



Managed Partnerships Ltd

An Introduction to Managed Partnerships



Key Points

- **Dedicated Bank Accounts.** Used for service charges and block expenditure, it brings transparent accounting. Simple yet effective in managing your finances.
- **Dedicated email Accounts.** yourblock@managedpartnerships.com. We are able to track and respond to all correspondence relating to your building.
- **Online Access.** Providing access to the service charge accounts for each leaseholder
- **Digital Inspection Reports.** Completed in real time and sent instantly to our sent to our office, creating a record of visit, and swift action when needed.
- **24hr Out of Hours call centre.** When you need us and action is required. There is no additional charge for this service.



Managed Partnerships Ltd. 124 City Road, London EC1V 2NX
Tel: 0207 846 6443, Email info@managedpartnerships.co.uk

Managed Partnerships Limited – Registered in England and Wales Company Number 12401949
Registered Office: 124 City Road, London. EC1V 2NX



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Introduction to Managed Partnerships

The management of residential buildings and developments involves several partnerships.

These include those:

- Between the Freehold and Residents Management Company (RMC) (if relevant)
- Between the RMC and the owners of the flats.
- Between the RMC and other parties, such as:
 - Cleaners
 - Gardeners
 - Building Insurers
 - Repair and Maintenance contractors.

But most importantly:

- Between all the above and the Managing Agent.

Our goal as Managing Agent is to seamlessly manage these partnerships so that resident directors, owners and tenants can enjoy living in their building or development free from the stress and worry of its management.

That is the philosophy of Managed Partnerships.



Managed Partnerships is registered with the ICO

We live in a data-driven world. Almost every transaction and interaction you have with most organisations involves you sharing personal data, such as your name, address and birth date. You share data online too, every time you visit a website, search for or buy something, use social media or send an email.

Sharing data helps make life easier, more convenient and connected. But your data is your data. It belongs to you so it's important your data is used only in ways you would reasonably expect, and that it stays safe. Data protection law makes sure everyone's data is used properly and legally.



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Quality of Service

The team behind Managed Partnerships have cumulatively over forty years' experience working in the Property Management industry. We know what some firms do very well and things many firms do very badly. We seek to constantly learn from this experience to provide the highest quality of service we possibly can to our clients, residents, and contractors.



We subscribe to the Royal Institute of Chartered Surveyors (RICS) residential management code, a copy of which can be found at:

www.rics.org/uk/upholding-professional-standards/sector-standards/real-estate/service-charge-residential-management-code/



We have established our processes from day one to meet and, where possible, exceed the quality standards in the Consumer Charter and Standards For The Property Institute (TPI) formally known as the Association of Residential Managing Agents (ARMA). A copy of these standards can be found at:

https://arma.org.uk/downloader/tqy/2016-09_ARMA-Consumer-Charter-and-Standards-LowRes.pdf



We are members of the RICS Client Money Protect scheme.

This provides additional cover for your money



We are members of the Property Redress Scheme

All property agents and professionals carrying out estate, lettings and property management work in the property industry have a **legal responsibility to join an authorised redress scheme** and signpost this to their customer. By joining the Property Redress Scheme (PRS), businesses can comply quickly and easily with this requirement.



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Communication

- ***Dedicated email Accounts***, yourblock@managedpartnerships.com We are able to track and respond to all correspondence relating to your building.

Communication is perhaps the most important factor in providing the best possible service to our clients and residents.

Our office hours are 9.00am to 5.00pm Monday to Friday (excluding Bank Holidays) and all our Management Agreements incorporate a set of Key Performance Indicators which includes agreed response times to telephone calls, emails, and post.

However, property management needs do not stop just because the office may be closed.

Outside of office hours, directors have access to the Property Manager's mobile telephone number and residents can report emergencies and get assistance through our **Out of Hours service 24 hours a day, 365 days a year.**

Logging into the resident's area of our website also allows residents to:

- Report any maintenance needs and other issues at the building or development 24 hours a day, 365 days a year.
- View or download copies of important documents relating to their building, such as the buildings insurance certificate, service charge budget and past years' accounts.
- View their service charge account.
- View other important information, such as updates on major works projects, times of upcoming resident meetings and so on.

Although we do, of course, have generic email addresses such as

- info@managedpartnerships.co.uk
- accounts@managedpartnerships.co.uk

all buildings or developments also have their own dedicated email address, such as:

your building yourblock@managedpartnerships.com

Any email received is automatically directed to the property manager and the support team dedicated to the management of your building.

