make this witness statement on behalf of the Applicants. The matters set out in this witness statement are from my own knowledge, information or belief, save where the contrary is expressed then they are true to the best of my knowledge, information and belief.

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2 I make this witness statement as directed by the Directions dated 17 June 2024 and in support of the Applicants' case.

3 This statement has been prepared by the Applicants' legal representatives writing a draft based on my instructions, and the draft was then sent to me by email to give me an opportunity to read over it, check it and make any appropriate changes. The version which bears my signature below is the final version.

4 There is now produced and shown to me a paginated bundle of true copy documents marked as **Exhibit DP1** which I refer to in this statement. Unless otherwise indicated references to page numbers are to page numbers of that Exhibit. Where documents to which I refer have already been disclosed to the Respondents within the Application I do not formally exhibit them to this witness statement again (but will refer to them at the hearing). I also confirm the truth, without repetition, of the facts set out in the Statement of Case and Reply, both of which I approved when they were filed and served.

#### **(A) BACKGROUND**

5 Legal and General Affordable Homes ("**the Group**") consists of several 'for-profit' registered providers of social housing, and an Investment Manager who looks after the interests of these registered providers. The first registered provider, Legal and General Affordable Homes Limited, was established in 2018. That is the First Applicant.

6 Since the Group's inception, a further eight additional organisations have been formed. These include the Second to Fifth Applicants (and also a further four entities which are subject to a current application to amend the Statement of Case, as I note below). Their corporate structures are limited liability partnerships (2) and private companies limited by shares (7). Five of these are currently registered as for-profit registered providers of social housing, with the remaining four currently undergoing the process of registration.

7 The Group's core business aim is to attract long term institutional capital investment and invest the same into the affordable housing market for wider societal benefit including increasing the supply of affordable properties available across the country.

8 The growth of the Group, including the incorporation of the further entities and application of those to become registered providers of social housing, is based on the Group's primary aim as set out above.

- 9 Each Group entity is a for-profit registered provider and attracts investment from institutional investors. The nature of investment of this kind is that investors require their funds invested to be ringfenced from other investors to protect their investment and ensure separation between investors. This is ensured through the use of different Group entities for different investors, hence the number of Applicants to this application.
- 10 In particular, investors may wish to begin their investment with established properties (known as a "seed portfolio"), rather than waiting for the Group to acquire new stock into the investor entity.

**(B) PROCUREMENT**

- 11 In late 2018 the First Applicant commence a tender exercise in order to establish a network of organisations capable of delivering a full range of housing management services to rented and shared ownership homes in any part of England, on the basis that the Group intended to acquire, develop, and work with other organisations (such as in joint ventures) to develop affordable housing across the country. In this statement where I refer to shared owners and tenants together, I refer to them as "customers".
- 12 I joined the business in May 2019 as the tender process was entering Stage 3 (see below). After the pricing returns had been provided, I was then responsible for concluding stages 4 and 5 of the procurement process. Therefore, where I explain the Stage 1 and 2 process in this statement, I take this from information provided to me by colleagues who were engaged at that time. I had no direct involvement in those stages but the process and supporting information was handed to me as soon as I joined the business.
- 13 The basis of this tender exercise was to secure the services of established organisations, who were experienced in the affordable housing market, on long term contracts (10 years) who had the reputation, systems, and skills to manage a full range of neighbourhood, building and asset types, but at a fixed price (variable only by tenure and region) to allow the Group to appraise any scheme acquisition with consistent future management cost projections. Critically, the tender took a 'quality first' approach with the intention of ensuring that any organisations selected for the pricing element of the journey were best in class for customer delivery.
- 14 The tender comprised 5 stages:

- 14.1 Stage 1 – wide ranging ‘soft’ market testing was conducted through conversation and correspondence with dozens of potential suppliers all around England, setting out the proposed nature of the relationship with emphasis on the Group's commitment to delivering quality customer services and value for money. At this stage, around 140 organisations were part of the total pool of providers in consideration.
- 14.2 Stage 2 – Quality submissions. Supported by an independent external procurement specialist, Campbell Tickell, a "Request for Proposal" document (enclosed at **pages 1-72**) was sent out to all those organisations that had expressed an interest after the initial conversations at Stage 1. This required the completion of a questionnaire (sample enclosed at **pages 73-90**) that focussed on the track record of these organisations in delivering quality services for customers and their ability to deliver against the following four quality factors:
- 14.2.1 Focus on the Customer at the heart of the business – the Group wanted to ensure that each business could demonstrate that there was:
- (a) Discussion about customer experience at Board and Executive level;
  - (b) Evidence of the ways in which the business had integrated customer experience into performance management and organisational design; and
  - (c) Evidence of how the business understood the customer and designs services from their perspective, including insight tools and customer journey mapping.
- 14.2.2 Collective effort to deliver the fundamentals successfully, as in particular the Group wanted to see evidence of:
- (a) The approach the business took to continuous improvement and evidence of where it was discussed and critiqued;
  - (b) Operational measurement that was focussed on driving improvement and eliminating failure from service delivery and customer experience; and
  - (c) The track record of the business in delivering meaningful improvement and it being sustained over time.



14.2.3 Engaging employees and stakeholders – the Group wanted to see evidence of:

- (a) How the provider assessed employee engagement and what processes they had to drive excellent levels of engagement amongst their colleague base;
- (b) Practical evidence of the approach the business took to identifying, negotiating and mobilising relationships with suppliers and third parties. In particular, the Group expected to see evidence rather than just policy statements;

14.2.4 Innovation – the Group wanted to see evidence of:

- (a) Providers' approach to innovation, and how the relevant business learnt from successful and failed innovation;
- (b) What the business was currently working on in respect of innovation that it believed would shape its future as a business, and why.

In total 30 submissions were received.

14.3 These questionnaires were scored against set criteria jointly prepared by LGAH and the external consultants and a shortlist drawn up of the highest scoring organisations to be put through to the pricing stage (**pages 91-117**).

14.3.1 Each Provider's bid was scored in two sections, as follows:

- (a) Threshold questions (**pages 91-93**) were assessed on a pass or fail basis, with this review having been conducted by a combined team of staff from LGAH and Campbell Tickell).
- (b) Quality questions (**pages 94-104**) which were scored independently by the three members of the LGAH and Campbell Tickell team. The scoring mechanism can be seen on page 105.

14.3.2 The scoring was then translated into geographical splits, as shown in **pages 106-114**, to see which areas the highest scoring bidders had indicated they were able to deliver in.

14.3.3 **Page 115** shows the final scores, with the top ranked organisation at first, based on the combined ranking of all staff involved.

- 14.4 Stage 3 – Pricing. Following the Stage 2 submissions the top 22 scoring organisations were invited to provide pricing submissions. This pricing was to be a single flat rate Unit Fee for rented homes, and one for shared ownership homes. However, submissions could provide regional variation if the prospective provider was bidding in more than one of the six Group regions, which were (and remain):
- 14.4.1 London;
  - 14.4.2 South East;
  - 14.4.3 South West;
  - 14.4.4 Midlands;
  - 14.4.5 North East; and
  - 14.4.6 North West.
- 14.5 Stage 4 – Selection. Following submission of pricing and a period of clarification to ensure pricing that was submitted was consistent, the First Applicant worked with the consultants to select the two lowest tendering providers to work in each local authority area around the country to ensure that sufficient coverage was provided across all potential properties and for all eventualities.
- 14.6 Stage 5 – Appointment. After the selection process was completed, the First Applicant entered into negotiations to secure contractual terms with the final 13 providers and ultimately entered into contracts in the form of the Management Agreement separately with each of these Providers between 1 October and 12 November 2019. These Providers were: Flagship Housing Group Limited, Richmond Housing Partnership, Great Places Housing Association, Karbon Homes Limited, Regenda Limited, Optivo, Pinnacle Housing Limited, Accord Housing Association Limited, Chelmer Housing Partnership Limited, Jigsaw Homes Limited, Saxon Weald Limited, Stonewater Limited and Raven Housing Trust Limited.
- 15 By undertaking a tender process in this way, the First Applicant expected to secure a number of objectives:
- 15.1 The focus on quality before pricing was intended to ensure that the Providers ultimately appointed would be best placed to work with the Group to deliver against its quality factors, rather than focusing solely on those who could deliver for the lowest price.

- 15.2 Entering into long-term contracts over large geographic areas ensured that the First Applicant was able to secure value for money by offering a longer term and therefore certainty for Providers (subject to their compliance with the terms of the Management Agreements) in what can otherwise be an uncertain market, and where there might be only a small number of properties for a Provider to manage in some areas, meaning economies of scale are hard to achieve.
- 15.3 The 'flat rate' nature of the contract meant that the First Applicant would be able to develop, and its appointed Provider manage, any type of property acquired, from individual houses on suburban neighbourhoods to high rise blocks in urban areas (notwithstanding the point, below, about other managing agents).
- 15.4 It was (and remains) the view of the First Applicant, and the Group generally, that selecting Providers on a scheme-by-scheme basis, or on shorter term contracts, would lead to higher pricing as there would be no economies of scale or long-term security for the individual providers. This position has been supported through conversations with a number of the Providers themselves since I joined the business.
- 15.5 By having a pool of Providers available (including multiple Providers in each geographical area), all of which had gone through the competitive process, in the event of one appointed Provider being unable to fulfil the contract for any reason then the First Applicant would have coverage to be able to deliver continuous service to customers by referring back to the pool (as has, in the event, been the case with both Accord and Stonewater, as explored later).
- 15.6 The advantage of this for shared owners and, indeed, tenants was (and is) that if a change to Provider was required, the Group would be able to change them at short notice and in as seamless a way as possible given it had the pool of alternative Providers. In addition, and importantly, the Group would know - given all the Providers had been through the robust tender process described above - that any replacement Provider would provide a reliable service and would already have an insight into, and to a certain extent control over, the processes and performance of that Provider.
- 16 In negotiating the terms of the Management Agreement, the First Applicant sought to ensure that Providers would be committed to providing all services listed within the agreement if required to do so (referred to as a "blanket approach") but would in fact only deliver the services that were actually required at the particular scheme. This would mean that Providers might deliver some or all of the services described in the

Management Agreement, but that this would be determined on a scheme-by-scheme basis as new properties were acquired.

- 17 In some circumstances, where the First Applicant has an interest in the entire estate upon which properties are situated (for example, including common parts such as access, green areas and parking), the Provider must procure and appoint cleaners, grounds maintenance and servicing engineers to ensure that all of the First Applicant's obligations are met. On other developments, such as where the First Applicant has acquired only a plot leasehold interest, the First Applicant will have no legal interest (or obligations) in respect of the wider estate, which is usually retained by the developer or other freehold proprietor. In such cases, that third party appoints their own managing agent to assist in management of the estate and the wider services required. Each shared owner will pay a service charge with respect to the relevant services provided by either the First Applicant as their immediate landlord, or a third party as relevant (but all costs being recovered via the Provider).
- 18 However, for all estates - regardless of whether another agent is appointed by a third party with a further interest - each Provider will provide a set of core services on behalf of the relevant Group landlord. These are:
- 18.1 Managing customer enquiries;
- 18.2 Collecting rent and service charges;
- 18.3 Managing the annual service charge cycle (including issuing estimated and actual bills); and
- 18.4 Liaising with and paying bills to other third parties on behalf of the Group landlord.
- 19 As noted above, where the Provider is required to procure direct service provision (such as cleaning and maintenance) they will recover these delivery costs from the First Applicant as landlord as Service Charge Works pursuant to the terms of the Management Agreement, which will then be recovered from customers as service charge as they would be in any other similar relationship.
- 20 For the avoidance of doubt, where the relevant Group entity is landlord of tenanted (as opposed to shared ownership) properties, the Unit Fee is borne by that Group entity. This fee is higher than those for shared ownership properties. In addition, where services are provided which are relevant only to rented units (such as void servicing), these are not included in the Unit Fee charged to shared ownership

properties. Although it may seem obvious, I would wish to make clear that the Group has as much interest as do shared owners in ensuring value for money from the Providers, under the Management Agreements, given the Group bears the Unit Fee for tenanted properties.

**(C) DEVELOPMENTS SINCE ENTERING INTO THE MANAGEMENT AGREEMENTS**

21 In 2022, a deed of variation was entered into that introduced 4 new parties to the Management Agreements, i.e., the Second to Fifth Applicants (i.e., the Varied Management Agreements). As stated above, each of the additional parties are for-profit registered providers of social housing, in the same way as the First Applicant, and so there is no concern that any customer's landlord will not be a registered provider of social housing. In addition, the proposed restated agreements ("**2024 Restated Agreements**" - see, further, at paragraph 22 below) will see the introduction of 4 further entities, and the Group is in the process of registering these entities with the Regulator of Social Housing.

22 The reason for introducing these new entities (under both the Varied Management Agreements and now under the 2024 Restated Agreements) is to allow the Group to raise additional capital for investment in the national affordable housing market. In order to do so the homes, as assets, may need to be moved from one Group entity to another, or one of the new entities may begin to grant new leases (which to date has been solely done by the First Applicant). However, the management model for customers remains the same, and these changes will have no material impact on customers whatsoever; the change to the identity of the reversioner to another Group entity is entirely technical, which will be undertaken solely to 'match' the properties with the particular investors in question.

23 The Varied Management Agreements are approaching the half-way point, being 5 years since their commencement. As a result of changes in legislation such as the Building Safety Act 2022, changes to regulatory standards for registered providers of social housing and data protection provisions, as well as the growth of the Group, the Applicants are negotiating further proposed variations, as set out in the Applicants' application pursuant to Rule 10 of The Tribunal Procedure (First-tier Tribunal) (Property Chamber) Rules 2013 dated 2 August 2024. These are the 2024 Restated Agreements.

**(D) CURRENT OPERATION**

- 24 Each Provider's performance under the Varied Management Agreement is monitored under a formal Supplier Relationship Management ("**SRM**") framework (**pages 116-212**). Each Provider has a dedicated Contract Manager who has overall responsibility for the performance of that contract and for the delivery of SRM.
- 25 This framework relies on a number of key elements to assess provider performance:
- 25.1 Reporting of key performance indicators (as set out in the Varied Management Agreement) - a set of key performance indicators, with performance thresholds, are reported each quarter to the Group.
- 25.2 Asset Assurance Activity – third party assurance is undertaken by an independent third party, calford seaden, ensuring that Providers are maintaining Group assets and buildings in line with current legislation and best practice, and that all relevant landlord health and safety activity is undertaken.
- 25.3 Customer Assurance – feedback from customers is taken at key points in the customer journey such as 6 weeks after moving in, 12 months into their tenancy or lease, and after a defect or repair is completed. This feedback shared with Providers so that identified areas for improvement can be targeted and executed as required.
- 25.4 Regular weekly and monthly meetings are held with Providers to assess performance and each quarter a formal review is undertaken with reporting into the Group governance structure highlighting any areas of failure and proposed contractual remedy.
- 26 Where areas of failure are identified, they are tackled using the relevant contractual clauses in the Varied Management Agreements, which can ultimately lead to the termination of part or all of that Agreement. Accord and Stonewater are both examples of this.
- 27 The most common example of this service failure relates to the Key Performance Indicators ("**KPI**") within the Varied Management Agreements. When these are reported as being below target, the Provider is required to provide an action plan detailing how the KPI will be brought within target. If the target has not been achieved by the next reporting cycle a joint action plan will be developed, with the Group's involvement, designed to address the failing service. Ultimately if the performance is not improved the Group can exercise its rights under the Agreement to remove a service or terminate the whole agreement.

28 Over the time the (Varied) Management Agreements have been in place such action plans have been used across the Providers. In the case of Stonewater it was its failure to hit KPI targets that ultimately led to the decision to end its Agreement.

29 The exit of Accord was different. Following their merger with Green Square, they identified an issue in their portfolio relating to the management of some critical health and safety requirements. Whilst this did not directly impact the Group's stock at the time the decision was taken by the Group that working with them in the long term was not in the interests of customers, so the decision was taken to end the relationship.

**(E) ACCORD EXIT AND SECTION 20 CONSULTATION**

30 At the time when the original tender process set out above was carried out, the First Applicant had not granted any shared ownership leases and it was therefore not possible (or required) to carry out consultation pursuant to section 20 of the Landlord and Tenant Act 1985 prior to the appointment of any Provider.

31 Since that time, and due to contract failure or provider withdrawal, there have been some changes in the Provider within certain developments.

32 The first such change took place in 2022 when Accord were removed from the Group's network and the stock in their management transferred to Pinnacle and Southern. Accord was removed as the decision was taken by the Group that working with them in the long term was not in the interests of customers, so the decision was taken to end the relationship.

33 At the time, and recognising the requirements of the legislation in particular because the properties were now leased, the First Applicant undertook a consultation exercise pursuant to section 20 of the Landlord and Tenant Act 1985, seeking to comply with the spirit of the legislation. However, given the robust tender process undertaken to select the Providers in 2019 the First Applicant felt that it already had access to a pre-selected group of eligible suppliers to succeed Accord (and who could cover the required geography). In addition, no shared owners consulted submitted any nominations for alternative contractors. As a result, having concluded the consultation in order to comply with the legislation, the First Applicant felt it was given the competitive tender process previously undertaken, the outcome of the consultation did not add anything of substance.

34 It was this activity that has led to the Applicants' intention, and second element of this Application, being to enable the Applicants to appoint a different Provider if the

circumstances require this. It is correct that, in cases where there is a need to change a Provider, the Applicants *could* appoint a short-term provider and then consult with shared owners as to the appointment of a new provider on a longer-term basis (as suggested in some of the responses to the Applicant).

35 However, it is the Applicants' view that, based on the processes the First Applicant has undertaken already, selecting from within the existing Provider group offers access to a number of Providers who were rigorously selected (as set out above), at pricing secured to cover larger geographic areas and numbers of schemes, who are able to step in swiftly (if need be) and seamlessly, with whom it has established strong working relationships and who it knows can be relied on to provide a reliable service. By contrast, if the Applicants were to engage in a full, new procurement process for a small number of developments then, even if the existing Providers submitted bids, they would not be bound by existing Unit Fees. This could unduly impact customers and *would* adversely impact shared owners in any cases where the fees were higher than the Unit Fees for that Provider. Additionally, if any 'new' provider was chosen, they would not bring any of the other benefits the existing Providers would (e.g., track record and established working relationships).

36 As a result, and pending the outcome of this Application, subsequent changes of Providers, including homes managed by Stonewater transferring to Pinnacle, and homes managed by RHP transferring to Southern, have been on the basis of appointing a new Provider under a fixed term 364-day contract (on the same terms as the Varied Management Agreement). These are only short-term arrangements. The risk for shared owners with this approach persisting in the future (rather than homes moving into a longer-term agreement) is that without the certainty of a long-term agreement, Providers will approach the Applicants for price rises related to these short-term agreements, which will lead to higher management fees. This similar risk exists if new section 20 consultations are undertaken, since none of the existing Providers – should they choose to tender – would be bound by the existing Unit Fees.

#### **(F) STONEWATER EXIT AND TRANSITION TO PINNACLE**

37 As a result of the work being undertaken forming part of the SRM framework, set out above, it became evident that the services being delivered by Stonewater were not meeting the standards set out in its Management Agreement. A large part of this challenge was the result of the relatively low Unit Fee tendered by Stonewater, which meant Stonewater were not able to dedicate sufficient resource to the provision of services for Group customers. This lack of resource led to failing performance in a



number of areas, including a lack of provision of grounds maintenance services, poor block cleaning provision, and unsatisfactory management of anti-social behaviour cases.

- 38 Alongside this, customer assurance activity was providing the Group with feedback and evidence that customers on a number of schemes were not satisfied with the services they were receiving (with specific examples relating to grounds maintenance and block cleaning as outlined above).
- 39 As a result, at the start of 2023, and following discussions with Stonewater about these concerns, the Group and Stonewater agreed to end the relationship.
- 40 Separately the Group took the decision to appoint Pinnacle to replace Stonewater, as they were able to provide coverage to all geographic areas covered by Stonewater.
- 41 This led to a project group being established that comprised members of the Stonewater, Pinnacle and Group teams, who oversaw the successful transition of services from Stonewater to Pinnacle, with Pinnacle ultimately commencing full-service delivery to these customers under a 364-day agreement on 1<sup>st</sup> February 2024.
- 42 As part of this transition, and acknowledging the impact on shared owners in terms of Management Fee the Group took the decision to phase the increase in management fee over a three-year period, and is therefore currently subsidising the fee as follows:

	<b>Total</b>	<b>Shared Owner Pays</b>	<b>LGAH Pays</b>
Stonewater Management Fee 22/23	£121.19	£121.19	£0.00
Year 1 (April 24- March 25) Pinnacle Management fee	£437.97	£283.60	£154.38
Year 2 (April 25- March 26) Pinnacle Management Fee	£437.97 + 2024 CPI	£360.79 + 2024 CPI	£77.19
Year 3 (From April '26) Pinnacle Management Fee	£437.97 + 2024 CPI + 2025 CPI	£437.98 + 2024 CPI + 2025 CPI	£0.00

- 43 Following this change of Provider, further changes of Provider are taking place in 2024 as part of the discussions ahead of the commencement of the second half of the 10-year term of the Varied Management Agreement;
- 43.1 Stock currently managed by Jigsaw will be moved to Great Places as Jigsaw have decided to exit the relationship;

- 43.2 Stock currently managed by Raven will move to Pinnacle as Raven have decided to exit the relationship; and
- 43.3 Stock currently managed by Saxon Weald will move to Pinnacle as Saxon Weald have decided to exit the relationship.

**(G) SOUTHERN HOUSING**

- 44 As with all the Providers, and as set out above at paragraphs 12.7 to 12.10, it was accepted that for some schemes Southern would provide a broader range of service than others, and this is indeed the case.
- 45 At Acer Apartments, the First Applicant owns plot leases only and as such does not procure and deliver any services to the building more generally. These are handled by Rendall and Rittner, appointed on behalf of the superior landlord, and any management fee levied by them is in relation to these activities.
- 46 However, the core services, as set out above, will always be required. These are the services currently covered by the Unit Fee which is recharged to shared owners at this property.
- 47 As noted above, were Southern required to procure direct service provision at Acer in place of Rendall and Rittner they would recover these delivery costs from the First Applicant as landlord as Service Charge Works pursuant to the terms of the management agreement, which will then be recovered from shared owners as service charge as they would be in any other similar relationship. However, this is not an option because of the ownership structure (namely the presence of a superior landlord). Ultimately this would be the situation regardless of whether or not the Applicants are granted dispensation from consultation requirements in the way they currently seek.
- 48 Finally, I would wish to make clear that the First Applicant does not accept that there is any overlap with respect to services and therefore charging and would not remove the other services from the Varied Management Agreement (or 2024 Restated Agreement) because of the benefit of having these available, and the overall procurement process as outlined above.

**On behalf of:** Applicants  
**Witness:** D Pope  
**Number:** First  
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### Statement of Truth

I believe that the facts stated in this witness statement are true. I understand that proceedings for contempt of court may be brought against anyone who makes, or causes to be made, a false statement in a document verified by a statement of truth without an honest belief in its truth.

Full Name: Douglas Edward Egerton Pope

A handwritten signature in black ink, appearing to read 'DEE Pope', with a stylized flourish at the end.

Signed:

Print Name Douglas Edward Egerton Pope

Dated 9 August 2024

**IN THE FIRST-TIER TRIBUNAL**

**PROPERTY CHAMBER (RESIDENTIAL PROPERTY)**

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**Applicants**

**-and-**

**VARIOUS SHARED OWNERSHIP LONG  
LEASEHOLDERS**

**Respondents**

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**EXHIBIT DP1**

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This is the exhibit DP1 referred to in this witness statement of Douglas Edward Egerton Pope dated 9 August 2024.

Full Name: Douglas Edward Egerton Pope

Signed:



Print Name Douglas Edward Egerton Pope

Dated 9 August 2024



# **RFP for Housing Management Services**

**LEGAL & GENERAL AFFORDABLE HOMES**

**FEBRUARY 2019**



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# 1. INTRODUCTION TO LEGAL AND GENERAL GROUP

## 1 Background

### 1.1 Who are Legal & General?

The Legal & General Group, established in 1836 and is the world's 10th largest asset manager. By 2017 Legal & General have around 3,000 institutional clients. Legal & General is the UK's no 1 pensions investment manager. Legal & General is no 1 in UK retail life insurance with a 26% market share.

- Legal and General is committed to a long term view of the markets in which it works and creating value for shareholders through acting ethically towards it's customers and wider stakeholders.
- We believe that a healthy economy in the UK is good for everyone and our work aims to improve the lives of our customers and the UK as whole in order to deliver a stronger economy for the country.
- We take a long term view of the world and typically invest in activities which mature over periods of 50 years or more. As a result we occupy a unique position in holding a long term stake in the UK economy and society more widely.

For further details and to understand the long term commitment of Legal and General, please visit <https://www.legalandgeneralgroup.com/about-us/our-strategy/>

### 1.2 Delivering a Sustainable Future

Legal & General Affordable Homes (LGAH) are part of L&G Capital. LGC uses the liquidity that L&G holds in case of turbulence in the pension market. LGC works across a range of markets to use those funds to tackle four issues.

- Sustainable energy
- Urban renewal
- Support for SME's
- Housing Supply

We sit amongst a family of housing companies that LGC have invested in or created and a wider network of housing related services that L&G provide.

LGAH has been formed to help tackle the chronic undersupply of affordable housing in the UK today. With less than half of the affordable homes needed in the country being delivered year on year and a housing market where house price growth is on a long term trend of exceeding income growth the impact of undersupply is felt across the economy and society more widely.

LGAH is able to bring new sources of funding through investor capital and pension funding to tackle the issue. For Legal & General this is both about a near term impact on the number of

properties being built and a long term commitment to holding affordable housing assets that offer a home at a price people can afford and an ongoing return to the nations pension pot.

We also believe that as a new entrant to the affordable housing market we have a responsibility to help develop the mode of service to customers. We are intent on ensuring that essential services work when customers demand them and that we find ways to use Legal & General's wider abilities to offer customers better and more affordable ways to live in their homes.

### 1.3 LGAH Purpose and Objectives

A home that is affordable is the cornerstone of a good life. Our mission is to provide a place that people can afford alongside services on which customers can rely. It is our belief that an effective service and satisfied customers delivers an efficient business on which we can run a sustainable long term commitment to customers, investors and UK pension holders.

To ensure this mission remains central to our purpose we have structured our business so that LGAH acts as the Registered Provider, long term asset holder and custodian of customer experience.

A separate DevCo holds the development risk and must deliver to the specification it has agreed with LGAH in order to ensure that LGAH receives homes which support its mission and that it can focus upon the challenges of delivering a great customer experience. This is underpinned by our four quality factors:

- i) **A focus on the customer at the heart of the business** – understanding of who the customer is, the value they get from our business and what needs to be done to keep delivering what matters.
- ii) **A collective effort to deliver the fundamentals successfully** – happy customers come from places where the essential reason your business exists work and continue to over time.
- iii) **Engaging employees and stakeholders** – LGAH is a purpose driven business that wants to employ people and work with other businesses who are motivated by our mission and will invest their time, skill and energy to create the homes so desperately needed by many people in England today.
- iv) **Innovation** – where it solves real world problems in imaginative ways that make us smile.

In order to work with other organisations LGAH needs to be convinced these factors hold a shared importance in those businesses.

L&G's wider values are also relevant to LGAH and they position the approach of our business in the relationships it forms and, we hope, provides a clear sense of who we are.

- **Straightforward** – not everything needs sugar coating.
- **Collaborative** – an individual delivers, a team succeeds.
- **Purposeful** – we are here to deliver on what we've committed to, we hope you will do the same.



## 2. INTRODUCTION TO THE REQUEST FOR PROPOSAL

2.1 In establishing the affordable housing business Legal & General now requires a network of providers to deliver services on its behalf to households who are either renting or have part purchased LGAH owned properties. LGAH wishes to consider appointing customer service and property management providers who can deliver the following services either directly or through third parties;

- Customer services, complaint management, customer engagement and the holding and processing of customer data.
- Tenancy management including lettings services
- Estate management and anti-social behaviour
- Routine repairs and void works
- Landlord Health and Safety
- Leasehold management inc matters such as staircasing
- Rent and service charge setting, collection and management plus other chargeable services
- Asset Management in the form of data retention on asset performance

Under this model LGAH will retain responsibility for the following;

- Signing off and handing over new homes that have reached practical completion.
- Managing relationships with local authorities and negotiating nomination agreements at the strategic level relationship and maintain regular stakeholder engagement. The Providers will liaise day to day to ensure operational delivery is successfully sourcing new households for empty units.
- Approving possession proceedings against households and write off of aged arrears.
- Arranging and managing buildings insurance and claims where LGAH has liability for such matters.
- Planned Investment activity including intelligent asset management.

Additionally, LGAH will;

- Act as the performance manager including the organisation of all contract management structures
- Undertake quality assessment procedures as necessary
- Operate inter-provider liaison to ensure best practice and service/system development is shared amongst engaged Providers.

In this model we do not require Providers to deliver planned investment services unless requested by LGAH under the contract terms.

Exclusions from this tender include:

- Specific requests for a caretaking or onsite estate service beyond that which is stated in the service schedule.
- Care services
- Wider social value exercises details of which bidders are asked to provide elsewhere in their submission and LGAH may choose to ask the Provider to extend to its customers.
- Property Development
- There are some areas where LGAH will be keen to evolve the service model with Providers to ensure it is responsive to factors in that locality. These include;
- Resident engagement tools
- Onboarding of new customers.

As such there are stipulations set out in the service schedules for these areas, but we do invite bidders to share their thoughts on how they see these areas of service could be evolved.

## 2.2 LGAH's Growth Plan

LGAH has a growth plan which will see the business grow from zero to three thousand homes in management by the end of 2021 and then deliver three thousand new affordable homes per year every year thereafter. The homes LGAH provides will all be let at sub market rents including, but not limited to, social and affordable rents or shared ownership. LGAH is a Registered Provider and is regulated by the Regulator for Social Housing.

- The business will operate in England.
- LGAH will create its housing portfolio through development of new homes through S106 acquisition and direct delivery via land purchase and development. It will also look to collaborate with partners to scale up the HA sector through relationships which enable partners to deliver a greater output than they otherwise would have been able to deliver.
- LGAH intends to appoint a network of management partners across the area in which it works so that it has at least two Providers capable of operating in each area that it works across.

## 2.3 LGAH Business Structure

Legal & General Affordable Homes is structured in such a way to ensure that it can maximise investment in to the development and on going management of homes in the long term. As a result the business is centred around a PropCo which is the Registered Provider and holds responsibility for the customer experience and long term asset holding within the business. PropCo contracts with a DevCo that takes on all Development risk and is required to deliver properties to PropCo in accordance with the agreed specification. Both DevCo and PropCo then

contract with an OpCo which provides all the services to both parties and through which in this scenario L&G Affordable Homes will contract with the successful bidders.

## 2.4 The Big Picture

LGAH intend to be a Registered Provider with a long-term interest in the homes we build and the customers we house. At our core are the interests of our customers, exactly as exists across Legal & General more broadly. Every organisation we work with will have convinced us that they share this focus and that their views of how to deliver for customers have shaped their business.

At LGAH we believe customers gain value from four things most from living in affordable housing:

- A home at a price they can afford;
- A good quality home and services for the affordable price;
- A service that's simple to use;
- A relationship in which our customers trust.

As a result, we are on a mission to use our position as a new entrant in the sector to ensure our customers feel we have their interests at heart. Working with our network of Providers there are some key factors that will feature in achieving this.

**Design for successful living** – we expect the vast majority of our customers to be households who make a success of their tenancy or lease and live comfortably in the home we've provided. Our expectation is to design straightforward customer experiences for that majority so that the we can really cater successfully to the minority of households who don't share this experience rather than expecting all households to work through processes which are set up for that minority.

**A solid service** – we are looking to purchase a private sector standard of service delivery. By this we mean that we want to see the core landlord services provided successfully as a priority. We are less interested at this stage in also providing added optional services until we are convinced that rent collection, repairs ordering and H&S across our neighbourhoods are all delivering successfully.

**A blank page** – we are excited by the blank page which we have to work with. With our network of Providers, we want to use the opportunity we have to improve the success of services and customer experience free of legacy issues. Providers working with us will gain from this learning and the opportunity to mainstream that learning to their businesses as with ours.

**Partnerships** – the opportunity to collaborate with the sector is something that excites us. Side agreements to this opportunity are covered in the Contracts section. Where we are convinced we share values with an organisation we will look to maximise what we can achieve from that relationship. Ultimately, we want to see the supply of good quality affordable housing grow and the delivery of services improve. Anything we can potentially become involved in that furthers this aim will always be of interest to us. Be that with our network of Providers or with other organisations where we share values.

## 2.5 Features of the Service

We want to deliver a service that offers real value for our customers and so we intend to ensure that the following things feature:

- We make it simple for customers to move into our new homes through a first-class onboarding experience.
- We have a suite of LGAH behaviours towards customers which we will work with all our Providers to deliver.
- We let homes at a standard which means customers can move in and get on.
- Every customer can pay their rent easily with direct debits always setup in advance.
- Flexible tenancy lengths so that customers who need security of tenure for a length of time have it.
- Technology in the home which is reliable and affordable.

In order to achieve this we want to keep the service model we use as simple as possible in the first instance. We hope that in most cases this will mean that you as a bidder will be able to demonstrate the maturity of your transactional operating model in delivery of customer service and that we can extend your model to LGAH's customers.

We recognise that for some organisations they are on the road to great transactional service models offering the customer experience we'd like to see but they haven't quite got to maturity yet. In these circumstances and where the values of the organisation fit ours we will still want to work with you, but we don't want to see the relationship with our customers affected.

As a result, we will ask you to deliver direct person-to-person service delivery as the key channel of operation. If in comparing yourselves to the aspirations LGAH has set out in this document you feel that may be the case for your business then we would ask that you consider the direct delivery of customer, tenancy and leasehold management to function on the basis of deploying an individual(s) who will provide the face of the service to LGAH's customers in your locality. Sitting behind this will be your wider business and channels of access for our customers to benefit from.

## 3. The Tender Process

### 3.1 Introduction

LGAH wants to form relationships with organisations who are like minded when it comes to customer experience and the importance of engagement with employees, supply chains and the wider world. The approach being adopted in tendering this suite of services is aimed at providing great businesses with a demonstrable way to highlight that these values run through the core of their business and that their cost base reflects the value they deliver.

Please refer to the information in Section 10 of this document for full instructions on completing and submitting your bid.

### 3.2 How will the tender work?

**Please note:** LGAH does not fall within the definition of a Contracting Authority set out in the Public Contract Regulations 2015. Therefore, this tender is not a Public Procurement process and is not governed by the Public Contracts Regulations 2015.

The tender will comprise a two-stage process; the first stage will focus on quality and the second stage on price. LGAH will invite bidders to complete the first stage quality submission. Submissions will be assessed, and bidders will be shortlisted to take part in the second stage. Shortlisted bidders will then be invited to complete the second stage price submission.

**Organisations who choose not to bid are requested to email [LGAH@campbelltickell.co.uk](mailto:LGAH@campbelltickell.co.uk) to inform of their decision with a brief reason of why the decision not to bid as been taken.**

No	Stage	Date
1	Issue Invitation to Tender Stage One covering minimum standards and quality response questionnaires.	25th February
2	Stage One return deadline	25th March, 5pm
3	Review responses and shortlist, with the option to extend this if necessary and particularly if visits are required.	26th March – 16th April
4	Invitation to Stage Two price bidding released	26th April
5	Stage Two closes	17th May
6	Notify successful bidders	27th May

### 3.3 Evaluation Criteria

The following paragraphs provide information to bidders on how their bids will be evaluated and the criteria that will be used to select the organisations LGAH wishes to work with. The evaluation process and criteria are set out below.

Stage 1 of the process will be scored 100% on quality and the second stage of the process will be scored 100% on price.

#### Stage 1 Evaluation

At stage 1, bidders' submissions will initially be evaluated against a number of pass or fail questions. Bidders are also required to complete all of these questionnaires as instructed.

The following sections contain questions that are pass or fail:

- General Information and Minimum Standards – online questionnaire
- Business Continuity – online questionnaire
- Corporate Social Responsibility – online questionnaire
- Environmental Management – online questionnaire
- Health and Safety – online questionnaire

Bidders must pass all of these sections for their submission to be considered further.

If bidders pass all of the threshold sections, their submission will be scored. The scored quality evaluation comprises of the responses to the questions contained in the Section 6 questionnaire. These questions evaluate aspects that are important to LGAH in delivering services to their customers. The questions will be scored as follows:

Question No	Question	Marks	Total Weighting
2	Executive team statement	5	3
2.1	Focus on the customer at the heart of the business	15	18
2.2	Collective effort to deliver the fundamentals successfully	15	18
2.3	Engaging of employees and stakeholders	15	18
2.4	Innovation	15	18
3.1	Service Standards	5	18
3.2	Additional services	0	0
3.3	Tenancy Sustainment	5	2.5
3.4	Customer onboarding	5	2.5
3.5	Operating model	5	2

Questions will be scored on a 0-5 point scale as set out here.

0	Fails to provide any evidence relative to the question
1	Response provides limited relevant details
2	Limited evidence provided which partially addresses the issues presented in the tender.
3	Evidence provided is relevant to the issues presented in the tender and demonstrates an awareness of the issues but with limited evidence of a track record in the area.
4	Strong response which clearly demonstrates the bidder has a focus on the area in question and is actively managing the issues raised in the tender.
5	Excellent response that demonstrates the bidder is fluent in the area and has a track record or plans that exceed those set out by LGAH.

Bidders will be shortlisted for stage 2 based on the total evaluation score achieved out of 100%. Bidders will be ranked against one another in each of the geographic areas they have chosen to bid for, and a field of high scoring bidders sufficient to achieve appropriate geographic coverage will be invited to the second stage. A geographical location document is included within the tender documents.

### Stage 2 Evaluation

The stage 2 evaluation will be based on the prices submitted in the completed pricing document (example provided in Section 7) together with validation of some items bidders have self-certified in Stage 1. The evaluation will be based on the total price per unit. Bidders will be ranked against one another in each of the geographic areas they have been shortlisted for, and the bidders submitting the lowest prices in each geographic area will be considered for award of a contract.

LGAH will seek to appoint a range of regional and national Providers in order that in any given LA area that LGAH opts to operate in there are a minimum of two Providers.

### Pricing

Bidders will be asked at stage 2 to price for all services contained in the service schedule on a price per unit basis. The only exceptions to this will be;

- Any services or works which are service chargeable and which LGAH will reimburse the Provider for quarterly.
- Void works which LGAH will pay the Provider for according to the actual cost to the Provider of fulfilling LGAH's void standards of work.
- Any items that Providers are requested to prepare a quote for by LGAH under the terms of the agreement, such as planned investment works or costs of rectifying an uninsured loss.

### 3.4 Threshold standards

To assist bidders in understanding whether they are likely to be competitive in the tender process, LGAH have selected a range of average indicators from the widely used Sector Scorecard.

**We do not require bidders to submit their performance in these areas, the metrics are purely to give bidders a sense of whether their current performance as a business is at a level that's likely to meet LGAH's expectations in service delivery terms.**

**(The below measures are not the service standards required in delivery of services to LGAH's properties and customers. Those measures are contained in the KPI requirements attached to the service schedules found later in this document.)**

These are:

#### Service Delivery

- Customer Satisfaction of 80% or higher.
- Occupancy of 99.4% or higher
- Rent collected of 99.9% or higher
- Emergency Repairs responded to in target 98% or higher
- Gas Safety certificates in date 99.5% or higher.

#### Cost

- Headline Social Housing Cost per unit median average for organisation type drawn from the 2017/18 sector scorecard analysis.

