

Statement of Work

GRAINGER

GRAINGER TRUST - KYC & RENT SETTING

June 21, 2024

Contents

1	STATEMENT OF WORK	3
1.1	INTRODUCTION	3
1.2	SOLUTION OVERVIEW	4
1.3	OBJECTIVES.....	5
1.4	DELIVERY APPROACH	6
1.5	RESPONSIBILITIES	8
1.6	AVAILABILITY	9
1.7	REFERENCES	9
2	ASSUMPTIONS, EXCLUSIONS & LIMITATIONS	10
2.1	ASSUMPTIONS	10
2.2	EXCLUSIONS	11
3	COST AND TIMELINES	12
3.1	EXTENSION OF SERVICE PERIOD	14
4	ACCEPTANCE	15

1 STATEMENT OF WORK

1.1 INTRODUCTION

New consumer regulation requires Grainger Trust (GT) to evidence that they meet standards regarding Know Your Customer (KYC) and use the information to provide appropriate support and services for vulnerable customers within the GT Portfolio. Due to growth in the portfolio, GT will soon become eligible for inspection and anticipate their first inspection to take place in 2025.

GT is additionally required to comply with affordable housing rent regulations. The regulator requires that Grainger show improvement and greater control in this regard in the next 12 to 24 months.

Currently, only a subset of GT customers and tenancies are saved in Salesforce and KYC data for these customers is captured in Word documents, saved on shared drives. The current process to capture and report on the data is manual and time-consuming, and Grainger is not able to effectively use the data to inform the delivery of services and protect tenants.

The proposed solution would store KYC data in Salesforce, which is aligned with Grainger's *Single View of Customer* initiative, will allow for the appropriate data security, and will make the data easily accessible for reporting (not only to meet regulatory requirements but to also enhance customer care and experience).

Currently, the rent setting rules are managed manually and require knowledge by the individual involved in the relevant process.

The proposed solution would maintain the rent setting rules within Salesforce, which would improve controls, ensure compliance when re-letting without requiring users to know the rules, and make pricing information available for downstream processes such as Estimated Rental Value (ERV) modelling and budgeting.

Currently, the process to onboard new GT customers is manual. This project has been identified as an opportunity to streamline the onboarding of all new GT customers through a customized leasing journey in Salesforce that will incorporate the upfront capture of KYC data and ensure compliance with the rent setting rules.

The proposed leasing journey would allow the GT portfolio to grow without requiring a proportionate increase in personnel to manage these critical functions.

1.2 SOLUTION OVERVIEW

The proposed solution would contain the following key features in the initial release:

1. Additional data points in Salesforce that will enable KYC data to be captured for Grainger Trust tenants, residents and shared owners.
2. Security to limit access to sensitive KYC data to the appropriate Grainger personnel.
3. A leasing journey customized for Grainger Trust that will ensure there is account, opportunity and tenancy data in Salesforce for all new Grainger Trust customers going forward.
 - a. The leasing journey would exclude marketing-related steps in the process, only start once the local authority has identified the new customer, and generate Grainger Trust-specific documentation and emails to customers.
 - b. The leasing journey would facilitate the upfront capture of KYC data as new customers are onboarded.
4. Rent setting & letting rules for the Grainger Trust portfolio would be configured within Salesforce.
 - a. Authorized users would be able to update the rule variables periodically.
 - b. Rent setting rules would be incorporated into the Grainger Trust leasing journey to ensure compliance with the pricing rules during the offer process.
 - c. The Lettings Team would be able to see which Grainger Trust units can be let directly and which units need to be referred to the local authority.
5. The maximum number of residents allowed per Grainger Trust unit would be captured and incorporated into the Grainger Trust leasing journey.
6. All existing Grainger Trust customers - who are not already in Salesforce - would be migrated into Salesforce from Qube thereby creating account, contact and tenancy records.
7. KYC data for existing Grainger Trust customers would be migrated from spreadsheets into Salesforce.

1.2.1 Future Functionality

It is envisaged that the following functionality would be addressed in future solution releases, that would be delivered as separate projects:

1. Reporting on KYC data.
2. Incorporating Salesforce data (including KYC data and the maximum unit occupancy allowed) into Grainger Trust's digital tenancy audit forms and saving any changes back to Salesforce.
 - a. This may be achieved by integrating with the existing FSI tenancy audit forms, or by replacing the tenancy audit forms within Salesforce.
3. Enabling KYC data to be captured and used for BTR customers where relevant.
4. Adding alternate document and email templates with larger fonts into the leasing journey that would be sent where KYC data indicates a Grainger Trust customer is visually impaired.
5. Creation of a renewals journey for Grainger Trust customers that incorporates rent setting rules.
6. Rent reviews for Grainger Trust leases, incorporating rent setting rules.
7. Visibility into historical Grainger Trust rents.
8. Unit exchange process.
9. Updating any Salesforce-generated communications and documentation sent to Grainger Trust customers after the initial leasing journey (e.g. adding new document or email templates specific to Grainger Trust or templates with larger fonts).