This avoids:

- Delays in messages sent to a generic "info" or "enquiries" email address being opened by an individual and forwarded to the most appropriate individual.
- Delays if the property manager happens to be out of the office at meetings, off sick or on holiday and the message is left in his or her inbox without being attended to.



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Service Charges - Bank Accounts

- **Dedicated Bank Accounts**, for service charges and block expenditure, it brings transparent accounting. Simple yet effective in managing your finances.

Together with communication, the handling of Service Charges is the other key factor in the efficient management of a building or development.

Clients are entitled to expect that the service charges they pay are held securely and expenditure is controlled and reasonably incurred.

All money that we hold on behalf of our clients are held in individual Client Designated Accounts with Barclays Bank. Separate designated bank accounts are put in place for Service Charges and Reserve Funds.

We do not combine your money with other clients' money in a common client account.

All income and expenditure is managed through these dedicated bank accounts and therefore ease of accounting procedures and financial management. Bank account statements can be provided to directors at a press of a button, being up to date and snap shot of the financial position.

Unlike some other Managing Agents, all the interest earned in respect of each of your accounts is credited back to your service charge account.

Service Charges - Budget

Our process for agreeing the annual service charge budget commences three months prior to the end of each service charge year. At this point we start to prepare the draft budget for the forthcoming year. This is based on many factors, but includes:

- Known expenditure, for instance existing contractual cleaning commitments.
- Anticipated expenditure, where we know there will be expenditure, but the amount can only be estimated. For example, we know there will be a buildings insurance premium to pay but we can only estimate what that will be based on the current year's premium, claims history in the last twelve months and an uplift for premium inflation. This also applies to the General Maintenance budget where we know we will have to incur costs, but these can only be estimated based on current expenditure and repair needs.
- Provisional expenditure where we hope not to spend anything in the coming year, but a sum is put in the budget to meet any expenditure that needs to be incurred. Examples may include repairs to a door entry system or television reception equipment.
- Additional planned expenditure. For example, if in addition to the existing cleaning contract we plan to spend a sum on a steam clean of all carpets.
- Reserve provisions. If permitted by the terms of the leases, this is also known as a sinking fund and is the sum set aside towards future major works expenditure. This will include the redecoration of the buildings structure and internal communal areas. Rather than picking a figure from thin air, such provisions should be based on a Planned



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Maintenance Programme (also known as a Capital Expenditure or Capex Plan) so that future expenditure is estimated and properly planned for over several years. This avoids the situation where owners are hit with a large one-off charge whenever such work is carried out. The reserve provision is also for unexpected large repair costs.

After a draft budget is prepared this is shared with you for discussion and your agreement. The discussions on the budget are sometimes done in person at a meeting (or meetings) with you or by exchange of email. Once the budget is agreed by you, we issue it to owners prior to the commencement of the service charge year together with their invoice.

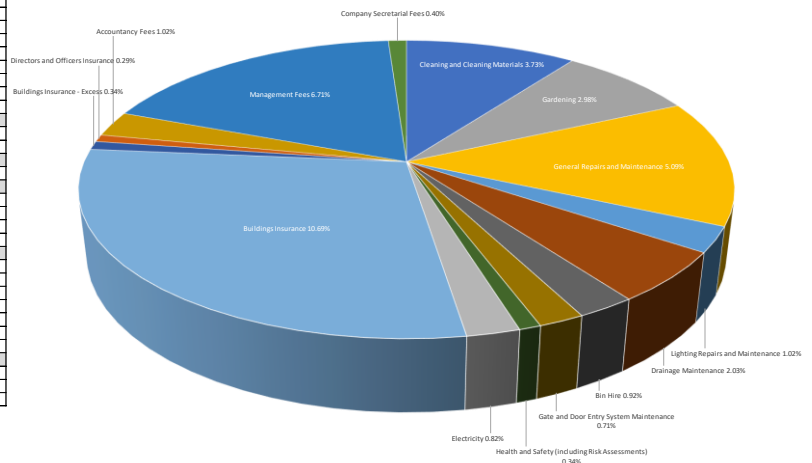
Unlike some other Managing Agents, the format of the budget that is presented to owners can be bespoke to your needs. Some clients, for example, like to see the budget broken down not just in figures but in chart form. An example of this is shown below. This is an actual budget for one of our clients, identifying aspects omitted obviously, showing how they like their budget presented.