There are opportunities in the questionnaire for bidders who are currently failing to achieve up to two of the service delivery measures to explain their plans for rectifying underperformance and the length of time through which they have failed to meet the median standards set out. For any bidder with headline costs higher than the median average for their organisation type we ask they explain the reason for the additional cost and what plans the organisation has to address the issue. For any potential bidder with more than three threshold areas that they fail to meet we advise them not to bid.

There are different methodologies in use across the sector for customer satisfaction scoring. Where a bidder uses an alternative measurement tool consider your rebased submission against the equivalent benchmark to 80% under the Sector Scorecard average

### 3.5 Geography

Each bidder will submit the local authority areas in which they wish to operate as part of their submission. LGAH will select at least two Providers in each local authority area dependant on the successful bids it receives.

Where bidders are proposing to manage LGAH properties in areas that they do not currently manage stock themselves, we ask that a short explanation of how this will be achieved is provided. Where the bid is simply covering geographical locations that sit between areas that a bidder currently manages or involves areas that are adjacent to existing provision, please note this in the submission form.



Where locations sit further afield, please provide an explanation of up to one page in length.

### 3.6 Pre-Award Dialogue

At any point prior to awarding a contract to a provider, LGAH intends to retain the right to enter in to dialogue with a bidder(s) in order to establish the best possible arrangement for LGAH's customers.

### 3.7 Agreement Award

All tenders will be treated as binding and form the basis upon which contracts will be formed. However, opportunity for dialogue on contract terms will be permitted where it helps to ensure the best possible outcome for LGAH's customers.

Prior to award of Agreement L&G will undertake a series of security tests upon successful bidders IT systems, including a system penetration test. Successful completion of this exercise and any recommendations is a precursor of awarding the Agreement.

### 3.8 Further Details

If you have further queries, please see Section 10 of this document for further details on Legal & General's approach to tendering.

## 4. The Contract and Its Function

### 4 The Contract and its Function

#### 4.1 Introduction

This section sets out some of the key components of how the Contract suite will be formed and what in practice LGAH anticipates the operating of the relationship between it and its providers will look like.

#### 4.2 Key Elements of the Contract

4.3 Contract term – The contract will operate on a 5 + 5 year model with a 12 month break clause for both parties at year four. Providers also hold the right to issue a one year notice to break the contract early whilst LGAH does not hold this right. All LGAH homes on an Area during the contract period will be awarded to one of the contracted Providers.

4.4 Pricing – the pricing model for the tender will request bidders to provide an Annual Fee and a Unit Fee per service area in accordance with the service schedules. Excluded from the pricing is the following:

- (a) voids works which will be approved on a case to case basis and paid for by LGAH;
- (b) unplanned works (defined in the glossary) will be tendered by LGAH at its discretion with the option to require the Provider to undertake the work at an agreed price;
- (c) legal costs in addition to those required in the schedule that forms part of the tender documentation.

4.5 Awarding homes to manage - LGAH intends to support the highest scoring bidders to reach a critical mass of homes at the earliest opportunity and so each Provider will receive a minimum of 250 homes in their geographical area before another Provider is awarded homes in the locality. LGAH's approach is explained in the Contract.

The application of this model will be worked on pragmatically with Providers once the network of national coverage has been established. In practice this will mean we will aim not to spread the allocation of homes over large distances or divide a scheme handing over up into two lots of managed stock between Providers in a locality simply to fulfil the formula. We expect that we and Providers will work equitably and sensibly in the best interest of customers whilst being assured that they will receive a fair allocation in accordance with the assumption.

4.6 Performance – LGAH's Service Schedules and Key Performance Indicators are contained within the tender pack. It is expected that Providers will fulfil the terms of the service schedule in undertaking the services and achieve the Key Performance Indicator targets. The Contract does not refer to penalty clauses for underperformance but does target share gain measures to incentivise better performance.

4.7 Change event – during the contract, LGAH will retain the right to notify Providers of proposed changes in the delivery model. LGAH will cover the costs of investment that Providers are required to make in order for their systems to connect to LGAH's and to train and develop staff for them to use the system effectively. Additionally, LGAH will cover costs

where Providers are required to provide their own resources to assist LGAH in undertaking the change.

- 4.8 Additions to the panel – where a Provider serves notice under the Contract or is in breach of the management agreement clause on Failure LGAH retains the right to run a further tender process and appoint a replacement panel member. Otherwise the Panel will remain in the form it is established with the successful bidders.
- 4.9 Transfer of Services- where the Provider fails to deliver its recovery plan, or its recovery plan fails to resolve the breach then LGAH holds the right to issue notice of termination to the Provider for all or part of the services provided. LGAH then may seek to issue the service to another Provider, deliver services itself or to contract a further party to provide part of the services required either with the Provider or via LGAH.

#### 4.10 **Wider Partnerships**

LGAH is keen to explore opportunities for wider working with organisations who become Providers. There are two areas in which LGAH will look to develop relationships of this nature as side agreements sitting separately from the main management contract.

Service/System development – we will work with a small number of Providers to develop system and service innovations where it is clear that the two parties working together can achieve a greater result or deliver a solution more quickly.

Property development - where an opportunity to deliver more homes than would otherwise be possible by working individually arises; LGAH will look to form an agreement to work together with organisations. LGAH will expect that as a minimum each partnership delivers 25% additional units than would have otherwise been projected.

Any such partnership will sit outside of the management agreement and would be dictated by a separate Memorandum of Understanding. Organisations wishing to propose wider partnerships are invited to do so, but management agreements are separable and not conditional on entering into wider partnerships.

#### 4.11 **Glossary of Terms and Key Contract Clauses**

A draft of the Management Agreement (the **Agreement**) is attached to this tender pack. However, this document is evolving. LGAH is conscious of the importance both to successful Providers but also to LGAH's customers that provision of the services is supported by an agreement that works for all parties but also reflects and supports our key aspirations. We will be looking on the draft Management Agreement during the early part of this RfP process. It is likely the text in the document will change in places and therefore we will be reissuing an updated document. To assist bidders meanwhile, LGAH has drawn out the key definitions and clauses of the Agreement and have summarised them below. Bidders should look at the definitions in the Agreement for their true meaning and effect and the Glossary and summary below are not intended to affect the interpretation of the relevant provisions.

#### 4.12 **Glossary of Terms**

**Agreement** means the Management Services Agreement;

**Annual Fee** means the Annual Fee for the Services calculated based upon the bidding submissions made by each Provider;

**Annual Fee Services** means all of the Services except for the Service Charge Works, the Void Works, the Planned Works and the Unplanned Works;

**Cyclical Works** means activities carried out in common parts of buildings on a recurrent basis, which are agreed between the parties, to maintain the appearance, security and health and safety of the building. Work will include specific testing activities such as servicing door entry systems, inspection activities such as maintaining green roof spaces and works such as decoration of internal and external common parts;

**Financial Year** means any period from 1 April to the 31 March in the following year;

**KPIs** means the Key Performance Indicators against which the Manager's performance is to be measured. These are provided in continuous form in Appendix B;

**Landlord Health and Safety** refers to all inspections and assessments of dwellings and common parts to ensure LGAH properties are fully compliant with legislation in regard to health and safety and that all activities are managed in accordance with agreed policies and associated timescales as set out between LGAH and the Provider;

**LGAH's Policies** means the various policies relating to and setting out the fundamental objectives in the delivery of the Services which LGAH may operate from time to time, including the Rent Setting Policy, copies of which are provided;

**Parties** refers to LGAH and the Provider as set out in the Agreement;

**Planned Works** refers to replacements of component parts of buildings and dwellings which are being renewed as part of a scheduled programme of investment in LGAH's asset base. This will mean that the component e.g. a boiler, is being removed and replaced with a new product as opposed to a repair on this existing product being undertaken;

**Policies** means both the Provider's Policies and LGAH's Policies;

**Priced Works** means all works and services forming part of the Services except for those to which the Annual Fee relates which LGAH requires the Provider to deliver. Regarding such works costs will be based upon an agreed schedule to be appended to the Agreement where they exist or as a result of the Provider providing LGAH with a quotation for the work requested;

**Properties** means the dwellings which are the subject of the Agreement;

**Provider** refers to the organisation which holds a direct contractual relationship with LGAH for the management of all properties and services specified in the Agreement;

**Provider's Policies** mean the operational policies of the Provider relevant to day to day provision of the Services;

**Quality Factors** refers to the four values of:

- (a) Customer Focus;
- (b) Tackling Failure;
- (c) Engaging Colleagues and Subcontractors;

(d) Innovation,

The definitions of these are stipulated in the tender documentation and are central to the value base of LGAH;

**Regulator** means anybody created under statute with the purpose of regulating any organisation involved in the provision of housing and/or housing related support services Including the RSH, the Charity Commission, the Ministry of Housing Communities and Local Government, the Care Quality Commission and their respective successors;

**Regulatory Requirements** means any requirement or regulation issued by a Regulator from time to time and binding on the Provider or LGAH as the case may be;

**Rent Setting Policy** means the rent setting policy adopted by LGAH;

**Responsive Repairs** means day-to-day maintenance work carried out in response to a request from a Tenant or Leaseholder. It is sometimes called a 'reactive repair'. A responsive repair addresses works to maintain the home or a component in it, until the next cycle of planned programmes. So, for example, it would be a repair to a kitchen drawer (responsive) rather than the replacement of a whole kitchen (planned);

**Registered Provider** means a body registered with the RSH pursuant to chapter 3 Housing and Regeneration Act 2008;

**RSH** means the Homes and Communities Agency acting through its regulation committee and known as the Regulator of Social Housing or such other organisation as may from time to time be the Social Housing Regulator within the meaning of section 81 Housing and Regeneration Act 2008 or such other body with statutory force charged with regulating RPs;

**Services** means the housing management services detailed in Schedule 2 of the Agreement;

**Unplanned Works** where the Provider identifies works that it believes are required as a result of a failure in the building or a component of the building that is premature. Additionally, unplanned works may also result from an event that has caused damage which may lead to an insurance claim and/or involves investment in to the property greater than would normally be expected in the case of a responsive repair.

#### 4.13 Key Agreement Clauses

Certain clauses are summarised below. The summary is not intended to effect the interpretation of the relevant clauses and bidders should look at the clauses in the Agreement for their true meaning and effect.

##### Key Agreement Terms

**Term:** the Agreement shall expire on the fifth anniversary unless it is terminated by the Provider prior to the fifth anniversary by the Provider giving LGAH at least twelve (12) months prior written notice of termination. The Agreement can then continue in to the next five years.

**Failure:** LGAH and the Provider retain the right to terminate the agreement in the circumstances set out in clause 30 of the Agreement, where either party commits a material breach or the Provider fails to successfully fulfil the Remedial Plan process which is set out

in broad terms below. Additionally, where the Provider has continually failed, for a period no less than two years, to demonstrate a continued commitment to the Quality Factors.

Where a breach of any such legislation or regulation occurs, LGAH will require a Remedial Plan to be produced by the Provider within a maximum of ten working days and sooner wherever possible.

The Provider will be provided with the opportunity to implement its recovery plan with a reasonable timescale agreed for review of progress by LGAH and an establishment of milestones that are required to be achieved within the agreed timescales.

Where the Provider fails to deliver its Remedial Plan, or its Remedial Plan fails to resolve the breach then LGAH holds the right to issue notice of termination to the Provider for all or part of the Services provided. LGAH then may seek to issue the service to another Provider, deliver services itself or to contract a further party to provide part of the Services required either with the Provider or via LGAH.

**Fee:** Providers will be paid a fixed fee plus additional variable sums for Priced Works on a quarterly basis in arrears for the management of the portfolio. For the first Financial Year of this Agreement LGAH will pay the Provider the Unit Fee for the provision of the Services.

The allocation of the Annual Fee serves only to assist in the variation of the Annual Fee under the following terms and the Provider is entitled to use the elements of the Annual Fee as it sees fit to deliver any or all of the respective Services.

The Fee shall only be varied in accordance with the following:

- (a) the parties will commence discussions on the Fee for the next Financial Year no later than 1 July each year. The discussions will be based on the principles under the Change in Services term;
- (b) any variation of the Fee shall be commensurate with the variation of the Services in accordance with the Change in Services term based so far as practicable and relevant on the initial calculation of the Fee.

Additionally, it is permitted that the Provider submit a revised fee proposal taking account of operational factors on an annual basis for LGAH's consideration. There is no requirement upon LGAH to agree with or accept the proposal.

If the parties cannot agree the variation of the Fee, the existing fee will apply.

**Rent and other charges:** the Provider will deposit all rent and other income into designated accounts. The Rent Account and all other accounts will sit under the control of LGAH.

Accounts established for service charges, utilities and other charges will operate as escrow accounts and funds will remain in those accounts at all times to cover the ongoing costs of service delivery which will be managed by the Provider on LGAH's behalf.

**Risk Share:** the parties agree to work in collaboration to share risk and wherever possible to deliver service performance that exceeds the expectations of this Agreement and to share in the upside benefit. The risk share mechanism will focus on two specific areas of performance across Income collection and Customer perception. There is no penalty regime included in the contract. LGAH will rely on the non-performance clauses to address and

rectify underperformance with Providers or bring their contract with LGAH to a close and transfer the units in management.

Performance targets for these areas will be subject to the review mechanism set out in Schedule 3. Performance will be calculated annually following the Review date. Any gains incurred on the measures will be calculated as a combined total and any bonus payments will be combined with the Annual Fee payment of the next Quarter. Should the parties be unable to agree the risk share performance results then the parties will progress to dispute resolution as set out in clause 31.

**Change in Services:** LGAH retains the right to make changes to the services and the way they are required to be delivered through the contract term.

Further developments in service may occur during the contract term as a result of development work by LGAH and its partners to better meet customer demand. Providers will be required to adopt changes in services at LGAH's request so long as LGAH has provided a minimum of three months' notice of the change.

LGAH will cover all reasonable costs incurred by the Provider related to a Change in Service as a result of having to retrain staff, implement changes to systems or provide its own resources to assist LGAH in undertaking the change. Such costs will only be calculated on the basis of the delivery of services to LGAH's customers. Should the provider decide to deploy the same Changes in Service to its own customers this will be at the Providers own cost.

**Allocation of properties to Providers:** at no later than six weeks prior to practical completion of a scheme and wherever possible no later than three months prior to practical completion LGAH will instruct its chosen Provide of LGAH's intention to allocate the properties into the Providers portfolio.

LGAH will determine which Provider to allocate properties to firstly on the basis of the tender scores Providers received and offering properties to the highest scoring bidder first and in order of ranking thereafter. Subject to all performance measures being satisfactorily met, a Provider will continue to receive all properties in their locality until they have a minimum of 250 properties in management. Where a Provider operates nationally, their tender performance will be assessed in each locality and they will continue to receive priority allocation of properties in each locality according to this clause irrespective of allocations received in other localities.

Once the first provider has received their quota of a minimum of 250 properties LGAH reserves the right to switch the allocation of properties to the next highest scoring Provider at tender stage. The process will then be replicated until the Provider receives a minimum of 250 units. The same process will be followed for any further Providers registered in that locality.

Following the conclusion of initial allocations, further allocation of properties will be based on contract performance and proximity of new properties to those already in management by Providers. LGAH will retain the right to determine which Provider to allocate to and provide reasonable explanation for its decisions based on the factors of performance and location.

**Enforcement and Possession Action:** where the Provider takes steps to enforce a Tenancy:



- (a) the Provider is authorised in the name of LGAH to take and conduct any legal proceedings required in respect of breach of the Tenancy or to seek possession provided always that the Provider has sought and gained LGAH approval and shall comply at all times with the Policies, the terms of the Tenancy, any relevant statute, and any applicable Government protocol;
- (b) the Manager must notify LGAH at least five (5) Working Days before the date of commencing any proposed possession action and of the name and address of the relevant Tenant or Leaseholder and LGAH must be kept informed of the progress and outcome of any such forfeiture;
- (c) LGAH shall pay to the Provider or the Provider's subcontractor by way of an additional fee, a fee for the management of any action carried out under this clause. Such fee will be paid in accordance with the schedule of fees contained, provided or on the basis of the actual cost as demonstrated by approved invoices for activity which is not covered under the schedule of fees.

LGAH reserves the right to take over conduct of proceedings in cases where LGAH reasonably considers it necessary to do so. The Provider will supply all such information and copy documents required and LGAH will bear the legal and other costs as the result of any such action being taken over.

**Quality Factors:** LGAH has stated the four factors that it expects all Providers to have demonstrated are central values of their business. On a six monthly basis, LGAH will meet with the Provider's Nominated Contract Representatives to review the work undertaken by the Provider under the contract to uphold and develop those factors.

**Services:** the Provider will ensure that all services are undertaken in accordance with the legal framework, regulatory environment, agreed Policies and the Service Schedules with precedence applied in the order set out here.

Where the Provider becomes aware of changes in legal or regulatory matters which places the Policies or Service Specification in conflict to the law or regulation or customer expectations the Provider will notify LGAH in writing and recommend an appropriate resolution. LGAH will be required to respond to the notification within 28 working days of receipt.

Where the Provider updates its own policies in respect of its own stock, it will notify LGAH of this change and offer LGAH the opportunity to mirror the policy in respect to this Agreement.

**Property Maintenance:** the Provider will be responsible for delivering all Responsive Repairs, Planned Works, Void Works, Unplanned Works, Cyclical Works and Landlord Health and Safety obligations under the terms of the Agreement.

The Provider will be responsible for advising LGAH of all Unplanned Works, Planned Works and uninsured losses work which it believes are required.

LGAH will assess such issues and will provide a response to the Provider stating LGAH's intended resolution of the issue and whether it requires any further action by the Provider.



**Monitoring and liaison and KPIs:** the parties agree to meet to review the workings of the Agreement and the operation of the Services as often as shall be reasonably necessary and in any event up to monthly meetings and to carry out a formal review of the operation of the Services, the KPIs, the Performance Management Information and this Agreement at least once in each period Quarter.

**Regulatory Documentation:** the Provider shall be responsible for providing LGAH with the necessary information in order for LGAH to complete the various returns on an annual basis alongside all other such returns which may already or in the future be required as a matter of good governance. This is documented below.

Data returns	Deadline	Which providers
<a href="#">Statistical Data Return</a>	31 May each year	All registered providers (shorter returns for providers owning fewer than 1,000 social housing units)
Financial Forecast Return (FFR) to be accompanied with business plan and other supporting documentation.	30 June each year final deadline for all providers with 31 March financial year end. Providers are encouraged to submit within 6 weeks of their business plan being approved by their board, where this is earlier than 30 June	All registered providers that own 1,000 or more social housing units
<a href="#">Quarterly Survey</a>	3 weeks after each quarter end	All registered providers that own 1,000 or more social housing units
Electronic Annual Accounts	6 months after financial year end	All registered providers that own 1,000 or more social housing units
Disposal Proceeds Fund Annual Return	30 June each year	All providers that have had transactions requiring net disposal proceeds to be shown in a Disposal Proceeds Fund

Regulatory documents	Deadline	Which providers
Annual accounts (including a self-assessment of value for money)	No later than 6 months after the financial year end	All registered providers
Audit management letter	As above	All registered providers with audited accounts
Fraud report	As above	All registered providers that own 1,000 or more social housing units
Disposal notifications		
Quarterly notification	3 weeks after each quarter end	All registered providers who have made relevant disposals that require notification
Priority notification	3 weeks after date of relevant disposal	As above

## 5. SCOPE AND REQUIREMENTS

### 5.1 Introduction

This section sets out the specification for the delivery of service for LGAH.

The following sections of this specification describe the key purpose and objectives of each service area, as well as the processes and activities that need to be undertaken and delivered by the Provider. This includes a number of target outcomes and standards expected from the service which are then stipulated further in the Key Performance Indicators set out in each section.

It is required that as a minimum the Provider will comply with all regulatory standards and legislation in each service schedule area. Where a Providers existing policy meets or exceeds the stipulations in this schedule, LGAH will adopt that policy in order to allow uniformity of service delivery at the Providers benefit.

It is expected that the Provider will both fulfil the service schedules in the manner it delivers the services as well as achieve the targets attributed to key performance indicators.

Where the schedule requires the Provider to deliver services under the policy of LGAH, it is expected that this will be the case throughout the contract term and that policy development will be agreed upon by both parties as set out in the Agreement.

There are also some overarching performance indicators relating to customer experience which we hope to work with all Providers on using to understand the quality of service and the relationship with customers.

#### Customer Experience Measures

Theme	Key Performance Indicator	KPI reporting frequency	Baseline	Operational Indicators (for monitoring only, no targets attributed)
Overall Position	Net promoter score	Annually moving to Quarterly as the portfolio grows	Equivalent or better to the all sector average as measured by UKCSI.  Currently = +61 or greater	UKCSI customer satisfaction score
Quality	Customer rating on the product/service quality delivered.	Annually moving to Six monthly as the portfolio grows	Equivalent or better to the all sector average as measured by UKCSI.  Currently = 79% or greater	Quality of product questions at key touchpoints including sign up, repairs and investment works.

Ease of service	<b>Customer rating on how easy it was to access services from LGAH.</b>	<b>Annually moving to Quarterly as the portfolio grows</b>	<b>Equivalent or better to the all sector average as measured by UKCSI.</b>  <b>Currently = 79% or greater</b>	1. First Contact Resolution % as scored by customers.  2. Handoff %.  3. Right First Time repair %.  4. % of Customers needing to contact us more than twice per service request  5. % of missed appointments that are our responsibility
Trust	<b>Customer rating on how much you trust LGAH to deliver as your landlord</b>	<b>Annually moving to Quarterly as the portfolio grows</b>	<b>Equivalent or better to the all sector average as measured by UKCSI.</b>  <b>Currently = 77% or greater</b>	1. % of customers experiencing a problem.  2. % of recalls required on repairs.  3. Customer rating of the way we handled their complaint and speed of resolution.  4. Customer rating of staff doing what they said they would do.

### Behaviour and Values assessment

In delivering services there are a core set of behaviours we will also want to see evidence of in the way the service is provided and that we will expect to see forming part of the core performance framework.

Behaviour	Frequency	Baseline	Operational Indicators (for monitoring only, no targets attributed)
<b>Building Trust</b>			
<b>Competent in serving the customer</b>	Six monthly	<b>Knowledgeable in answering customer queries. Equivalent or better to the all sector average as measured by UKCSI.</b>  <b>Currently = 59% or greater</b>	% of queries resolved at point of contact.  % of repairs resolved on first visit.
<b>Committed to meeting customer expectation</b>	Six monthly	<b>Ensuring what is promised is delivered. Equivalent or better to the all sector average as measured by UKCSI.</b>  <b>Currently = 59% or greater</b>	% of customers reporting that we did what we said on last service interaction.
<b>Candid with customers</b>	Six monthly	<b>On the customers side without promising what can't be delivered. Equivalent or better to the all sector average as measured by UKCSI.</b>  <b>Currently = 76% or greater</b>	% of QA on call handling per month.
<b>Ensuring services are easy to use</b>			
<b>Next issue avoidance</b>	Six monthly	<b>Working with customers to advise them of what the next steps in the process will be and what they need to do. Equivalent or better to the all sector average as measured by UKCSI on</b>	% of customers reporting that they were made aware of the next steps following their contact with us.

		<b>staff understanding of the issue.</b>  <b>Currently = 59% or greater</b>	
<b>Engineer experiences</b>	Six monthly	<b>Advocate for the customer and use positive language to avoid negative interactions. Equivalent or better to the all sector average as measured by UKCSI on staff care about the customer.</b>  <b>Currently = 72% or greater</b>	% of QA on call handling per month

## 5.2 Service Specification for Customer Service and Resident Engagement

### Purpose and Objectives

The purpose of this service is to ensure that LGAH:

- Provides residents with easy access to a responsive customer service with a person to person service operating as the primary channel of contact and supported with at least one other channel of contact.
- Provides services in line with equalities best practice in all its dealings with residents
- Makes it as easy as possible for residents to have their say and help put things right when things go wrong
- Enables residents to influence the way that services are provided through simple methods of feedback and visible action.

### Processes and Activities

## 5.3 Customer Service

Providers will be required to;

- Employ customer care staff who will act as the lead contact for all service related issues raised by households that they have responsibility for.
- Provide the necessary access to systems to enable the customer care staff to record and progress service requests and manage customer relationships.
- Hold all records of customer documents and property information in electronic format and wherever possible ensure documentation is completed digitally and doesn't require paper copies to be uploaded or held.
- Hold all customer related data in systems designed for this purpose and with all necessary requirements around data management being satisfied including but not limited to GDPR regulations.
- Provide access to systems data for LGAH staff as required with a maximum of 24 hours notice.
- Enable customer care staff to liaise directly with third party sub-contractors to provide services to customers and buildings according to the agreed service level agreements.
- Operate a backup system of further channels of access to enable customers to register service requests over the telephone etc. Provide an effective form of cover to customer care staff when they are unavailable for periods beyond a half day.
- Allow customers to make use of out of hour contact to raise emergency issues and have them resolved accordingly. Out of hours will be termed as the period outside of which the Providers offices and staffed channels are unavailable for the purpose of reporting repair issues.

- Provide communications and marketing support to customer care staff to enable them to produce all necessary materials through which services can be provided and promoted.
- Create and publish clear and factual material to customers explaining the services provided and their rights and responsibilities. This will be set out in branding stipulating that LGAH and the Provider are working in partnership. LGAH retains right of approval over any such material which would not be unreasonably withheld.
- Operate an analytics service which draws in feedback on L&G affordable homes from social media and filters that content to consider whether customers require proactive contact.
- Be responsible for ensuring a full and up to date record of customer records and vulnerable customers as part of the records required to be immediately available in case of an emergency.

#### 5.4 Behaviour towards Customers

Providers will ensure that the following behaviours are trained and evidenced amongst all staff regularly engaging with LGAH customers.

Demonstrating Competence:

1. Knowledgeable in answering customer queries.
2. Ensures what is promised is delivered.
3. Keep customers on the channel they've selected through acting responsively responding accurately and delivering the transaction first time.

Demonstrating Character:

1. On the customers side without promising what can't be delivered
2. Works with customers to advise them of what the next steps in the process will be and what they need to do.
3. Advocate for the customer and use positive language to avoid negative interactions.

All staff of the Provider and third parties delivering services at LGAH properties will be suitably trained in the specialism of their profession and LGAHs expected behaviours as set out and monitored under this schedule.



## 5.5 Customer Service

Key Performance Indicator	KPI Reporting Frequency	Baseline	Operational Indicators (for monitoring only, no targets attributed)
First contact resolution as % of all contact handled	Monthly	80% of all contact is fully transacted in that interaction. E.g. rent payment is made and new account balance confirmed. Repair diagnosis confirmed, appointment date agreed, and confirmation of attendance given.	Average wait time for calls
			Abandonment % of calls received
			Average call duration
			Average email response time
			Average social media post response time
			% of calls, emails and posts responded to in target timescale.
If digital self-service solution is provided;			
First contact resolution as % of all contact handled		85% on this channel are fully transacted in that interaction.	% of overall contact received
			Value and volume of transaction activity by service type

## 5.6 Customer Dissatisfaction and Complaint Management

- Providers will deliver this service in accordance with the LGAH Customer Dissatisfaction Policy including the escalation routes to be followed.
- Providers will operate a proactive approach to any customer dissatisfaction founded on the principles of ensuring proactive contact where dissatisfaction has been expressed through social media or other channels.
- Provide a simple and swift complaints resolution service. Ensuring that the focus is on delivering at least the equivalent if not better service solution than was anticipated prior to a service failure occurring.

- As a result, we expect providers to operate a responsive repairs service that offers enough flexibility that resources can be deployed within 24 hours of dissatisfaction resulting from a failure in service in order that the problem can be resolved and the original service offer is, as a minimum, delivered.
- Err on the side of the customer in all dealings and seek to resolve dissatisfaction first rather than favouring investigation of an issue and delaying resolution.
- Undertake investigations where the impact on the customer has resulted in a material loss of money, possessions or has impacted on household members health and wellbeing. All investigations to be concluded within 5 working days with a response provided to the customer setting out the solution the provider is proposing and their findings.
- All investigation findings should be summarised back to LGAH and LGAH should be notified of all cases raised with the Independent Housing Ombudsman should be notified to LGAH immediately upon notification to the provider.
- Where dissatisfaction or a complaint relates to a matter which impacts upon more than one household, regardless of whether all households have raised the issue, the provider will notify all households potentially affected and make them aware of the issue and any steps being taken to resolve the matter. This is of particular importance in reference to landlord health and safety issues and block or estate management.

### Complaints

Key Performance Indicator	KPI Reporting Frequency	Baseline	Operational Indicators (for monitoring only, no targets attributed)
Customer rating of the way we handled the complaint.	Monthly	Equivalent or better to the all sector average as measured by UKCSI.  Currently 59% or better	No of complaints received
			% of complaints resolved immediately
			No of complaints as a % of service specific transactions.
			Average handling time of complaints
			Range of resolution timescales of complaints

## 5.7 Customer Engagement

- The provider will operate systems through either online or telephone channels through which customers can feedback their thoughts on the services and products provided by LGAH and partners.
- Providers will ensure that all feedback is reviewed a minimum of every two hours during working hours and any issues of dissatisfaction are raised for immediate contact to discuss with the customer and the procedures around customer dissatisfaction as set out above are then followed.
- Providers will operate a regular forum through social media channels to allow customers to raise ideas, queries and concerns and share thoughts with staff delivering services on changes to services or products.
- Providers will consider how they can assist LGAH to engage directly with its customers as part of the engagement strategy deployed.
- Provide an on-going communication channel, in a form that is most widely used by residents, that highlights issues that have been raised and resolutions that have been delivered.

## 5.8 Resident Engagement

Key Performance Indicator	KPI Reporting Frequency	Baseline	Operational Indicator
No of customer feedbacks that drive changes in service delivery	Monthly	Monitored for year one and then target agreed.	No of customers engaged.  Social Value return on resident engagement.

## 5.9 Service Specification for Tenancy Management

### Purpose and Objectives

The purpose of the Tenancy Management service is to ensure that LGAH:

- Delivers a proactive approach to tenancy management that supports residents to sustain their tenancies encouraging independence from most and targeted support where it matters.
- Effectively enforces the provisions of its tenancy agreements, in order to create communities where people want to live, protect L&G's assets and minimise fraud.
- Enable customers to have flexibility over the tenancy lengths they require in order to balance their needs for security with LGAH's responsibility to utilise assets for the best purpose possible in meeting housing need.

The key objectives of the Tenancy Management service are to:

- Provide a customer focussed Tenancy Management service to LGAH's tenants
- Respond to and deal effectively with residents' tenancy related enquiries and issues in a prompt and timely manner
- Ensure that all tenants and residents are treated fairly, and that due regard is given to best practice when dealing with Tenancy Management related enquiries and processes
- Ensure compliance with the terms of L&G's tenancy agreements and initiate and see through action to address non-compliance
- Enable residents to feel safe in their home and neighbourhood

### Processes and Activities

- Providers will operate LGAH's Tenancy Policy in full and offer the range of tenancy lengths required in the policy.
- Operate a clear set of policies which conform with LGAH's tenancy agreement and provide certainty for customers on our expectations and their rights in the use of their home during the term of the tenancy.
- Deliver an appropriate tenancy review procedure to enable households nearing the end of fixed term tenancy to plan appropriately based on their available options.
- Ensure the necessary support and professional services are in place to enable appropriate action to enforce the terms of the tenancy agreement as required.
- Deliver a neighbourhood management and anti-social behaviour policy that focusses on tackling high risk issues through prompt action and effective case management. Balance this with a clear expectation that LGAH and its providers will not become involved in neighbour disputes and will expect households to work together to resolve their issues.
- Operate an effective policy for the management of tenancy changes, including succession, assignment and moving between joint and sole tenancies.

- Operate a no pets policy in apartments across LGAH homes and ensure customers are notified of this during onboarding.
- Operate a no alterations policy across LGAH homes preventing customers from making any structural changes to the home and ensure customers are notified of this during onboarding.

### Tenancy Management

Key Performance Indicator	KPI Reporting Frequency	Baseline	Operational Indicators (for monitoring only, no targets attributed)
No of tenancy changes resolved/raised	Monthly	95% of cases reported to be reported as resolved by the customer.	Average response time to requests for tenancy changes.
			Current WIP case load of tenancy breaches under investigation.

## 5.10 Service Specification for Income Management

### Purpose and Objectives

The purpose of the Income Management service is to ensure that LGAH:

- Ensuring efficient and effective income management which maximises the income due and collectable from rent, service and other charges.

The key objectives of the Income Management service are to:

- Provide a customer focussed Income Management service to LGAH's tenants.
- Respond to and deal effectively with residents' income related enquiries and issues in a prompt and timely manner.
- Ensure that all tenants and residents are treated fairly, and that due regard is given to best practice when dealing with Income Management related enquiries and processes.
- Work positively to sustain tenancies whilst maximising the income collection of rent and other housing related debts to meet key business and service targets.

### Processes and Activities

- Providers will work in accordance with LGAH's rent policy.
- Rents will be set in agreement with LGAH by the Provider and the Provider will notify customers of changes in their rent levels.
- Providers will ensure all households entering an LGAH tenancy are able to and are signed up to pay their rents via Direct Debit or are supported to make such arrangements.
- Ideally enable customers to access their rent accounts digitally and understand their rent balance alongside making any ad hoc payment manually through an industry standard payment engine.
- Employ suitably qualified advisors to support the management of rent arrears and in particular the processes surrounding attendance at court as part of possession proceedings.
- Ensure a suitably robust pre-court protocol process is in place and that the necessary escalation for approval processes is managed effectively.
- Put in place realistic repayment plans with customers experiencing arrears and manage them closely through the effective use of resources, systems and insights.
- Engage appropriate advisory services either directly or through signposting to assist households experiencing debt with how to manage their issues and sustain their tenancy.
- Operate a bad debts policy in agreement with LGAH and subject to periodic review.
- Manage former tenant arrears and the write off of uncollected debt in a responsible manner using reputable agencies to support such efforts.
- Ensure that appropriate services are in place or signposted to for households facing eviction regarding their housing options.

### **Service Charge Management**

- Providers will work in accordance with LGAH's Service Charge policy.
- Service charges will be managed in accordance with the relevant lease or tenancy agreement for each customer.
- Where a variable service charge regime is in operation, providers will prepare and issue estimates and actual statements in accordance with the terms of the agreements in place.
- Providers will engage with the design and delivery of new schemes to ensure that service charge levels are forecast accurately and site design is understood in considering service delivery and service charges.
- Ensure the necessary professional advice is available in order to manage service charge queries, disputes and challenges.

### **Heating, Water and other Charges**

Where LGAH has outright ownership of onsite heating and power production it will seek to contract with a third party to manage the assets, bill customers and collect charges. Where LGAH is a lessee in a building and has no ownership of the combined heat and power production we will seek to ensure the building owner is working with suitably qualified third parties to oversee this. However, we do require Providers to hold the following experience where it is required.

- Providers to be competent in the management of charges for communal water, heating and other related charges.
- Demonstrate a thorough understanding of the relevant liabilities resulting from part ownership of capital involved in the supply of water, heat and other communal utilities and the delivery of these to households.
- Employ suitable expertise to ensure the cost allocation of such services is accurate and effective.
- Engage with utility providers and bulk procurement bodies to ensure that the best possible price is delivered for customers where control over such matters exists.

### **Parking income and management**

- Providers to operate appropriate local parking policies and to set rents taking account of local market pricing and the mix of tenures and assumed incomes of customers living in the locality.
- To issue agreements and collect income in accordance with those agreements including termination for non-payment and then advertising and letting spaces as required.

## Rent collection

Key Performance Indicator	KPI Reporting Frequency	Baseline	Operational Indicators (for monitoring only, no targets attributed)
% of rent collected (defined as total annual rent roll + all current tenant arrears)	Monthly	98% *Providers will share 50/50 benefit of upside with collection with LGAH.	% & (£) value of current tenant arrears by tenure
			% & (£) value of former tenant arrears by tenure
			Bad debts value and write offs
			Age of debt profile
			No of evictions and value of debt owed by evicted households.
			% of households paying by direct debit

## Service charge collection and management

Key Performance Indicator	KPI Reporting Frequency	Baseline	Operational Indicators (for monitoring only, no targets attributed)
% of service charge collected as a % of service charges charged.	Monthly	97%	% & (£) value of current tenant/leasehold service charge arrears by tenure
			Bad debts value and write offs
			Age of debt profile
Overall scale of variance in service charge actualisation	Annually	5% (+/-)	A bracketed analysis of actualisation variation. E.g. X no of units had variances of 0-2.5% or 2.51-5% or 5.1-10% etc.



	Sum of unrecoverable and unchangeable service charge elements.
	No of challenges successful/unsuccessful.

#### Parking income collection

Key Performance Indicator	KPI Reporting Frequency	Baseline	Operational Indicator
% of rent collected	Monthly	97%	% & (£) value of current tenant arrears by tenure
% of spaces occupied	Monthly	95%	No of voids and length of time unoccupied
			Bad debts value and write offs

## 5.11 Service Specification for Lettings

### Purpose and Objectives

The purpose of the Lettings service is to ensure that LGAH allocates a range of quality affordable homes that will assist in the delivery of its housing strategies.

The key objectives of the Lettings service are to:

- Encourage and promote social inclusion whilst creating sustainable communities
- Ensure that access to housing is on a fair and equitable basis while ensuring that allocations optimise the best use of LGAH's assets
- Ensure that LGAH provides homes to customers at a level they can afford and prevent hardship.
- Let properties in accordance with legal and regulatory requirements and with the intention of incurring minimal rent loss.

### Processes and Activities

- Providers will deliver the service in accordance with LGAH's lettings policy.
- Providers will fulfil LGAH's Onboarding policy and will work with LGAH to develop the policy further during the lifetime of the contract.
- Providers will ensure they undertake familiarisation visits to new developments ahead of on boarding residents through the viewings, interview and lettings processes.
- Providers will work within the boundaries of nomination agreements formed between LGAH and local councils.
- Undertaking all elements of the customer sourcing processes, including discussions with LA Rehousing teams on individual premises, adverts and applicants will be the responsibility of the providers. This will also include undertaking all activities to advertise and then shortlist households.
- Providers will work with LGAH's Head of Nominations to regularly review the performance of LA's under nomination agreement procedures and to assist LGAH in managing its strategic relationship with LA's.
- Undertake affordability assessments as part of the process of on boarding alongside tenancy fraud and consumer credit checks.
- All properties will be inventory checked as part of the process of on boarding with items gifted to customers where possible and agreement on appropriate levels of wear and tear to the property during the first year of the tenancy/lease.
- All households details are to be recorded in their customer file and in such records as LGAH requires Providers to hold in order to provide emergency access to customer records.
- Wherever possible Providers are to ensure that all new customers are able to commence tenancies on any day of the week.

- Offer customers appointments outside of working hours as required.

#### Letting and Voids management Indicators

Key Performance Indicator	KPI Reporting Frequency	Baseline	Operational Indicators (for monitoring only, no targets attributed)
% Void loss	Monthly	0.7%	Voids work in progress and time void.
			Average turnaround time.
			Customer satisfaction with property at letting.

## 5.12 Service Specification for Estate Services

### Purpose and Objectives

The purpose of the Estate Service is to ensure that LGAH:

- Maintain and manage all communal estate areas for which LGAH is responsible, including lighting, grounds maintenance and cleaning of Common Parts
- Where required by LGAH organise and maintain a Caretaking service and be responsible for the bins and to facilitate refuse collection
- Organise and maintain the non-statutory services on the site as required – surface water, rain water pipes and foul drainage; low level lighting, ducts and service runs for cabling. This list is not exhaustive and the full schedule of non-statutory services will be agreed with between Providers and LGAH at property handover.
- Effectively manage the relationships with site owners and their agents where LGAH is only responsible for part of an estate and does not have overall control to ensure that all factors in this schedule are equally well managed by agents and the freeholders/head lessor.