1.3 OBJECTIVES

The objectives of this project are to:

1. Assess the key solution requirements (for release 1), in consultation with Grainger.
2. Design a solution and data model that aligns with the current Grainger org, Salesforce features, best practices and minimises technical debt.
3. If necessary, develop a proof-of-concept that demonstrates aspects of the proposed solution.

4. Compile a project backlog that contains the outcomes to be delivered in release 1. The backlog will be used during an iterative delivery phase to identify, develop and deploy the most valuable features.
 - a. Prioritize the features on the backlog (in collaboration with Grainger).
 - b. Write user stories with detailed acceptance criteria that will be reviewed and agreed with Grainger.
5. Provide a revised forecast of the number of sprints, cost & timeline required to deliver the project backlog.
 - a. Note that costs and timelines are forecasts will be continuously refined throughout the project, based on continuous feedback, backlog refinement and re-prioritization.
6. Deliver a solution containing the key features for release 1 listed in the [Solution Overview](#).
7. Provide a single user guide addressing the new front-end functionality delivered.

1.4 DELIVERY APPROACH

The delivery approach will be based on the SCRUM framework. Iterative delivery is achieved through a series of 3-week sprints.

An agile delivery approach allows for the early delivery of outcomes and provides flexibility to adjust for any unforeseen opportunities or issues uncovered during the project.

A backlog will be maintained to track outcomes to be delivered and indicate priority of these outcomes relative to each other. The backlog will be a living artifact that will evolve as Open Box and Grainger collaborate towards maximizing the value delivered. Grainger stakeholders will have access to the backlog which will serve as the single source of truth with regards to scope.

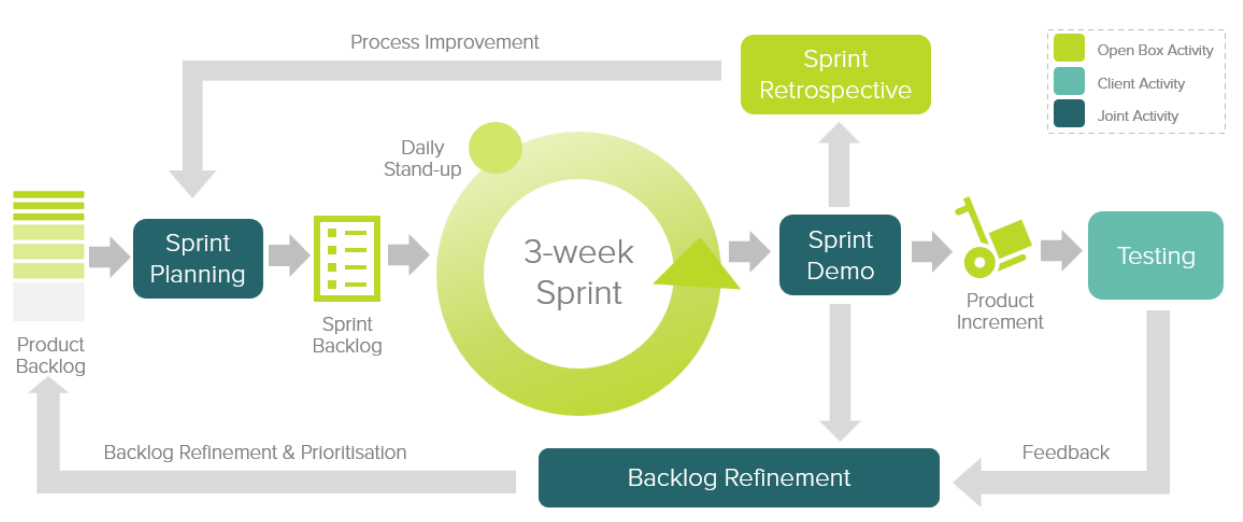


Figure 1: Agile Delivery Approach

Grainger representatives will be required to participate in the following during each sprint cycle:

- **Backlog Refinement** – Open Box and Grainger representatives will meet to prioritize user stories on the backlog as well as review and agree on acceptance criteria for user stories at the top of the backlog.
- **Demo** – Open Box will meet with Grainger representatives to demonstrate the outcomes delivered in the past sprint.
- **Sprint Planning** – Outcomes on the backlog will be selected for the next sprint.
- **Testing** – Open Box will be responsible for unit testing and QA testing of all functionality. Grainger representatives will conduct user acceptance testing (UAT) of new functionality delivered in each sprint and provide feedback within 1 week of the demo.
- **Stand Up** – Regular, 15-minute stand-up calls will be held to report on progress; a Grainger representative is expected to participate in this call to provide feedback and give input on any questions that arise.