[Property Address]
Service Charge Budget for the year 1st October 2020 to 30th September 2021

Final	2020/21	2019/20
	Budget	Budget
Maintenance		
Cleaning and Cleaning Materials	£5,500.00	£5,500.00
Window Cleaning	£792.00	£792.00
Gardening	£4,400.00	£4,400.00
General Repairs and Maintenance	£7,500.00	£9,000.00
Lighting Repairs and Maintenance	£1,500.00	£1,500.00
Damp Proofing	£0.00	£1,000.00
Pest Control	£2,000.00	£1,500.00
Drainage Maintenance	£3,000.00	£3,000.00
Bin Hire	£1,350.00	£1,350.00
Gate and Door Entry System Maintenance	£1,050.00	£1,050.00
Health and Safety		
Health and Safety (including Risk Assessments)	£500.00	£850.00
Landlord Electrical Installation Inspection	£0.00	£495.00
Utilities		
Electricity	£1,216.00	£1,216.00
Insurance		
Buildings Insurance	£15,772.00	£11,250.00
Buildings Insurance - Revaluation	£0.00	£1,620.00
Buildings Insurance - Excess	£500.00	£500.00
Directors and Officers Insurance	£423.00	£128.00
Professional Fees		
Accountancy Fees	£1,500.00	£1,500.00
Management Fees	£9,900.00	£10,692.00
Company Secretarial Fees	£585.00	£625.00
Out of Hours Emergency Line	£0.00	£160.00
Total (excluding reserves)	£57,488.00	£57,928.00
Reserve Contributions		
General Reserve Fund Contribution	£90,000.00	£80,000.00
Total	£147,488.00	£137,928.00



Managed Partnerships Ltd



2020/2021 Service Charge Breakdown (Excluding Reserve Contributions)

In accordance with Clause 4(4) to the Lease we hereby certify that the interim service charge payable for the service charge year ending 30th September 2021 shall be based on expenditure of: £147,488.00

[Signed]

Managed Partnerships Limited

[Date]

The more information that can be provided to owners the better and reduces the queries or concerns that owners may have. Accompanying the budget each year will always be a document explaining the individual entries and how the charges have been estimated.



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Service Charges - Credit Control

Efficient credit control is essential not just to maintain cash-flow for the efficient maintenance and management of the development: it is inherently unfair on those owners that do pay their service charges promptly if others are allowed to get away with not paying in full or on time.

Our credit control process will be set out in the Management Agreement but can be summarised as follows:

1. Initial reminder letter or email, according to the owner's communication preference, twenty-one days after the due date.
2. A final reminder letter or email fourteen days thereafter.
3. Referral to external solicitors for recovery, as a last resort, fourteen days thereafter.

Crucially however, unlike some other managing agents, our credit control team will endeavour to reach the owner by telephone, text and/or email prior to stages 2 and 3 to ascertain the reasons for non-payment and resolve the problem and collect in the outstanding funds as soon as they can.

There may be various reasons for non-payment by an owner, which could include one or more of the following:

- Misunderstanding of their obligations under their lease.
- Genuinely forgetting to pay.
- They cannot afford to pay in full at the current time.
- An unresolved historic management complaint.
- Something completely different, which will need to be established.

Some Managing Agents use credit control as an additional income stream. By reaching out to the owner by telephone, text and/or email before issuing final reminders or referring to solicitors we seek to avoid unnecessary administration fees being incurred and the ill-feeling this causes.

In all cases we keep Administration Fees to a reasonable sum commensurate with the additional administration time incurred.



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Financial Reporting

It is important that clients are kept informed throughout the year on the management of the service charges for the development. Each client has its own requirements and preferences.

We can provide a bespoke management and financial report for you monthly, quarterly or at such intervals as you require.

Although bespoke to the client's needs the report will typically include:

- An analysis of actual expenditure against budget to date.
- An Expenditure Listing showing the expenditure in the year to date in detail.
- A debtor's analysis including the steps being taken to recover unpaid service charges.
- An update on current management issues.

Service Charge - Final Accounts

After the end of every service charge year final accounts are prepared and independently certified or audited depending on the requirements of the Leases. Our aim to complete this process within three months of the end of the year, but no later than six months. Differences between the sums initially budgeted for and the expenditure actually incurred are shown on those accounts. The resultant surplus (or deficit) is credited (or charged) to individual apartment service charge accounts in accordance with the provisions in the Leases and your instructions. Each of the blocks accounts are regularly checked throughout the year by the accountant to ensure that the end accounts fee is kept to a minimum.



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Sourcing Contractors

We are always happy to look to appoint to our panel any contractor currently employed at the building or any you recommend once they comply with the requirements to be appointed to our panel. If you are happy with your cleaners or gardeners, for example, it makes no sense for a new managing agent to come in and change them.

To be added to our panel contractors must provide us with their written Health and Safety Policy and Public Liability Insurance. We issue them with a copy of our Contractors Code of Conduct which they must subscribe to.