The key objectives of the Estate Service are to:

- Keep the estate clean and safe so that it is a place where residents enjoy living
- Ensure that residents enjoy a safe, peaceful, clean and tidy environment
- Undertake regular inspections with residents and partners to ensure high standards are maintained and that general health and safety issues are identified and dealt with
- Carry out external repairs and painting of communal areas on a regular cycle and when required.

Definition of Common Parts - any lobby, corridor or staircase, shared by more than one property, which is used as a means of access to or egress from the block by residents.

### Processes and Activities

- The Provider will present to LGAH a thorough and complete Estate Services plan during the period prior to the Provider taking responsibility for such services.
- The Provider, in its name, will be responsible for putting in place the necessary tendered contracts to maintain the Estate after Practical Completion or the expiry of the Defects Liability Period, as appropriate.
- Providers will contract, in their own name, as required with third parties to ensure all soft and hard surface services are provided.
- All services that are service chargeable will be market tested by the provider periodically during the contract either voluntarily by the provider or at the request LGAH.
- Where LGAH is not the contracting party the Provider will be responsible for all liaison with managing agents and their contractors as appointed by the estate owner and/or an estate management company.

- Schedules of cleaning and grounds maintenance will be available and up to date for customers to view without the need to demand them.
- Contractors will, as a matter of course, provide before and after evidence of their visits and this will be shared with Customers electronically where they wish to opt in to the service.
- Provide a good neighbour agreement for each neighbourhood which draws through all requirements of the lease in terms of maintaining the public realm, civic space and the maintenance of buildings to ensure that all residents of all tenures are aware of the expectations to maintain certain conditions in their use and occupation of the neighbourhood. LGAH retains the right to approve such documents in all cases.
- Ensure that capabilities exist to inspect and maintain statutory compliance of components [to include lifts, door entry, stair-lifts, fire alarm testing, lighting conductors, smoke vents this list is not exhaustive and each list will be agreed between LGAH and the Provider during each property handover] as these and other such components are installed into the asset base.
- Operate a system for at least six monthly collection data from the metered supply of utilities.
- As required, Providers will act as the lead agent for LGAH on estate management committees in which LGAH has a stake.
- Operate as necessary, all plant, machinery and building equipment contained within the demise of LGAH buildings in order to ensure the building operates as intended during its construction.
- Where necessary, undertake proactive schedules of work, such as gutter clearances, with the agreement of LGAH in order to prevent reactive works resulting from a lack of maintenance of the communal estate.
- The Provider will ensure that all guarantees, warranties and indemnities are managed and maintained through the manner in which the communal is managed.

### Estate Services

Key Performance Indicator	KPI Reporting Frequency	Baseline	Operational Indicators (for monitoring only, no targets attributed)
% of estates inspected on target	Monthly	100%	No of actions arising by category.
			% of overdue actions.
% of grounds maintenance visits completed on target	Quarterly	95%	No and type of contractor defaults in service delivery

<b>% of block cleaning visits completed on target</b>	Quarterly	<b>95%</b>	No and type of contractor defaults in service delivery
<b>% of ASB cases investigated and responded to on target.</b>	Monthly	<b>100%</b>	% of complaints received regarding neighbourhood safety
			No and type of high risk ASB issues reported.

### 5.13 Service Specification for Responsive Repairs

#### Purpose and Objectives

The purpose of the Responsive Repairs service is to ensure that the Provider:

- Will provide a high quality, cost effective repairs service
- Be responsible for recording, implementing and monitoring repairs undertaken to the housing stock
- Completes checks to monitor the quality of contractors work and performance
- Ensures value for money.

The key objectives of the Responsive Repair Service are to:

- Ensure that the properties are properly maintained
- To make clear what repairs are tenants' responsibilities along with those of the landlord (as set out in the tenancy agreement)
- To comply with all relevant legislation, regulatory guidance, codes of practice and to learn from examples of good practice

Explanatory note: The homes that are covered by this service specification are covered by a 12-month Defects Liability Period. L&G will have the contractual arrangement with the new build contractor. The Provider will act in the best interests of LGAH in dealing with day to day issues arising from the new build construction in terms of call handling (repairs reporting). A process for passing day to day repair items to the New Build Contractor for rectification will be established prior to properties on each development reaching practical completion. Copies of all such requests will be sent to LGAH.

#### Processes and Activities

- The Provider will offer either directly or through third parties a full responsive repairs service covering all liabilities that are the responsibility of LGAH.
- Offer a 24 hour emergency repairs service covering all repairs that present either;
  - i. A health and safety risk to customers.
  - ii. Are causing damage to the building or surrounding environment.
- Offer optimised appointment slots such as first and last appointments of the day and the ability to ensure school runs are avoided for households with school age children.
- Offer all customers a convenient range of appointment times from which they can choose the most appropriate time for them.
- Operate a notification and tracking system to allow customers to receive or access updates on the progress of the status of their repair and/or scheduled appointment time/date.
- Provide the opportunity for customers to attach photos and videos to their request to raise a repair order.

- Where possible provide customers with the ability to view the current status of repair in their home and their neighbourhood.
- The provider will present the best value method of delivering a responsive repairs service to LGAH properties from the range of relationships they hold.
- Where variations of works are required, the provider will assure themselves such variations are accurate. Where variations are found by LGAH to be unrequired, the party who raised the variation alongside the provider who approved it will be jointly responsible for the cost.
- The provider will endeavour to deliver a right first time service and will actively seek to minimise the need to undertake responsive repairs in properties through proactive activities such as, but not limited to, proactive investment during void periods and pro-active property inspection during other scheduled visits.
- Providers will have appropriate mechanisms in place to ensure that repair operatives are suitably trained and qualified and where applicable accredited with the relevant industry bodies, for example Gas Safe Register and NICEIC.
- Providers will manage and monitor any rechargeable repairs identifying costs, carrying out repair work and recovering the cost of such works from the Tenant, Leaseholder or third party. Providers will collect and retain any income received from rechargeable repairs.
- Providers will manage the right to improve and any Tenant alteration requests including the provision of advice, maintaining records and assessing and approving requests, managing Tenant compensation and any unauthorised improvements including recharges.

### Responsive Repairs

Key Performance Indicator	KPI Reporting Frequency	Baseline	Operational Indicators (for monitoring only, no targets attributed)
Average repair completion timescale exc emergency repairs	Monthly	12 days	No of repairs received
% of emergency repairs completed in target	Monthly	98%	No of repairs issued ordered by length of time open.
			Work in progress – number of current open repairs
			Productivity of work force (JPPPD)
			Cancellations
			First time fix
			Appointments kept



## 5.14 Service Specification for Void Works

*(Please note performance indicators are as set out for lettings schedule)*

### Purpose and Objectives

The purpose of the Void service is to ensure that all LGAH properties are available for letting as soon as possible following the end of the previous tenancy and to a standard which ensures the customer can immediately live in the property comfortably.

The key objective of the Void service is to minimise rent loss by;

- Providing properties in a suitable condition for people to feel comfortable in.
- Achieving a finish to the property that is commensurate with the L&G brand which LGAH has set out in broad terms below and will stipulate and request pricing for from the Provider on each void property.
- Ensuring that the health and safety of customers is safeguarded by the work completed.
- Offering a property that, if well cared for, should require minimal further investment over the next few years whilst meeting the customers needs.

Definitions - a 'void' property can be defined as a property, which does not have a legitimate tenant or is occupied by squatters/unauthorised occupants. A property may become void for the following reasons:

- It is a new or improved property awaiting a new tenant that has been handed over
- A previous tenant has given notice and vacated the property
- If a property is suspected as having being abandoned and a 28 day notice has been served and expired
- Property has been badly damaged by fire and the extent of repair work requires the tenant to be decanted in order for the repairs to be undertaken
- The death of a tenant
- LGAH or the provider has received a court order for possession of the property

An acceptable standard of void works comprises normal standards of health and safety work and in addition:

- Redecoration of all rooms (where necessary)
- New carpet flooring to all living areas and hallways/landings spaces
- New vinyl sheet flooring to kitchen and bathrooms
- Energy efficiency measures (where this is possible)
- Higher level of cleaning (for example, specialist deep clean)

- Replacement of kitchen units and bathroom fittings (where scheduled for replacement within five years).

### **Processes and Activities**

- Providers will deliver either directly or through third parties to the standard set out in LGAH's Liveable standard guidance.
- Either directly or through third parties, all properties, where access is legally possible, will be attempted to be inspected prior to the tenancy termination date.
- All properties will be assessed against the inventory last taken of the property.
- All existing customers will be given a schedule of rechargeable works which they can seek to mitigate, should they engage with pre-void visits, through undertaking works or clearance themselves.
- All properties will have a full schedule of works drawn up and the works undertaken will reflect the schedule.
- Where variations of works are required, the provider will assure themselves such variations are accurate. Where variations are found by LGAH to be unrequired, the party who raised the variation alongside the provider who approved it will be jointly responsible for the cost.
- Ensure all H&S matters are effectively managed both during the works to the property and in making the property ready for the customer.
- Provide a record for the incoming customer of the services to the property and provide all relevant information and user demonstrations on how to use the property to gain the most from it.
- Ensure appropriate procedures for the removal and storage of goods are in place and conform to the relevant legislation.
- Manage security and access to the property whilst void appropriately to ensure the property is at all times managed in such a way to comply with the terms of the buildings insurance policy.

## 5.15 Landlord Health and Safety

### Purpose and Objectives

The purpose of this service is to maintain the safety of customers, the functioning of buildings and the brand of LGAH in all such matters with the highest regard for safety.

Objectives for this area include

- To maintain the safety of customers, the integrity of buildings and offer a safe working environment for staff across LGAH's portfolio of property.
- To build trust amongst customers in the timeliness, accuracy and quality of work undertaken to protect them and their households.
- To act responsively and responsibly in all matters of H&S that LGAH customers raise.
- To ensure LGAH is and remains fully compliant with all relevant Health and Safety legislation relating to the management of buildings for residential and, where applicable, other uses.

### Processes and Activities

- We expect all Providers to have an excellent track record of both managing the inspection of health and safety matters, but also taking clear affirmative action based upon the recommendations contained within assessments in a swift and effective timescale.
- Providers will need to demonstrate expertise in handling data and process management in their responses across this service area whilst also highlighting strong customer care and careful management of vulnerable households.
- We are also intent on providing customers with useful information to help guide them on what to expect regarding the provision of health and safety services and then to demonstrate those activities have been delivered to the correct standard.
- We are very interested in how Providers can help LGAH to understand opportunities around technology in the built environment which helps to manage health and safety more effectively for landlords and conveniently for customers.
- Providers will, either through themselves or third parties, undertake the full range of landlord health and safety checks required at each LGAH property as agreed with LGAH at the point the property hands over to the provider.
- Generate as required appropriate health and safety assessment policies for buildings prior to their handover. This should include, but not limited to, fire safety, fire equipment, electrical, water hygiene and gas servicing. Any building specific H&S policies will be required to be signed off in full by LGAH.
- Ensure full and up to date records are maintained of all inspections and resultant required actions and are always available for LGAH inspection within 24 hours of request.
- Operate a system of scheduling for all inspections and visits as part of delivering an effective landlord health and safety service.

- Deliver sector best practice regarding timescales for completion of remedial actions resulting from inspections and assessments and ensure that the timescales deployed are applied with consistent levels of urgency in each area of health and safety to provide a degree of uniformity over priority.
- Operate effective methods for gaining access to premises such that all reasonable action to undertake inspections can be demonstrated where any certification has lapsed.
- Provide to customers simple and meaningful information on the need for, frequency and results of health and safety inspections. LGAH retains right of approval of all such material.
- Undertake quality assessment activity independent of LGAH's own QA processes to ensure regular demonstration of independent certification of compliance with legislation and regulation. LGAH will require Providers to share all such findings with LGAH.
- Providers will notify LGAH of any issues which occur in relation to the performance of landlord health and safety services across the Providers portfolio and that result in the provider being at risk of being found to be in breach of health and safety legislation or the Regulatory Standards within the Registered provider sector as applied at any time during the course of this contract.
- Operate an effective mechanism for recording information on customers and properties that will be required in an emergency. Liaise with all appropriate emergency services to ensure they are familiar with the approach adopted. LGAH will require access to any such records as necessary during the course of the contract.
- Establish and maintain excellent working links with the fire brigade, local authority environmental health department, the local authority emergency response team and other local partners alongside ensuring registration and active engagement with regulatory bodies such as the Health and Safety Executive and the Gas Safe Register.
- Providers will have processes in place to deal with H&S matters reported by residents within timescales appropriate to the level of risk incurred. This may require urgent responses to H&S incidents at any time.

#### Landlord Compliance

Key Performance Indicator	KPI Reporting Frequency	Baseline	Operational Indicators (for monitoring only, no targets attributed)
% of properties with valid LGSR or in legal process	Monthly	100%	No of properties in legal process.
			No of properties that fell overdue and were serviced in month.

			No of properties capped with/without visual inspection
			Certificates due to expire forward plan.
% & No. of FRA's complete and in target		100%	% of uncontrolled overdue fire risk recommendations
			Forward plan on FRA programme
			% of uncontrolled to controlled risks.
% of in date Electrical Inspection Certificates		100%	No of remedial recommendations and % in target for completion.
% & No. of Water hygiene surveys complete and in target		100%	No of remedial actions and % of overdue actions.

It is presumed that we will not need to undertake any asbestos management work and we will add to the core compliance list for components including lifts, door entry, stairlifts, fire alarm testing as these components are installed into the asset base.

### Health and Safety

Key Performance Indicator	KPI Reporting Frequency	Baseline	Operational Indicator
No of reportable incidents and near misses	Monthly	Target to be agreed	Compliance with mandatory training logs

## 5.16 Leasehold Management

### Purpose and Objectives

To deliver an effective leasehold management service to LGAH customers which fulfils the four key value drivers on which LGAH's business model is founded.

The objectives to be delivered in the area include;

- Ensure that LGAH leaseholders have high levels of trust in LGAH and its partners as a result of efficiency in resolving service requests, accuracy in the production of service charges and demonstrable value for money in the provision of services and works.
- LGAH is committed to delivering a service that receives positive feedback from shared ownership leaseholders across its portfolio. We believe this is an important tenure for our customers and that the services provided should be responsive to their expectations and deliver an appropriate service.
- We understand that leaseholders typically report lower satisfaction than rented tenants and the areas of greatest concern are generally the accuracy of service charges, the value of works and staff doing as they promised to do. We expect to see Providers working with LGAH to ensure these three issues are central to the delivery of leaseholder services.
- Protect LGAH's reputation through the robust management of leaseholder disputes or claims, ensuring that customers are treated fairly and that any claims are dealt with effectively and at minimal cost to LGAH.

### Processes and Activities

- Providers will have sufficient capabilities internally to effectively manage the requirements placed upon LGAH.
- Operate effective processes for the management and charging of works and services under S20 of the Commonhold and Leasehold reform act 2002.
- Deliver a service which can confidently handle general leasehold enquiries swiftly and simply with effective methods for customers to gain a swift resolution to their enquiry.
- Manage on LGAH's behalf processes of staircasing and resale of shared ownership property.
- Fulfilling LGAH's repair and maintenance obligations under the terms of the lease.
- Recovering management and maintenance expenditure in accordance with the terms of the lease.
- Maintaining sinking funds held on trust for Shared Owners as agent for LGAH.
- Collecting rent and service charge from the lessee.
- Enforcing the obligations under the lease on the lessee.
- Where required by LGAH to undertake marketing and progressing of re-sales in accordance with the the Providers policies including liaising as necessary with any lender to the Shared

Owner and managing the distribution of any proceeds of sale in accordance with the provisions of the lease.

- Where the relevant Property is owned by LGAH on a leasehold basis, making onward payments of ground rent and service charge (as applicable) LGAH's landlord in respect of the relevant property.

#### **Leasehold Management**

<b>Key Performance Indicator</b>	<b>KPI Reporting Frequency</b>	<b>Baseline</b>	<b>Operational Indicator</b>
<b>No of tenancy changes resolved/raised</b>	Monthly	95% of cases reported to be reported as resolved by the customer.	Average response time to requests for tenancy changes.
			Current WIP case load of tenancy breaches under investigation.

## 5.17 Asset Management

### Background

This section sets out the specification for the delivery of activities to support LGAH in maintaining control of its asset base.

LGAH's portfolio will comprise entirely of new build schemes and it is not anticipated that we will require a planned investment programme of works to occur across the assets in the period of this agreement. Where failures occur within the agreement term these will be responded to outside of a planned programme of work as referenced in the Agreement and referred to as Unplanned Works or uninsured losses.

The Warranties, Bonds and Novations relating to properties will be transferred to LGAH from the Developer of properties in its portfolio. LGAH will expect Providers to attend familiarisation sessions around new build schemes and to ready themselves to ensure they can manage LGAH's assets successfully and making use of and maintaining the integrity of any such documentation.

The Provider is responsible for all cyclical works associated with the properties as set out between LGAH and the Provider at the time of a property handing over. In addition, the Provider will be responsible for arranging and tendering, with LGAH's agreement, any cyclical works contracts that are needed after practical completion and after the 12 months DLP has expired

We anticipate that Providers will work closely with the developer of new properties and LGAH during the period prior to practical completion to ensure that all the necessary maintenance contracts are put in place to maintain the equipment.

during the period prior to practical completion of the new properties the Provider will develop with LGAH, the Developer and in line with the Planning Permission a Fire Policy and Procedure for the accommodation. This is dealt with in more detail under Landlord Health and Safety and requires LGAH to agree any such policy for each building.

### Purpose and Objectives

The purpose of the Planned Maintenance service is to ensure that Providers have where required a planned programme of inspections and maintenance that are delivered effectively to ensure that common parts of LGAH's buildings are properly maintained and at no time falls below the standard to be expected of good quality rented accommodation.

### Processes and Activities

- The provider will be required to ensure that LGAH has records of and access to all data in relation to the management of its asset base. This will include, but not limited to;
  - i. all statutory certificates of compliance of building management.
  - ii. records of all property inspections and any relevant reports and photos including quality inspections of contractor's work.
  - iii. Data in relation to the replacement of component elements of assets such that a complete asset management record of the building is maintained.
  - iv. All guarantees and warranties received following work undertaken.



- Engage with the development lifecycle of a new scheme such that the Providers staff are ready and able to manage the asset base effectively covering all servicing, maintenance and building management issues.
- Put in place and manage all cyclical contracts relating to the maintenance of assets in the portfolio.

## 6. QUESTIONNAIRES

This section of the document is divided into four sections. All questions are provided in this section for ease of reference, however responses must be provided within the response templates through the online questionnaires and the Quality Questionnaire response template (Appendix B).

- i. Geographic Areas – Bidders must indicate which areas they wish to bid for by completing and uploading Appendix A, attached to the Delta portal.
- ii. General information and Minimum Standards – This section is contained in the online questionnaire within the Delta Portal. Bidders must complete all sections in full. Bidders must pass all of the thresholds in this section for their application to be considered further. We would strongly advise interested parties who are unable to complete this section or in completing it will disclose issues which you would reasonably expect will result in a fail being awarded to your application that you do not to apply or at the very least to contact LGAH and discuss the issue.
- iii. Quality Factors are areas which LGAH feels are crucial characteristics of the organisations it chooses to work with. The questions in this section are scored and largely ask bidders to provide existing documentation from within their business on those service areas. The response template (appendix B) is attached to the online questionnaire within the Delta Portal.
- iv. Service and Performance Schedule questions are scored and require bidders to provide details of their service standards and describe how they address particular areas of interest for LGAH in local service delivery. The response template (appendix B) is attached to the online questionnaire within the Delta Portal.

**Please use the questionnaires within the Delta Portal and Appendix B to respond, providing your responses in Microsoft word and sticking firmly to the page count that is advised against each question. Any material or information submitted that exceeds the page limit will not be taken into consideration when scoring bidder's responses.**

### 6.1 Geographic Areas

#### **Respond by completing Appendix A (attached to the Delta online questionnaire)**

Bidders must indicate the geographic areas you wish to bid for. Complete the appropriate column to indicate whether this is an area of current operation for your organisation, or a proposed expansion of your area of operation.

If you are proposing to manage LGAH properties in geographic areas where you do not currently manage stock yourselves, please provide a short explanation of how this will be achieved (max 300 words). A space is provided in column I of appendix A for you to provide this information.

Upload the completed document to the Delta portal.

If LGAH considers it impractical for bidders to manage stock in certain regions, bids will not be considered for that area. Bids will still be considered for areas where bidders already have stock in management.

## 6.2 General Information and Minimum Standards

### General Information

#### **Respond to the on-line questionnaire within the Delta Portal**

This section contains questions that are for information purposes (indicated I). Please complete all questions by providing the requested information.

ID	Question	Criteria																														
6.2.1	Please confirm the legal entity name, registration number and registered address for the company who Legal & General would enter into a contract with.	I																														
6.2.2	Please confirm the name of the person who will be leading the bid for your organisation along with their contact telephone number and email address. This must be a senior person within your organisation who is authorised to submit and make decisions regarding the bid.	I																														
6.2.3	Is your company a subsidiary of a parent company? If yes, please provide the name and company registration number of the parent.	I																														
6.2.4	What is the size of your organisation in terms of FTEs and housing stock owned or under management?	I																														
6.2.5	Do you currently outsource any of the key services required under this contract? If yes, please complete the table attached.	I																														
6.2.6	<table border="1"> <thead> <tr> <th><u>Service</u></th><th><u>% Outsourced</u></th><th><u>Name of Main Contractor</u></th></tr> </thead> <tbody> <tr> <td>Customer Contact Centre</td><td></td><td></td></tr> <tr> <td>Responsive Repairs</td><td></td><td></td></tr> <tr> <td>Void Repairs</td><td></td><td></td></tr> <tr> <td>Estate &amp; Communal Parts Cleaning</td><td></td><td></td></tr> <tr> <td>Grounds Maintenance</td><td></td><td></td></tr> <tr> <td>Gas Servicing</td><td></td><td></td></tr> <tr> <td>Other Landlord Health and Safety</td><td></td><td></td></tr> <tr> <td>Rent Collection</td><td></td><td></td></tr> <tr> <td>ASB and Tenancy Management</td><td></td><td></td></tr> </tbody> </table>	<u>Service</u>	<u>% Outsourced</u>	<u>Name of Main Contractor</u>	Customer Contact Centre			Responsive Repairs			Void Repairs			Estate & Communal Parts Cleaning			Grounds Maintenance			Gas Servicing			Other Landlord Health and Safety			Rent Collection			ASB and Tenancy Management			
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### Minimum Standards

#### **Respond to the on-line questionnaire within the Delta Portal**

This section contains questions that are pass / fail thresholds (indicated T). Each pass / fail question also indicates the standard or level of performance required for bidders to pass. This series of questions provide a baseline understanding of your business and the organisations you may wish to use in delivering services to LGAH properties and customers.

Additional questionnaires covering business continuity, corporate social responsibility, environmental factors and health and safety are also included within the Delta Portal.

ID	Question	Criteria	Marking Scheme
6.2.7	Please confirm you hold Public Liability Insurance to a value of £5m and Employers Liability Insurance to a value of £10m for each and every claim. Insurance certificates will be required at stage 2.	T	Organisations must hold the required level of insurance to pass
6.2.8	Please provide your financial turnover and operating profit / surplus for the last three years for the organisational unit that would provide the services and its group parents, and confirm the percentage of your annual turnover LGAH business would represent based on a value of £2.5m.	T	Organisations must provide their financial information and LGAH potential business must represent less than 30% of annual turnover based on 250 units in management to pass
6.2.9	Please confirm you can provide full company accounts for the last three years for the organisation unit that would provide the services and its group parents. Accounts will be required at stage 2.	T	Organisations must be able to provide a full set of company accounts to pass
6.2.10	a) If your organisation is governed by the Regulator for Social Housing, what is your organisation's current regulatory rating?  b) Has your rating changed in the past three years? If yes, please provide information on the rating previously awarded and the reasons for the change in rating.	T  I	Current rating must not be below G2/V2
6.2.11	If your organisation is not regulated by the Regulator for Social Housing, please provide details of which regulatory body your business operates under.  Please confirm your organisation compliance with the regulatory code it operates.	I  T	The organisation must meet all regulatory requirements of its regulatory body.
6.2.12	Please confirm that you will fully comply with all elements of the Regulatory standards in undertaking the role of acting on behalf of LGAH in its management duties.	T	The organisation must be capable of meeting all regulatory standards required by the

ID	Question	Criteria	Marking Scheme
			Regulator for Social Housing
6.2.13	Have you experienced an adverse finding from a regulatory interaction in the last 3 years? If yes, please provide brief details (max 200 words).	T	An adverse finding <i>may</i> result in a bid being ruled out. A decision will be taken on a case-by-case basis.
6.2.14	Can the Executive of your business confirm that, to their knowledge, there are no outstanding unreported regulatory issues currently in existence in the organisation? For clarification this means issues that would render the organisation non-compliant with any of the regulatory standards.	T	The organisation must be able to provide confirmation.
6.2.15	How many negative outcomes has your business had held against it in defending litigation over the past five years. Please provide brief details of any negative judgements.	T	Where an organisation has had multiple negative judgements, this may be classified as a fail. LGAH will review on a case by case basis and make a judgement based on the number and severity of judgements.
6.2.16	Please confirm that your Anti Bribery and Corruption Policy (ABC Policy) is at least equivalent to Legal & General's ABC Policy, link as follows: <a href="http://csr.legalandgeneralgroup.com/csr/servicepages/downloads/files/new-anti-bribery-and-corruption-policy.pdf">http://csr.legalandgeneralgroup.com/csr/servicepages/downloads/files/new-anti-bribery-and-corruption-policy.pdf</a>	T	The organisation must have an anti-bribery policy that is at least equivalent to LGAH policy

### 6.3 Quality Factors

**Respond within the Appendix B response template attached to the Delta Portal and upload supporting evidence**

This section of the questionnaire contains questions that are scored. The score and weighting are indicated next to each question and the evidence LGAH is seeking to support your answer is detailed within each question.

ID	Question	Score	Weighting
6.3.1	Please provide a statement from the Executive team (no longer than 1000 words) describing how the four quality factors LGAH has identified shape activity in the context of your business and explain the culture of your business and how it fits with LGAH's values as expressed in this tender. How easily do you feel your business will respond to these four themes and why?	5 marks	3%

This section refers to the four Quality Factors which LGAH believe will sit at the heart of a successful relationship with Providers. The sections have been designed to encourage you to share existing information in your business rather than to draft content purely for the purpose of bidding.

As a result, documentation provided that was produced for another audience, such as your Board or Executive will be viewed more favourably than content written purely for the purposes of this tender. Please do provide cover sheets for documents that help us to understand when the document was produced and for which audience. That said, if you have good evidence to provide and no report that accurately covers it please, in no more than half a page of A4 text and an additional half a page of A4 in images, set out the information you hold as part of your supporting evidence.

Finally, please note that organisations who are able to provide the story of their organisation in a more concise set of documents will score more highly. We are interested in demonstrable evidence that these quality factors are important to your business. The quality of thinking, delivery and results rather than the quantity of content will be the determinant of who scores highest.

For each of the four quality factors (questions 6.3.2 to 6.3.5), please provide a statement of no more than 300 words and no more than 30 pages of supporting evidence which may be excerpts of reports highlighting relevant information.

**A focus on the customer at the heart of the business** – understanding of who the customer is, the value they get from our business and what needs to be done to keep delivering what matters.

ID	Question	Score	Weighting
6.3.2	<p>Please provide a statement explaining the approach your business takes to this theme. In particular your submission will be marked according to three factors that will be largely assessed through the quality of the supporting documentation as evidence of the approach you describe in answering this question.</p> <p>The three factors are:</p> <ul style="list-style-type: none"> <li>a) Your businesses understanding of the factor and the evidence of it being discussed in your business.</li> <li>b) The efforts your business has made to address the issues it has identified in this factor.</li> <li>c) The success your business has had in improving its own operation and the outcome for customers, staff and stakeholders.</li> </ul> <p>Please provide evidence in the form of reports, publications and management information that demonstrate what you have said about your business in your answers. Ensure each document is clearly labelled with the question to which it refers.</p> <p>In this area we are most interested in evidence of</p>	<p>5 marks</p> <p>5 marks</p> <p>5 marks</p>	<p>6%</p> <p>6%</p> <p>6%</p>

	<p>a) discussion about customer experience at Board and Executive level.</p> <p>b) The ways in which your business has integrated customer experience into performance management and organisational design.</p> <p>c) How your business understands the customer and designs from their perspective, including insight tools and customer journey mapping.</p>		
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**A collective effort to deliver the fundamentals successfully** – happy customers come from places where the essential reason your business exists work and continue to over time.

ID	Question	Score	Weighting
6.3.3	<p>Please provide a statement explaining the approach your business takes to this theme. In particular your submission will be marked according to three factors that will be largely assessed through the quality of the supporting documentation as evidence of the approach you describe in answering this question.</p> <p>The three factors are:</p> <p>a) Your businesses understanding of the factor and the evidence of it being discussed in your business.</p> <p>b) The efforts your business has made to address the issues it has identified in this factor.</p> <p>c) The success your business has had in improving its own operation and the outcome for customers, staff and stakeholders.</p> <p>Please provide evidence in the form of reports, publications and management information that demonstrate what you have said about your business. Ensure each document is clearly labelled with the question to which it refers.</p> <p>In this area we are most interested in evidence of</p> <p>a) The approach your business takes to continuous improvement and evidence of where it is discussed and critiqued.</p> <p>b) Evidence of operational measurement that is focussed on driving improvement and eliminating failure from service delivery and customer experience.</p> <p>c) The track record of your business in delivering meaningful improvement and it being sustained over time.</p>	<p>5 marks</p> <p>5 marks</p> <p>5 marks</p>	<p>6%</p> <p>6%</p> <p>6%</p>

**Engaging of employees and stakeholders** – LGAH is a purpose driven business that wants to employ people and work with other businesses who are motivated by our mission and will invest their time, skill and energy to create the homes so desperately needed by many people in England today.

ID	Question	Score	Weighting
6.3.4	<p>Please provide a statement explaining the approach your business takes to this theme. In particular your submission will be marked according to three factors that will be largely assessed through the quality of the supporting documentation as evidence of the approach you describe in answering this question.</p> <p>The three factors are:</p> <ul style="list-style-type: none"> <li>a) Your businesses understanding of the factor and the evidence of it being discussed in your business.</li> <li>b) The efforts your business has made to address the issues it has identified in this factor.</li> <li>c) The success your business has had in improving its own operation and the outcome for customers, staff and stakeholders.</li> </ul> <p>Please provide evidence in the form of reports, publications and management information that demonstrate what you have said about your business. Ensure each document is clearly labelled with the question to which it refers.</p> <p>In this area we are most interested in evidence of</p> <ul style="list-style-type: none"> <li>a) How you assess employee engagement and what you do to drive excellent levels of engagement amongst your colleague base.</li> <li>b) Practical evidence of the approach your business takes to identifying, negotiating and mobilising relationships with suppliers and third parties. We want real evidence not just policy statements.</li> <li>c) The track record of your business in contract managing your suppliers and evidence of what you do to ensure your supply chain is responsive to the values of your business.</li> </ul>	<p>5 marks</p> <p>5 marks</p> <p>5 marks</p>	<p>6%</p> <p>6%</p> <p>6%</p>



**Innovation** – where it solves real world problems in imaginative ways that make us smile.

ID	Question	Score	Weighting
6.3.5	<p>Please provide a statement explaining the approach your business takes to this theme. In particular your submission will be marked according to three factors that will be largely assessed through the quality of the supporting documentation as evidence of the approach you describe in answering this question.</p> <p>The three factors are:</p> <ul style="list-style-type: none"> <li>a) Your businesses understanding of the factor and the evidence of it being discussed in your business.</li> <li>b) The efforts your business has made to address the issues it has identified in this factor.</li> <li>c) The success your business has had in improving its own operation and the outcome for customers, staff and stakeholders.</li> </ul> <p>Please provide evidence in the form of reports, publications and management information that demonstrate what you have said about your business. Ensure each document is clearly labelled with the question to which it refers.</p> <p>In this area we are most interested in evidence of</p> <ul style="list-style-type: none"> <li>a) Evidence of your approach to innovation and the learning for your business from successful and failed innovation.</li> <li>b) The things you are working on today that you believe will shape your businesses future and why.</li> </ul>	<p>5 marks</p> <p>5 marks</p> <p>5 marks</p>	<p>6%</p> <p>6%</p> <p>6%</p>

#### 6.4 Service Schedule and Performance Questions

**Respond within the Appendix B response template attached to the Delta Portal and upload supporting evidence**

This section of the questionnaire contains questions that are scored. The score and weighting are indicated next to each question.

Please complete questions 6.4.1 and 6.4.2 with reference to all of the service schedules contained in Section 5, and then please provide responses on the final questions outlining your approach.

ID	Description	Score	Weighting
6.4.1	<p>a) Please confirm that you are able to provide the standard of service required in the service schedule and meet the key performance indicators.</p> <p>b) Where you are unable to provide the standard of service proposed, please indicate in which areas and why, detail the alternative arrangements you would propose and your improvement plan for bringing performance up to the required standard during the first 12 months of the contract. Max 500 words.</p> <p>Where you are able to provide the required standard of service and meet ALL of the performance indicators, please explain how you will maintain and seek to continuously improve the service through the life of the contract. Max 500 words.</p> <p>Bidders not currently able to meet the required standards will score 0-3 marks. Bidders currently able to meet or exceed the required standards will score 3-5 marks.</p>	<p>I</p> <p>5 marks</p>	18%
6.4.2	Please outline any areas where your services extend beyond those stipulated in the schedules and please attach the relevant policy that explains the service offered. Max 300 words plus 1 document.	I	Info
The next two sections are areas where Providers can assist LGAH in developing its offer to customers. As a result, LGAH is interested in what Providers are able to offer to LGAH and its customers in these services.			
6.4.3	In no more than 500 words, please provide a short description of the tenancy sustainment and social value service provision you have available to your current customer base and that you would be happy to extend to LGAH customers who you were responsible for under this agreement.	5 marks	2.5%
6.4.4	In no more than 500 words, please outline how you currently onboard new customers during the process of letting homes at both new and re-let of the property.	5 marks	2.5%
Finally, we want to understand if your operating model is mature and whether you intend to lead the delivery of customer services to LGAH customers through it or opt to deliver through a person to person model as we have described in section 2.5.			

ID	Description	Score	Weighting
6.4.5	<p>If you have a mature transactional service model please provide 500 words explaining when your current model came on line, how it is managed and share your most recent performance report for delivery of customer services.</p> <p>If alternatively, you intend to deliver the service on a person to person basis please provide 500 words explaining the fit of the L&amp;G service within your current operating model.</p>	5 marks	2%

## 7. PRICING

### FOR INFORMATION ONLY – DO NOT COMPLETE

### THIS WILL NOT BE IN THE STAGE ONE TENDER AS IT WILL FEATURE IN THE STAGE TWO TENDER

In the second phase of the procurement exercise bidders will be asked to submit their pricing per unit for provision of the services listed in the schedules. The returns document will invite bidders to provide a basket of subtotals for each service schedule. This is to help LGAH understand where the comparative elements of cost exist in the services we are asking bidders to provide. We do recognise however that not every business will organise their cost modelling in such a way that it makes providing subtotal pricing for each area possible. As a result, we are happy for bidders to merge two or more service schedules together as required whilst recognising that LGAH's preference is to understand pricing in each area.

In providing prices, please also include any exclusions of services or elements of services required as set out in the service schedules.

ID	Service Area	Price per unit (£) Social/Affordable Rent	Price per unit (£) Shared Ownership
1.	Customer services, complaint management, customer engagement and the holding and processing of customer data.		For information only.  Do not complete at this time.
2	Tenancy management including lettings services		
3	Rent and service charge setting, collection and management plus other chargeable services		
4	Estate management and anti-social behaviour		
5	Lettings Management		
6	Routine and Major repairs and void works		
7	Void Management		
8	Landlord Health and Safety		
9	Planned Investment and Asset Management		

10	Leasehold Management		
	<b>Total Price per unit</b>		

## 8. KEY DATES AND CONTACTS

### Timescales

ACTIVITY	REQUIRED DATE	RESPONSIBILITY
Legal & General Issue RFP	25 <sup>th</sup> February 2019	Legal & General
Confirmation of intention to respond to RFP	11 <sup>th</sup> March 2019	Bidder
Written clarifications requested	19 <sup>th</sup> March 2019	Bidder
Final Clarification requests answered	21 <sup>st</sup> March 2019	Legal & General
Submission of response	25 <sup>th</sup> March 2019, 5pm	Bidder

### Key Contacts

All clarifications in relation to this RFP should be directed through the Delta Portal in the first instance. However, should bidders wish to discuss any reservations regarding their ability to bid or to meet the required service standards, the enquiry should be directed to the Primary Contact.

	CONTACT	TITLE	COMPANY	EMAIL
Primary Contact	Shaun Holdcroft	Operations Director	LGAH	shaun.holdcroft@landgah.com
Secondary Contact	Jenny Swainson	Associate	Campbell Tickell	LGAH@campbelltickell.co.uk

### Proposal Checklist

REQUIREMENT	INCLUDED
Indication of geographic locations	Upload completed appendix A
Complete general information questions	Complete questions in the Delta Portal
Complete minimum standard questions	Complete questions in the Delta Portal
Complete business continuity questions	Complete questions in the Delta Portal

Complete Corporate social responsibility questions	Complete questions in the Delta Portal
Complete environmental factor questions	Complete questions in the Delta Portal
Complete health and safety questions	Complete questions in the Delta Portal
Complete quality factor and service schedule questions	Upload completed quality response document (appendix B)
Provide supporting evidence	Upload clearly labelled documents referring to quality responses
Completed and signed form of tender	Upload completed appendix C

## 9. LEGAL & GENERAL POLICIES

### Public Interest Disclosure Procedure ("Whistleblowing")

Legal & General is firmly committed to maintaining the highest standards of business ethics, honesty, openness and accountability. It's policy statement on the subject of "whistle blowing" includes guidelines to all Legal & General staff, but also to individuals who work with Legal & General, including third party contractors, who feel they need to raise matters of concern relating to Legal & General in confidence. If you would like a copy of the policy, you should contact:

<b>Address:</b>	Group Financial Crime 7th Floor 2 Fitzalan Road Cardiff CF24 0EB
<b>Telephone:</b>	0800 072 5281
<b>Email:</b>	Financial.crime@landg.com

Legal & General is committed to compliance with the Bribery Act 2011, and operates a zero tolerance policy in respect of bribery and corruption. Bidders can access the policy using the following link:

<http://csr.legalandgeneralgroup.com/csr/servicepages/downloads/files/new-anti-bribery-and-corruption-policy.pdf>

### Corporate Social Responsibility

Our purpose at Legal & General is to be economically and socially useful by improving the lives of our customers, building a better society for the long term and creating value for our shareholders, suppliers and communities.

Legal & General has six growth drivers which inspire our strategy, these include the need to ensure that people enjoy a secure and rewarding retirement, helping people create financial resilience through insurance and saving, the urgency to build homes across the UK, improve infrastructure, develop green energy, harness digital opportunities and stimulate economic growth.

We use our economic expertise and investment strength to take a position of leadership in broader society. We relate to the day-to-day lives and concerns of our customers, and aim to set new and higher standards of supervision and engagement with the businesses in which we invest.

**Legal & General's focus is to deliver growth sustainably for the future, Legal & General has committed to a number of Environmental, Social and Governance targets. We also recognise**



that beyond our own strategy we play a wider role in the world to improve society, the economy and the environment. As such we have linked these targets to the United Nations Sustainable Development Goals (SDGs) where applicable.

Whilst due to the nature of our business we consider that Legal & General remains low risk from a modern slavery perspective, we remain vigilant and are paying particular attention to ensure that Legal & General and it's supporting supply chains are slavery free. We are proud of the high standards by which we operate our own business including being a Living Wage Employer, a signatory to the UN Global Compact and having a long term partnership agreement with Unite the Union, which are all designed to make sure that our employees are well supported.

We are looking for suppliers to be supportive in our delivery of these objectives.

## 10. SOURCING PROCESS

Please ensure your proposal complies with the following instructions and guidelines. Evaluation of your submission will include assessment of your compliance.

### 10.1 Instructions to Bidders

You are required to confirm to Legal & General your intention to submit a proposal in response to this RFP. Please email [LGAH@campbelltickell.co.uk](mailto:LGAH@campbelltickell.co.uk) confirming your intention to bid or to decline to bid by 5pm on 11<sup>th</sup> March 2019. If you decline to bid, please provide a brief reason. Should your company decide not to respond to this RFP, please delete this document and any accompanying materials from your systems and continue to treat the information as confidential.

All RFP submissions must be uploaded to the Delta esourcing portal: <https://www.delta-esourcing.com/> By the deadline date of **5pm on Monday 25<sup>th</sup> March 2019**.

Legal & General reserves the right to exclude any late, incorrect or incomplete submissions.

Legal & General may provide, upon written request, additional information and assistance as may reasonably be required to enable you to determine the extent of the contractual requirements. Legal & General will not be liable for any direct or indirect costs whatsoever incurred by you in discharging this liability or in respect of any costs associated with preparation and submission of proposals.

Any requests for clarification relating to the RFP specification should be submitted in writing via the Delta esourcing portal <https://www.delta-esourcing.com/> by 5pm on 19<sup>th</sup> March 2019. All clarifications will be made known to all Bidders except where, in Legal & General's opinion, this would disadvantage any individual Bidder or disclose any commercially confidential information. In all cases anonymity and confidentiality will be maintained.

Legal & General is not bound to accept any Proposal submitted as a result of this RFP.

### 10.2 Terms and Conditions of Contract

The terms and conditions that shall apply to the contractual relationship between Legal & General and any selected supplier(s) shall be in accordance with and/or be based on the draft management agreement included with this RFP pack.

An RFP received by Legal & General in accordance with the terms of these RFP documents shall be deemed an offer to supply the goods and/or services which Legal & General may either accept or reject in whole or in part at its sole discretion.

### 10.3 Preparation of Proposal

In the event that any of the services are to be performed at Legal & General locations or other locations, the Bidder is required, before bidding, to ascertain the nature of the locations and all local conditions and restrictions likely to affect the provision of the services.

Information supplied to Bidders by Legal & General (whether in the RFP or otherwise) or by the staff of Legal & General is supplied only for general guidance in the preparation of the RFP. Bidders must satisfy themselves regarding the accuracy of such information. Legal & General have no liability to the Bidder and in particular shall not be liable for any direct or indirect loss or damage of whatever kind or howsoever caused arising from the use by the Bidder of such information.

Without prejudice to any civil remedies available to Legal & General and without prejudice to any criminal liability (which such conduct by Bidders may attract), if Legal and General considers, in its absolute discretion, that there has been collusion between Bidders, the relevant Bidders shall be disqualified. Legal & General's decision in this matter shall be final.

Collusive tendering will be held to have taken place if any Bidder:

- i. fixes or adjusts the amount of their proposal by or in accordance with any agreement or arrangement with any other person, or;
- ii. communicates to any person other than Legal & General the amount or approximate amount of their proposed proposal, except where such disclosure is made in confidence in order to obtain quotations necessary for the preparation of the proposal or for insurance, or;
- iii. enters into any agreement or arrangement with any other person that he shall refrain from bidding or as to the amount of any proposal to be submitted or;
- iv. offers or agrees to pay or give or does pay or give any sum of money, inducement or valuable consideration directly or indirectly to any person for doing or having done or causing or having caused to be done any act or omission in relation to any other proposal or proposed proposal for the goods / services set out in this RFP.

#### **10.4 Transfer of Undertaking (TUPE)**

Bidders should be aware that there is the possibility that the Transfer of Undertakings (Protection of Employment) Regulations 2006 ("the Regulations") could apply to the award of any contract pursuant to this RFP process including the provisions relating to "service provision changes" in the Regulations. Bidders are therefore invited to consider their RFP on the basis that they will take over responsibility for any transferring staff and all liabilities and obligations under their contracts of employment with effect from the date of any transfer.

#### **10.5 Criteria for Acceptance**

Legal & General will use reasonable efforts to reach a decision on award of the contract within 60 days of the closing date for submissions. Proposals must, however, remain open for acceptance for a minimum of 6 months beyond the Bid Submission Date.

Information on individual Bidder's specific performance against the evaluation criteria will not necessarily be made available, although debriefing may be offered to unsuccessful bidders. Legal & General reserve the right to control the format and content of such briefings.

## 10.6 Confidentiality

All information supplied by Legal & General in connection with this RFP shall be regarded as private and confidential.

Bidders should not disclose the fact that they have been invited to submit a proposal or release details of the RFP document other than on an 'In Confidence' basis to those who have legitimate need to know or whom they need to consult for the purpose of preparing the proposal.

The RFP documents including any additional information provided to Bidders is and shall remain the property of Legal & General and must be returned upon demand.

## APPENDIX B - QUALITY QUESTIONNAIRE RESPONSE TEMPLATE

Completion and return of this questionnaire to Legal & General represents a confirmation by the manager indicated below that the information that they have disclosed in their responses including supporting evidence, as applicable, is true and accurate.

Company Details	
Supplier Name	[REDACTED]
Questionnaire Completed By	[REDACTED]
Job Title	[REDACTED]
Date of Completion	25 March 2019

This questionnaire is divided into two sections reflecting sections 6.3 Quality Factors and 6.4 Service Schedule and Performance Questions of the request for proposal document. All questions must be completed:

For more information on the process, including the marking scheme used to evaluate all bids, please refer to the Request for Proposal document.

Where providing supporting evidence, please clearly label the files and reference the question number at the beginning of the file name and at the beginning of any attachment to enable LGAH to easily locate any documents as part of the evaluation process.

### 6.3 Quality Factors

6.3.1 Please provide a statement from the Executive team (no longer than 1000 words) describing how the four quality factors LGAH has identified shape activity in the context of your business and explain the culture of your business and how it fits with LGAH's values as expressed in this tender. How easily do you feel your business will respond to these four themes and why?

#### Executive Team Statement:

Our overarching goal is to solve the housing crisis in the [REDACTED] *"the frontrunner in a collaborative, innovative housing sector, where talented people are delivering homes that are safe, affordable, warm and smart."*

*We will have eradicated waiting lists, and by reinventing housing and producing high quality, automated, self-learning, self-repairing homes that are adaptable enough to meet the current and future needs of our customers, everyone will have access to a home they love."*

This is our goal. Together with our purpose and values this is what we exist to do.

As with LGAH's four quality factors, these underpin our business and shape the activity we do; guiding our decision-making and inspiring us to work collaboratively and innovatively to improve upon and deliver the highest quality outcomes for our customers, employees and other stakeholders. It's not just about delivering a service. It requires other factors as well...

- **The inclusion of customers** (a focus on the customer at the heart of the business).

Customers are not simply consumers of our services but integral to our business. We strive to better understand our customers and their needs simply by asking them and we combine this insight with technology to improve the customer journey, to make it easier to deal with us. Making housing simple and delivering a stand out service.

We continue to look at what makes a real difference to our customers, after all, their experiences drive what we do. We listen to understand their journey, and, with today's modern technologies reshaping how we all connect, building relationships with our customers is critical to this understanding.

Its not enough to establish a single customer-facing department, we make sure all our staff know and understand that the inclusion of customers in our work is the best practice.

- **Relentlessly improving performance** (collective effort to deliver the fundamentals successfully).

Through the [REDACTED] Way we are constantly looking for a better way of doing things through our Improvement Reviews.

Looking at the connections between what we know, what the data is telling us; understanding the relationships, patterns, trends and processes. Reinforcing the process of learning by gathering feedback, knowing problems do not occur in isolation, but in relation to each other, and working out how to improve the process, as a whole.

This has brought about transformational change in leadership, management and service delivery across the Group. It means that all employees are engaged in the review and redesign of business processes and can challenge existing and traditional ways of working.

- **Engagement** (engaging employees and stakeholders).

Creating an environment that helps build a different mindset, one where leaders in our business need to anticipate and prepare for – giving our employees a new level of autonomy to deliver business outcomes and freedom so they can control when and where they can deliver these outcomes from.

Building relationships with our stakeholders, taking a more conscientious and measured approach to stakeholder engagement is essential and therefore encouraged. Consulting early and often and making sure our values and our stakeholders' values are aligned.

Understanding how we're doing through our Culture Amp employee survey and external perception survey. This way we can make sure our engagement strategies are informing, responding or involving, dependent on the feedback.

- **An open mind** (innovation).

Being aware of outside disruptions that may impact us and preparing accordingly. Anticipating the advancements from greater use of technology and the possibilities, particularly innovation, such as creating systems that enable our customers to interact with us more easily, that aid their lives and our society.

Innovation, new technology and culture is often spoken about but for us doing things differently is key. We're not too afraid to try new things, learn from our mistakes, and embed a culture of learning, adventure and exploring. We recognise we may not always get things right and we make sure we learn from the experience.

Technology itself is only half the journey, our culture is what will help shape our own future and meet the challenge of future customer needs.

Each of L&GAH's four quality factors are absolutely central to our culture, our business. We believe there is such a natural fit that the opportunity to work with LGAH to the benefit of our customers is one that particularly excites us, sitting seamlessly alongside what we already do and continuously strive to do better – we also believe it would help drive further improvements across our existing business, to the benefit our customers, employees and partners. We look forward to delighting you and becoming a valued partner of yours.

The [REDACTED] Executive Team

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

(max 1000 words)

**For each of the four quality factors (questions 6.3.2 to 6.3.5), please provide a statement of no more than 300 words and no more than 30 pages of supporting evidence which may be excerpts of reports highlighting relevant information.**

**A focus on the customer at the heart of the business** – understanding of who the customer is, the value they get from our business and what needs to be done to keep delivering what matters.

6.3.2	<p>Please provide a statement explaining the approach your business takes to this theme. In particular your submission will be marked according to three factors that will be largely assessed through the quality of the supporting documentation as evidence of the approach you describe in answering this question.</p> <p>The three factors are:</p> <ol style="list-style-type: none"> <li>Your businesses understanding of the factor and the evidence of it being discussed in your business.</li> <li>The efforts your business has made to address the issues it has identified in this factor.</li> <li>The success your business has had in improving its own operation and the outcome for customers, staff and stakeholders.</li> </ol> <p>Please provide evidence in the form of reports, publications and management information that demonstrate what you have said about your business in your answers. Ensure each document is clearly labelled with the question to which it refers.</p>	<p><i>(confirm attachment references and document names of supporting evidence below:)</i></p> <p>6.3.2a Customer eng framework 6.3.2b The customer journey 6.3.2c Customer feedback model 6.3.2d Complaints policy 6.3.2e Customer feedback model 6.3.2f Omni channel journey 6.3.2g Digital plan 6.3.2h NPS 2018 6.3.2i Digital first, digital by choice 6.3.2j Our customer digital journey 6.3.2k Appendix B NPS action plan 6.3.2l [REDACTED] 6.3.2m Feedback dashboard 6.3.2n [REDACTED] VFM 2017 6.3.2o [REDACTED] VFM 2018 6.3.2p Direct debit platform task</p>
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We aspire to be as renowned for providing great service as companies such as Amazon, John Lewis, Apple and the like. Our focus is to understand what matters to our customers and make their experiences with us a delight. We use key elements to do this

- we're obsessed with customer feedback. We've transformed our approach, embedding a real time, innovative solution that collects feedback across the customer journey. Feedback is for everyone at [REDACTED] everyone sees it, we are all accountable for performance. We've collected over 25,000 valuable insights in the last two years and have made a host of service changes as a result;
- sometimes, we don't get it right, but if this happens we have a dedicated team who take control of complaints, listen, apologise, resolve the issue and ensure we learn from each complaint;
- involving our customers in decisions that impact them is vitally important to us. For example our Customer Operations Group (our most critical friends) get stuck in with the strategic stuff, scrutinising what we do and how we do it with our Board and senior team. Our app [REDACTED] is open to all customers to comment on service improvements and we hold "Spotlight" events in our communities.

We have a Kindness Fund to go that extra mile for customers, and we provide employment and financial support to add social value wherever we can. Above all, great customer service is an intrinsic part of our culture. Our latest campaign "STAND OUT SERVICE" focuses entirely on how we all treat our customers and outlines what our staff can do to delight them.

(300 words)

(max 300 words)

**A collective effort to deliver the fundamentals successfully** – happy customers come from places where the essential reason your business exists work and continue to over time.

6.3.3	<p>Please provide a statement explaining the approach your business takes to this theme. In particular your submission will be marked according to three factors that will be largely assessed through the quality of the supporting documentation as evidence of the approach you describe in answering this question.</p> <p>The three factors are:</p> <ul style="list-style-type: none"> <li>a) Your businesses understanding of the factor and the evidence of it being discussed in your business.</li> <li>b) The efforts your business has made to address the issues it has identified in this factor.</li> </ul>	<p><i>(confirm attachment references and document names of supporting evidence below:)</i></p> <p>6.3.3a Values infographic          6.3.3b IR planning document          6.3.3c Background report FW          6.3.3d Benefits from FW          6.3.3e BHAG doc          6.3.3f FW board report          6.3.3g Understand and improve          6.3.3h Improvement reviews          6.3.3i Strategy document</p>
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	<p>c) The success your business has had in improving its own operation and the outcome for customers, staff and stakeholders.</p> <p>Please provide evidence in the form of reports, publications and management information that demonstrate what you have said about your business. Ensure each document is clearly labelled with the question to which it refers.</p> <p>In this area we are most interested in evidence of</p> <ul style="list-style-type: none"> <li>a) The approach your business takes to continuous improvement and evidence of where it is discussed and critiqued.</li> <li>b) Evidence of operational measurement that is focussed on driving improvement and eliminating failure from service delivery and customer experience.</li> <li>c) The track record of your business in delivering meaningful improvement and it being sustained over time.</li> </ul>	<p>6.3.3j Feb dashboard cover 6.3.3k Digital measures</p> <p>(max 30 pages)</p>
<p>Statement:</p> <p>Working relentlessly to reduce complexity and unnecessary work in our systems so that we create capacity to do even more for our customers is so important to us that we have hardwired continuous improvement as one of our four core values.</p> <p>We have applied a Systems Thinking approach since 2007, then worked with Vanguard in 2012 to help us ensure that the customer comes first in everything we do. Our method and approach has continued to evolve since: combining everything we learnt and tailoring this to the sector we created our own continuous improvement methodology called the <span style="background-color: black; color: black;">[REDACTED]</span> Way'. It's straightforward by design: first we try to really <b>understand...</b> what</p>		

happens when we do our work and then use this information to ...**improve** our service. Rarely “it’s not good enough”, always “we can make it even greater”.

This has led to improvements across our whole business, positively impacting our customers. It allowed us to bring our property repairs and maintenance in-house (saving us millions each year and ensuring the quality and culture of repairs), develop our own bespoke IT systems (giving us greater control and flexibility) and create our own in-house legal team and customer insight and resolutions team.

We give our employees the tools and support to lead the way in improving our services, through regular training sessions, mentoring, our in-house Business Improvement Team and using regular employee-led Improvement Reviews (71, completed, 37 planned...) to focus on individual components and systems. Every employee has a one-page KPI dashboard that automatically loads when they log on to their computer each day.

Every team and business unit defines its purpose and sets its own suite of measures to understand its performance and trends, using that information to improve and culminating in a single organisation-wide monthly performance dashboard probed by the Board.

(300 words)

(max 300 words)

**Engaging of employees and stakeholders** – LGAH is a purpose driven business that wants to employ people and work with other businesses who are motivated by our mission and will invest their time, skill and energy to create the homes so desperately needed by many people in England today.

6.3.4	<p>Please provide a statement explaining the approach your business takes to this theme. In particular your submission will be marked according to three factors that will be largely assessed through the quality of the supporting documentation as evidence of the approach you describe in answering this question.</p> <p>The three factors are:</p> <ul style="list-style-type: none"> <li>a) Your businesses understanding of the factor and the evidence of it being discussed in your business.</li> <li>b) The efforts your business has made to address the issues it has identified in this factor.</li> <li>c) The success your business has had in improving its own operation and the outcome for customers, staff and stakeholders.</li> </ul>	<p><i>(confirm attachment references and document names of supporting evidence below:)</i></p> <ul style="list-style-type: none"> <li>6.3.4a Employee Wellbeing</li> <li>6.3.4b Employee journey</li> <li>6.3.4c Best employer</li> <li>6.3.4d Rewards and benefits</li> <li>6.3.4e Our values report</li> <li>6.3.4f Board headlines</li> <li>6.3.4g Contract management qc</li> <li>6.3.4h Eng survey report</li> <li>6.3.4i [REDACTED] Victory culture project</li> <li>6.3.4j [REDACTED] voice</li> <li>6.3.4k Partnership principles</li> <li>6.3.4l Repairs csat data</li> </ul>
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	<p>Please provide evidence in the form of reports, publications and management information that demonstrate what you have said about your business. Ensure each document is clearly labelled with the question to which it refers.</p> <p>In this area we are most interested in evidence of</p> <ul style="list-style-type: none"> <li>a) How you assess employee engagement and what you do to drive excellent levels of engagement amongst your colleague base.</li> <li>b) Practical evidence of the approach your business takes to identifying, negotiating and mobilising relationships with suppliers and third parties. We want real evidence not just policy statements.</li> <li>c) The track record of your business in contract managing your suppliers and evidence of what you do to ensure your supply chain is responsive to the values of your business.</li> </ul>	<p>6.3.4m Capital and responsive csat 6.3.4n Supplier kpi</p> <p>(max 30 pages)</p>
<p>Statement:</p> <p>At [REDACTED] we're focused on developing an amazing employee experience, with an accumulation of many initiatives: agile working, flexible benefits, our employee well-being plan, leadership development training, our award-winning apprenticeship programme, and others. The evidence is clear that happy employees make happy customers.</p> <p>To help make [REDACTED] a great place to work, we partner with Culture Amp to collect, understand and act on employee feedback. Each year, we work with all of our employees to agree how we can further improve the employee journey for them – as part of our continuous improvement culture, we are</p>		

never satisfied and we're always looking to do more. Our 2018 platinum award as one of the best employers in the [REDACTED] bears testimony to the work we are doing on employee engagement.

We know that we won't solve the housing crisis in the [REDACTED] on our own, so fostering excellent relationships with our staff, suppliers and partner agencies is central to our strategy. We seek to work with like-minded suppliers and partners, companies that share our values and care as much about our social purpose as we do. And if we can't find them, then we'll insource the work and design the service to ensure it's of the level to delight our customers.

Key strategic partnerships include our recent partnership with [REDACTED], our joint venture development company, [REDACTED] and partnerships with a local authority, regional charity, national developer and builders' merchant (to supply materials and logistical support to our repairs and maintenance arm).

At [REDACTED] we take a lot of time to design and improve our performance measures; we use real time dashboards throughout the business to help us understand how we and our contractors are performing to make sure we're collectively delivering an outstanding service to our customers.

(300 words)

(max 300 words)

**Innovation** – where it solves real world problems in imaginative ways that make us smile.

6.3.5	<p>Please provide a statement explaining the approach your business takes to this theme. In particular your submission will be marked according to three factors that will be largely assessed through the quality of the supporting documentation as evidence of the approach you describe in answering this question.</p> <p>The three factors are:</p> <ol style="list-style-type: none"> <li>Your businesses understanding of the factor and the evidence of it being discussed in your business.</li> <li>The efforts your business has made to address the issues it has identified in this factor.</li> <li>The success your business has had in improving its own operation and the outcome for customers, staff and stakeholders.</li> </ol>	<p>(confirm attachment references and document names of supporting evidence below:)</p> <p>6.3.5a The COG app          6.3.5b Youth driven innovation          6.3.5c MMC board paper          6.3.5d Innovation pilots          6.3.5e Switchee pilot          6.3.5f [REDACTED] media          6.3.5g Innovation blog          6.3.5h Tech velocity          6.3.5i 2030 project model          6.3.5j Sh report cover          6.3.5k UWE report cover          6.3.5l just one</p>
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have greater impact through partnerships. We have completed our first modular construction site and are working on a number of others – innovation touches all areas of our business.

Other innovations haven't worked: we have failed 70% of the c10 completed pilots over the last year but it spurs us on to find better ways to resolve problems. We believe in piloting innovation, failing fast where necessary and learning ready for the next one.

Current and future pilots cover energy usage, automated rent reviews, predictive arrears algorithms, AI/machine learning, VR, conversational bots, care & support technology, smart locks and worker drones.

(300 words)

(max 300 words)

#### 6.4 Service Schedule and Performance Questions

6.4.1	<p>a) Please confirm that you are able to provide the standard of service required in the service schedule and meet the key performance indicators.</p> <p>b) Where you are unable to provide the standard of service proposed, please indicate in which areas and why, detail the alternative arrangements you would propose and your improvement plan for bringing performance up to the required standard during the first 12 months of the contract. Max 500 words.</p> <p>Where you are able to provide the required standard of service and meet ALL of the performance indicators, please explain how you will maintain and seek to continuously improve the service through the life of the contract. Max 500 words.</p>	<p><i>(confirm attachment references and document names of supporting evidence below:)</i></p> <p><i>(max 2 pages)</i></p>
a) Yes / No – see b)	<p>b) Statement</p> <p>The stipulated NPS baseline is the all-sector average as measured by the UKCSI, which is currently stated to stand at +61. We certainly believe we can achieve this score. As we do not presently use the UKCSI methodology, however, we do not know our score by their measure at this moment.</p>	



We began to really focus on NPS as our core measure three years ago, setting ourselves ambitious targets to improve year on year. We worked with a third party, Rant and Rave, to develop a truly independent process that would give us totally unbiased feedback, so that we could use the data to learn and improve our service – we genuinely covet the hard feedback to learn from (it's never about creating a 'marketing' tool). Part of the way we achieve this is to collect the data annually, asking every single customer we have a mobile number or email address for, and separating the NPS data collection from any transaction with us.

(We do also collect customer satisfaction scores on a transactional basis, and these scores comfortably exceed the L&GAH baseline. Our subsidiary, [REDACTED], uses this transactional customer satisfaction data to generate an NPS score, which reads at +63 currently. The process used to generate the NPS score is key to the reading it produces).

Our Rant and Rave NPS scores have risen each year in line with our aim so far; we are currently collecting our latest reading and it looks like this will settle at +28 (our aim for this year) – our goal is to rise rapidly from here and we have action plans discussed at Board specifically around delivering customer service improvements in response to feedback received in the NPS round. To keep the NPS score in front of all employees, NPS and wider customer feedback forms part of the one-page dashboard every employee sees when they log on to their computer each day.

We take all scores received between 0 and 6 and allocate them across staff in all areas of the business to call the customer and ask them what we can do to improve the score. We believe that this is unique and helps embed ownership of customer service in everyone in [REDACTED]. We also contact customers who give high scores to thank them.

Rant and Rave have repeatedly held us up as an exemplar to other organisations as to how to collect NPS and customer feedback, for which our customer insight team and processes have won awards. A number of other housing associations have come to us to learn how we approach customer insight – six have visited this calendar year so far, including two G15 associations. We believe this to be a strength of ours but we are always looking how we can improve – for example, to further develop our work in this area, our in-house IT team has now written our own app to capture customer feedback and NPS.

(489 words)

(max 500 words)

6.4.2.	Please outline any areas where your services extend beyond those stipulated in the schedules and please attach the relevant policy that explains the service offered. Max 300 words plus 1 document.	<i>confirm attachment references and document names of supporting evidence below:)</i>  <i>(Max 1 document)</i>
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Statements:

In aiming for service standards, we work from the premise of always looking to delight the customer, looking to deliver what the customer could expect from that service. We measure and monitor performance and, as importantly, their trends and can demonstrate where we exceed the baseline stipulated in the RFP, but we do not set policies with minimums in.

(max 300 words)

6.4.3. In no more than 500 words, please provide a short description of the tenancy sustainment and social value service provision you have available to your current customer base and that you would be happy to extend to LGAH customers who you were responsible for under this agreement.

Statement:

Our Housing team are focused on prevention rather than cure, to ensure that customers don't get into debt. Our research has shown that we have less than a 50% chance of a debt being repaid once it has reached 23 days age. To encourage sustained tenancies and deliver great customer service, we offer the following:

- behavioural economics research – we are working with a behavioural insight consultancy called Collaborative Change to see how we can positively influence our customers' behaviour to reduce the number falling in to rent arrears and increase the amount of arrears repayments;
- living within our means – designing a new tool to help us determine how affordable our customers' tenancies really are, taking into account all of their income and expenditure, before they become a customer. This allows us to identify and support particularly vulnerable customers. In 2016, we commissioned leading research by Sheffield Hallam University into customer affordability – and repeated it in 2018. Our furniture welfare scheme works in partnership with the British Heart Foundation to provide vulnerable customers with furniture for their new home, aiming to limit the number of customers seeking high interest loans and falling into debt;
- Kindness Fund – going the extra mile for our customers. In the past few months, we have spent over £2,500 delighting customers, from buying a cooker to helping with oil for a boiler to buying flowers to say thank you for paying off your debt;
- innovation – this is focussed within each of the three strands of Housing's vision, 'Housing Made Simple': easy to move in or out, easy to pay your rent, easy to speak to us. This focus means we can have fun, be creative and embrace some bonkers ideas, most of which come from the front line – we make sure that we listen to our people! By listening to those who do the day job and acting on this, we can continuously improve. Our recent youth-driven innovation intervention produced a new customer app idea that is now being developed into a prototype;
- Any day direct debits – we know that customers who pay by direct debit have consistently low average account balances and are three-four times less likely to be in arrears than customers paying by debit card. Since launching any day direct debits in November, 283 customers have switched to pay by direct debit; 15% of these are Universal Credit claimants. Our online payment facility also makes it easy for customers to pay;

- Developing new software – our in-house IT team has developed our own new housing system, [REDACTED], to automate processes and free up Housing Officers' time to speak to customers and spend time delivering a great customer service. We have also built a predictive arrears system that identifies customers who are at risk of getting into debt based on their account history, freeing up staff time to look at all rents cases, including small debts;
- Financial Support Officers – we recently introduced the Financial Support Officer role, to support customers who are in financial difficulty.

(500 words)

(max 500 words)

6.4.4.	In no more than 500 words, please outline how you currently onboard new customers during the process of letting homes at both new and re-let of the property.
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Statement:

Once customers are nominated by their local authority, the Housing Officer for that area makes contact to arrange a viewing of the property. During this initial contact we will:

- talk to the customer about the property, the area, local amenities and answer any initial questions they might have;
- share the rent and service charge amounts and conduct an initial affordability assessment;
- confirm that references from previous landlords will be requested.

At viewing stage, we meet the customer at the property and offer the chance to ask any further questions, measure up for carpets, white goods, etc. During the viewing we would also ask how the customer would prefer to pay their rent and offer advice on the various payment methods. If they accept the property at this stage, we will give the customer a copy of the terms of the tenancy and agree the sign-up date with the customer.

A further affordability assessment is carried out during the viewing so that we can offer additional tenancy support (via our in-house team of financial support officers); this is particularly useful for those claiming Universal Credit, with a very limited disposable income or that have not previously lived independently.

At the sign up we discuss:

- how to pay the rent and service charge and encourage the customer to ask for help if they're struggling to pay their rent;
- we make clear Housing Officers are there to help, so to contact them if customers need any help or advice during their tenancy, as it's important that a good relationship between the customer and their dedicated Housing Officer is established early on;
- type and length of tenure is explained, and we answer any questions arising since the tenancy was shared with the customer at the viewing (things like the right to buy and mutual exchange are clarified);

- how to report anti-social behaviour (ASB) and how we manage ASB;
- further tenancy obligations are explained such as access for the annual gas service;
- confirmation of current utilities is given, and we remind customers that they are free to switch to a provider that best suits them (advice is given on shopping around and getting the best tariffs);
- refuse collection day is confirmed and, for those living in flats, we confirm where the refuse collection point is;
- contact details for the Housing Officer and call centre are shared and we confirm what to do in the event of an emergency repair out of hours.

Post-tenancy we carry out several set visits (3, 6, 9 and 11 months) to make sure the customer is happy with their new home, inspect the condition of the property and offer additional support if it's required. Customer satisfaction data is also collected during this time and our call centre contacts new customers in the first fortnight of their tenancy to check for repairs and makes sure they're settling in well.

We are beginning to experiment with how AR/VR can be used to improve the process and make it more efficient for all.

(500 words)

(max 500 words)

6.4.5.	<p>If you have a mature transactional service model please provide 500 words explaining when your current model came on line, how it is managed and share your most recent performance report for delivery of customer services.</p> <p>If alternatively, you intend to deliver the service on a person to person basis please provide 500 words explaining the fit of the L&amp;G service within your current operating model.</p>
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Statement:

Our current model, which we call "digital first, digital by choice" came online in April 2016.

Customers are able to interact with [REDACTED] in a variety of ways, offering choice and ease in the way that they interact with us. This includes use of our highly skilled contact centres for tenancy and repair calls where we have recently embedded a multichannel telephony system which enables us to seamlessly merge telephony with text-based interactions such as email and live chat.

Every transaction through the contact centre is recorded from the customer's perspective and this data is used Group-wide to improve the service we offer to our customers.

Customers are also able to self-serve using a number of interactive voice response options, logging repairs online and utilising a digital portal to access rent information and make payments.

We also offer a full personal service, with Housing Officers freely available to be contacted via direct lines and text messaging or through face to face meetings.

Our service platforms are fluid and enable customers to move between options freely.

We are continually evolving options for customers to interact with us, currently exploring additional channels such as WhatsApp, with the ability to add these to our platforms easily in the future.

To measure the success of these initiatives, we use our in-house, real time, customer feedback platform to understand our performance in service transactions at a multitude of customer touchpoints. This includes experiences of moving in or out, calling our contact centre, booking a repair, having a repair carried out, communal cleaning and grounds maintenance amongst others. Customers are asked to rate us based on the interaction or “experience” on a satisfaction scale and then asked simply to tell us why they scored the way they did.

All of our customer insights are used both departmentally and strategically in identifying root cause analysis and prioritising improvements.

Work is currently underway to develop an in-house CRM system to combine our operating systems. This will enable our employees to easily understand the customer journey, interactions and service requests (despite where they come in), both current and historic.

A new online “customer account” is under development, being co-designed with customers to ensure we optimise their experiences in interacting with us digitally and in order to meet all of their needs in one visit.

As of February 2019, 45% of customer demands came through this model. Since inception, we have processed 149,000 online rent payments, 26,000 automated rent payments by telephone, 11,000 live chats, 285,000 voice recognition interactions, 51,000 call me back requests (where customers receive an automatic call back without losing their place in the queue during particularly busy times) and 17,000 repairs logged online.

(max 500 words)

<b>Contract Title</b>	<b>LGAH Housing Management Services</b>		
<b>Contract Reference</b>			
<b>Evaluation Date</b>	<b>1st - 8th April</b>		
<b>Evaluation Team</b>			
<b>Contract Value</b>			
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LGAH Housing Management Services
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1st - 8th April
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QUALITY MODEL									
Cells which get information from elsewhere. DO NOT OVERWRITE									
Enter quality evaluation criteria and weightings									
Enter scores out of 10 in the Score column, and reasons for the score in the Comments column									
* Delete any columns not required									

		Weighting																					
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6.3	Quality Factors	75%						45.00	46.20	56.40	49.20						32.40	41.40	42.60	38.80			
6.3.1	Executive Team statement	3.0%	3	3	4	3.3		1.8	1.8	2.4	2	2	3	5	3.3		1.2	1.8	3	2			
6.3.2 a)	A focus on the customer at the heart of the business - businesses understanding of the factor	6.0%	2	3	4	3.0		2.4	3.6	4.8	3.6	3	3	2	2.7		3.6	3.6	2.4	3.2			
6.3.2 b)	A focus on the customer at the heart of the business - The efforts your business has made to address the issues it has identified in this factor	6.0%	3	2	4	3.0		3.6	2.4	4.8	3.6	2	2	2	2.0		2.4	2.4	2.4	2.4			
6.3.2 c)	A focus on the customer at the heart of the business - The success your business has had in improving its own operation	6.0%	2	3	4	3.0		2.4	3.6	4.8	3.6	2	2	2	2.0		2.4	2.4	2.4	2.4			
6.3.3 a)	A collective effort to deliver the fundamentals successfully - businesses understanding of the factor	6.0%	3	3	4	3.3		3.6	3.6	4.8	4	2	3	3	2.7		2.4	3.6	3.6	3.2			
6.3.3 b)	A collective effort to deliver the fundamentals successfully - The efforts your business has made to address the issues it has identified in this factor	6.0%	2	4	3	3.0		2.4	4.8	3.6	3.6	3	3	3	3.0		3.6	3.6	3.6	3.6			
6.3.3 c)	A collective effort to deliver the fundamentals successfully - The success your business has had in improving its own operation	6.0%	3	4	3	3.3		3.6	4.8	3.6	4	2	2	3	2.3		2.4	2.4	3.6	2.8			
6.3.4 a)	Engaging of employees and stakeholders - businesses understanding of the factor	6.0%	3	3	4	3.3		3.6	3.6	4.8	4	2	3	3	2.7		2.4	3.6	3.6	3.2			
6.3.4 b)	Engaging of employees and stakeholders - The efforts your business has made to address the issues it has identified in this factor	6.0%	4	2	4	3.3		4.8	2.4	4.8	4	2	3	4	3.0		2.4	3.6	4.8	3.6			
6.3.4 c)	Engaging of employees and stakeholders - The success your business has had in improving its own operation	6.0%	3	2	4	3.0		3.6	2.4	4.8	3.6	2	2	3	2.3		2.4	2.4	3.6	2.8			
6.3.5 a)	Innovation - businesses understanding of the factor	6.0%	3	4	4	3.7		3.6	4.8	4.8	4.4	2	3	3	2.7		2.4	3.6	3.6	3.2			
6.3.5 b)	Innovation - The efforts your business has made to address the issues it has identified in this factor	6.0%	4	4	3	3.7		4.8	4.8	3.6	4.4	2	4	3	3.0		2.4	4.8	3.6	3.6			
6.3.5 c)	Innovation - The success your business has had in improving its own operation	6.0%	4	3	4	3.7		4.8	3.6	4.8	4.4	2	3	2	2.3		2.4	3.6	2.4	2.8			
6.4	Service Schedule & Performance Questions	25%						18.70	18.60	20.00	19.10						7.40	15.00	16.00	12.80			
	a) Please confirm that you are able to provide the standard of service required in the service schedule and meet the key performance indicators. b) Where you are unable to provide the standard of service proposed, please indicate in which areas and why, detail the alternative arrangements you would propose and your improvement plan for bringing performance up to the required standard during the first 12 months of the contract. Where you are able to provide the required standard of service and meet ALL of the performance indicators, please explain how you will maintain and seek to continuously improve the service through the life of the contract.	18.0%	4	4	4	4.0		14.4	14.4	14.4	14.4	1	3	3	2.3		3.6	10.8	10.8	8.4			
6.4.1	Bidders not currently able to meet the required standards will score 0-3 marks. Bidders currently able to meet or exceed the required standards will score 3-5 marks.																						
6.4.2	Please outline any areas where your services extend beyond those stipulated in the schedules and please attach the relevant policy that explains the service offered.	0.0%	4		3	3.5		0	0	0	0	3		2	2.5		0	0	0	0			
6.4.3	Please provide a short description of the tenancy sustainment and social value service provision you have available to your current customer base and that you would be happy to extend to LGAH customers who you were responsible for under this agreement.	2.5%	4	3	4	3.7		2	1.5	2	1.8	3	3	4	3.3		1.5	1.5	2	1.7			
6.4.4	please outline how you currently onboard new customers during the process of letting homes at both new and re-let of the property.	2.5%	3	3	4	3.3		1.5	1.5	2	1.7	3	3	4	3.3		1.5	1.5	2	1.7			
6.4.5	If you have a mature transactional service model please provide 500 words explaining when your current model came on line, how it is managed and share your most recent performance report for delivery of customer services. If alternatively, you intend to deliver the service on a person to person basis please provide 500 words explaining the fit of the L&G service within your current operating model.	2.0%	2	3	4	3.0		0.8	1.2	1.6	1.2	2	3	3	2.7		0.8	1.2	1.2	1.07			
TOTALS		100%						63.70										39.80					
									64.80										56.40				
										76.40										58.60			
											68.30										51.60		
RANK								16	12	6								28	21	21			

Score	Score	Score	Average Score	Comments	Wtd Value	Wtd Value	Wtd Value	Wtd Average	Score	Score	Score	Average Score	Comments	Wtd Value	Wtd Value	Wtd Value	Wtd Average	Score	Score	Score	Average Score	Comments	Wtd Value	Wtd Value	Wtd Value	Wtd Average									
					30.60	30.00	25.80	28.80						51.00	-	37.20	44.10						60.00	50.40	57.60	56.00									
3	2	3	2.7		1.8	1.2	1.8	1.6	3		2	2.5		1.8	0	1.2	1.5	4	4	4	4.0		2.4	2.4	2.4	2.4									
2	2	2	2.0		2.4	2.4	2.4	2.4	4		3	3.5		4.8	0	3.6	4.2	4	4	4	4.0		4.8	4.8	4.8	4.8									
2	2	2	2.0		2.4	2.4	2.4	2.4	4		3	3.5		4.8	0	3.6	4.2	4	4	4	4.0		4.8	4.8	4.8	4.8									
2	2	2	2.0		2.4	2.4	2.4	2.4	3		2	2.5		3.6	0	2.4	3	3	2	3	2.7		3.6	2.4	3.6	3.2									
2	2	3	2.3		2.4	2.4	3.6	2.8	3		2	2.5		3.6	0	2.4	3	4	4	5	4.3		4.8	4.8	6	5.2									
2	2	2	2.0		2.4	2.4	2.4	2.4	3		3	3.0		3.6	0	3.6	3.6	4	3	4	3.7		4.8	3.6	4.8	4.4									
2	2	2	2.0		2.4	2.4	2.4	2.4	3		2	2.5		3.6	0	2.4	3	4	4	4	4.0		4.8	4.8	4.8	4.8									
2	2	1	1.7		2.4	2.4	1.2	2	3		3	3.0		3.6	0	3.6	3.6	4	3	4	3.7		4.8	3.6	4.8	4.4									
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2	2	1	1.7		2.4	2.4	1.2	2	3		3	3.0		3.6	0	3.6	3.6	4	3	4	3.7		4.8	3.6	4.8	4.4									
2	2	2	2.0		2.4	2.4	2.4	2.4	4		3	3.5		4.8	0	3.6	4.2	5	4	4	4.3		6	4.8	4.8	5.2									
2	2	1	1.7		2.4	2.4	1.2	2	4		2	3.0		4.8	0	2.4	3.6	4	4	4	4.0		4.8	4.8	4.8	4.8									
2	2	1	1.7		2.4	2.4	1.2	2	3		2	2.5		3.6	0	2.4	3	4	2	3	3.0		4.8	2.4	3.6	3.6									
					11.00	10.00	14.10	11.70						15.00	-	14.60	14.80						15.40	15.00	15.10	15.17									
2	2	3	2.3		7.2	7.2	10.8	8.4	3		3	3.0		10.8	0	10.8	10.8	3	3	3	3.0		10.8	10.8	10.8	10.8									
3		1	2.0		0	0	0	0	3		3	3.0		0	0	0	0	2		2	2.0		0	0	0	0									
3	2	2	2.3		1.5	1	1	1.2	3		4	3.5		1.5	0	2	1.8	3	3	4	3.3		1.5	1.5	2	1.7									
3	2	3	2.7		1.5	1	1.5	1.3	3		2	2.5		1.5	0	1	1.3	3	3	3	3.0		1.5	1.5	1.5	1.5									
2	2	2	2.0		0.8	0.8	0.8	0.8	3		2	2.5		1.2	0	0.8	1	4	3	2	3.0		1.6	1.2	0.8	1.2									
					41.60													66.00													75.40				
						40.00													0.00													65.40			
							39.90													51.80													72.70		
								40.50													58.90													71.17	
					26	26	28											11	29	25											8	11	9		