We have an approved and vetted panel of contractors with whom we have forged a trustworthy and longstanding relationship with and who we can depend on to provide an efficient service and offer excellent value for money. We always endeavour to instruct contractors who are local to the development. As well as supporting the local economy, such contractors can usually attend more promptly when required which avoids unnecessary travel keeping costs down and is more environmentally friendly.

Unlike some other Managing Agents, we do not take a commission from contractors for work placed with them, nor make a charge to them for being able to join our approved panel.

Payment of Contractor Invoices

Maintaining the partnership with tried and trusted contractors is important for continued good and prompt service. External contractors are entitled to be paid promptly in accordance with their terms and conditions and the RICS code referred to earlier.

When a contractor submits their invoice, it is first checked and processed by our accounts department and entered onto the development's service charge account. On a weekly basis the property manager responsible for the development reviews all invoices and verifies that the work, to which the invoice/invoices relate to have been completed properly and that the sums charged are as per the original purchase order. Once satisfied the Property Manager will approve payment. Any invoice above £500.00 plus VAT must be further checked and signed-off by a Director.



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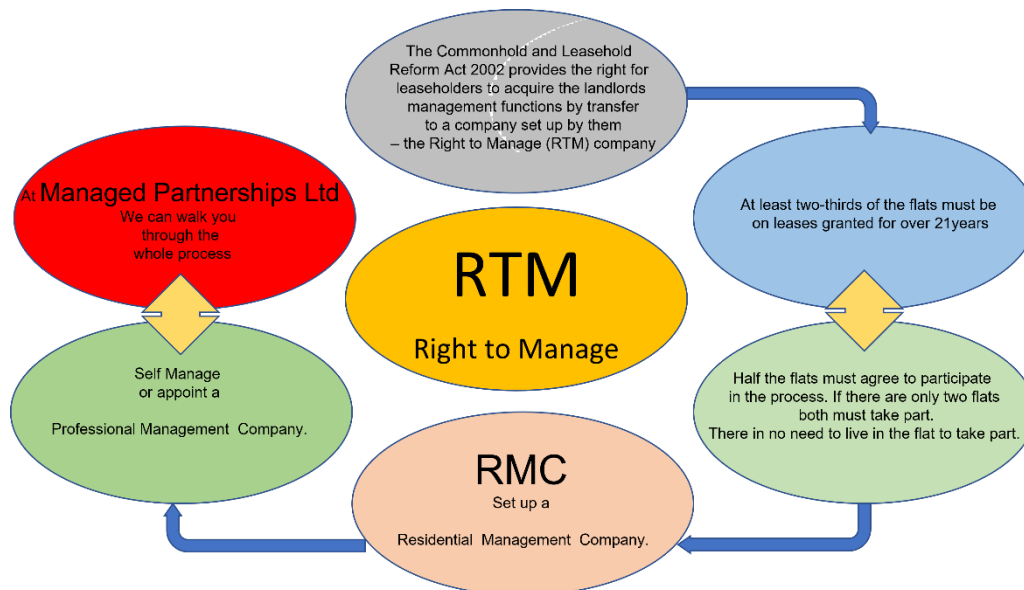
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Right to Manage

We can help clients who wish to exercise their Right to Manage (RTM) through the whole process from start to finish. This includes:

- Advising on the advantages and disadvantages of applying for RTM.
- Advising on the qualification requirements and the process that needs to be followed.
- Incorporating the RTM company.
- Preparing and servicing the Notice Inviting Participation.
- Obtaining all the information that you may require for the management of the building from the freeholder or current managing agent.
- Consider the current management problems and challenges and setting out a plan of action to address them, which may include a proposed service charge budget.
- Prepare and serve the Notice of Claim.
- Receive and advise upon the Landlord's Counternotice.
- Handle all aspects of the management takeover from the Landlord.



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Frequently Asked Questions

There are some questions which crop up regularly when we speak with potential clients. Many have been dealt with already in this document but, for ease of reference, they include:

- Your registered office is in Romford, but our property is some distance away. Shouldn't we look for someone more local?

Our Romford office is purely an administrative centre where our accounts team are located and where our own company business is run. Property management staff generally work from home when not on site and someone will always be available to attend a building within sixty minutes if necessary.

Because of this we can offer the same service as any locally based agent across London and the surrounding counties.

- Do you have experience managing listed buildings and/or buildings in a Conservation Area?

Yes, we have considerable experience within the company managing such buildings. This is extremely important. Period buildings require managing and maintaining sympathetically and have respect to their history. Furthermore, making any alterations to a listed building, including those which may not be Grade I or II Listed but are listed at the local authority, can be a minefield and experience in this area can avoid serious, and costly, errors being made.