[REDACTED]										[REDACTED]										[REDACTED]										
Score	Score	Score	Average Score	Comments	Wtd Value	Wtd Value	Wtd Value	Wtd Average	Score	Score	Score	Average Score	Comments	Wtd Value	Wtd Value	Wtd Value	Wtd Average	Score	Score	Score	Average Score	Comments	Wtd Value	Wtd Value	Wtd Value	Wtd Average				
					52.20	52.80	37.80	47.60						57.60	52.80	71.40	60.60						49.20	46.20	46.20	47.20				
5	4	3	4.0		3	2.4	1.8	2.4	4	4	5	4.3		2.4	2.4	3	2.6	4	3	3	3.3		2.4	1.8	1.8	2				
3	4	3	3.3		3.6	4.8	3.6	4	4	4	5	4.3		4.8	4.8	6	5.2	5	3	4	4.0		6	3.6	4.8	4.8				
4	4	3	3.7		4.8	4.8	3.6	4.4	3	4	5	4.0		3.6	4.8	6	4.8	4	3	4	3.7		4.8	3.6	4.8	4.4				
4	2	2	2.7		4.8	2.4	2.4	3.2	3	4	4	3.7		3.6	4.8	4.8	4.4	4	3	4	3.7		4.8	3.6	4.8	4.4				
3	4	2	3.0		3.6	4.8	2.4	3.6	4	4	5	4.3		4.8	4.8	6	5.2	3	2	3	2.7		3.6	2.4	3.6	3.2				
4	4	3	3.7		4.8	4.8	3.6	4.4	4	4	4	4.0		4.8	4.8	4.8	4.8	3	3	3	3.0		3.6	3.6	3.6	3.6				
4	4	3	3.7		4.8	4.8	3.6	4.4	3	3	4	3.3		3.6	3.6	4.8	4	2	3	3	2.7		2.4	3.6	3.6	3.2				
3	4	2	3.0		3.6	4.8	2.4	3.6	4	3	5	4.0		4.8	3.6	6	4.8	3	4	3	3.3		3.6	4.8	3.6	4				
3	4	3	3.3		3.6	4.8	3.6	4	4	2	5	3.7		4.8	2.4	6	4.4	2	4	3	3.0		2.4	4.8	3.6	3.6				
3	4	3	3.3		3.6	4.8	3.6	4	4	2	5	3.7		4.8	2.4	6	4.4	3	4	2	3.0		3.6	4.8	2.4	3.6				
4	4	2	3.3		4.8	4.8	2.4	4	5	5	5	5.0		6	6	6	6	3	3	3	3.0		3.6	3.6	3.6	3.6				
3	2	2	2.3		3.6	2.4	2.4	2.8	5	4	5	4.7		6	4.8	6	5.6	4	3	3	3.3		4.8	3.6	3.6	4				
3	2	2	2.3		3.6	2.4	2.4	2.8	3	3	5	3.7		3.6	3.6	6	4.4	3	2	2	2.3		3.6	2.4	2.4	2.8				
					11.80	15.50	14.90	14.07						19.00	14.90	15.90	16.60						14.60	15.50	15.50	15.20				
2	3	3	2.7		7.2	10.8	10.8	9.6	4	3	3	3.3		14.4	10.8	10.8	12	3	3	3	3.0		10.8	10.8	10.8	10.8				
2		2	2.0		0	0	0	0	0		4	2.0		0	0	0	0	3		2	2.5		0	0	0	0				
3	4	3	3.3		1.5	2	1.5	1.7	3	2	4	3.0		1.5	1	2	1.5	3	3	4	3.3		1.5	1.5	2	1.7				
3	3	2	2.7		1.5	1.5	1	1.3	3	3	3	3.0		1.5	1.5	1.5	1.5	3	4	3	3.3		1.5	2	1.5	1.7				
4	3	4	3.7		1.6	1.2	1.6	1.5	4	4	4	4.0		1.6	1.6	1.6	1.6	2	3	3	2.7		0.8	1.2	1.2	1.1				
					64.00									76.60										63.80						
						68.30									67.70											61.70				
							52.70									87.30										61.70				
									61.67										77.20										62.40	
					13	8	24							6	9	4											15	14	18	

[REDACTED]									[REDACTED]									[REDACTED]															
[REDACTED] Score	[REDACTED] Score	[REDACTED] Score	Average Score	Comments	Wtd Value [REDACTED]	Wtd Value [REDACTED]	Wtd Value [REDACTED]	Wtd Average [REDACTED]	[REDACTED] Score	[REDACTED] Score	[REDACTED] Score	Average Score	Comments	Wtd Score [REDACTED]	Wtd Score [REDACTED]	Wtd Score [REDACTED]	Wtd Average [REDACTED]	[REDACTED] Score	[REDACTED] Score	[REDACTED] Score	Average Scor	Comments	Wtd Value [REDACTED]	Wtd Value [REDACTED]	Wtd Value [REDACTED]	Wtd Average [REDACTED]							
					58.80	41.40	60.60	53.60						61.20	48.60	52.20	54.00						57.00	55.80	71.40	61.40							
4	3	3	3.3		2.4	1.8	1.8	2	4	3	3	3.3		2.4	1.8	1.8	2	3	5	5	4.3		1.8	3	3	2.6							
5	3	3	3.7		6	3.6	3.6	4.4	4	4	3	3.7		4.8	4.8	3.6	4.4	4	5	5	4.7		4.8	6	6	5.6							
4	3	4	3.7		4.8	3.6	4.8	4.4	4	4	3	3.7		4.8	4.8	3.6	4.4	4	5	5	4.7		4.8	6	6	5.6							
4	3	3	3.3		4.8	3.6	3.6	4	3	5	3	3.7		3.6	6	3.6	4.4	3	4	5	4.0		3.6	4.8	6	4.8							
4	3	4	3.7		4.8	3.6	4.8	4.4	5	1	4	3.3		6	1.2	4.8	4	4	3	5	4.0		4.8	3.6	6	4.8							
5	3	4	4.0		6	3.6	4.8	4.8	4	2	4	3.3		4.8	2.4	4.8	4	4	3	5	4.0		4.8	3.6	6	4.8							
4	2	4	3.3		4.8	2.4	4.8	4	4	2	4	3.3		4.8	2.4	4.8	4	3	3	5	3.7		3.6	3.6	6	4.4							
4	3	5	4.0		4.8	3.6	6	4.8	4	3	3	3.3		4.8	3.6	3.6	4	4	3	4	3.7		4.8	3.6	4.8	4.4							
3	3	5	3.7		3.6	3.6	6	4.4	3	2	3	2.7		3.6	2.4	3.6	3.2	4	2	4	3.3		4.8	2.4	4.8	4							
3	2	5	3.3		3.6	2.4	6	4	4	3	3	3.3		4.8	3.6	3.6	4	4	3	4	3.7		4.8	3.6	4.8	4.4							
4	3	4	3.7		4.8	3.6	4.8	4.4	5	4	4	4.3		6	4.8	4.8	5.2	4	5	5	4.7		4.8	6	6	5.6							
4	3	4	3.7		4.8	3.6	4.8	4.4	5	5	4	4.7		6	6	4.8	5.6	4	4	5	4.3		4.8	4.8	6	5.2							
3	2	4	3.0		3.6	2.4	4.8	3.6	4	4	4	4.0		4.8	4.8	4.8	4.8	4	4	5	4.3		4.8	4.8	6	5.2							
					20.50	19.60	15.50	18.53						24.00	18.90	16.40	19.77						18.60	15.90	24.10	19.53							
4	4	3	3.7		14.4	14.4	10.8	13.2	5	4	3	4.0		18	14.4	10.8	14.4	4	3	5	4.0		14.4	10.8	18	14.4							
2		2	2.0		0	0	0	0	3		3	3.0		0	0	0	0	0		0	0.0		0	0	0	0							
5	4	4	4.3		2.5	2	2	2.2	4	3	4	3.7		2	1.5	2	1.8	3	4	5	4.0		1.5	2	2.5	2.0							
4	4	3	3.7		2	2	1.5	1.8	4	2	4	3.3		2	1	2	1.7	3	3	4	3.3		1.5	1.5	2	1.7							
4	3	3	3.3		1.6	1.2	1.2	1.3	5	5	4	4.7		2	2	1.6	1.9	3	4	4	3.7		1.2	1.6	1.6	1.5							
					79.30												85.20												75.60				
						61.00												67.50												71.70			
							76.10												68.60													95.50	
								72.13												73.77												80.93	
					5	16	7										2	10	11										7	7	2		

[REDACTED]										[REDACTED]										[REDACTED]									
[REDACTED] Score	[REDACTED] Score	[REDACTED] Score	Average Score	Comments	Wtd Value [REDACTED]	Wtd Value [REDACTED]	Wtd Value [REDACTED]	Wtd Average	[REDACTED] Score	[REDACTED] Score	[REDACTED] Score	Average Score	Comments	Wtd Value [REDACTED]	Wtd Value [REDACTED]	Wtd Value [REDACTED]	Wtd Average	[REDACTED] Score	[REDACTED] Score	[REDACTED] Score	Average Score	Comments	Wtd Value [REDACTED]	Wtd Value [REDACTED]	Wtd Value [REDACTED]	Wtd Average			
					35.40	34.80	38.40	36.20						54.00	57.00	59.40	56.80						30.00	36.00	47.40	37.80			
3	2	4	3.0		1.8	1.2	2.4	1.8	4	5	5	4.7		2.4	3	3	2.8	2	2	3	2.3		1.2	1.2	1.8	1.4			
2	2	4	2.7		2.4	2.4	4.8	3.2	4	4	5	4.3		4.8	4.8	6	5.2	2	2	3	2.3		2.4	2.4	3.6	2.8			
2	2	3	2.3		2.4	2.4	3.6	2.8	4	4	5	4.3		4.8	4.8	6	5.2	3	2	3	2.7		3.6	2.4	3.6	3.2			
2	2	3	2.3		2.4	2.4	3.6	2.8	3	3	5	3.7		3.6	3.6	6	4.4	2	2	3	2.3		2.4	2.4	3.6	2.8			
2	3	3	2.7		2.4	3.6	3.6	3.2	4	4	4	4.0		4.8	4.8	4.8	4.8	3	2	3	2.7		3.6	2.4	3.6	3.2			
2	3	2	2.3		2.4	3.6	2.4	2.8	4	4	4	4.0		4.8	4.8	4.8	4.8	3	3	3	3.0		3.6	3.6	3.6	3.6			
2	3	2	2.3		2.4	3.6	2.4	2.8	4	3	4	3.7		4.8	3.6	4.8	4.4	2	3	3	2.7		2.4	3.6	3.6	3.2			
3	3	2	2.7		3.6	3.6	2.4	3.2	4	4	4	4.0		4.8	4.8	4.8	4.8	1	3	3	2.3		1.2	3.6	3.6	2.8			
3	2	3	2.7		3.6	2.4	3.6	3.2	4	5	4	4.3		4.8	6	4.8	5.2	1	2	3	2.0		1.2	2.4	3.6	2.4			
3	2	2	2.3		3.6	2.4	2.4	2.8	3	4	3	3.3		3.6	4.8	3.6	4	1	2	3	2.0		1.2	2.4	3.6	2.4			
3	2	2	2.3		3.6	2.4	2.4	2.8	3	4	3	3.3		3.6	4.8	3.6	4	2	3	4	3.0		2.4	3.6	4.8	3.6			
2	2	2	2.0		2.4	2.4	2.4	2.4	3	3	3	3.0		3.6	3.6	3.6	3.6	2	3	4	3.0		2.4	3.6	4.8	3.6			
2	2	2	2.0		2.4	2.4	2.4	2.4	3	3	3	3.0		3.6	3.6	3.6	3.6	2	2	3	2.3		2.4	2.4	3.6	2.8			
					13.60	14.10	15.10	14.27						18.60	15.50	19.10	17.73						11.40	15.00	15.00	13.80			
3	3	3	3.0		10.8	10.8	10.8	10.8	4	3	4	3.7		14.4	10.8	14.4	13.2	2	3	3	2.7		7.2	10.8	10.8	9.6			
2		0	1.0		0	0	0	0	4		4	4.0		0	0	0	0	3		3	3.0		0	0	0	0			
2	3	4	3.0		1	1.5	2	1.5	3	4	4	3.7		1.5	2	2	1.8	3	3	3	3.0		1.5	1.5	1.5	1.5			
2	2	3	2.3		1	1	1.5	1.2	3	3	3	3.0		1.5	1.5	1.5	1.5	3	3	3	3.0		1.5	1.5	1.5	1.5			
2	2	2	2.0		0.8	0.8	0.8	0.8	3	3	3	3.0		1.2	1.2	1.2	1.2	3	3	3	3.0		1.2	1.2	1.2	1.2			
					49.00									72.60										41.40					
						48.90									72.50											51.00			
							53.50									78.50											62.40		
								50.47										74.53										51.60	
					24	24	23							9	6	5								27	23	17			

Category A										Category B										Category C																
Score	Score	Score	Average Score	Comments	Wtd Value	Wtd Value	Wtd Value	Wtd Average	Score	Score	Score	Average Score	Comments	Wtd Value	Wtd Value	Wtd Value	Wtd Average	Score	Score	Score	Average Score	Comments	Wtd Value	Wtd Value	Wtd Value	Wtd Average										
					60.60	57.60	72.60	63.60						37.80	45.00	45.60	42.80						45.00	57.60	48.60	50.40										
5	4	5	4.7		3	2.4	3	2.8	3	3	4	3.3		1.8	1.8	2.4	2	3	4	5	4.0		1.8	2.4	3	2.4										
5	4	5	4.7		6	4.8	6	5.6	3	4	3	3.3		3.6	4.8	3.6	4	3	4	4	3.7		3.6	4.8	4.8	4.4										
4	4	5	4.3		4.8	4.8	6	5.2	3	3	4	3.3		3.6	3.6	4.8	4	3	4	4	3.7		3.6	4.8	4.8	4.4										
4	4	5	4.3		4.8	4.8	6	5.2	2	4	3	3.0		2.4	4.8	3.6	3.6	3	3	4	3.3		3.6	3.6	4.8	4										
4	4	5	4.3		4.8	4.8	6	5.2	3	3	3	3.0		3.6	3.6	3.6	3.6	4	4	3	3.7		4.8	4.8	3.6	4.4										
4	4	5	4.3		4.8	4.8	6	5.2	3	3	4	3.3		3.6	3.6	4.8	4	3	4	3	3.3		3.6	4.8	3.6	4										
4	4	5	4.3		4.8	4.8	6	5.2	2	3	3	2.7		2.4	3.6	3.6	3.2	2	4	3	3.0		2.4	4.8	3.6	3.6										
3	3	5	3.7		3.6	3.6	6	4.4	2	3	3	2.7		2.4	3.6	3.6	3.2	3	5	3	3.7		3.6	6	3.6	4.4										
4	4	4	4.0		4.8	4.8	4.8	4.8	2	3	3	2.7		2.4	3.6	3.6	3.2	3	4	3	3.3		3.6	4.8	3.6	4										
4	3	4	3.7		4.8	3.6	4.8	4.4	1	2	3	2.0		1.2	2.4	3.6	2.4	3	4	3	3.3		3.6	4.8	3.6	4										
4	4	5	4.3		4.8	4.8	6	5.2	4	3	3	3.3		4.8	3.6	3.6	4	3	3	3	3.0		3.6	3.6	3.6	3.6										
4	4	5	4.3		4.8	4.8	6	5.2	3	2	2	2.3		3.6	2.4	2.4	2.8	3	4	3	3.3		3.6	4.8	3.6	4										
4	4	5	4.3		4.8	4.8	6	5.2	2	3	2	2.3		2.4	3.6	2.4	2.8	3	3	2	2.7		3.6	3.6	2.4	3.2										
					20.50	19.50	24.50	21.50						10.40	15.00	14.60	13.33						19.00	15.50	15.50	16.67										
4	4	5	4.3		14.4	14.4	18	15.6	2	3	3	2.7		7.2	10.8	10.8	9.6	4	3	3	3.3		14.4	10.8	10.8	12										
3		4	3.5		0	0	0	0	3		3	3.0		0	0	0	0	0		0	0.0		0	0	0	0										
5	3	4	4.0		2.5	1.5	2	2.0	2	3	3	2.7		1	1.5	1.5	1.3	3	3	3	3.0		1.5	1.5	1.5	1.5										
4	4	5	4.3		2	2	2.5	2.2	2	3	3	2.7		1	1.5	1.5	1.3	3	4	4	3.7		1.5	2	2	1.8										
4	4	5	4.3		1.6	1.6	2	1.7	3	3	2	2.7		1.2	1.2	0.8	1.1	4	3	3	3.3		1.6	1.2	1.2	1.3										
					81.10													48.20													64.00					
						77.10													60.00													73.10				
							97.10													60.20													64.10			
					85.10													56.13													67.07					
					4	3	1											25	19	20											13	5	16			



[REDACTED]										[REDACTED]										[REDACTED]															
[REDACTED] Score	[REDACTED] Score	[REDACTED] Score	Average Score	Comments	Wtd Value [REDACTED]	Wtd Value [REDACTED]	Wtd Value [REDACTED]	Wtd Average [REDACTED]	[REDACTED] Score	[REDACTED] Score	[REDACTED] Score	Average Score	Comments	Wtd Value [REDACTED]	Wtd Value [REDACTED]	Wtd Value [REDACTED]	Wtd Average [REDACTED]	[REDACTED] Score	[REDACTED] Score	[REDACTED] Score	Average Score	Comments	Wtd Value [REDACTED]	Wtd Value [REDACTED]	Wtd Value [REDACTED]	Wtd Average [REDACTED]									
					47.40	49.20	42.60	46.40							65.40	68.40	69.60	67.80						46.20	43.80	51.60	47.20								
3	4	3	3.3		1.8	2.4	1.8	2	5	4	4	4.3		3	2.4	2.4	2.6	3	3	4	3.3		1.8	1.8	2.4	2									
4	3	3	3.3		4.8	3.6	3.6	4	4	5	5	4.7		4.8	6	6	5.6	4	3	4	3.7		4.8	3.6	4.8	4.4									
4	3	2	3.0		4.8	3.6	2.4	3.6	4	5	5	4.7		4.8	6	6	5.6	3	3	4	3.3		3.6	3.6	4.8	4									
3	3	2	2.7		3.6	3.6	2.4	3.2	4	5	5	4.7		4.8	6	6	5.6	2	2	3	2.3		2.4	2.4	3.6	2.8									
4	3	3	3.3		4.8	3.6	3.6	4	5	4	4	4.3		6	4.8	4.8	5.2	4	3	4	3.7		4.8	3.6	4.8	4.4									
3	3	3	3.0		3.6	3.6	3.6	3.6	5	4	5	4.7		6	4.8	6	5.6	3	3	3	3.0		3.6	3.6	3.6	3.6									
3	3	3	3.0		3.6	3.6	3.6	3.6	5	4	5	4.7		6	4.8	6	5.6	2	2	3	2.3		2.4	2.4	3.6	2.8									
3	4	3	3.3		3.6	4.8	3.6	4	4	5	4	4.3		4.8	6	4.8	5.2	4	3	4	3.7		4.8	3.6	4.8	4.4									
2	4	3	3.0		2.4	4.8	3.6	3.6	3	5	4	4.0		3.6	6	4.8	4.8	3	3	4	3.3		3.6	3.6	4.8	4									
2	3	3	2.7		2.4	3.6	3.6	3.2	3	4	4	3.7		3.6	4.8	4.8	4.4	3	4	3	3.3		3.6	4.8	3.6	4									
4	3	3	3.3		4.8	3.6	3.6	4	5	5	5	5.0		6	6	6	6	3	3	3	3.0		3.6	3.6	3.6	3.6									
3	4	3	3.3		3.6	4.8	3.6	4	5	5	5	5.0		6	6	6	6	3	3	3	3.0		3.6	3.6	3.6	3.6									
3	3	3	3.0		3.6	3.6	3.6	3.6	5	4	5	4.7		6	4.8	6	5.6	3	3	3	3.0		3.6	3.6	3.6	3.6									
					11.40	11.40	14.60	12.47							23.00	20.40	24.50	22.63						15.00	15.00	14.60	14.87								
2	2	3	2.3		7.2	7.2	10.8	8.4	5	4	5	4.7		18	14.4	18	16.8	3	3	3	3.0		10.8	10.8	10.8	10.8									
3		3	3.0		0	0	0	0	3		3	3.0		0	0	0	0	2		3	2.5		0	0	0	0									
3	3	3	3.0		1.5	1.5	1.5	1.5	2	4	4	3.3		1	2	2	1.7	3	3	3	3.0		1.5	1.5	1.5	1.5									
3	3	3	3.0		1.5	1.5	1.5	1.5	4	4	5	4.3		2	2	2.5	2.2	3	3	3	3.0		1.5	1.5	1.5	1.5									
3	3	2	2.7		1.2	1.2	0.8	1.1	5	5	5	5.0		2	2	2	2	3	3	2	2.7		1.2	1.2	0.8	1.1									
					58.80													88.40													61.20				
						60.60													88.80													58.80			
							57.20													94.10													66.20		
								58.87													90.43													62.07	
					21	17	22											1	1	3											18	21	14		



[REDACTED]										[REDACTED]										[REDACTED]																										
[REDACTED] Score	[REDACTED] Score	[REDACTED] Score	Average Score	Comments	Wtd Value [REDACTED]	Wtd Value [REDACTED]	Wtd Value [REDACTED]	Wtd Average	[REDACTED] Score	[REDACTED] Score	[REDACTED] Score	Average Score	Comments	Wtd Value [REDACTED]	Wtd Value [REDACTED]	Wtd Value [REDACTED]	Wtd Average	[REDACTED] Score	[REDACTED] Score	[REDACTED] Score	Average Score	Comments	Wtd Value [REDACTED]	Wtd Value [REDACTED]	Wtd Value [REDACTED]	Wtd Average																				
					60.00	58.80	50.40	56.40							41.40	43.80	51.60	45.60						54.00	54.60	56.40	55.00																			
4	4	4	4.0		2.4	2.4	2.4	2.4	3	3	4	3.3		1.8	1.8	2.4	2	4	5	4	4.3		2.4	3	2.4	2.6																				
5	4	4	4.3		6	4.8	4.8	5.2	3	3	4	3.3		3.6	3.6	4.8	4	3	5	4	4.0		3.6	6	4.8	4.8																				
4	4	4	4.0		4.8	4.8	4.8	4.8	3	3	4	3.3		3.6	3.6	4.8	4	4	4	4	4.0		4.8	4.8	4.8	4.8																				
4	3	3	3.3		4.8	3.6	3.6	4	3	3	3	3.0		3.6	3.6	3.6	3.6	3	4	4	3.7		3.6	4.8	4.8	4.4																				
5	4	3	4.0		6	4.8	3.6	4.8	2	3	4	3.0		2.4	3.6	4.8	3.6	4	4	4	4.0		4.8	4.8	4.8	4.8																				
5	4	3	4.0		6	4.8	3.6	4.8	2	3	3	2.7		2.4	3.6	3.6	3.2	4	3	4	3.7		4.8	3.6	4.8	4.4																				
5	4	3	4.0		6	4.8	3.6	4.8	2	2	3	2.3		2.4	2.4	3.6	2.8	4	3	4	3.7		4.8	3.6	4.8	4.4																				
3	4	4	3.7		3.6	4.8	4.8	4.4	3	3	4	3.3		3.6	3.6	4.8	4	4	4	4	4.0		4.8	4.8	4.8	4.8																				
4	4	4	4.0		4.8	4.8	4.8	4.8	3	3	4	3.3		3.6	3.6	4.8	4	4	4	3	3.7		4.8	4.8	3.6	4.4																				
4	3	3	3.3		4.8	3.6	3.6	4	3	3	3	3.0		3.6	3.6	3.6	3.6	3	3	3	3.0		3.6	3.6	3.6	3.6																				
3	5	3	3.7		3.6	6	3.6	4.4	3	3	3	3.0		3.6	3.6	3.6	3.6	3	3	4	3.3		3.6	3.6	4.8	4																				
3	4	3	3.3		3.6	4.8	3.6	4	3	3	3	3.0		3.6	3.6	3.6	3.6	4	3	4	3.7		4.8	3.6	4.8	4.4																				
3	4	3	3.3		3.6	4.8	3.6	4	3	3	3	3.0		3.6	3.6	3.6	3.6	3	3	3	3.0		3.6	3.6	3.6	3.6																				
					23.20	19.60	19.10	20.63						18.60	16.00	16.00	16.87						18.10	19.10	18.60	18.60																				
5	4	4	4.3		18	14.4	14.4	15.6	4	3	3	3.3		14.4	10.8	10.8	12	4	4	4	4.0		14.4	14.4	14.4	14.4																				
3		3	3.0		0	0	0	0	3		3	3.0		0	0	0	0	1		3	2.0		0	0	0	0																				
4	4	4	4.0		2	2	2	2.0	3	4	4	3.7		1.5	2	2	1.8	3	4	3	3.3		1.5	2	1.5	1.7																				
4	4	3	3.7		2	2	1.5	1.8	3	4	4	3.7		1.5	2	2	1.8	2	3	3	2.7		1	1.5	1.5	1.3																				
3	3	3	3.0		1.2	1.2	1.2	1.2	3	3	3	3.0		1.2	1.2	1.2	1.2	3	3	3	3.0		1.2	1.2	1.2	1.2																				
					83.20													60.00													72.10															
						78.40													59.80													73.70														
							69.50													67.60													75.00													
					77.03																			62.47														73.60								
					3	2	10																	19	20	13																	10	4	8	

[REDACTED]									[REDACTED]									[REDACTED]								
Score	Score	Score	Average Score	Comments	Wtd Value	Wtd Value	Wtd Value	Wtd Average	Score	Score	Score	Average Score	Comments	Wtd Value	Wtd Vlue	Wtd Value	Wtd Average	Score	Score	Score	Average Score	Comments	Wtd Value	Wtd Value	Wtd Value	Wtd Average
					48.60	33.00	40.20	40.60						15.00	15.00	18.60	16.20						25.20	22.20	29.40	25.60
3	3	3	3.0		1.8	1.8	1.8	1.8	1	1	1	1.0		0.6	0.6	0.6	0.6	2	1	3	2.0		1.2	0.6	1.8	1.2
4	3	3	3.3		4.8	3.6	3.6	4	1	1	1	1.0		1.2	1.2	1.2	1.2	2	2	3	2.3		2.4	2.4	3.6	2.8
3	3	3	3.0		3.6	3.6	3.6	3.6	1	1	1	1.0		1.2	1.2	1.2	1.2	2	2	3	2.3		2.4	2.4	3.6	2.8
3	2	3	2.7		3.6	2.4	3.6	3.2	1	1	1	1.0		1.2	1.2	1.2	1.2	2	1	2	1.7		2.4	1.2	2.4	2
3	2	3	2.7		3.6	2.4	3.6	3.2	1	1	1	1.0		1.2	1.2	1.2	1.2	1	1	3	1.7		1.2	1.2	3.6	2
3	2	3	2.7		3.6	2.4	3.6	3.2	1	1	1	1.0		1.2	1.2	1.2	1.2	1	1	2	1.3		1.2	1.2	2.4	1.6
3	2	3	2.7		3.6	2.4	3.6	3.2	1	1	1	1.0		1.2	1.2	1.2	1.2	1	1	2	1.3		1.2	1.2	2.4	1.6
3	2	3	2.7		3.6	2.4	3.6	3.2	1	1	1	1.0		1.2	1.2	1.2	1.2	2	2	2	2.0		2.4	2.4	2.4	2.4
3	2	2	2.3		3.6	2.4	2.4	2.8	1	1	1	1.0		1.2	1.2	1.2	1.2	2	2	1	1.7		2.4	2.4	1.2	2
3	2	2	2.3		3.6	2.4	2.4	2.8	1	1	1	1.0		1.2	1.2	1.2	1.2	2	2	1	1.7		2.4	2.4	1.2	2
4	2	3	3.0		4.8	2.4	3.6	3.6	1	1	3	1.7		1.2	1.2	3.6	2	2	1	2	1.7		2.4	1.2	2.4	2
4	2	2	2.7		4.8	2.4	2.4	3.2	1	1	2	1.3		1.2	1.2	2.4	1.6	2	2	1	1.7		2.4	2.4	1.2	2
3	2	2	2.3		3.6	2.4	2.4	2.8	1	1	1	1.0		1.2	1.2	1.2	1.2	1	1	1	1.0		1.2	1.2	1.2	1.2
					11.00	11.00	11.00	11.00						5.00	5.00	5.00	5.00						11.30	11.80	8.20	10.43
2	2	2	2.0		7.2	7.2	7.2	7.2	1	1	1	1.0		3.6	3.6	3.6	3.6	3	3	2	2.7		10.8	10.8	7.2	9.6
2		3	2.5		0	0	0	0						0	0	0		0			0.0		0	0	0	0
3	3	3	3.0		1.5	1.5	1.5	1.5	1	1	1	1.0		0.5	0.5	0.5	0.5	1	2	2	1.7		0.5	1	1	0.8
3	3	3	3.0		1.5	1.5	1.5	1.5	1	1	1	1.0		0.5	0.5	0.5	0.5	0	0	0	0.0		0	0	0	0.0
2	2	2	2.0		0.8	0.8	0.8	0.8	1	1	1	1.0		0.4	0.4	0.4	0.4	0	0	0	0.0		0	0	0	0
					59.60									20.00									36.50			
						44.00									20.00									34.00		
							51.20									23.60									37.60	
								51.60									21.20									36.03
					20	25	26							30	29	30							29	28	29	

[REDACTED]										[REDACTED]										[REDACTED]														
[REDACTED] Score	[REDACTED] Score	[REDACTED] Score	Average Score	Comments	Wtd Value [REDACTED]	Wtd Value [REDACTED]	Wtd Value [REDACTED]	Wtd Average	[REDACTED] Score	[REDACTED] Score	[REDACTED] Score	Average Score	Comments	Wtd Value [REDACTED]	Wtd Value [REDACTED]	Wtd Value [REDACTED]	Wtd Average	[REDACTED] Score	[REDACTED] Score	[REDACTED] Score	Average Score	Comments	Wtd Value [REDACTED]	Wtd Value [REDACTED]	Wtd Value [REDACTED]	Wtd Average								
					41.40	30.00	39.60	37.00							40.20	45.00	49.80	45.00						46.80	46.20	53.40	48.80							
3	2	4	3.0		1.8	1.2	2.4	1.8	3	3	3	3.0		1.8	1.8	1.8	1.8	4	3	3	3.3		2.4	1.8	1.8	2								
3	2	4	3.0		3.6	2.4	4.8	3.6	4	4	4	4.0		4.8	4.8	4.8	4.8	3	3	4	3.3		3.6	3.6	4.8	4								
3	2	3	2.7		3.6	2.4	3.6	3.2	3	4	4	3.7		3.6	4.8	4.8	4.4	3	3	4	3.3		3.6	3.6	4.8	4								
2	2	3	2.3		2.4	2.4	3.6	2.8	2	3	3	2.7		2.4	3.6	3.6	3.2	3	3	4	3.3		3.6	3.6	4.8	4								
3	2	3	2.7		3.6	2.4	3.6	3.2	3	3	4	3.3		3.6	3.6	4.8	4	3	3	4	3.3		3.6	3.6	4.8	4								
3	2	2	2.3		3.6	2.4	2.4	2.8	3	3	3	3.0		3.6	3.6	3.6	3.6	3	3	3	3.0		3.6	3.6	3.6	3.6								
3	2	2	2.3		3.6	2.4	2.4	2.8	3	3	3	3.0		3.6	3.6	3.6	3.6	2	3	3	2.7		2.4	3.6	3.6	3.2								
3	2	3	2.7		3.6	2.4	3.6	3.2	3	3	4	3.3		3.6	3.6	4.8	4	4	3	4	3.7		4.8	3.6	4.8	4.4								
3	2	2	2.3		3.6	2.4	2.4	2.8	3	2	3	2.7		3.6	2.4	3.6	3.2	3	2	4	3.0		3.6	2.4	4.8	3.6								
3	2	2	2.3		3.6	2.4	2.4	2.8	2	2	3	2.3		2.4	2.4	3.6	2.8	3	2	4	3.0		3.6	2.4	4.8	3.6								
2	2	3	2.3		2.4	2.4	3.6	2.8	2	3	3	2.7		2.4	3.6	3.6	3.2	3	3	3	3.0		3.6	3.6	3.6	3.6								
2	2	2	2.0		2.4	2.4	2.4	2.4	2	3	3	2.7		2.4	3.6	3.6	3.2	4	4	3	3.7		4.8	4.8	3.6	4.4								
3	2	2	2.3		3.6	2.4	2.4	2.8	2	3	3	2.7		2.4	3.6	3.6	3.2	3	5	3	3.7		3.6	6	3.6	4.4								
					14.60	13.60	11.00	13.07						11.00	15.40	15.00	13.80						15.10	15.50	15.00	15.20								
3	3	2	2.7		10.8	10.8	7.2	9.6	2	3	3	2.7		7.2	10.8	10.8	9.6	3	3	3	3.0		10.8	10.8	10.8	10.8								
3		3	3.0		0	0	0	0	3		3	3.0		0	0	0	0	4		3	3.5		0	0	0	0								
3	2	3	2.7		1.5	1	1.5	1.3	3	3	3	3.0		1.5	1.5	1.5	1.5	4	4	3	3.7		2	2	1.5	1.8								
3	2	3	2.7		1.5	1	1.5	1.3	3	3	3	3.0		1.5	1.5	1.5	1.5	3	3	3	3.0		1.5	1.5	1.5	1.5								
2	2	2	2.0		0.8	0.8	0.8	0.8	2	4	3	3.0		0.8	1.6	1.2	1.2	2	3	3	2.7		0.8	1.2	1.2	1.1								
					56.00													51.20													61.90			
						43.60													60.40													61.70		
							50.60													64.80													68.40	
								50.07													58.80													64.00
					22	26	27											23	18	15											17	15	12	

[REDACTED]								
[REDACTED] Score	[REDACTED] Score	[REDACTED] Score	Average Score	Comments	Wtd Value [REDACTED]	Wtd Value [REDACTED]	Wtd Value [REDACTED]	Wtd Average
					46.20	43.20	46.20	45.20
3	4	3	3.3		1.8	2.4	1.8	2
3	3	4	3.3		3.6	3.6	4.8	4
3	3	3	3.0		3.6	3.6	3.6	3.6
3	3	3	3.0		3.6	3.6	3.6	3.6
4	3	4	3.7		4.8	3.6	4.8	4.4
3	4	3	3.3		3.6	4.8	3.6	4
3	3	3	3.0		3.6	3.6	3.6	3.6
3	3	3	3.0		3.6	3.6	3.6	3.6
3	3	3	3.0		3.6	3.6	3.6	3.6
2	2	2	2.0		2.4	2.4	2.4	2.4
4	3	3	3.3		4.8	3.6	3.6	4
3	2	3	2.7		3.6	2.4	3.6	3.2
3	2	3	2.7		3.6	2.4	3.6	3.2
					19.50	19.00	14.60	17.70
4	4	3	3.7		14.4	14.4	10.8	13.2
0		1	0.5		0	0	0	0
4	3	3	3.3		2	1.5	1.5	1.7
3	3	3	3.0		1.5	1.5	1.5	1.5
4	4	2	3.3		1.6	1.6	0.8	1.3
					65.70			
						62.20		
							60.80	
								62.90
					12	13	19	

Contract Title
Contract Reference
Evaluation Date
Evaluation Team
Contract Value

QUALITY ANSWER GUIDE

	Cells which get information from elsewhere. Do not enter answer guides for these questions
	Enter answer guides for each question

Q No.		Score 0-5					Weighting
CRITERIA		0	1	2	3	4	5
6.3	Quality Factors						75%
6.3.1	Executive Team statement	not answered/ understood			Show there is a match between their objectives and LGAH factors but limited evidence and haven't show the link to the relationship with L&G		Demonstrate that the quality factors feature in core business operation Demonstrable track record of achieving against those factors Say how they do it currently and how they will apply processes / learning to the relationship with LGHA Meaningful examples to required scale of what they're doing currently
6.3.2 a)	A focus on the customer at the heart of the business - businesses understanding of the factor	not answered/ understood	Some evidence of processes in place		Evidence of processes at the required scale, but not necessarily producing or evidencing outcomes		Good evidence at the required scale of processes in place with resulting, relevant outcomes evidencing understanding of the factor
6.3.2 b)	A focus on the customer at the heart of the business - The efforts your business has made to address the issues it has identified in this factor	not answered/ understood	Some evidence of processes in place		Evidence of processes to address issues at the required scale, but not necessarily producing or evidencing improvements		Good evidence at the required scale of identification of issues and delivering improvements
6.3.2 c)	A focus on the customer at the heart of the business - The success your business has had in improving its own operation	not answered/ understood	Some evidence of processes in place		Evidence of processes at the required scale, but not necessarily producing or evidencing business improvement		Good evidence at the required scale of processes in place with resulting business improvements delivered
6.3.3 a)	A collective effort to deliver the fundamentals successfully - businesses understanding of the factor	not answered/ understood	Some evidence of processes in place		Evidence of processes at the required scale, but not necessarily producing or evidencing outcomes		Good evidence at the required scale of processes in place with resulting, relevant outcomes evidencing understanding of the factor
6.3.3 b)	A collective effort to deliver the fundamentals successfully - The efforts your business has made to address the issues it has identified in this factor	not answered/ understood	Some evidence of processes in place		Evidence of processes to address issues at the required scale, but not necessarily producing or evidencing improvements		Good evidence at the required scale of identification of issues and delivering improvements
6.3.3 c)	A collective effort to deliver the fundamentals successfully - The success your business has had in improving its own operation	not answered/ understood	Some evidence of processes in place		Evidence of processes at the required scale, but not necessarily producing or evidencing business improvement		Good evidence at the required scale of processes in place with resulting business improvements delivered
6.3.4 a)	Engaging of employees and stakeholders - businesses understanding of the factor	not answered/ understood	Some evidence of processes in place		Evidence of processes at the required scale, but not necessarily producing or evidencing outcomes		Good evidence at the required scale of processes in place with resulting, relevant outcomes evidencing understanding of the factor
6.3.4 b)	Engaging of employees and stakeholders - The efforts your business has made to address the issues it has identified in this factor	not answered/ understood	Some evidence of processes in place		Evidence of processes to address issues at the required scale, but not necessarily producing or evidencing improvements		Good evidence at the required scale of identification of issues and delivering improvements
6.3.4 c)	Engaging of employees and stakeholders - The success your business has had in improving its own operation	not answered/ understood	Some evidence of processes in place		Evidence of processes at the required scale, but not necessarily producing or evidencing business improvement		Good evidence at the required scale of processes in place with resulting business improvements delivered
6.3.5 a)	Innovation - businesses understanding of the factor	not answered/ understood	Some evidence of processes in place		Evidence of processes at the required scale, but not necessarily producing or evidencing outcomes		Good evidence at the required scale of processes in place with resulting, relevant outcomes evidencing understanding of the factor
6.3.5 b)	Innovation - The efforts your business has made to address the issues it has identified in this factor	not answered/ understood	Some evidence of processes in place		Evidence of processes to address issues at the required scale, but not necessarily producing or evidencing improvements		Good evidence at the required scale of identification of issues and delivering improvements
6.3.5 c)	Innovation - The success your business has had in improving its own operation	not answered/ understood	Some evidence of processes in place		Evidence of processes at the required scale, but not necessarily producing or evidencing business improvement		Good evidence at the required scale of processes in place with resulting business improvements delivered
0	0						0.0%
6.4	Service Schedule & Performance Questions						25%
6.4.1	a) Please confirm that you are able to provide the standard of service required in the service schedule and meet the key performance indicators. b) Where you are unable to provide the standard of service proposed, please indicate in which areas and why, detail the alternative arrangements you would propose and your improvement plan for bringing performance up to the required standard during the first 12 months of the contract. Where you are able to provide the required standard of service and meet ALL of the performance indicators, please explain how you will maintain and seek to continuously improve the service through the life of the contract.  Bidders not currently able to meet the required standards will score 0-3 marks. Bidders currently able to meet or exceed the required standards will score 3-5 marks.	not answered/ understood	standards not currently met and limited evidence of how improvements will be made		If the standard is not currently met can score a max of 3 Detail of how they are seeking to improve performance to meet the standards - process and outcomes explained and evidenced.		If the standards are currently met and this is evidenced, score 3 - 5 Details of the performance management controls they will put in place Mention of KPIs that will be in place within the contract with reference back to the quality factors. Translate some of the management techniques into the relationship with LGAH. Evidence of process and outcome.
6.4.2	Please outline any areas where your services extend beyond those stipulated in the schedules and please attach the relevant policy that explains the service offered.	not answered/ understood	info		info		info
6.4.3	Please provide a short description of the tenancy sustainment and social value service provision you have available to your current customer base and that you would be happy to extend to LGAH customers who you were responsible for under this agreement.	not answered/ understood	Some evidence of processes in place		Evidence of processes at the required scale, but not necessarily producing or evidencing outcomes		Good evidence at the required scale of processes in place with resulting, relevant outcomes evidencing understanding of the factor
6.4.4	please outline how you currently onboard new customers during the process of letting homes at both new and re-let of the property.	not answered/ understood	Some evidence of processes in place		evidence of what they do already (which is sufficient) but not linked to the LGAH relationship.		Evidence that they have thought about or tested the opinion of what's important to the customer (how do they gather customer perspective insights?).  Thoughts of how they, with LGAH could deliver an experience that achieve the things that are important Evidence that they already do the things they have identified within their business.
6.4.5	If you have a mature transactional service model please provide 500 words explaining when your current model came on line, how it is managed and share your most recent performance report for delivery of customer services. If alternatively, you intend to deliver the service on a person to person basis please provide 500 words explaining the fit of the L&G service within your current operating model.	not answered/ understood	Traditional model, not progressing.		No multi channel methods of customer access - still operating a traditional HO led model but moving towards channel shift.		All elements of the question addressed. Multi channel experience on line for a reasonable period of time (long enough to become embedded) - extent of channel shift of customer interaction evidenced. customer feedback on multi channel methods of engagement -do they like it?
0	0						2.0%
							0.0%

What have they done to understand customer views (breath of activities or insight gained).  
What have they done with the information and how has this driven improvement efforts?

What is the approach to business / continuous improvement. What tools have been used and what is the outcome. Evidence of maturity in describing the business challenge and delivering improvements (not reactive / learning from complaints!)  
What have they improved and what has the impact on the customer experience been? Has this been tested?

Have provided and organisation narrative on what they are about (understand their core business / usp).  
Have described how have they gone about getting the message out to stakeholders (tools and techniques used).  
Evidence that stakeholders understand the message (feedback from stakeholders) - have they done anything with the supply chain to get a sense of their understanding of the message? How is the message communicated to through the supply chain to customers?

Describe the method of identifying issues/ideas and how innovative solutions are assessed. Details of how innovative solutions have been implemented and what was the outcome.

CONSOLIDATED SCORE SHEET

Geographic Areas		Company Name							
		Thresholds Passed?	Y	Y	Y	Y	Y	Y	Y
		Quality Score	68.30	51.60	40.50	58.90	71.17	61.67	77.20
		Rank	11	23	28	19	10	18	4
Area	Region	District							
Bedford	East								
Cambridgeshire	East								
Cambridgeshire	East	Cambridge					1		1
Cambridgeshire	East	East Cambridgeshire					1		1
Cambridgeshire	East	Fenland							1
Cambridgeshire	East	Huntingonshire							
Cambridgeshire	East	South Cambridgeshire					1		1
Central Bedfordshire	East								
Essex	East						1		
Essex	East	Basildon							1
Essex	East	Braintree							1
Essex	East	Brentwood							
Essex	East	Castle Point							
Essex	East	Chelmsford							
Essex	East	Colchester							1
Essex	East	Epping Forest							
Essex	East	Harlow							
Essex	East	Maldon							
Essex	East	Rochford							
Essex	East	Tendring							1
Essex	East	Uttlesford							
Hertfordshire	East								
Hertfordshire	East	Broxbourne					1		
Hertfordshire	East	Dacorum							
Hertfordshire	East	East Hertfordshire					1		
Hertfordshire	East	Hertsmere							
Hertfordshire	East	North Hertfordshire					1		
Hertfordshire	East	St Albans					1		
Hertfordshire	East	Stevenage							
Hertfordshire	East	Three Rivers							
Hertfordshire	East	Watford							
Hertfordshire	East	Welwyn Hatfield							
Luton	East								
Norfolk	East								
Norfolk	East	Breckland							1
Norfolk	East	Broadland							1
Norfolk	East	Great Yarmouth							1
Norfolk	East	King's Lynn and West Norfolk							1
Norfolk	East	North Norfolk							1
Norfolk	East	Norwich							1
Norfolk	East	South Norfolk							
Peterborough	East								
Southend-on-Sea	East						1		
Suffolk	East								1
Suffolk	East	Babergh					1		
Suffolk	East	Forest Heath							
Suffolk	East	Ipswich					1		
Suffolk	East	Mid Suffolk					1		
Suffolk	East	St Edmundsbury					1		
Suffolk	East	Suffolk Coastal					1		
Suffolk	East	Waveney							
Thurrock	East						1		
Derby	East Midlands			1					
Derbyshire	East Midlands			1					
Derbyshire	East Midlands	Amber Valley							
Derbyshire	East Midlands	Bolsover							
Derbyshire	East Midlands	Chesterfield							
Derbyshire	East Midlands	Derbyshire Dales							
Derbyshire	East Midlands	Erewash							
Derbyshire	East Midlands	High Peak							
Derbyshire	East Midlands	North East Derbyshire							
Derbyshire	East Midlands	South Derbyshire							
Leicester	East Midlands			1					
Leicestershire	East Midlands			1					
Leicestershire	East Midlands	Blaby							
Leicestershire	East Midlands	Charnwood							
Leicestershire	East Midlands	Harborough							
Leicestershire	East Midlands	Hinckley and Bosworth							
Leicestershire	East Midlands	Melton							
Leicestershire	East Midlands	North West Leicestershire							
Leicestershire	East Midlands	Oadby and Wigston							
Lincolnshire	East Midlands			1					
Lincolnshire	East Midlands	Boston							
Lincolnshire	East Midlands	East Lindsey							
Lincolnshire	East Midlands	Lincoln							
Lincolnshire	East Midlands	North Kesteven							
Lincolnshire	East Midlands	South Holland							
Lincolnshire	East Midlands	South Kesteven							
Lincolnshire	East Midlands	West Lindsey							
Northamptonshire	East Midlands								
Northamptonshire	East Midlands	Corby							
Northamptonshire	East Midlands	Daventry							
Northamptonshire	East Midlands	East Northamptonshire							
Northamptonshire	East Midlands	Kettering							
Northamptonshire	East Midlands	Northampton							
Northamptonshire	East Midlands	South Northamptonshire							
Northamptonshire	East Midlands	Wellingborough							
Nottingham	East Midlands								
Nottinghamshire	East Midlands			1					
Nottinghamshire	East Midlands	Ashfield							
Nottinghamshire	East Midlands	Bassetlaw							
Nottinghamshire	East Midlands	Broxtowe							
Nottinghamshire	East Midlands	Gedling							
Nottinghamshire	East Midlands	Mansfield							
Nottinghamshire	East Midlands	Newark and Sherwood							
Nottinghamshire	East Midlands	Rushcliffe							
Rutland	East Midlands			1					
Greater London	Inner London	City of London							
Greater London	Inner London	City of Westminster							
Greater London	Inner London	Islington							
Greater London	Inner London	London Borough of Camden							
Greater London	Inner London	London Borough of Hackney							
Greater London	Inner London	London Borough of Hammersmith and Fulham							
Greater London	Inner London	London Borough of Haringey							
Greater London	Inner London	London Borough of Lambeth							
Greater London	Inner London	London Borough of Lewisham							
Greater London	Inner London	London Borough of Newham							
Greater London	Inner London	London Borough of Southwark							
Greater London	Inner London	London Borough of Tower Hamlets							
Greater London	Inner London	London Borough of Wandsworth							
Greater London	Inner London	Royal Borough of Kensington and Chelsea							
Borough of Darlington	North East								
County Durham	North East								
Hartlepool	North East								
Metropolitan Borough of Gateshead	North East								
Middlesbrough	North East								
Newcastle upon Tyne	North East								
North Tyneside	North East								
Northumberland	North East								
Redcar and Cleveland	North East								
South Tyneside	North East								
Stockton-on-Tees	North East								
Sunderland	North East								



Blackburn with Darwen	North West								
Blackpool	North West								
Bolton	North West								
Borough of Halton	North West								
Bury	North West								
Cheshire East	North West								
Cheshire West and Chester	North West								
City of Salford	North West								
Cumbria	North West								
Cumbria	North West	Allerdale							
Cumbria	North West	Barrow-in-Furness							
Cumbria	North West	Carlisle							
Cumbria	North West	Copeland							
Cumbria	North West	Eden							
Cumbria	North West	South Lakeland							
Knowsley	North West								
Lancashire	North West								
Lancashire	North West	Burnley							
Lancashire	North West	Chorley							
Lancashire	North West	Fylde							
Lancashire	North West	Hyndburn							
Lancashire	North West	Lancaster							
Lancashire	North West	Pendle							
Lancashire	North West	Preston							
Lancashire	North West	Ribble Valley							
Lancashire	North West	Rossendale							
Lancashire	North West	South Ribble							
Lancashire	North West	West Lancashire							
Lancashire	North West	Wyre							
Liverpool	North West								
Manchester	North West								
Rochdale	North West								
St Helens	North West								
Oldham	North West								
Sefton	North West								
Stockport	North West								
Tameside	North West								
Trafford	North West								
Warrington	North West								
Wigan	North West								
Wirral-Enniskillen	North West								
Croydon	Outer London								
Kingston upon Thames	Outer London								
Greater London	Outer London	London Borough of Barking and Dagenham					1		
Greater London	Outer London	London Borough of Barnet							
Greater London	Outer London	London Borough of Bexley							
Greater London	Outer London	London Borough of Brent							
Greater London	Outer London	London Borough of Bromley							
Greater London	Outer London	London Borough of Ealing							
Greater London	Outer London	London Borough of Enfield					1		
Greater London	Outer London	London Borough of Harrow							
Greater London	Outer London	London Borough of Havering					1		
Greater London	Outer London	London Borough of Hillingdon							
Greater London	Outer London	London Borough of Hounslow							
Greater London	Outer London	London Borough of Merton							
Greater London	Outer London	London Borough of Redbridge					1		
Greater London	Outer London	London Borough of Richmond upon Thames							
Greater London	Outer London	London Borough of Sutton							
Greater London	Outer London	London Borough of Waltham Forest							
Greater London	Outer London	Royal Borough of Greenwich							
Bracknell Forest	South East								
Brighton and Hove	South East								
Buckinghamshire	South East								
Buckinghamshire	South East	Aylesbury Vale							
Buckinghamshire	South East	Chiltern							
Buckinghamshire	South East	South Bucks							
Buckinghamshire	South East	Wycombe							
East Sussex	South East								
East Sussex	South East	Eastbourne							
East Sussex	South East	Hastings							
East Sussex	South East	Lewes							
East Sussex	South East	Rother							
East Sussex	South East	Wealden							
Hampshire	South East				0				
Hampshire	South East	Basingstoke and Deane							
Hampshire	South East	East Hampshire							
Hampshire	South East	Eastleigh							
Hampshire	South East	Fareham							
Hampshire	South East	Gosport							
Hampshire	South East	Hart							
Hampshire	South East	Havant							
Hampshire	South East	New Forest							
Hampshire	South East	Rushmoor							
Hampshire	South East	Test Valley							
Hampshire	South East	Winchester							
Isle of Wight	South East								
Kent	South East								
Kent	South East	Ashford							
Kent	South East	Canterbury							
Kent	South East	Dartford							
Kent	South East	Dover							
Kent	South East	Gravesham							
Kent	South East	Maidstone							
Kent	South East	Sevenoaks							
Kent	South East	Shepway							
Kent	South East	Swale							
Kent	South East	Thanet							
Kent	South East	Tonbridge and Malling							
Kent	South East	Tunbridge Wells							
Medway	South East								
Milton Keynes	South East								
Oxfordshire	South East		1						
Oxfordshire	South East	Cherwell							
Oxfordshire	South East	Oxford							
Oxfordshire	South East	South Oxfordshire							
Oxfordshire	South East	Vale of White Horse							
Oxfordshire	South East	West Oxfordshire							
Portsmouth	South East				0				
Reading	South East								
Royal Borough of Windsor and Maidenhead	South East								
Slough	South East								
Southampton	South East				0				
Surrey	South East								
Surrey	South East	Elmbridge							
Surrey	South East	Epsom and Ewell							
Surrey	South East	Guildford							
Surrey	South East	Mole Valley							
Surrey	South East	Reigate and Banstead							
Surrey	South East	Runnymede							
Surrey	South East	Spelthorne							
Surrey	South East	Surrey Heath							
Surrey	South East	Tandridge							
Surrey	South East	Waverley							
Surrey	South East	Woking							
West Berkshire	South East								
West Sussex	South East								
West Sussex	South East	Adur							
West Sussex	South East	Arun							
West Sussex	South East	Chichester							
West Sussex	South East	Crawley							
West Sussex	South East	Horsham							
West Sussex	South East	Mid Sussex							
West Sussex	South East	Worthing							
Wokingham	South East								
Bath and North East Somerset	South West							1	
Bournemouth	South West								
Bristol	South West							1	

Cornwall	South West								
Devon	South West								
Devon	South West	East Devon							
Devon	South West	Exeter			0				
Devon	South West	Mid Devon							
Devon	South West	North Devon							
Devon	South West	South Hams							
Devon	South West	Teignbridge							
Devon	South West	Torridge							
Devon	South West	West Devon							
Dorset	South West				0				
Gloucestershire	South West		1						
Gloucestershire	South West	Cheltenham							
Gloucestershire	South West	Cotswold							
Gloucestershire	South West	Forest of Dean							
Gloucestershire	South West	Gloucester							
Gloucestershire	South West	Stroud							
Gloucestershire	South West	Tewkesbury							
Isles of Scilly	South West								
North Somerset	South West								
Plymouth	South West				0				
Poole	South West								
Somerset	South West				0			1	
Somerset	South West	Mendip							
Somerset	South West	Sedgemoor							
Somerset	South West	South Somerset							
Somerset	South West	Taunton Deane							
Somerset	South West	West Somerset							
South Gloucestershire	South West							1	
Swindon	South West								
Torbay	South West								
Wiltshire	South West				0			1	
Birmingham	West Midlands		1			1			
Coventry	West Midlands		1						
Herefordshire	West Midlands		1						
Metropolitan Borough of Dudley	West Midlands		1			1			
Metropolitan Borough of Walsall	West Midlands		1			1			
Sandwell	West Midlands		1			1			
Shropshire	West Midlands		1						
Solihull	West Midlands		1			1			
Staffordshire	West Midlands		1						
Staffordshire	West Midlands	Cannock Chase				1			
Staffordshire	West Midlands	East Staffordshire							
Staffordshire	West Midlands	Lichfield				1			
Staffordshire	West Midlands	Newcastle-under-Lyme							
Staffordshire	West Midlands	South Staffordshire				1			
Staffordshire	West Midlands	Stafford				1			
Staffordshire	West Midlands	Staffordshire Moorlands							
Staffordshire	West Midlands	Tamworth				1			
Stoke-on-Trent	West Midlands		1						
Telford and Wrekin	West Midlands		1			1			
Warwickshire	West Midlands		1			1			
Warwickshire	West Midlands	North Warwickshire							
Warwickshire	West Midlands	Nuneaton and Bedworth							
Warwickshire	West Midlands	Rugby							
Warwickshire	West Midlands	Stratford-on-Avon							
Warwickshire	West Midlands	Warwick							
Wolverhampton	West Midlands		1			1			
Worcestershire	West Midlands		1						
Worcestershire	West Midlands	Bromsgrove							
Worcestershire	West Midlands	Malvern Hills				1			
Worcestershire	West Midlands	Redditch				1			
Worcestershire	West Midlands	Worcester				1			
Worcestershire	West Midlands	Wychavon				1			
Worcestershire	West Midlands	Wyre Forest							
Bradford	Yorkshire and Humberside			1					
Calderdale	Yorkshire and Humberside			1					
East Riding of Yorkshire	Yorkshire and Humberside								
Kingston upon Hull	Yorkshire and Humberside								
Kirklees	Yorkshire and Humberside			1					
Leeds	Yorkshire and Humberside			1					
Metropolitan Borough of Barnsley	Yorkshire and Humberside			1					
Metropolitan Borough of Doncaster	Yorkshire and Humberside			1					
North East Lincolnshire	Yorkshire and Humberside			1					
North Lincolnshire	Yorkshire and Humberside			1					
North Yorkshire	Yorkshire and Humberside	Craven							
North Yorkshire	Yorkshire and Humberside	Hambleton							
North Yorkshire	Yorkshire and Humberside	Harrogate							
North Yorkshire	Yorkshire and Humberside	Richmondshire							
North Yorkshire	Yorkshire and Humberside	Ryedale							
North Yorkshire	Yorkshire and Humberside	Scarborough							
North Yorkshire	Yorkshire and Humberside	Selby							
North Yorkshire	Yorkshire and Humberside			1					
Rotherham	Yorkshire and Humberside			1					
Sheffield	Yorkshire and Humberside			1					
Wakefield	Yorkshire and Humberside			1					
York	Yorkshire and Humberside			1					

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1										3
1										4
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1										3
1										3

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Name				wtd average score	rank
	1	1	3	90.43	1
	4	3	1	85.10	2
	7	7	2	80.93	3
	6	9	4	77.20	4
	3	2	10	77.03	5
	9	6	5	74.53	6
	2	10	11	73.77	7
	10	4	8	73.60	8
	5	16	7	72.13	9
	8	11	9	71.17	10
	16	12	6	68.30	11
	13	5	16	67.07	12
	17	15	12	64.00	13
	12	13	19	62.90	14
	19	20	13	62.47	15
	15	14	18	62.40	16
	18	21	14	62.07	17
	13	8	24	61.67	18
	11	29	25	58.90	19
	21	17	22	58.87	20
	23	18	15	58.80	21
	25	19	20	56.13	22
	28	21	21	51.60	23
	27	23	17	51.60	23
	20	25	26	51.60	23
	24	24	23	50.47	26
	22	26	27	50.07	27
	26	26	28	40.50	28
	29	28	29	36.03	29
	30	29	30	21.20	30

Pricing areas

- london inner & outer
- south east
- south west
- north east
- midlands
- north west

each county bordering oxfordshire

nothants

gloucester

berks

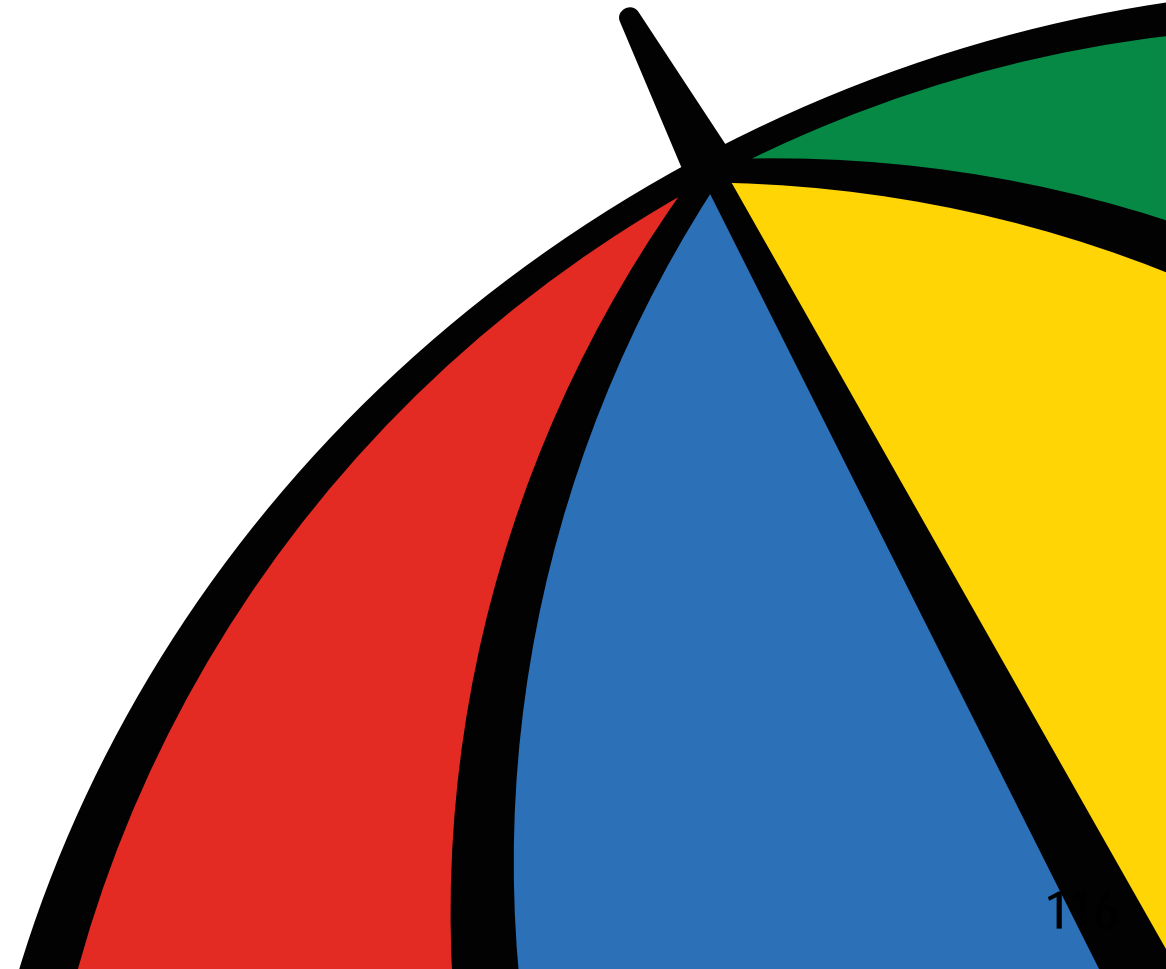
wilts

warwks

# Management Provider

## Supplier Relationship Management Framework

November 2021





# Introduction

This Supplier Relationship Management (SRM) Framework has been developed ensure LGAH takes a consistent and robust approach to the Management of its network of outsourced Management Providers.

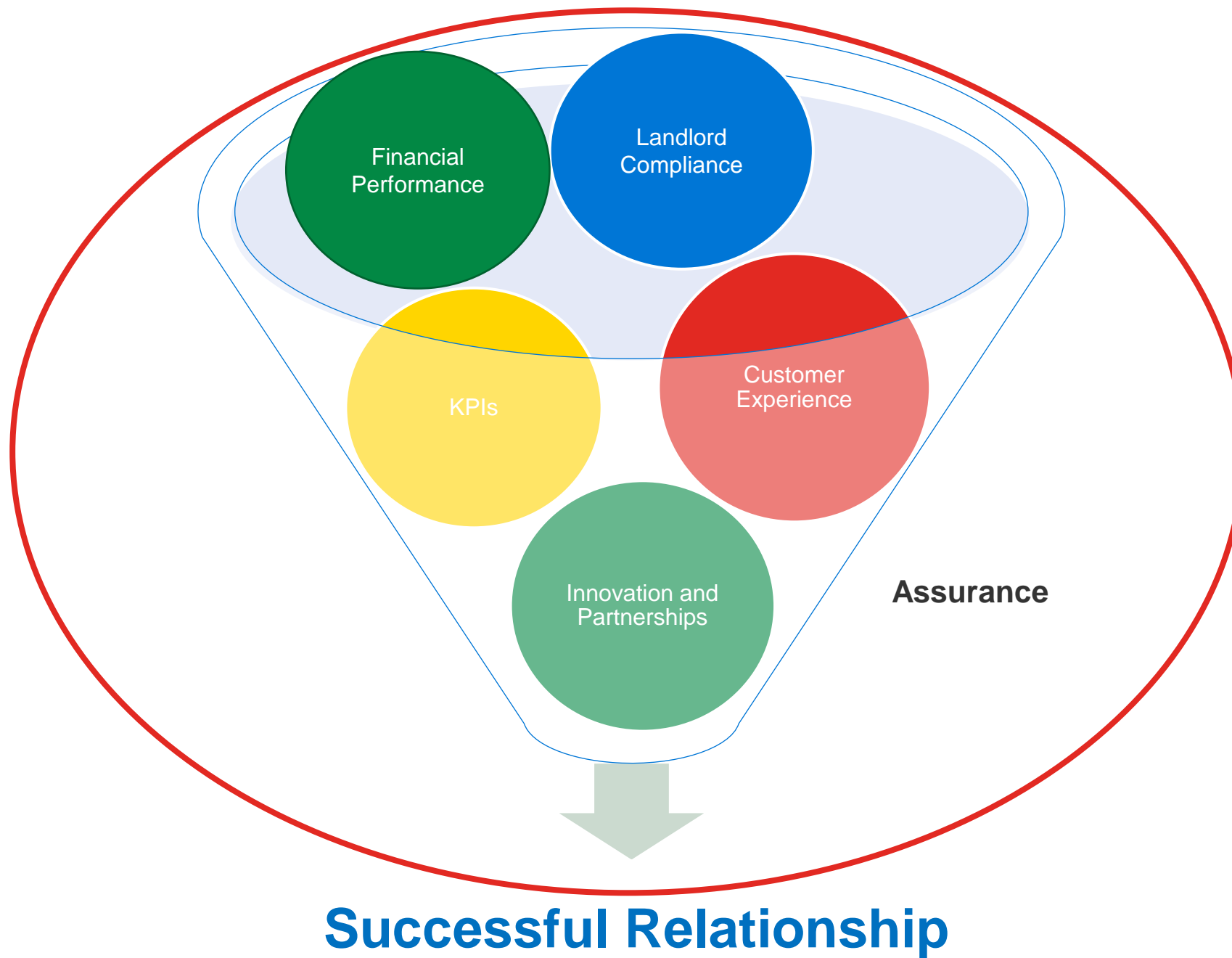
It will be used as a guide by the LGAH Contract Team to ensure that throughout the monthly, quarterly and annual performance cycles the services being delivered to our Customers and Assets are subject to regular scrutiny and oversight, in line with the terms of the Management Agreement, but also keeping in mind the wider 'spirit of the contract' that LGAH and its partners are committed to working in.

The SRM focusses on 5 key areas:

- Key Performance Indicators
- Financial Performance
- Customer Experience
- Landlord Compliance
- Innovation and Partnership

With an Assurance Framework wrapping around these areas to give LGAH the level of insight needed.

This document summarises the SRM framework and should be read in conjunction with supporting guidance.



# Measures of Success



Theme	Key Methodology	Expected Outcomes
<b>KPIs</b>	18 Service Specific KPIs, supported by a KPI assurance model	MP above target for all KPIs, or mitigation recorded
<b>Financial Performance</b>	A set of quarterly financial returns, support by a financial assurance model	Individual MPs delivering a Gross:Net position that support LGAH wider targets for Portfolio Performance.
<b>Landlord Compliance</b>	4 Service Specific KPIs, supported by a Landlord Assurance Model	MP recording 100% against the KPIs, with assurance gained at level 3 as a minimum through the assurance framework.
<b>Customers Experience</b>	9 Customer Experience and Behaviours & Values KPIs plus scheme specific customer assurance reporting	Customer experience measure at or above target, reassurance from the LGAH Customer Care Team that MPs are working to LGAH expected standard
<b>Partnership Working</b>	A value judgement formed as part of the Annual Review required by the Management Agreement	MPs showing continued commitment to the Quality Factors of <ul style="list-style-type: none"> <li>• Customer Focus;</li> <li>• Tackling Failure;</li> <li>• Engaging Colleagues and Subcontractors; and</li> <li>• Innovation</li> </ul>

# KPIs

KPI returns will be made each quarter to LGAH (monthly for Compliance). Detailed definitions are contained in the KPI Workbook.



# Service Specific KPIs



Area	KPI
<b>Contact</b>	First contact resolution as % of all contact handled
	Digital first contact resolution as % of all contact handled
<b>Tenancy and Leasehold</b>	No of tenancy breaches investigated
	No of requests for permissions and alterations
<b>Complaints</b>	Customer rating of the way we handled the complaint.
<b>Rent Collection</b>	% of rent collected (Dwellings)
<b>Parking</b>	% of rent collected (Parking)
	% of parking spaces occupied
<b>Service Charge Collection</b>	% of service charge collected as a % of service charges charged.
	Overall scale of variance in service charge actualisation
<b>Lettings and Voids</b>	% Void loss
<b>Responsive Repairs</b>	Average repair completion timescale
	% of emergency repairs completed in target
<b>Estate Services</b>	% of estates inspected on target
	% satisfaction with grounds maintenance
	% satisfaction with block cleaning
	% satisfaction with safety of neighbourhood
<b>Health and Safety</b>	No of reportable incidents and near misses
	Corrective Actions
	Outstanding actions from fire risk assessment.
	Average time to resolution of risks & Issues
	Safety audits and Inspections

# Landlord Compliance KPIs



Area		KPI
Landlord Compliance		% of properties with valid LGSR or in legal process
		% & No. of FRA's complete and in target
		% of in date EICR's or in legal process
		% & No. of Water hygiene surveys complete and in target



# Customer Experience KPIs

Theme	KPI	Baseline
<b>Overall Position</b>	Net promoter score	Equivalent or better to the all sector average as measured by UKCSI. Currently = +21 or greater
<b>Quality</b>	Customer rating on the product/service quality delivered.	Equivalent or better to the all sector average as measured by UKCSI. Currently = 79% or greater
<b>Ease of service</b>	Customer rating on how easy it was to access services from LGAH.	Equivalent or better to the all sector average as measured by UKCSI. Currently = 79% or greater
<b>Trust</b>	Customer rating on how much you trust LGAH to deliver as your landlord	Equivalent or better to the all sector average as measured by UKCSI. Currently = 77% or greater
<b>Building Trust</b>	Competent in serving the customer	Knowledgeable in answering customer queries. Equivalent or better to the all sector average as measured by UKCSI. Currently = 59% or greater
	Committed to meeting customer expectation	Ensuring what is promised is delivered. Equivalent or better to the all sector average as measured by UKCSI. Currently = 59% or greater
	Candid with customers	On the customers side without promising what can't be delivered. Equivalent or better to the all sector average as measured by UKCSI. Currently = 76% or greater
<b>Ensuring services are easy to use</b>	Next issue avoidance	Working with customers to advise them of what the next steps in the process will be and what they need to do. Equivalent or better to the all sector average as measured by UKCSI on staff understanding of the issue. Currently = 59% or greater
	Engineer experiences	Advocate for the customer and use positive language to avoid negative interactions. Equivalent or better to the all sector average as measured by UKCSI on staff care about the customer. Currently = 72% or greater



# Financial Performance





# Financial Performance



Each quarter Management Providers are required to submit to LGAH a financial reconciliation that covers:

- Annual Fee due to the MP
- Rent and Service Charges collected on behalf of LGAH
- Priced Works carried out under the terms of the Management Agreement, including
  - Service Charge Works
  - Void Works
  - Planned Works
  - Unplanned Works

This return will form the basis of the funds that are transferred between the organisations at the end of each quarter.

# Assurance



# Assurance

## LGAH

The LGAH team will conduct periodic individual or cross Provider quality assurance.

## Management Providers

We expect providers to include LGAH properties and customers in their internal quality assurance activity and share findings with us.

## Third Parties

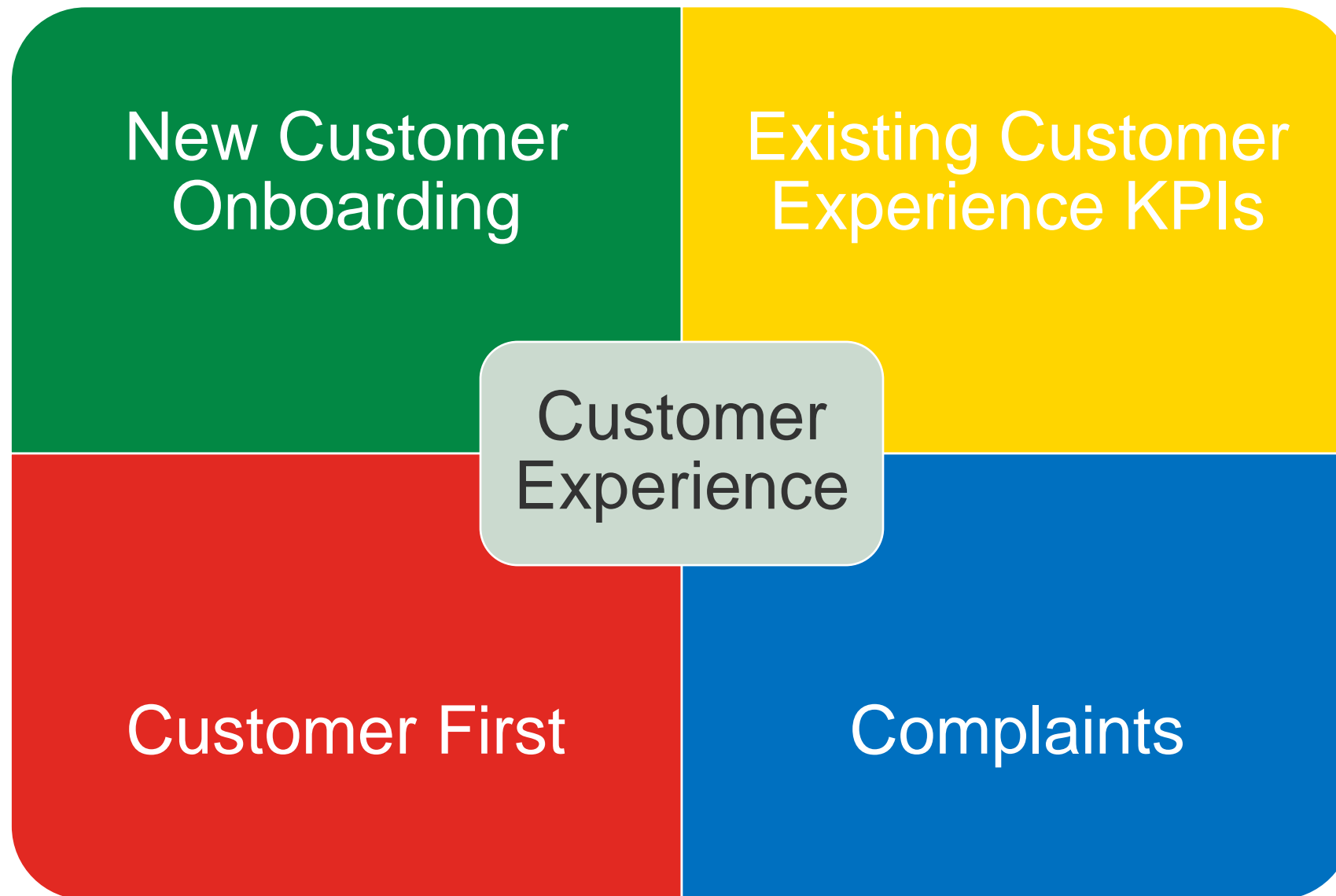
On occasion LGAH may instruct an external auditor to review aspect of the Management Agreement.

# Customer Assurance

Customer Assurance is set out in more detail in the Customer Assurance Framework document



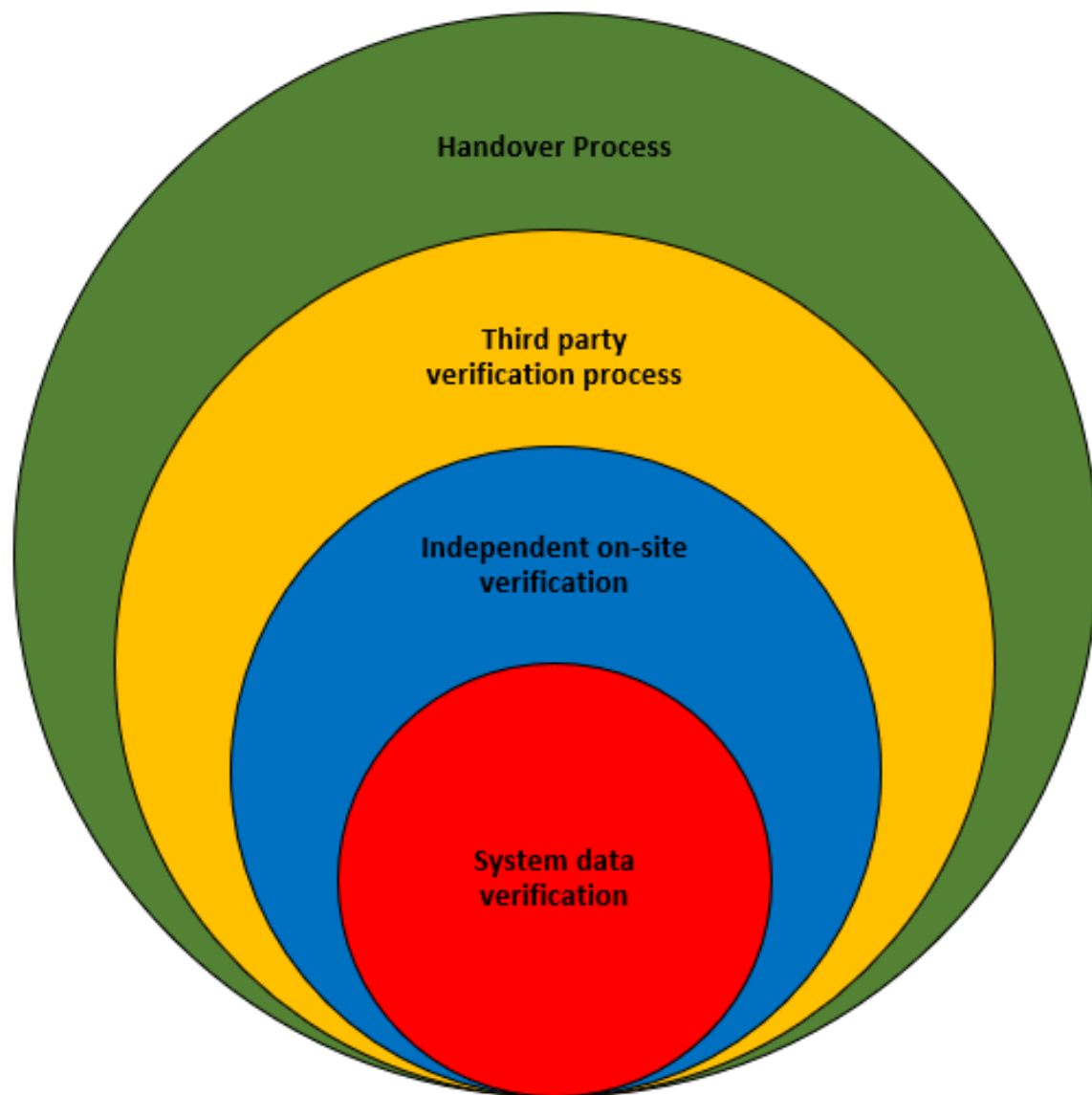




# Landlord Compliance Assurance

Landlord Compliance Assurance is set out in more detail in the Landlord Compliance Assurance Model document





## Third Party Verification

1. Asset transfer and set up
2. Skills, competence and monitoring
3. Technical quality and compliance

10% of all works automatically selected to cover:

All MP's (active)  
All types of work  
All types of assets

# Scoring System



Score	Colour	Compliance level	Action required	Time scale
1	Green	Full compliance – legislative AND company standards	Share best practice examples with others	N/A
2	Green/Amber	Full compliance – legislative standards only.	Agree action plan with MP at next contract management meeting.	Within 3 months
3	Amber	Partial compliance	Escalation to senior management within LGAH and MP. Agree action plan with MP for urgent remedy.	Within 10 working days
4	Red	Major non-compliance URGENT ACTION REQUIRED	Escalation to senior management within LGAH and MP. Agree action plan for urgent remedy.	Immediate action required.