- Can you supply references from existing clients?

Yes, we can. However, to avoid troubling our clients unnecessarily we only do so at a late stage in our discussions, once you have expressed a firm interest in our services, subject to satisfactory references.

- How comprehensive a panel of contractors do you have?

We work with many different contractors across all disciplines required for the efficient management of our property portfolio. This includes cleaners, window cleaners, gardeners and landscapers, general maintenance and handyman services, surveyors, builders, decorators, lift engineers and consultants, gate and door entry engineers and many more.

- Could we keep our own preferred contractors, for instance our cleaners, if we were to instruct you?

Of course. It is essential that you are happy with the contractors that work at your building and if you already have a trusted contractor it makes no sense for an incoming agent to get rid of them in favour of someone you do not know. The only rider to this is that they will need to show us they have adequate Public Liability Insurance (and such other insurance as their discipline requires) and can demonstrate they work safely, for instance with a written Health and Safety Policy relevant to the work they do.

- Do you charge a fee to a contractor to come onto your panel?



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No, and we feel very strongly about this. The criteria for being selected to work at your property should be whether they can they carry out the work required efficiently to the required standard at a reasonable price. Nothing else. We believe that charging contractors a fee or skimming off a percentage of their costs creates a conflict of interest and you, as the client, cannot then have confidence that the choice of contractor on any project is because they are the best contractor for that job, or because they pay the agent the biggest fee.

- How often do you visit the buildings you manage to check its condition and inspect the work carried out by contractors?

This depends on the circumstances. We believe that we cannot adequately manage a building, view its condition, see how the regular service contractors (for example the cleaners), are performing and check all Health and Safety equipment and issues, unless we visit at least monthly. Some agents will only visit quarterly. Sometimes not even that. We consider that completely inadequate for any building, however simple or complex it may be.

Sometimes, it may be that more frequent visits are required. Some sites we manage require fortnightly visits. Further, if work has been carried out at a site which needs checking, and it cannot wait until the next routine visit, we will attend sooner.

- What management reports can you provide us?

We can provide management reports to you monthly, quarterly or on request depending on your needs. This report will be bespoke to your requirements but will always include a Budget v Expenditure analysis, Expenditure Listing, Debtors Report and an analysis of current maintenance and management issues.

- Will you combine our service charge funds with other clients' money?

No. We operate separate bank accounts for each client and owners pay their service charges directly into that account, and expenditure is paid directly from that account. A separate bank account is opened for reserve funds and, if relevant, another account for Ground Rent. This both gives you reassurance that funds are not being combined with others and provides a clear audit trail in the handling of funds.

- Do we receive all the interest on money earned in the service charge and reserve accounts?

Yes. 100% of the interest on your money is credited to your service charge account.



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- How do you deal with unpaid service charges?

As mentioned elsewhere in this document, the efficient management of the building accounts is essential and where many agents fail. Keeping a close rein on credit control is key to this.

There is a process in place to deal with credit control, comprising a reminder letter/email, a second reminder and then referral to solicitors for recovery. However, many managing agents will follow such process and happily add on administration charges at each stage. Instead, prior to the second reminder and legal referral stage, we will always endeavour to make contact by telephone or email with the owner to see if there is a genuine reason for non-payment. It may be that they have moved and had not given us their new address. It may be that they have financial difficulties and need to pay in instalments.

We find this process far better than simply sending out letters and adding on as many administration charges as possible.

Ultimately, however, if despite all our efforts the owner does not pay, we work with a couple of firms of solicitors who will then take recovery action.

- How do you deal with lessees in breach of their lease?

This will depend on the circumstances of each case and the nature of the breach. In the majority of cases, we will seek to resolve the issue directly with the owner concerned so that the breach is remedied. Individuals in our company have many years of experience and have dealt with pretty much all conceivable breaches of covenant, including noise disputes, unauthorised alterations and flats being used for illegal purposes.

In the majority of cases, we will be able to resolve the issue. If, however, our efforts do not provide a satisfactory outcome, we will, if instructed by the client, refer the matter to an external firm of solicitors who will advise and send a warning letter to the lessee. If that does not resolve the issue, they may commence proceedings. Any referral to a solicitor obviously incurs fees and is therefore very much the last resort. The terms of the lease will determine who is responsible for to pay those fees.

- What length of notice period do you require?