# KPI and Financial Assurance

KPI and Financial Assurance is set out in more detail in the KPI and Finance Assurance document



## KPI and Finance Assurance

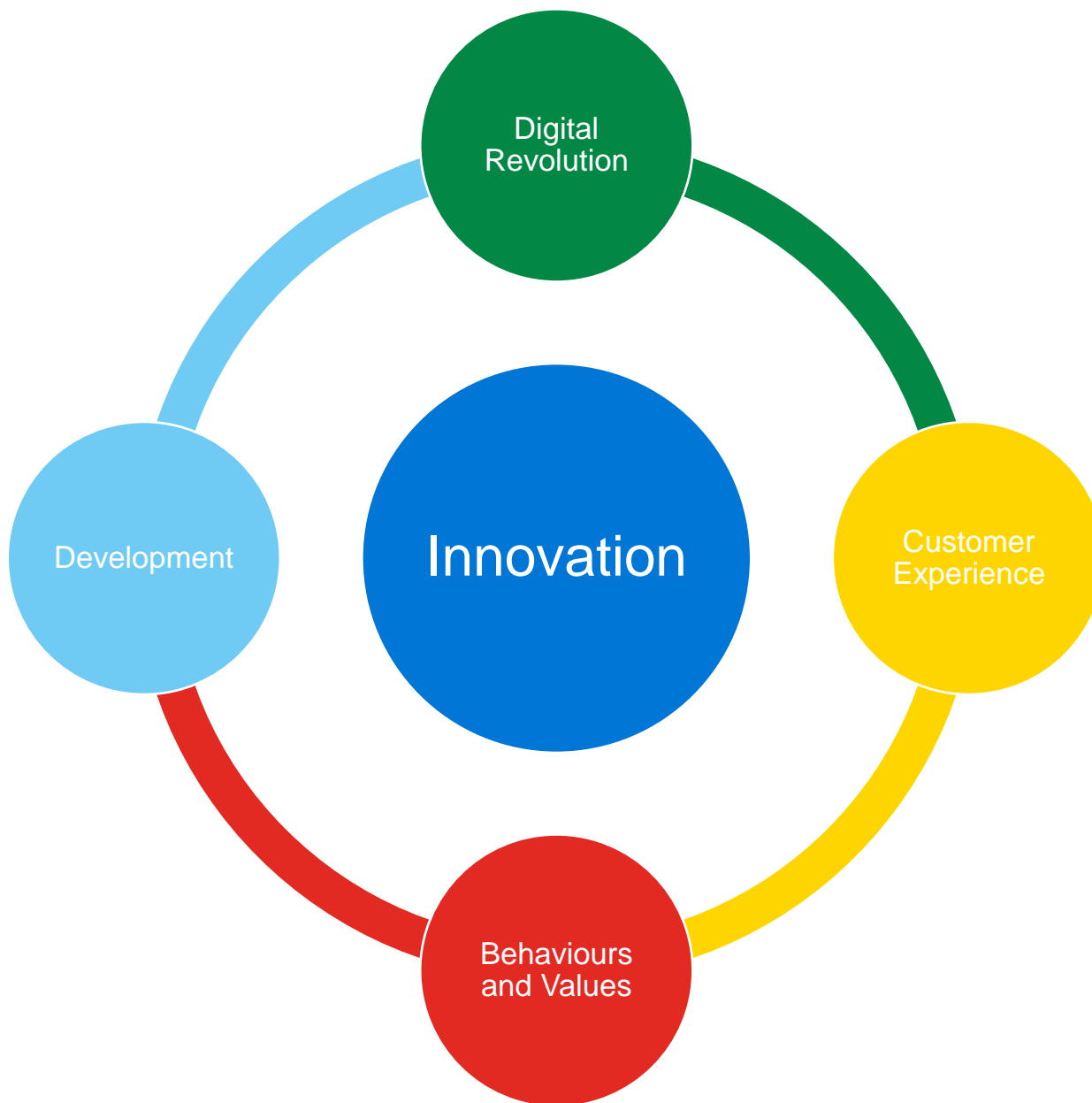
- Each MP has will provide monthly or quarterly Key Performance Indicator (KPI) and Financial reports to LGAH
- The LGAH Contract Managers will review these two reporting areas to validate that the content and quality of returns in consistent across the MP network.
- The volume and frequency of the checks required will be reviewed on a regular basis to ensure they balance LGAH risk mitigation and robust supplier relationship management with resource input.

# Innovation



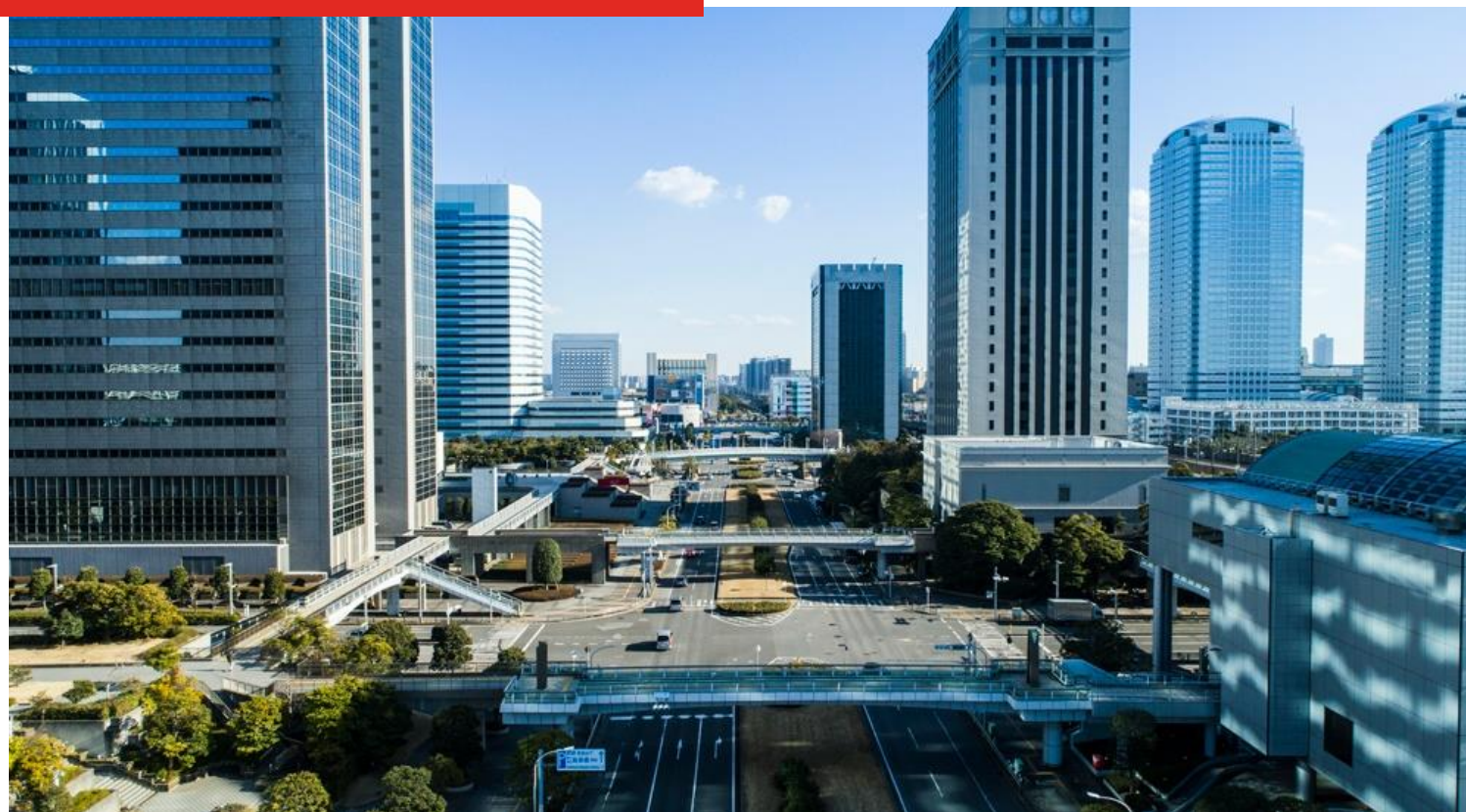
## Innovation

- At the heart of the Management Provider agreements there is a desire to use the collective skills and knowledge of the organisation involved in the partnership to bring true innovation to the sector.
- As LGAH looks to develop its business it will offer opportunities for partner MPs to get involved with pilots and work streams that deliver innovation; MPs may also invite LGAH to participate in their own work areas.
- Contract Managers, the Head of Contract Management and Operations Director will review the commitment to innovation and its relationship with the quality factors as part of the annual review process.





# Reporting & Recovery

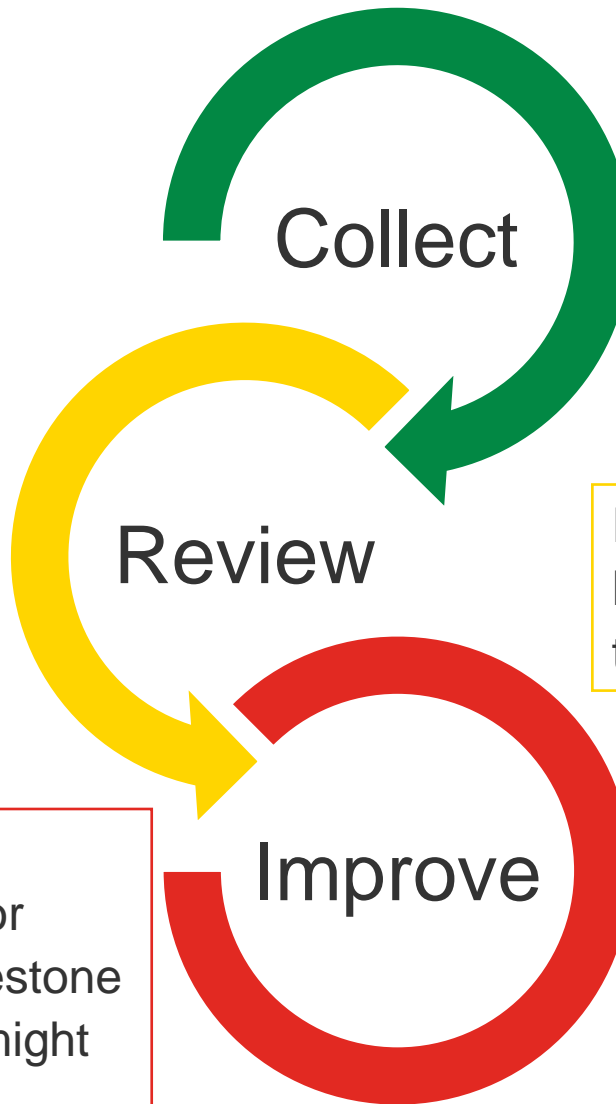


## Reporting and Recovery

- This Management Agreement with Legal & General Affordable Homes' (LGAH) Management Providers (MPs) contains a range of measures that allow LGAH to manage under performance against the terms of the agreement.
- LGAH will follow a simple Collect, Review, Improve cycle as part of its Supplier Relationship Management Framework with the MP group.
- Data will be collected as set out in this SRM document and supporting guidance, reviewed at both internal and external forums, with improvement plans put in place as required.

# Reporting Cycle

Assurance and KPI Data collected  
Monthly, Quarterly or Annually  
across the MP network



Returns reviewed together by LGAH and  
MPs to identify strengths, weaknesses,  
trends, and patterns.

Using contractual and non-contractual  
mechanisms LGAH will identify areas for  
improvement and agree action and milestone  
plans with the MP – this improvement might  
be read across the MP group



# Review

## Fortnightly/Monthly Contract Review

- Informal fortnightly or monthly review meetings are being carried out with all MPs who manage LGAH stock. These are held remotely and attended by the LGAH Contract Managers and the senior operational lead for the Management Provider (MP). They cover key issues in site handover, performance reporting and financial mechanisms. An action log is maintained by the LGAH Contract Coordinator.

## Quarterly Contract Review

- These formal contract review sessions will be chaired by a LGAH Contract Manager, with a focus on reviewing contractual performance including KPIs, Customer Experience, Compliance and Financial Returns and the findings of any assurance activities undertaken in the preceding period. They will be attended by other members of the LGAH Contract Team, other operations staff from LGAH and the MP as required.

## Business Performance Review Reporting

- Each quarter a summary of the MP group's performance will be presented to the internal LGAH Business Performance Review group for oversight and scrutiny. This will allow the wider business to engage in scrutinising MP performance, support any areas for improvement or recommend action.

## Board Reporting

- Each quarter a summary of the MP group's performance will be presented to the LGAH Board(s) for oversight and scrutiny.

## Annual Review

- The annual review meetings envisaged by the contract are attended by the LGAH Operations Director, wider LGAH Executive and the executive of the relevant MP. They will also be attended by the LGAH Head of Contract Management and Senior Operational lead from the MP to report on progress at Quarterly reviews. The focus of these reviews is the Quality Factors set out in the contract and an assessment on the part of LGAH as to whether or not the MP is showing sufficient dedication to them (failure to do so over a 2-year period leads to contract breach)
  - Customer Focus;
  - Tackling Failure;
  - Engaging Colleagues and Subcontractors; and
  - Innovation,

These reviews would also cover a high-level summary of performance across all areas, as well as financial returns and any key operation matters that require escalation.

# Improve

## Stage 1 - Provider Recovery

Quarterly Review 1 - On Identifying a failing KPI, the MP should develop a plan to show LGAH how they intend to recover.

## Stage 2 - Joint Action Plan

Quarterly Review 2 – If the KPI discussed at review 1 does not improve by the next review, a Joint Action Plan is developed.

## Stage 3 - Failed Service

Quarterly Review 3 – If the KPI has still not received the service is deemed a Failed Service

## Stage 4 - Step In

At this stage a Material Breach has occurred - LGAH can choose at its discretion to Step In, but this is not a mandatory step.

# Finance & Performance Assurance Framework





## Scope and purpose

LGAH has contracted with a network of 14 Management Providers (MPs) to deliver all day-to-day Housing Management functions.

Each MP has will provide monthly or quarterly Key Performance Indicator (KPI) and financial reports to support performance management, benchmarking between members of the group and ensure fairness and consistency in contract monitoring.

The LGAH Contract Managers will review these two reporting areas to validate that the content and quality of returns is fully completed and consistent across the MP network.

The volume and frequency of the checks required will be reviewed on a regular basis to ensure they balance LGAH risk mitigation and robust supplier relationship management with resource input.

# KPIs



## Output

A set of clear statistical and evidence-based figures covering all areas of the MPs contractual requirements.



## Delivery

MP returns will include for each KPI a headline % or figure reported against target so that LGAH can be satisfied that the standards required in the contract are being met and that the MP is offering the best service to our customers.

A set of supporting meta data will also be provided for each KPI showing the performance at individual asset/block/scheme level.

### Verification process

The LGAH Contract Management team will carry out a set of checks, firstly ensuring that returns are fully completed by all MPs, and including spot check sampling, as detailed in Appendix 1, on returned data in order to gain satisfaction that returns are accurate, consistent across the MP network and contain all the detail expected by LGAH.

Where spot checks are carried out the volume will vary depending on the number of units in Management:

<u>1-250</u>	<u>250-500</u>	<u>500-1000</u>	<u>1000+</u>
2%	1%	0.50%	0.50%

Contract Managers will decide if the next step of the assurance checks is required to further validate the information received.

# Income and Expenditure Reconciliation



## Output

A set of returns from each MP, which have fully and accurately detailed all income and expenditure under the terms of the Management Agreement with LGAH and any relevant adjustments.



## Delivery

LGAH will receive a detailed report with a full list of the income and expenditure across the contract against each asset/block/scheme along with additional charges and the overall final amount owed back to LGAH.

This itemised report enables the Contract Managers to have a full vision of transactions made each quarter. Some of the Financial data is also part of the KPI document which enables the Contract Managers to check each report and verify the information provided on both is correct.

### Verification process

The LGAH Contract Management team will assess these returns firstly ensuring that returns are fully completed by all MPs, and then through a set of spot checks as detailed in Appendix 2 to gain satisfaction that returns are accurate, consistent across the MP network and contain all the detail expected by LGAH.

Where spot checks are carried out the volume will vary depending on the number of units in Management:

<u>1-250</u>	<u>250-500</u>	<u>500-1000</u>	<u>1000+</u>
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Contract Managers will decide if the next step of the assurance checks is required to further validate the information received.

<b><u>Appendix 1</u></b> <b><u>KPIs</u></b>	<b><u>Scope</u></b>	<b><u>Level 1 Desktop Check</u></b> <b><u>- Monthly/Quarterly</u></b>	<b><u>What question/s should we be asking? What should we be checking?</u></b>	<b><u>Level 2 - KPI Workbook -</u></b> <b><u>Triggered by Poor Performance</u></b> <b><u>or CM concerns</u></b>	<b><u>Level 3 - Set number of deep</u></b> <b><u>dive Audits each year</u></b>
<b><u>Landlord Compliance</u></b>	% of properties with valid LGSR or in legal process	Covered by Compliance Assurance			
	% & No. of FRA's complete and in target	Covered by Compliance Assurance			
	% of in date EICR's or in legal process	Covered by Compliance Assurance			
	% & No. of Water hygiene surveys complete and in target	Covered by Compliance Assurance			
<b><u>Rent Collection</u></b>	% of rent collected (Dwellings)	Review of headline KPI data and line by line supporting data	Compare total rent received with finance return for income.  Spot check the following - Is the property tagged with the correct LGAH entity - Is the rent due in the quarter against a property correlated with our expectations	Full review of supporting evidence (Reporting Data ) % & (£) value of current tenant arrears by tenure % & (£) value of former tenant arrears by tenure	Full Audit - Scope TBC as required
<b><u>Parking</u></b>	% of rent collected (Parking)	Review of headline KPI data and line by line supporting data	Spot check the following - Is the property tagged with the correct LGAH entity - Is the rent due in the quarter against a property correlated with our expectations	Full review of supporting evidence (Reporting Data ) % & (£) value of current tenant arrears by tenure % & (£) value of former tenant arrears by tenure	Full Audit - Scope TBC as required

	% of parking spaces occupied	Review of headline KPI data and line by line supporting data	Check % occupied versus % empty in meta data supports headline figure	Full review of supporting evidence (Reporting Data ) % & (£) value of current tenant arrears by tenure % & (£) value of former tenant arrears by tenure	Full Audit - Scope TBC as required
<b><u>Service Charge Collection</u></b>	% of service charge collected as a % of service charges charged.	Review of headline KPI data and line by line supporting data	Spot check the following - Is the property tagged with the correct LGAH entity - spot check if the SC due in the quarter against a property correlated with our expectations	Full review of supporting evidence (Reporting Data )	Full Audit - Scope TBC as required
	Overall scale of variance in service charge actualisation	Review of headline KPI data and line by line supporting data	n/a	Annual review (with Service Charge Manager as part of wider recollimation process.	Full Audit - Scope TBC as required
<b><u>Contact</u></b>	First contact resolution as % of all contact handled	Review of headline KPI data and line by line supporting data	Do the overall headline figure given match the overall number of lines provided?  Spot check a number of calls listed - do we agree with resolution?	Full review of supporting evidence ( Reporting Data )	Full Audit - Scope TBC as required
	Digital first contact resolution as % of all contact handled	Review of headline KPI data and line by line supporting data	Do the overall headline figure given match the overall number of lines provided?  Spot check a number of calls listed - do we agree with resolution?	Full review of supporting evidence ( Reporting Data )	Full Audit - Scope TBC as required
<b><u>Tenancy and Leasehold Management</u></b>	No of tenancy breaches investigated	Review of headline KPI data and line by line supporting data	Spot check a number - are they actually breaches?	Full review of supporting evidence ( Reporting Data )	Full Audit - Scope TBC as required
	No of requests for permissions and alterations	Review of headline KPI data and line by line supporting data	Spot check a number - are they actual alterations and were they approved?	Full review of supporting evidence ( Review of Communication Trail )	Full Audit - Scope TBC as required



<b><u>Complaints</u></b>	Customer rating of the way we handled the complaint.	Review of headline KPI data and line by line supporting data	Check number of responses in detailed feedback versus headline figure.	Supporting documents via email/letters to the resident/owners	Full Audit - Scope TBC as required
<b><u>Responsive Repairs</u></b>	Average repair completion timescale	Review of headline KPI data and line by line supporting data	Spot check a number of jobs and completion times Is the overall timescale correct?	Full review of supporting evidence (Reporting Data )	Full Audit - Scope TBC as required
	% of emergency repairs completed in target	Review of headline KPI data and line by line supporting data	Is the overall timescale correct? Spot check a number - are they correctly classified?	Full review of supporting evidence (Reporting Data )	Full Audit - Scope TBC as required
<b><u>Estate Services</u></b>	% of estates inspected on target	Review of headline KPI data and line by line supporting data	Spot check a number of schemes - did they carry out the inspection on time and when required?	Full review of supporting evidence (Reporting Data )	Full Audit - Scope TBC as required
	% satisfaction with grounds maintenance	Review of headline KPI data and line by line supporting data	Check number of responses in detailed feedback versus headline figure.	Full review of supporting evidence (Reporting Data )	Full Audit - Scope TBC as required
	% satisfaction with block cleaning	Review of headline KPI data and line by line supporting data	Check number of responses in detailed feedback versus headline figure.	Contact of customers to understand cleanliness of block	Full Audit - Scope TBC as required
	% satisfaction with safety of neighbourhood	Review of headline KPI data and line by line supporting data	Check number of responses in detailed feedback versus headline figure.	Full review of supporting evidence (Reporting Data )	Full Audit - Scope TBC as required
<b><u>Health and Safety</u></b>	No of reportable incidents and near misses	Review of headline KPI data and line by line supporting data	Check numbers logged versus reported	Full review of supporting evidence (Reporting Data )	Full Audit - Scope TBC as required
	Corrective Actions	Review of headline KPI data and line by line supporting data	Spot check a number of actions listed	Full review of supporting evidence (Reporting Data )	Full Audit - Scope TBC as required
	Outstanding actions from fire risk assessment.	Review of headline KPI data and line by line supporting data	Spot check a number of outstanding - do they have a timescale provided?	Full review of supporting evidence (Reporting Data )	Full Audit - Scope TBC as required

	Average time to resolution of risks & Issues	Review of headline KPI data and line by line supporting data	Check number of responses in detailed feedback versus headline figure.	Full review of supporting evidence (Reporting Data )	Full Audit - Scope TBC as required
	Safety audits and Inspections	Review of headline KPI data and line by line supporting data	Check number of responses in detailed feedback versus headline figure.	Full review of supporting evidence (Reporting Data )	Full Audit - Scope TBC as required
<b><u>Void Management</u></b>	% Void loss	Go into the line by line report for void loss reported	<p>Overall check of figures qtr and YTD - do they match and add up (adding qtrs together)</p> <p>Spot check the following</p> <ul style="list-style-type: none"> <li>- Is the property tagged with the correct LGAH entity</li> <li>- is rent loss was being measured from the date of PC/termination to the Date of letting</li> </ul>	Full review of supporting evidence (Reporting Data )	Full Audit - Scope TBC as required

<b><u>Appendix 2 Financials</u></b>	<b><u>Scope</u></b>	<b><u>Level 1 Desktop Check - Monthly/Quarterly</u></b>	<b><u>What question should we be asking? What should we be checking?</u></b>	<b><u>Level 2 - KPI workbook - Triggered by Poor Performance or CM concerns</u></b>	<b><u>Level 3 - Set number of deep dive Audits each year</u></b>
<b><u>Priced and Service Charge Works</u></b>	Works priced over and above day-to-day repairs	Review list given and information provided in the comments section	Spot check the following - was everything over £500 authorised - Is the property tagged with the correct LGAH entity? - Priced / Void works charges matches the approval request? - Are they categorising correctly? - all invoices paid out to the ManCo for the quarter are added to the template	Full review of the supporting data. Evidence of value for money	Full Audit - Scope TBC as required
<b><u>Adjustments</u></b>	Any adjustments made over the quarterly period that need to be noted to show where they were made	Review list given and information provided in the comments section	Spot check the following - Refer back to the last return and subsequent correspondence to confirm adjustment.	Review supporting evidence and data	Full Audit - Scope TBC as required
<b><u>Annual Fee</u></b>	Annual unit fee (and void fee for agreed MPs)	Review list given with all listed properties and full addresses	Spot check the following - a property is only being charged from the date of occupation - the correct unit fees are being charged in eah region - properties are tagged with the correct LGAH entity	Review against Brolly report to ensure number identify	Full Audit - Scope TBC as required

**We hope you find it useful and informative.**

**For further information about Legal & General Affordable Homes please visit [lgah.com](http://lgah.com) or contact your Contract Manager.**

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# Customer assurance framework



Leon House, Croydon

Third party verification  
procedures

# Scope and purpose

Legal & General Affordable Homes (LGAH) places customers at the heart of its business. By understanding its customers base, the value of services being delivered, and what matters most for its customers, LGAH seeks to develop a relation built on trust.

**LGAH has contracted with a network of Management Providers (MP's) to deliver its customer service functions. LGAH will quality assure its customer offer by reviewing service delivery across four main areas:**



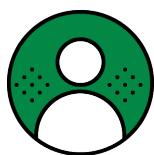
## **New customer onboarding**

The Net Promotor Score (NPS) output for customer perception of their onboarding experience.



## **Existing customer feedback**

An annual benchmarking survey of existing customers across a number of customer experience metrics. This is compared to the sector average and the wider UK Customer Satisfaction Index (UKCSI).



## **Customer First**

The adoption of LGAH's Customer First project which provides MP's with material on the mindset, skills and behaviours which would elevate customer service delivery.



## **Complaints handling**

An overall assessment on the number and type of complaints received and the subsequent response to those complaints, focusing on quick resolution for the customer.





Ticklow Lane, Shepshed

# 1. New customer onboarding



## Output

Achieving 50+ NPS score on customers experience of their move-in process.



## Delivery

LGAH outsources its new customer survey feedback to a third party. Customers are asked about their overall experience of onboarding within 30 days of moving in.

## Detailed breakdown

Customer	Tenure			Property Type	Scheme	Region	LA	MP	NPS score	Comments
Text	Text	Text	Text	Text	Text	Text	Text	Text	Text	Text
Text	Text	Text	Text	Text	Text	Text	Text	Text	Text	Text
Text	Text	Text	Text	Text	Text	Text	Text	Text	Text	Text
Text	Text	Text	Text	Text	Text	Text	Text	Text	ww	Text

## Summary report

MP	Scheme	Region	LA	NPS score	Rented	SO	Responses
Text	Text	Text	Text	Text	Text	Text	Text
Text	Text	Text	Text	Text	Text	Text	Text
Text	Text	Text	Text	Text	Text	Text	Text



# New customer onboarding (cont)



## Verification process

Review MP performance against all customer feedback by scheme, region and their overall NPS rating. This will include feedback from the Contract Management and Development teams to pick up any operational views for an overall performance assessment.

Grantham Road Waddington



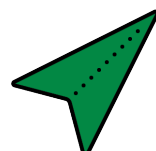
Grantham Road Waddington

## 2. Existing customer feedback



### Output

Achieving 30+ NPS score for overall experience of LGAH products and services.



### Delivery

LGAH will carry out annual benchmarking surveys using the Institute of Customer Services Business Benchmark Insight tool.

This uses 35 metrics of customer experience based on the UKCSI, which benchmarks LGAH's score across these metrics with other housing providers, public services and the overall UKCSI score.

Satisfaction measures	Rented	Shared Ownership	UKCSI	Your housing association	Public services (local)
Overall service					
Reputation of the organisation	Text	Text	Text	Text	Text
Product/service quality	Text	Text	Text	Text	Text
Product reliability	Text	Text	Text	Text	Text
Quality of Information/ advice	Text	Text	Text	Text	Text
Handling of enquiries	Text	Text	Text	Text	Text
Being kept informed	Text	Text	Text	Text	Text
Ease of doing business	Text	Text	Text	Text	Text
Billing	Text	Text	Text	Text	Text
Price/cost	Text	Text	Text	Text	Text
Ability to interact with the organisation in the way you prefer	Text	Text	Text	Text	Text
Cares about their customers	Text	Text	Text	Text	Text
Open and transparent	Text	Text	Text	Text	Text

# Existing customer feedback (cont)

Satisfaction measures	Rented	Shared Ownership	UK CSI	Your housing association	Public services (local)
In person					
Speed of service (in person)	Text	Text	Text	Text	Text
Helpfulness of staff (in person)	Text	Text	Text	Text	Text
Competence of staff (in person)	Text	Text	Text	Text	Text
Over the phone	Text	Text	Text	Text	Text
Ease of getting through (over the phone)	Text	Text	Text	Text	Text
Helpfulness of staff (over the phone)	Text	Text	Text	Text	Text
Competence of staff (over the phone)	Text	Text	Text	Text	Text
On time delivery (over the phone)	Text	Text	Text	Text	Text
Condition of delivered goods (over the phone)	Text	Text	Text	Text	Text
Online	Text	Text	Text	Text	Text
Ease of finding what you want (online)	Text	Text	Text	Text	Text
The check-out process (online)	Text	Text	Text	Text	Text
Availability of support (online)	Text	Text	Text	Text	Text
On time delivery (online)	Text	Text	Text	Text	Text
Condition of delivered goods (online)	Text	Text	Text	Text	Text
Speed of response by text/ social media/web chat (online)	Text	Text	Text	Text	Text

# Existing customer feedback (cont)

Satisfaction measures	Rented	Shared Ownership	UK CSI	Your housing association	Public services (local)
In Writing (Letter/Email)					
Speed of response (in writing)	Text	Text	Text	Text	Text
On time delivery (in writing)	Text	Text	Text	Text	Text
Condition of delivered goods (in writing)	Text	Text	Text	Text	Text
Complaint Handling	Text	Text	Text	Text	Text
The outcome of the complaint	Text	Text	Text	Text	Text
Handling of the complaint	Text	Text	Text	Text	Text
Staff understanding the issue	Text	Text	Text	Text	Text
Staff doing what they say they will do	Text	Text	Text	Text	Text
The attitude of staff	Text	Text	Text	Text	Text
Speed of resolving your complaint	Text	Text	Text	Text	Text

## Verification process

This set of KPI's are collected on an annual basis by the ICS across all of LGAH's stock profile, split by tenure. LGAH will correlate these returns with: 1) previous customer feedback surveys completed, 2) perception feedback from customer care and contract management and 3) suite of KPI's required to be delivered by the MP. From this, LGAH will determine if there are regional trends, a pattern of low quality service delivery or key elements of service design which need further enhancement. All of which will result in internal service improvement discussions and wider MP feedback to address areas of low outturn.

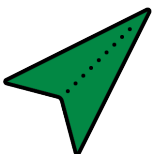


# 3. Customer first



## Output

Adoption and clear evidence base that LGAH’s Customer First values are embedded within customer service delivery through direct customer feedback and ongoing MP engagement.



## Delivery

Complimented by NPS metrics, LGAH’s Customer Care Team will RAG rate the look and feel of customer service delivery by each mobilised Management Provider

This will be assessed against the adoption of LGAH’s Customer First project which provides MP’s with a framework on the skills and mindsets of effective customer engagement. LGAH’s Customer Care Team will provide training as part of contract mobilisation and ongoing support and guidance to embed the values, all of which will be used to assess MP adoption.

MP	Overall NPS score	CCC mobilisation feedback	CCC onboarding feedback	CCC housing management feedback
Text	Text	RAG	RAG	RAG
Text	Text	RAG	RAG	RAG
Text	Text	RAG	RAG	RAG



Ticklow Lane, Shepshed

# Customer first (cont)

## Verification process

MP's will be assessed across three core areas. The level of engagement during mobilisation, the evidence of this being delivered during customer onboarding, and ongoing use of Customer First values across it's housing management functions. RAG (Red, Amber, Green) assessment will be assessed based on:

Score	Compliance level
1	<b>Fully engaged</b> staff who embrace the material and action plan. Customer First embedded in operational delivery which can be evidenced by exceptional NPS scores and in-person assurance checks
2	<b>Positive feedback</b> , majority of staff engaged and follow up on action plans. Good level of operational adoption which may benefit from further LGAH support
3	<b>Generally neutral</b> views on Customer First, see the benefit but lack engagement/excitement on delivery, some levels of adoption but not consistent across teams.
4	<b>Negative comments</b> , LGAH's values in contrast to MP's customer values, low adoption rate, lack of engagement in action planning to embed skills and mindsets

Where MP's are assessed as Amber, LGAH's Customer Care Team will step-up its engagement to influence this service deliver. Where this fails and results in poor performance or where the MP is in the Red zone, this will feed back into contract management reviews.

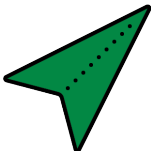
In addition, LGAH will utilise flash reporting on 'in the moment' experiences, both positive and negative which will be feedback back to the MP immediately. This will then be picked up during more structured contract review discussions to ensure any relevant issues have been resolved.

# 4. Complaints handling



## Output

Proactive approach to customer dissatisfaction which focuses on complaint resolution rather than favouring investigation of an issue which delays resolution.



## Delivery

MP's have a set of KPI's for complaint handling. LGAH will assess these metrics against customer feedback to determine the effectiveness of complaint handling and resolution.

Should any fall below expected standards, this will feed back into the Contract Management Team to raise during their contract meetings with the MP.

MP	Homes under management	No of complaints received	Breakdown of related service/dept	% of complaints resolved within 24 hours	Average handling time of complaints	Customer NPS score of complaint handling
Text	Text	Text	Text	Text	Text	Text
Text	Text	Text	Text	Text	Text	Text
Text	Text	Text	Text	Text	Text	Text

## Verification process

Quarterly assessment of all LGAH complaints recorded by each mobilised MP. A review of performance against LGAH Complaints Policy and the MP's performance reporting. Potential to audit 10% of all complaints at the discretion of LGAH to assess quality of responses in addition to speed of response.





Tilling Green, Dunstable

**We hope you find it useful and informative.**

**For further information about Legal & General Affordable Homes please visit [lgah.com](https://lgah.com) or contact your contract manager.**

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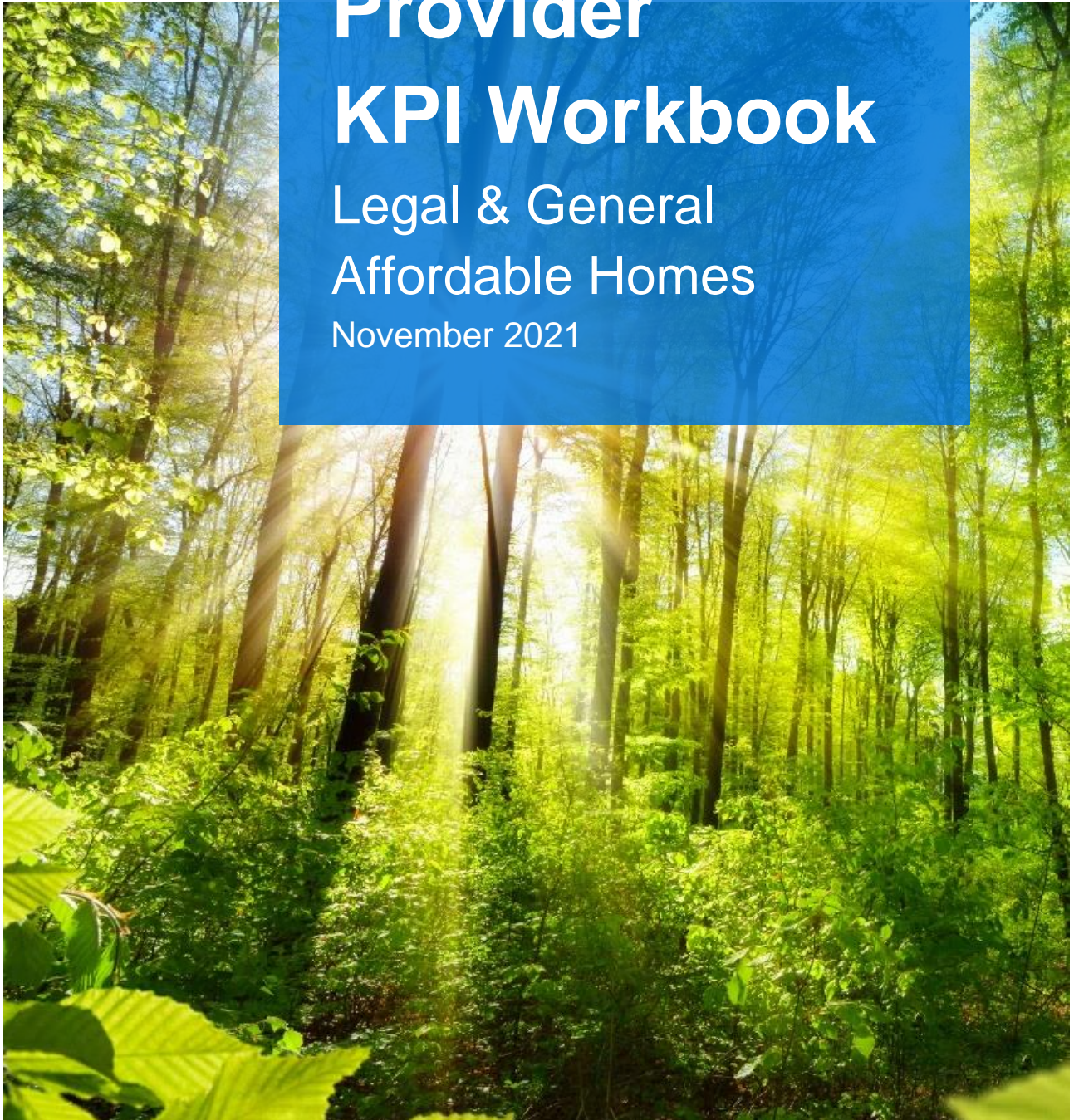




# Management Provider KPI Workbook

Legal & General  
Affordable Homes

November 2021



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# Introduction

This Key Performance Indicators (KPI) workbook is design to act as a guide for all Legal & General Affordable Homes (LGAH) Management Providers (MPs) in reporting the suite of KPIs in the Management Agreement.

In aims to ensure consistency across the group in reporting terms, which will allow for benchmarking between members of the group but also ensure fairness and consistency in contract monitoring and performance management.

As the MP group develops and the contractual relationships mature the guide will be kept up to date to ensure that all MPs are able to report against the correct definitions.

## Reporting Methodology

- **Point in time**

Data should be reported to reflect the position on the day of completing the returns (usually the day after the reporting period ends)

- **Discreet Quarter**

Data should be reported to reflect the results of the reporting period only (from the 1<sup>st</sup> day of the quarter to the last.