We can be ready very quickly. It takes only a few days for us to be able to set your development or building up on our systems. The most important factor, however, is the notice period in the contract you may have with your existing managing agent. Normally this will require month or a quarter's notice of termination, but sometimes the agent will agree a shorter period. We are also reliant, to a degree, on the co-operation given by the outgoing agent, although ARMA members have to comply with their standards and this includes an efficient handover process.



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What differentiates us from other Managing Agents?

Managed Partnerships Limited was established by four partners who were frustrated with the way many managing agents serve their clients. The usual complaints we hear are that the agent is unresponsive, the directors have to do work the agent should be doing, repairs aren't getting done, service charges are too high, or we are not getting value for money.

We endeavour to provide a hands-on, personal service to our clients. The question we always consider is "Would I like to live in this building?". If the answer is "No" then we cannot be doing our job properly.

There are some very large managing agents in our industry. They may be geared up to manage the very large apartment buildings out there, often with hundreds of flats within them. Smaller buildings do not necessarily offer them the same profit margins. Consequently, a client with a smaller building is likely to be managed by one of the junior members of the team. That property manager may not have the experience necessary to properly manage your building. Furthermore, the property manager allocated to your building may change frequently, as the junior person moves up the ladder within their company or moves to another firm.

At the other end of the scale there are firms who are geared up to provide a service to very small buildings, for instance houses converted into two or three flats. In order to make this profitable, each property manager will have a very large number of buildings to manage. This means they cannot offer a bespoke service to each client.

We have a portfolio of carefully select the buildings we manage to ensure that we can offer our clients the personal, bespoke service they require, providing an excellent service at a fair price.

We believe in accountability to our clients. Whilst all managing agents will tell you they will provide you with a good service, we will agree with you a set of Key Performance Indicators and, crucially, we write them into our Management Agreement. This gives clear written standards to demonstrate whether we are performing up to your requirements or not.

Although agreed individually with each client, an example of the KPIs we agree with clients is set out below in the Appendix to this document.



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Fee Structure

Management Fees

At Managed Partnerships we endeavour to be as transparent as possible in our fee structure.

The Management Fee for the day to day management of the building or development is specified in the Management Agreement and any variation agreed annually with the client. The fee depends on many factors, principally the number of properties in the building or development. Other factors include the location of the property, the extent of grounds, the equipment in the building or development and so on.

Major Works Supervision

Where a major works project is carried out, such as a lift refurbishment project or extensive external repairs and decorations, an additional supervision fee may be charged, but only if you agree beforehand. This is to reflect the additional time incurred by us during such projects including carrying out the consultation with owners, managing the tender process, and the supervision of the work itself.

This fee is subject to agreement with the client on a case by case basis depending on the project.

Some managing agents do not make it clear at the outset that such additional fees may apply. Some may increase their day to day management fees for the period of the works to compensate but then do not reduce them promptly or fully when the works are completed.

Company Secretarial Work

We are able to act as the Company Secretary for the management company and carry out the routine work this requires including:

- Preparing and submitting the annual dormant company accounts.
- Preparing and submitting the annual Confirmation Statement.
- Keeping all the company registers and records and updating them whenever there is any change in ownership or change in any of the officers.
- Issuing new share certificates (if relevant).

The annual fee, if required, is usually between £350.00 and £500.00 per year (plus VAT and Company House fees) depending on the size of the company.



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Administration Fees

Administration Fees are charged in addition to the regular Management Fee and our standard fees are set out in the table below. These are subject to your agreement and it is the fees quoted in the Management Agreement that take precedence.

All fees quoted are exclusive of VAT and are subject to change with the prior agreement of the client.

Solicitors Management Enquiries	£350.00
Out of Hours Call Handling – per unit, per year	Included in Management fee
Receiving Notices of Assignment, Charge etc	£95.00 per notice
Land Registry Certificate	£95.00
Deed of Covenant	£180.00
Licences, consents and permissions	£180.00
Credit Control – Late Payment	£40.00
Credit Control – Solicitors Referral	£195.00
Postage and stationery	Cost price (first class postage)
To provide a copy of your Lease or house deeds	£25.00 per document

How to change to Managed Partnerships

There is no upfront charge to change to Managed Partnerships. Our fees only become payable from the date of commencement of our Management Agreement.

Your contract with your current managing agent will have a termination clause. Notice periods vary, but most managing agents will have a three-month termination clause once you have been with them longer than one year. If you do not have a written management agreement the notice may possibly be as little as one month, but this is rare.

We usually require a month to set up a development on our systems and processes and start collating information in from the existing agent. Our commencement date would be the termination date you give of your current agent in accordance with the management agreement you have with them. This is also known as the Handover Date. Service charge funds are transferred by the former agent to us on this date.

Although we may be doing a lot of work in preparation prior to the handover date you only start paying our management fee on this date. You will not be paying both us and your existing agent during this process.



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Next Steps

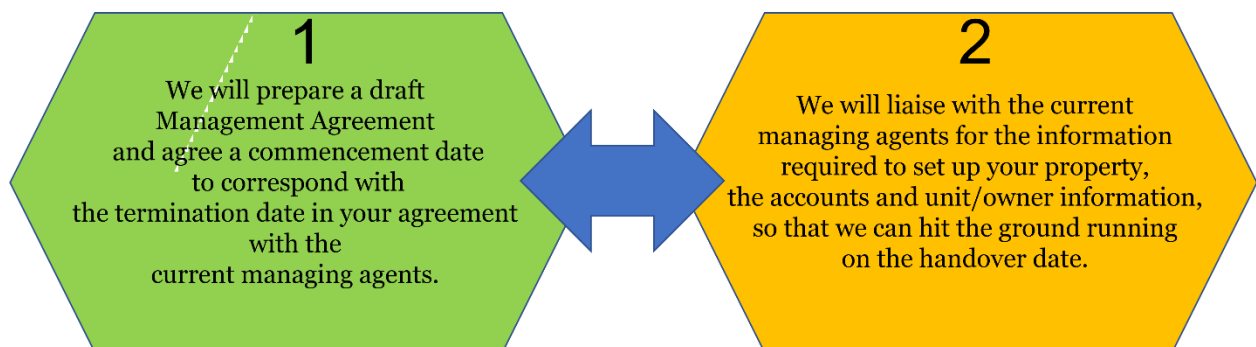
The next steps are:

1. If you require further information, we can meet either in person (subject to lockdown restrictions and socially distanced of course) or online to answer your questions and address any additional requirements you may have as well as discussing the process of handover.

Then, when you are ready to proceed on the proposal:

2. We will prepare a draft Management Agreement and agree a commencement date to correspond with the termination date in your agreement with the current managing agents.
3. We will liaise with the current managing agents for the information required to set up your property, the accounts and unit/owner information, so that we can hit the ground running on the handover date.

We look forward to hearing from you shortly.



Appendix – Example Key Performance Indicators

	Description of Service	Frequency
1.0	Service Charges	
1.1	Open, maintain and manage Designated Client Bank Accounts for both Service Charges and Reserve Funds (if applicable)	Ongoing
1.2	Commence preparation of the Service Charge Budget for the forthcoming year	12 weeks prior to the year end
1.3	Issue Draft Service Charge Budget to Client	10 weeks prior to the year end
1.4	Review of Planned Maintenance Programme and reserve Contributions	Annually integral with Service Charge Budget preparation
1.5	Liaison with Client in the preparation of the draft Service Charge Budget	
1.6	Agree final Service Charge Budget with the Client	6 weeks prior to the year end
1.7	Issue Service Charge Budget and first interim Service Charge Invoice to Leaseholders	4 weeks prior to the year end
1.8	Depending on Lease terms, issue subsequent quarterly or half-yearly interim Service Charge Invoice to Leaseholders	4 weeks prior to the due date
1.9	Recording payments received into the bank account	The working day following receipt
1.10	Credit Control – first reminder process	21 days from due date
1.11	Credit Control – second reminder process	14 days after first reminder
1.12	Credit Control – legal referral process (please note that preparing for and attending court or tribunal is not included)	14 days after second reminder
1.13	Payment of legitimate Contractor Invoices from Service Charge or Reserve Funds only for the purposes specified in the Lease	14 days after receipt of a valid invoice
1.14	Financial Reporting – Budget v Actual Expenditure	Quarterly or such other period as agreed
1.15	Financial Reporting – Debtors	
1.16	Preparation of End of Year Accounts Statements for external Audit or Certification	Within 3 months after year end
1.17	Draft Service Charge Accounts issued to Client for approval	Within 4 months after year end
1.18	Final Service Charge Accounts issued to Leaseholders	Within 6 months after year end
2.0	Communications with Client, Leaseholders, the Recognised Tenant’s Association (if any) and Contractors	
2.1	Response to routine day to day emails	Within 2 working days
2.2	Returning telephone calls	Same or following working day
2.3	Response to letters received by post	Within 5 working days
2.4	Response to standard pre-sales enquiries from solicitors including provision of relevant documentation	Within 5 working days of receipt of the relevant fee
2.5	Response to additional reasonable pre-sales enquiries from solicitors	Within 2 working days
2.6	Receipting Notices of Assignment and issuing any required Land Registry Certificate	Within 5 working days of receipt of the relevant fee
2.7	Maintain a portal via the company website to enable Leaseholders and residents to report maintenance needs 24	Ongoing