- **Year to Date**

Data should be reported to reflect the results for the whole year to date (from the 1<sup>st</sup> April to the date of reporting).



# Phone - first contact resolution as % of all contact handled

**Target:**  
**80%**

**Quarterly moving to  
monthly (250+ units)**



## What does this KPI cover?

All telephone calls received by the Management Provider from LGAH customers

## Calculation

The number of calls resolved in the first interaction as a percentage of the total number of calls received from LGAH customers in the reporting period.

Results should be for the reporting period only (monthly or quarterly depending on allocated stock).

## Exclusions

None

## Explanatory notes

To be record as successful the contact must be fully transacted in that interaction. For example, if a rent payment is made then the new account balance should be confirmed. For a repair - diagnosis confirmed, appointment date agreed, and confirmation of attendance given.

Because of the nature of the KPI, LGAH will accept a range of methodologies for determining if a transaction is resolved. These approaches are:

- If a query is recorded in a CRM system as being dealt with by the first team who receive it, this can be classed as resolved. Where it needs to be handed to another part of the business for a call back or some other intervention then it is not resolved.
- If there is no follow up contact from customers within a specified timescale about the same issue, then this can be classified as resolved.
- Customer validation can be used to determine whether their contact has been resolved or not, i.e. the customer is asked if they believe a contact is resolved.

If the KPI reporting involves some 'self-assessment' by the call handler around resolution we would expect evidence of periodic spot checking or auditing to validate the returns.

Defects can be classed as resolved once reported to the appropriate developer with a copy being sent to the LGAH Customer Care team.

## Supporting evidence and OPIs

- Average wait time for calls
- Abandonment % of calls received
- Average call duration
- Average email response time
- Average social media post response time
- % of calls, emails and posts responded to in target timescale

# Digital - first contact resolution as % of all contact handled

**Target:**  
**85%**

**Quarterly moving to  
monthly (250+ units)**



## What does this KPI cover?

All digital contact received by the Management Provider from LGAH customers

## Calculation

The number of digital contacts resolved in the first interaction as percentage of the total number of digital contacts received from LGAH customers in the reporting period.

Results should be for the reporting period only (monthly or quarterly depending on allocated stock).

## Exclusions

Self service activity undertaken through an MPs web portal or website

## Explanatory notes

To be recorded as successful the contact must be fully transacted in that interaction. For example, if a rent payment is made then the new account balance should be provided automatically. For a repair - diagnosis confirmed, appointment date agreed, and confirmation of attendance given.

Where this is self-service activity it must lead to a measurable outcome for the customer.

Because of the nature of the KPI, LGAH will accept a range of methodologies for determining if a transaction is resolved. These approaches are:

- If a query is recorded in a CRM system as being dealt with by the first team who receive it, this can be classed as resolved. Where it needs to be handed to another part of the business for a call back or some other intervention then it is not resolved.
- If there is no follow up contact from customers within a specified timescale about the same issue, then this can be classified as resolved.
- Customer validation can be used to determine whether their contact has been resolved or not, i.e. the customer is asked if they believe a contact is resolved.


Defects can be classed as resolved once reported to the appropriate developer with a copy being sent to the LGAH Customer Care team.

## Supporting evidence and OPs

- % of overall contact received
- Value and volume of transaction activity by service type



# Complaints - customer rating of the way we handled a complaint

<b>Target: equivalent or better to the all sector average as measured by UKCSI</b>	<b>Quarterly moving to monthly (250+ units)</b> 
<b>What does this KPI cover</b>	All complaints received by the Management Provider from LGAH customers
<b>Calculation</b>	<p>The number of customer reporting satisfaction with complaint handling as a percentage of the total number of responses to surveying received from LGAH customers in the reporting period.</p> <p>Results should be for the reporting period only (monthly or quarterly depending on allocated stock).</p>
<b>Exclusions</b>	None
<b>Explanatory notes</b>	<p>To be recorded as successful the contact must be fully transacted in that interaction.</p> <p>For example, if a rent payment is made then the new account balance should be provided automatically. For a repair - diagnosis confirmed, appointment date agreed, and confirmation of attendance given.</p>
<b>Supporting evidence and OPIs</b>	<ul style="list-style-type: none"> <li>- No of complaints received</li> <li>- % of complaints resolved immediately</li> <li>- No of complaints as a % of service specific transactions</li> <li>- Average handling time of complaints</li> <li>- Range of resolution timescales of complaints</li> </ul>

# Gas - % properties with a valid landlord gas safe register entry or in legal process

**Target: 100% compliant or subject to appropriate legal action**

**Monthly**



**What does this KPI cover**

All Rented homes in management.

**Calculation**

% of Homes that have a valid LGSR certificate or subject to appropriate legal action, as a percentage of all stock in management.

Results should be provided as they were recorded on the last day of the reporting period.

**Exclusions**

Shared Ownership homes

**Explanatory notes**

Appropriate legal action is defined as the Management Provider having commenced formal legal action. LGAH would expect to see evidence of a Letter Before action or notice of seeking possession to qualify as "In Legal Process"

**Supporting evidence and OPIs**

**Supporting evidence**

- KPI returns should be accompanied with a schedule showing all LGSR certificate their date of completion and expiry date
- Copies of all certificates should be supplied to LGAH for upload to the Brolly Asset Platform

**OPIs**

- No of properties in legal process
- No of properties that fell overdue and were serviced in month
- No of properties capped with/without visual inspection
- Certificates due to expire forward plan

# Electric - % properties with a valid electrical inspection certificate or in legal process

**Target: 100% compliant or subject to appropriate legal action**

**Monthly**



**What does this KPI cover**

All rented homes in management, and all shared communal area

**Calculation**

% of homes or communal areas that have a valid Electrical Inspection Certificate or subject to appropriate legal action, as a percentage of all stock in management.

Results should be provided as they were recorded on the last day of the reporting period.

**Exclusions**

Shared Ownership homes

**Explanatory notes**

Appropriate legal action is defined as the Management Provider having commenced formal legal action. LGAH would expect to see evidence of a Letter Before Action or Notice of Seeking Possession to qualify as "In Legal Process"

**Supporting evidence and OPIs**

**Supporting evidence**

- KPI returns should be accompanied with a schedule showing all EIC certificate their date of completion and expiry date
- Copies of all certificates should be supplied to LGAH for upload to the Brolly Asset Platform

**OPIs**

- No of remedial recommendations and % in target for completion

# Fire - % and no. of communal areas fire risk assessment completed in target

**Target: 100% compliant or subject to appropriate legal action**

**Monthly**



**What does this KPI cover**

Every block of flats that LGAH manage that has internal communal areas is required to have a valid fire risk assessment in place, a record of any remediation required, with deadlines and a record of conclusion.

**Calculation**

The number of fire risk assessments completed within target as a percentage of all fire risk assessments due in the reporting period.

Results should be for the reporting period only (monthly or quarterly depending on allocated stock).

**Exclusions**


Individual Houses

**Explanatory notes**

**Supporting evidence and OPIs**

- % of uncontrolled overdue fire risk recommendations
- Forward plan on FRA programme
- % of uncontrolled to controlled risks

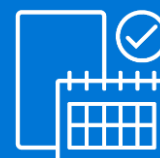
# Fire - outstanding overdue actions from fire risk assessment

<b>Target:</b> <b>0 out of target</b>	<b>Quarterly moving to monthly (250+ units)</b>	
<b>What does this KPI cover</b>	The KPI relates to any actions raised as a result of a fire risk assessment that have not been completed within the designated timescale.	
<b>Calculation</b>	A numerical report of all action that is overdue.	
<b>Exclusions</b>	None	
<b>Explanatory notes</b>	<p>Results should be provided to show all outstanding action as they were recorded on the last day of the reporting period, and all actions closed during the that reporting period.</p> <p>It should include a breakdown of those in target and those out of target – where out of target commentary should be provided to explain the position.</p>	
<b>Supporting evidence and OPIs</b>	<ul style="list-style-type: none"> <li>- A log of all the outstanding actions relating to FRAs, with timescales and lines of responsibility recorded</li> </ul>	

# Water - % of water hygiene surveys complete and in target

**Target: 100% compliant or subject to appropriate legal action**

**Monthly**



**What does this KPI cover**

Every block of flats that LGAH manage that has a communal water supply is required to have a valid water Hygiene survey in place, with a record of any remediation required, with deadlines and a record of conclusion.

**Calculation**

The number of valid water hygiene certificates as a percentage of all the blocks that are expected to have water hygiene certificates.

Results should be provided as they were recorded on the last day of the reporting period.

**Exclusions**

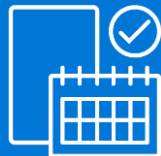
Houses, bungalows, maisonettes.

**Explanatory notes**

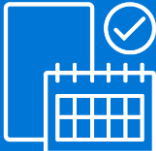
**Supporting evidence and OPIs**

- No of remedial actions and % of overdue actions

# Health & Safety - no of reportable incidents and near misses

<b>Target:</b> n/a	<b>Quarterly moving to monthly (250+ units)</b>	
<b>What does this KPI cover</b>	All incidents and near misses occurring in relation to the management of LGAH stock	
<b>Calculation</b>	Results should be for the reporting period only (monthly or quarterly depending on allocated stock).	
<b>Exclusions</b>	Fire risk, gas safety, electrical safety and water safety (reported separately).	
<b>Explanatory notes</b>	This is a numerical record of number of reportable incidents or near misses occurring in relation to the management of LGAH stock.	
<b>Supporting evidence and OPIs</b>	<ul style="list-style-type: none"> <li>– Compliance with mandatory training logs</li> </ul>	

# Health & Safety - corrective actions

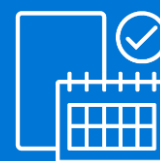
<b>Target:</b> <b>100% completed</b>	<b>Quarterly moving to monthly (250+ units)</b> 
<b>What does this KPI cover</b>	<p>Where we have received a report of an incident or a near miss, which has led to a corrective action we would expect to see a log of these actions with clear timescales and lines of responsibility associated.</p>
<b>Calculation</b>	<p>Show all new corrective actions recorded in a reporting period and updates to existing actions.</p> <p>Once an action has been reported as closed, it can be removed from reporting.</p>
<b>Exclusions</b>	<p>n/a</p>
<b>Explanatory notes</b>	<p>This is a numerical record of number of reportable incidents or near misses occurring in relation to the management of LGAH stock.</p>
<b>Supporting evidence and OPIs</b>	<p>– % of incidents and risk issues resolved</p>



# Health & Safety - average time to resolution of risks and issues

**Target:**  
n/a

**Quarterly moving  
to monthly (250+ units)**



**What does this  
KPI cover**

For all corrective actions closed in the reporting period, an average measure of the time taken to close.

**Calculation**

The total number of days taken to close corrective actions, divided by the number of corrective actions closed in that period.

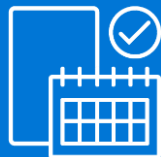
Results should be for the reporting period only (monthly or quarterly depending on allocated stock).

**Exclusions**


**Explanatory notes**

**Supporting evidence  
and OPIs**

# Health & Safety - safety audits and Inspections

<b>Target:</b> n/a	<b>Quarterly moving to monthly (250+ units)</b>	
<b>What does this KPI cover</b>	The number of safety audits and inspections carried out in internal communal areas or external estate/scheme spaces..	
<b>Calculation</b>	Results should be for the reporting period only (monthly or quarterly depending on allocated stock).	
<b>Exclusions</b>	Fire risk, gas safety, electrical safety and water safety (reported separately).	
<b>Explanatory notes</b>	This is a numerical record of number of Health and Safety Audits or inspection carried out, broken down by scheme, and type (e.g. play area, retention pond).	
<b>Supporting evidence and OPIs</b>	<p>We would expect to see a completed pro-forma / template showing what has been inspected, dated and signed off.</p> <p>If actions are created, we would expect to see clear responsibility and timescales assigned, and updates provided via quarterly review meetings as these are completed.</p>	

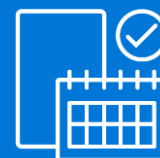
# Rent - % collected

<b>Target:</b> <b>98%</b>	<b>Quarterly moving to monthly (250+ units)</b>	
<b>What does this KPI cover</b>	All dwelling rent collected, whether as part of current annual rent role, or current customer arrears.	
<b>Calculation</b>	<ul style="list-style-type: none"> <li>- Denominator: the total annual rent role Year to Date</li> <li>- Numerator: all rent collected including any current resident arrears from previous years.</li> </ul> <p>Reported on a cumulative Year to Date basis from 1st April to 31st March</p>	
<b>Exclusions</b>	Former Tenants	
<b>Explanatory notes</b>	<p>Because LGAH use exclusively monthly tenancies the Rent Collected KPI will be reported from the 1st April to 31st March each year, on a cumulative Year to Date basis at the point of each return.</p> <p>This is as opposed to reporting on a traditional 52 week or 53 rent year as would be the case for weekly tenancies.</p> <p>Each year as part of the Rent Reconciliation Process the MP will be expected provide a supporting report showing a summary of charges, collection and arrears for each customer. LGAH should have access to interrogate individual accounts as part of an audit process if required.</p>	
<b>Supporting evidence and OPIs</b>	<ul style="list-style-type: none"> <li>- % &amp; (£) value of current tenant arrears by tenure</li> <li>- % &amp; (£) value of former tenant arrears by tenure</li> <li>- Bad debts value and write offs</li> <li>- Age of debt profile</li> <li>- No of evictions and value of debt owed by evicted households.</li> <li>- % of households paying by direct debit</li> </ul>	

# Service charges % collected

**Target:**  
**97%**

**Quarterly moving  
to monthly (250+ units)**



## What does this KPI cover

All dwelling service charge collected, whether as part of current service charge year, or current customer arrears.

## Calculation

- Denominator: the total annual service charges due Year to Date
- Numerator: all service charges collected including any current resident arrears from previous years

Reported on a cumulative Year to Date basis from 1st April to 31st March.

## Exclusions

Former Tenants and Shared Owners

## Explanatory notes

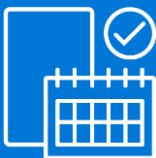
Because LGAH use exclusively monthly tenancies the Rent Collected KPI will be reported from the 1st April to 31st March each year, on a cumulative Year to Date basis at the point of each return.

This is as opposed to reporting on a traditional 52 week or 53 rent year as would be the case for weekly tenancies.

## Supporting evidence and OPs

- % & (£) value of current tenant/leasehold service charge arrears by tenure
- Bad debts value and write offs
- Age of debt profile

# Service charges - overall scale and variance in service charge actualisation

Target: +/- 5%	Annually 
<b>What does this KPI cover</b>	This KPI covers all customers and homes that are subject to a variable service charge, whether the services are delivered directly by the MP or indirectly via an estate management company.
<b>Calculation</b>	The difference between the amount the customer was charged in their estimated bill and will be charge in their actual service charge bill; as a percentage of estimate.
<b>Exclusions</b>	None
<b>Explanatory notes</b>	<p>The MP will carry out a reconciliation at year end (31st March), to determine if the charges levied to customer for the preceding year were adequate or require uplifting in actual accounts.</p> <p>MPs are also responsible for managing and liaising with Estate Management Companies to ensure that service provision are charge are appropriate, hence their inclusion in this KPI.</p>
<b>Supporting evidence and OPIs</b>	<ul style="list-style-type: none"> <li>- Bracketed analysis of actualisation variation. E.g. X no of units had variances of 0-2.5% or 2.51-5% or 5.1-10% etc.</li> <li>- Sum of unrecoverable and un-chargeable service charge elements</li> <li>- No of challenges successful/unsuccessful</li> </ul>

# Parking - % parking space rent collected

**Target:**  
97%

**Quarterly moving  
to monthly (250+ units)**



## What does this KPI cover

All parking space rent collected, whether as part of current annual rent role, or current tenant arrears.

## Calculation

- Denominator: the total annual parking rent role Year to Date
- Numerator: all parking rent collected including any current customer parking arrears from previous years

Reported on a cumulative Year to Date basis from 1st April to 31st March

## Exclusions

None

## Explanatory notes

## Supporting evidence and OPIs

- % & (£) value of current tenant arrears by tenure

# Parking - % parking spaces occupied

**Target:**  
95%

**Quarterly moving  
to monthly (250+ units)**



## What does this KPI cover

All parking spaces that fall under MP management, but which are not tied to a lease or tenancy and therefore let on an individual basis.

## Calculation

Number of parking spaces occupied, as a percentage of all the parking spaces available.

Results should be for the reporting period only (monthly or quarterly depending on allocated stock).

## Exclusions

None

## Explanatory notes

This KPI is measured at a point in time at the end of each reporting period, no more than 5% of parking spaces to be void.

## Supporting evidence and OPIs

- No of voids and length of time unoccupied
- Bad debts value and write offs

# Repairs – average repairs completion timescale

**Target:**  
**12 days**

**Quarterly moving  
to monthly (250+ units)**



## What does this KPI cover

All responsive repairs reported to the MP, which are their responsibility to carry out under the terms of our Management Agreement.

## Calculation

The total number of days taken to complete all day to day repairs (including emergencies), divided by the total number of repairs carried out.

Results should be for the reporting period only (monthly or quarterly depending on allocated stock).

## Exclusions

Defects,  
Planned maintenance  
Cyclical repairs.  
Void Works

## Explanatory notes

Any repairs completed in less than 24 hours should be treated as 1 Day For the purposes of the KPI calculation.

## Supporting evidence and OPIs

- No of repairs issued
- Work in progress – no of current open repairs
- Productivity of work force (JPPPD)
- Cancellations
- First time fix
- Appointments kept
- CS at on each operative



# Repairs – % emergency repairs completed in target

**Target:**  
**98%**

**Quarterly moving  
to monthly (250+ units)**



## What does this KPI cover

All repairs reported to the MP that are categorised as an emergency.

## Calculation

All emergency repairs completed within target as a % of all the emergency repairs recorded during the period in question.

Results should be for the reporting period only (monthly or quarterly depending on allocated stock).

## Exclusions

Defects

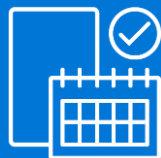
## Explanatory notes

Where the MP does not use the terminology of 'emergency' for the avoidance of doubt this KPI refers to the highest category of repairs with the shortest turnaround time.

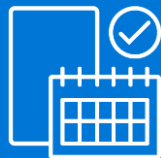
## Supporting evidence and OPIs

LGAH will expect to periodically receive schedules of Emergency Repairs Completed and may choose to audit this data or the processes that sit behind the data.


# Repairs – no. of requests for permissions and alterations undertaken

<b>Target:</b> n/a	<b>Quarterly moving to monthly (250+ units)</b>	
<b>What does this KPI cover</b>	A record of the number of alteration requests made, and undertaken across the MPs allocated properties.	
<b>Calculation</b>	Returns should be split to show numbers by tenure.  Results should be for the reporting period only (monthly or quarterly depending on allocated stock).	
<b>Exclusions</b>	None	
<b>Explanatory notes</b>	This information allows LGAH to understand the types of request customers are making to add or amend the property they live in. This will help LGAH understand the direction of travel for our future property specification.	
<b>Supporting evidence and OPIs</b>	No approved/refused by type.	

# Tenancy breaches – no. investigated

<b>Target:</b> n/a	<b>Quarterly moving to monthly (250+ units)</b>	
<b>What does this KPI cover</b>	A record of the number of potential Tenancy Breaches investigated across the MPs allocated properties	
<b>Calculation</b>	Results should be for the reporting period only (monthly or quarterly depending on allocated stock).	
<b>Exclusions</b>	Breaches relating to Rent and Service Charge Arrears	
<b>Explanatory notes</b>	The number of investigations that are started into potential Tenancy Breaches within a quarter.	
<b>Supporting evidence and OPIs</b>	<ul style="list-style-type: none"> <li>– Average response time to reports of ASB (broken down by case type)</li> <li>– % of cases resolved satisfactorily in the complainant/victims view</li> <li>– Current WIP case load of tenancy breaches under investigation</li> </ul>	

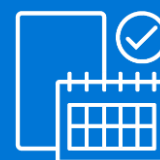
# Rent - % void loss

<b>Target:</b> <b>&lt;= 0.7%</b>	<b>Quarterly moving to monthly (250+ units)</b> 
<b>What does this KPI cover</b>	<p>This KPI includes any rent that would otherwise have been due from a customer, but cannot be collected because a property is vacant. It includes rent from all Rented tenures and relevant only when a property is void due to a tenancy ending.</p>
<b>Calculation</b>	<ul style="list-style-type: none"> <li>- Denominator: total annual rent roll for stock managed</li> <li>- Numerator: rent lost as a result of a property being void</li> </ul> <p>Calculated on a cumulative Year to Date (April – March) basis</p>
<b>Exclusions</b>	<p>Shared Ownership Properties</p>
<b>Explanatory notes</b>	<p>The rent loss is measured from the day the tenancy ends until the day the new tenancy starts.</p> <p>Data should be collected for units whilst they are vacant on a cumulative basis and reported at the end of each period.</p> <p>NB does not include first let rent loss.</p>
<b>Supporting evidence and OPIs</b>	<ul style="list-style-type: none"> <li>- Voids work in progress and time void.</li> <li>- Average turnaround time.</li> <li>- Customer satisfaction with property at letting.</li> <li>- No. of voids by void type.</li> </ul>

# Estates - % inspected on target

**Target:**  
**100%**

**Quarterly moving  
to monthly (250+ units)**



**What does this  
KPI cover**

All estate areas, that are the responsibility of the MP

**Calculation**

All estates inspected within target, as a percentage of all inspections due.

Results should be for the reporting period only (monthly or quarterly depending on allocated stock).


**Exclusions**

**Explanatory notes**

**Supporting evidence  
and OPIs**

- No of actions arising by category
- % of overdue actions
- Customer feedback on quality of the environment in their neighbourhood

# Estates - % satisfaction with grounds maintenance

Target: TBC	Quarterly moving to monthly (250+ units)	
<b>What does this KPI cover</b>	Customers living in flats, maisonettes, bungalows and houses that form part of an estate that has communal ground maintenance provided either by the MP or a third party Estate Management Company.	
<b>Calculation</b>	No. of positive responses received as a percentage of all returns.  Results should be for the reporting period only (monthly or quarterly depending on allocated stock).	
<b>Exclusions</b>	n/a	
<b>Explanatory notes</b>	n/a	
<b>Supporting evidence and OPIs</b>	– % of visits completed on target	

# Estates - % satisfaction with block cleaning

**Target:**  
TBC

**Quarterly moving  
to monthly (250+ units)**



**What does this  
KPI cover**

Customers living in flats that form part of a block that has communal areas subject to a cleaning regime, either by the MP or a third party ManCo

**Calculation**

No. of positive responses received as a percentage of all returns.

Results should be for the reporting period only (monthly or quarterly depending on allocated stock).


**Exclusions**

Customers of houses and maisonettes

**Explanatory notes**

**Supporting evidence  
and OPIs**

# Estates - % satisfaction with safety of the neighbourhood

<b>Target:</b> <b>TBC</b>	<b>Quarterly moving to monthly (250+ units)</b>	
<b>What does this KPI cover</b>	All customers who live in an area where LGAH has direct or indirect control over the estate or neighbourhood in which the home is situated.	
<b>Calculation</b>	<p>No. of positive responses received as a percentage of all returns.</p> <p>Results should be for the reporting period only (monthly or quarterly depending on allocated stock).</p>	
<b>Exclusions</b>	This KPI does not include results from transactional surveys following the conclusion of an ASB case.	
<b>Explanatory notes</b>	This KPI should be based on data collected from a periodic survey to a sample of all residents, not from transactional surveying of those accessing the MPs ASB service.	
<b>Supporting evidence and OPIs</b>	<ul style="list-style-type: none"> <li>– % of ASB cases investigated and responded to on target.</li> <li>– % of complaints received, that are regarding neighbourhood safety</li> </ul>	



# Landlord compliance assurance framework



Lakeside, Essex

Third party verification  
procedures

# Contents

<b>Executive summary</b>	<b>3</b>
<b>Scope and purpose</b>	<b>4</b>
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<b>Appendix C</b>	<b>12</b>
<b>Appendix D</b>	<b>14</b>

# Executive summary

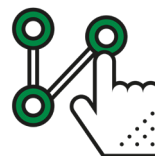
Legal and General Affordable Housing (LGAH) requires all properties to be maintained in a safe, effective and compliant condition and has contracted with our network of Management Providers (MP's) to deliver this on our behalf.

**Our overall asset assurance framework is made up of four concentric verification processes.**



## Handover process

At handover to our Management Providers, we will ensure the correct transition of properties and fixed assets to Management Provider responsibility.



## Third party verification

A review of MP quality assurance based on a prescribed framework – independent peer review and/or independent re-inspection/test to ensure quality of works.



## Independent on-site verification

Onsite technical and quality testing of a sample of work by Legal & General Affordable Homes' representative



## System data

Sample testing of data imported and held on Legal & General Affordable Homes system by our representative.

# Scope and purpose



The purpose of this document is to set out the process and requirements of the Client (LGAH) third-party verification process.

Cuckoo Meadow Hailsham, East Sussex



# Third party verification

Third party verification process will focus on three categories

**The frequency of verification for all categories will remain at the discretion of LGAH.**

**This verification will be undertaken by an independent Client appointed third-party auditor (CTPA) and is in addition to any third-party verification undertaken by the Management Providers.**

## Asset transfer and set up following handover

An independent audit of the hand-over process following the transfer of property assets from LGAH to the relevant MP will be used to ensure the following:

- LGAH have provided ALL relevant information regarding the property and assets to be maintained.
- The MP has received ALL relevant information and correctly set up the assets and maintenance schedules within their systems.

## Audit process

On a quarterly basis, 10% of properties/assets transferred within the preceding quarter will be audited.

The following information will be required:

1. A list of all properties/assets transferred to each MP (from LGAH) by team.
2. The maintenance schedule for each of the properties selected (from the MP)

The following checks will be made:

1. The MP has received the correct schedule of assets for each property.
2. The maintenance schedule for each asset has been set to the correct frequency.

## Selection of the properties for audit

The 10% of properties selected for audit will ensure that the following are covered on a rolling basis:

- Properties transferred include those from all different LGAH project teams or individuals within one year.
- Properties transferred to all active management providers.
- Properties include the full range of different property types.

The properties selected for audit will be randomly allocated by LGAH software processes and will be provided on a quarterly basis to the CTPA.

A record of the audit can be found at appendix A.

## Skills, competence and monitoring (including sub-contractors)

MP's will be required to provide evidence demonstrating that they have made full checks on the skills and competence of their employees and suppliers. This will include training or SKE matrices, qualifications records, industry registration numbers and on-going monitoring records. For any sub-contracted operative additional checks on contractor selection records (vetting), including relevant insurances, will also be required and verified.

This will be undertaken at the following frequency:

- On mobilization of a new MP,
- On a six monthly basis,
- Where there are material changes in the supply chain.

The frequency of verification will be at the discretion of LGAH.

The evidence provided will be reviewed by the Client's third party auditor and any feedback, queries or concerns fed back via the MP Contract Management process.

The verification process flow is set out in appendix D.

Full details of the skills and competence questions are set out in appendix B.

### Technical quality and compliance

The third party verification audit programme will look at the following tasks annually, this will be scheduled to undertake an agreed percentage of tasks per MP, on a rolling quarterly programme. Details of the requirements per discipline are set out in appendix C.

### Scoring system

The third party verification system will use a Red, Amber Green (RAG) scoring system across all areas audited to ensure that LGAH can visually see area's where improvement or urgent action is required. The scoring system includes suggested actions and timescales for action. This will be considered as part on the formal performance and contract management review. The RAG rating system is based on compliance with both legislative AND company standards and is described as follows:

Score	Compliance level	Action required	Time scale
1	Full compliance legislative AND company standards	Share best practice examples with others	N/A
2	Full compliance legislative standards only	Agree action plan with MP at next wcontract management meeting.	Within 3 months
3	Partial compliance	Escalation to senior management within LGAH and MP. Agree action plan with MP for urgent remedy	Within 10 working days
4	Major non-compliance URGENT ACTION REQUIRED	Escalation to senior management within LGAH and MP. Agree action plan for urgent remedy.	Immediate action required



Leon House, London

# Appendix A

## Asset transfer and set up verification

### **Ensuring the MP has received all the required information and correctly set up the maintenance regimes for each property.**

#### **Verification Procedure**

Randomised selection of 10% of each property type transferred within the preceding quarter for audit.

Within each quarterly audit, the selection of properties for audit should cover:

- All different LGAH regional development teams
- All different Management providers and
- The full range of property types.

NB. Where concerns have been raised via any of the other framework processes, or from external reviews, it may be necessary to focus the third party verification on the relevant areas, teams, MP's or property types of concern. This will remain at the discretion of LGAH and the terms and scope of each quarterly audit will be agreed in advance.



Lakeside, Essex



## Sample

Property type	Address/UPRN	LGAH team	MP	Date of transfer	Correct and sufficient information provided - Y/N	Maintenance schedule correctly set up - Y/N	Comments	Score
Text	Text	Text	Text	Text	Text	Text	Text	Text
Text	Text	Text	Text	Text	Text	Text	Text	Text
Text	Text	Text	Text	Text	Text	Text	Text	Text
Text	Text	Text	Text	Text	Text	Text	Text	Text
Text	Text	Text	Text	Text	Text	Text	Text	Text
Text	Text	Text	Text	Text	Text	Text	Text	Text
Text	Text	Text	Text	Text	Text	Text	Text	Text
Text	Text	Text	Text	Text	Text	Text	Text	Text

# Appendix B

## Skills, competence and monitoring verification (including sub-contractor selection and monitoring)

### Providing LGAH with the following assurances

- That operatives undertaking work on LGAH assets are skilled and competent to undertake the work requested.
- That MP's are actively monitoring those operatives (including Sub-contractors).

#### Verification Procedure

All Management Providers must supply the following documentation relevant to the provision of maintenance services for LGAH on the following frequency:

- At mobilisation,
- On a six monthly basis
- Where there is a material change to the supply chain (see definitions), e.g. contract novation or re-procurement:

The documentation should be relevant to both in-house DLO's and sub-contractors who work on LGAH properties.

#### DLO's should provide

- Procedures for the verification of their operative's skills, knowledge and experience SKE/competence – e.g. the MP's procedure for checking operatives training, industry and professional registrations, references, CPD requirements etc.
- Evidence that they undertake verification checks of operative SKE and competence.
- A list of ALL operatives who may undertake works on behalf of LGAH.
- Details of roles, qualifications and industry/professional registration numbers (where applicable).
- Details of any planned/booked training due in the following year.

#### MP's who use sub-contractors should ALSO provide

- Details of sub-contractor selection/vetting and monitoring procedures.
- Evidence that they have undertaken suitable vetting and monitoring of the sub-contractors (e.g. completed vetting records, review or re-inspection of works, QMS or audit procedures).
- Evidence that the MP has verified their sub-contractors SKE/ competence.
- A list of all sub-contractors who may undertake work on behalf of LGAH.
- Details of sub-contractors roles, qualifications and industry/professional registration numbers (where applicable).

## Sample

Management provider	Procedures for the verification of operative's SKE / competence Provided and satisfactory? – Y/N	Evidence of competency checks have been undertake: Provided and satisfactory? – Y/N	Full list of operative's and sub-contractors provided with SKE/training matrix and industry/ professional registration numbers provided and samples checked are satisfactory? – Y/N	Sub-contractor vetting procedures provided and samples checked are satisfactory? – Y/N/ NA	Monitoring and quality control records provided and samples checked are satisfactory? Y/N	Comments	Score
Text	Text	Text	Text	Text	Text	Text	Text
Text	Text	Text	Text	Text	Text	Text	Text
Text	Text	Text	Text	Text	Text	Text	Text
Text	Text	Text	Text	Text	Text	Text	Text
Text	Text	Text	Text	Text	Text	Text	Text
Text	Text	Text	Text	Text	Text	Text	Text
Text	Text	Text	Text	Text	Text	Text	Text
Text	Text	Text	Text	Text	Text	Text	Text

# Appendix C

## Technical quality and compliance verification

### Ensuring that works undertaken on behalf of LGAH are to a satisfactory quality and comply with both legislative and LGAH company standards.

MPs are required to have internal monitoring/ verification procedures in place to ensure that a minimum of 10% of works are verified (as set out in the LGAH Assurance Framework) across the following work categories:

- Remedial maintenance works,
- Planned preventative maintenance,
- Health and safety inspections and tests,
- Risk assessments and surveys.

#### Verification procedure

On a quarterly basis MP's will be asked to supply records of all jobs which they have verified. Such records may include QMS audits, MPTPA records or peer review records.

The CTPA will review the MP records and review an additional 5% of jobs randomly selected by the LGAH software system. The additional 5% will be checked as part of the independent on-site checks. In total this will cover a 10% of each category of works.

- Reactive maintenance and repair work.
- Planned preventative maintenance (servicing)
- Risk Assessments
- Surveys
- Health and safety inspection and testing.

Works will include the following disciplines\*:

- Asbestos (where relevant)
- Automatic doors and barriers AND Powered gates

Electrical safety including:

1. Fixed wiring inspection

Fire safety including:

1. Fire Risk Assessment (FRA),
2. Fire Alarm and detection systems,
3. Fire doors and shutters,
4. Automatic opening vents
5. Emergency lighting

Heating, ventilation and air conditioning (HVAC) including:

1. Gas safety,
2. F-gas,
3. Solid fuel/biomass heating systems

Lifts and lifting equipment including:

1. Passenger lifts
2. Goods only lifts
3. OTHER – hoists/man-safe systems etc.

Pressure systems

- Water systems
- Window restrictors

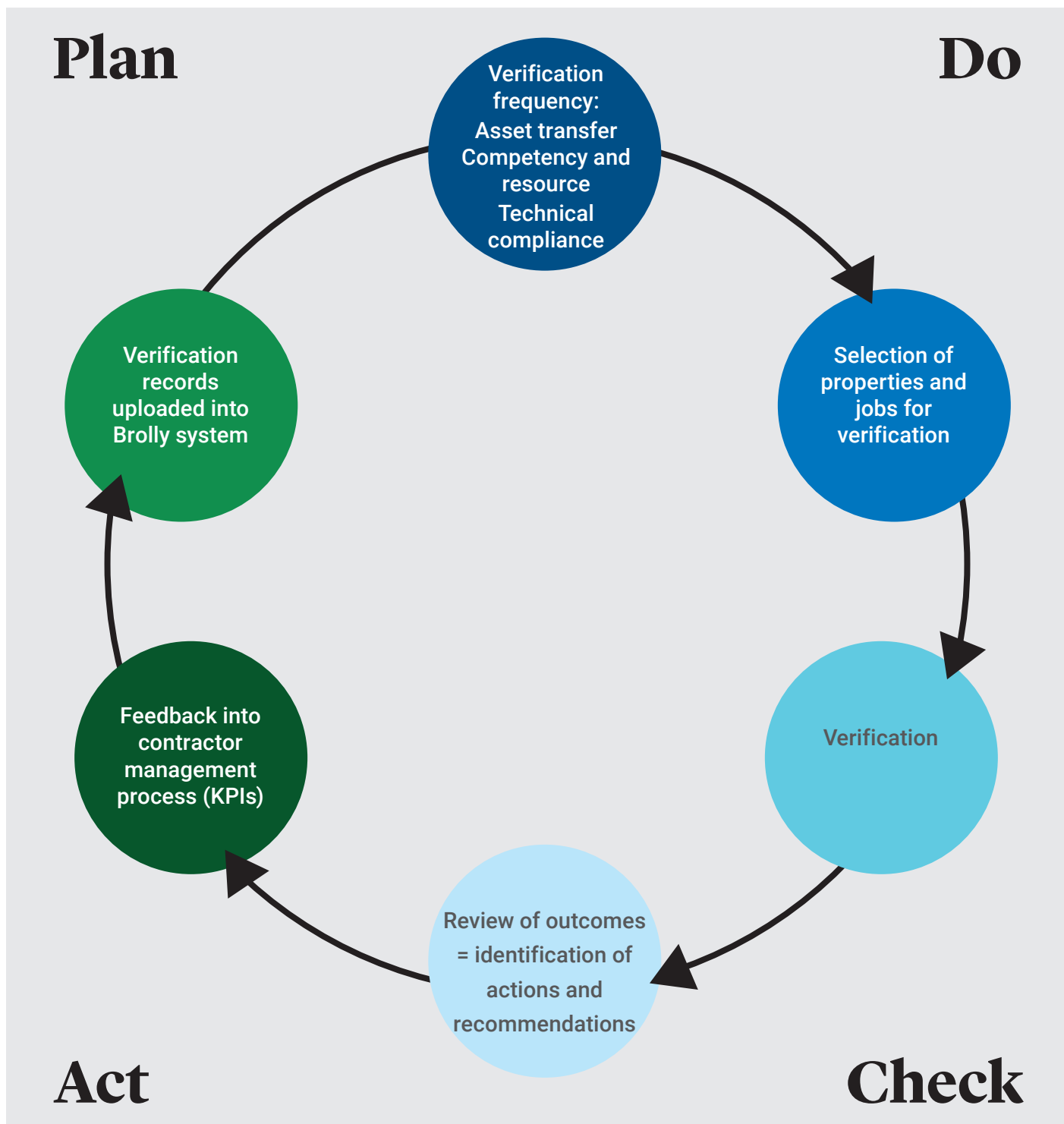
\*list not exhaustive

## Sample

Management provider	Job number	Discipline	Category of task? Reactive work PPM RA HSI Survey OTHER	Original job audited by MP? – Y/N	Was the task undertaken on time? – Y/N	Has the task been undertaken by a competent person and to the relevant standard? – Y/N	Have any remedial actions been followed up and actioned appropriate? – Y/N	Comments or cause for concern:	Score
Text	Text	Text	Text	Text	Text	Text	Text	Text	Text
Text	Text	Text	Text	Text	Text	Text	Text	Text	Text
Text	Text	Text	Text	Text	Text	Text	Text	Text	Text
Text	Text	Text	Text	Text	Text	Text	Text	Text	Text
Text	Text	Text	Text	Text	Text	Text	Text	Text	Text
Text	Text	Text	Text	Text	Text	Text	Text	Text	Text
Text	Text	Text	Text	Text	Text	Text	Text	Text	Text
Text	Text	Text	Text	Text	Text	Text	Text	Text	Text

# Appendix D

## Verification process flow



# Appendix E

## Abbreviations and definitions

<b>LGAH</b>	Legal and General Affordable Housing
<b>DLO</b>	Direct Labour Organisations
<b>HSI</b>	Health and Safety Inspection
<b>MPs</b>	Management Providers
<b>PPM</b>	Planned preventative maintenance
<b>QMS</b>	Quality Management System
<b>RA</b>	Risk Assessment
<b>SKE</b>	Skills, Knowledge and Experience or training matrix: Evidence that the MP has a comprehensive record of the training, qualifications and knowledge of the trade, health and safety and company H&S requirements.
<b>Supply chain</b>	Any organisation providing goods or services to LGAH either directly or via a MP
<b>Client third party auditor (CTPA)</b>	An organisation working on behalf of LGAH to independent verify work.
<b>MP third party auditor (MPTPA)</b>	An organisation working on behalf of the Management provider to independent verify work.

**We hope you find it useful and informative.**

**For further information about Legal & General Affordable Homes please visit [lgah.com](https://lgah.com) or contact your contract manager.**

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**IN THE FIRST-TIER TRIBUNAL  
(PROPERTY CHAMBER)  
CAM/00KG/LDC/2024/0007**

**B E T W E E N:**

**LEGAL & GENERAL AFFORDABLE HOMES  
LIMITED AND OTHERS**

**Applicants**

**and**

**VARIOUS SHARED OWNERSHIP LONG  
LEASEHOLDERS**

**Respondents**

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**WITNESS STATEMENT OF  
DOUGLAS EDWARD EGERTON  
POPE**

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