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	hours a day, view and pay their service charge account and view and download important documents	
2.8	Maintain a facility for Leaseholders and residents to report emergencies 24 hours a day, seven days a week	Ongoing
2.9	Advise the Client of any changes in legal requirements including statutory notices and requirements of local authorities	Ongoing
2.10	Advise the Client on day to day management policy	Ongoing
3.0	Company Secretarial (if instructed)	
3.1	Filing Confirmation Statement	Annually by due date
3.2	Filing of Formal Company Accounts	Annually by due date
3.3	Updating Register of Members	Within 5 working days of receipt of Application for Membership
3.4	Filing of changes in Board Membership at Companies House and updating Register of Directors	Within 5 working days of receipt of appointment or resignation form
4.0	Meetings	
4.1	Attending routine Board Meetings	Quarterly
4.2	Attending Company Annual General Meeting (if any)	Annually
4.3	Attending further resident or contractor meetings	As and when required
5.0	Site Inspections	
5.1	Carry out a complete inspection of all communal areas in apartment buildings and external communal areas	At least monthly
5.2	Provide the client with a copy of an inspection report	Within 2 working days of a request to do so
6.0	Health and Safety	
6.1	Arrange for a suitably qualified expert to carry out a Health and Safety and Fire Risk Assessment on internal and external communal areas and implement its findings	Annually or otherwise when required
6.2	Ensure Statutory Lift and Plant Inspections are implemented	Six-monthly
6.3	Ensure all Fire Systems in apartment buildings are properly inspected, serviced and tested	As required in the Fire Risk Assessment
6.4	Maintain an up to date Risk Register for the development and report to the Client when required	Ongoing
7.0	Maintenance	
7.1	Ensure all contractors have current and adequate Public Liability Insurance, Professional Indemnity Insurance, Contractor Insurance and/or such other policy as required	This is a requirement for ongoing membership of our Approved Panel of Contractors
7.2	Ensure contractors have suitable RAMS for the work to be done and accepted our Contractors Code of Conduct	This is a requirement for ongoing membership of our Approved Panel of Contractors
7.3	Provide details of the process required for membership of our Approved Panel of Contractors	On request



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7.4	Review day to day service contracts including Cleaning, Window Cleaning, Gardening and obtain at least three tenders for said contracts	Annually or at such times as instructed by the Client
7.5	Emergency situations where there is a risk of serious injury to residents or visitors or substantial damage to property – for example, fire or a major water leak	24-hour reporting facility – to be acted upon immediately
7.6	Urgent situations where there is low risk to residents or visitors but risk of damage to property – for example minor water leak	To be acted upon immediately during working hours or next working day if reported out of hours
7.7	Manage day to day contractors (such as cleaners and gardeners) to ensure proper performance and those for plant and machinery (such as lifts, water features, vehicle gates) to ensure they are serviced and maintained regularly in accordance with good practice	Ongoing
7.8	Ensure day to day minor repairs are attended to promptly using local contractors wherever reasonably possible	Ongoing
7.9	Ensure contractors are provided with comprehensive works instruction or specification in order to carry out the work or tender/quote accurately	Ongoing
7.10	Obtain at least two quotations for work expected to cost over £500 plus VAT and at least three quotations for work expected to cost over £2500 plus VAT, save in an emergency or as instructed by the Client	Ongoing
7.11	Advise the Client when further expert supervision and management of a project is required, such as a Chartered Surveyor	Ongoing
7.12	Maintain a Disaster Recovery Plan for the development and discuss with the Client on request	Ongoing
7.13	Maintain an up to date Contracts Register for the development and report to the Client when required	Ongoing
8.0	Lease Enforcement	
8.1	Advise the Client of any breach of lease/TR1 covenant	Same or next working day following notification
8.2	Contact relevant Leaseholder in respect of the breach of covenant	As per Client instructions
8.3	Instruct and liaise with solicitors or other professional advisors, court or tribunal in respect of proceedings to remedy a breach	As per Client instructions
9.0	Insurance	
	If instructed and subject to authorisation by the Financial Conduct Authority Regulations	
9.1	Administer Building, Terrorism, Engineering and Directors & Officers Insurance renewals	Annually
9.2	Administer the Claims Process under such insurance policies as subsist (in the case of Buildings insurance where the claim relates to the structure or communal aspects of the Building.	Ongoing
9.3	Assist Leaseholders in the Buildings Insurance claims process where the claim relates to damage within an apartment.	Ongoing



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