Feedback from demos and testing will be classified as either bugs or enhancements (depending on the user story and acceptance criteria). Bugs will be fixed in a subsequent sprint, whereas enhancements will be incorporated into the backlog and prioritized accordingly.

If it is expected that the critical functionality can no longer be delivered within the estimated [cost and timeline](#), this will be communicated to Grainger. Grainger may

choose to resolve this by adjusting the project scope and/or cost & timelines accordingly.

1.4.1 UAT

Designated Grainger business users will be given access to a UAT environment to test the functionality end-to-end and ensure that the overall solution is functioning as expected.

Issues raised will be classified as bugs or enhancements (as above). Bugs will be fixed during the UAT period. Any other enhancements or new requirements will be added to the product backlog for future development.

1.4.2 Support

Open Box will provide post go-live support for 10 working days immediately following the production deployment.

1.5 RESPONSIBILITIES

1. Open Box will be responsible for:
 - a. Providing the services described in the project [Objectives](#).
 - b. Delivering a progress report to Grainger on a regular basis that will include:
 - i. General project health / status update
 - ii. Project risks
 - iii. Milestones and timeline
 - iv. Any significant changes to project scope, cost or timeline forecasts.
2. Grainger will be responsible for:
 - a. Making an internal product owner or project sponsor available to facilitate decision making.
 - b. Making key personnel and stakeholders available throughout the project lifecycle, including participation in the activities detailed in the [Delivery Approach](#).
 - c. Delivering any required information or content (such as document or email templates) in a timely manner.
 - d. Cleansing data in all spreadsheets provided for data migration.

1.6 AVAILABILITY

1. Open Box resources will be contactable and available for meetings via conference calls/video conferences:
 - a. Monday to Friday 9am – 6pm South African time which corresponds to 7am – 4pm GMT, excluding public holidays.
2. All work will be completed by Open Box offsite.

1.7 REFERENCES

- Business Opportunity - Grainger Trust, Know your Customer May 2024.pdf
- Optimisation Opportunity: Grainger Trust: Know Your Customer Zoom - Meeting held on 12th June 2024
- Rent Setting Rules - Meeting held on 14th June 2024

2 ASSUMPTIONS, EXCLUSIONS & LIMITATIONS

2.1 ASSUMPTIONS

The following assumptions have been made; incorrect assumptions may affect project timelines and costs:

1. GT leasing journey:
 - a. Apart from functionality listed in the [Solution Overview](#), the Grainger Trust leasing journey will be a subset of the existing BTR leasing journey.
 - b. The Grainger Trust leasing journey is not required to include referencing and advance payments.
 - c. There will be a single set of document and email templates, supplied by Grainger, that will be used for all new Grainger Trust customers.
 - d. If there is existing functionality where GT tenants enter their details in a portal (as is currently done for BTR tenants in the Grainger Lettings Portal), the work to enhance this portal to integrate with Salesforce is out of scope for this SOW and would need to be done by the team responsible for the portal. Open Box will assist with technical queries that may arise during this work.
2. Data migration from spreadsheets:
 - a. Data will be migrated from multiple spreadsheets that contain a single format for all properties and customers.
 - b. Grainger will cleanse the data in the spreadsheets to comply with a format agreed with Open Box.
 - c. 30-40 data points will be migrated.
 - d. 10-15 separate, identical spreadsheets will be provided.
3. Data migration from Qube:
 - a. The migration would be limited to creating account, contact and tenancy records. Opportunity data is not required for existing customers.
 - b. Grainger would provide all necessary data (from Qube) in spreadsheets.
 - c. The spreadsheets will be in a format agreed with Open Box.
 - d. The spreadsheets will exclude GT data already in Salesforce.

2.2 EXCLUSIONS

The following is not included in the cost or scope of this project.

1. Release 1 will not include:
 - a. [Future functionality](#) identified above.
 - b. Any new integration with external systems, including the Grainger letting portal or local authority lettings portals.
 - c. Replacing existing Excel price books.
 - d. Functionality or integration to incorporate rent setting rules into Estimated Rental Value (ERV) modelling.
 - e. Functionality or integration to incorporate rent setting rules into budgets.
2. Solution documentation, other than user stories and an end-user guide.
3. End-user training or change management.
4. Third-party costs, license fees, subscriptions or services.
5. Hardware and infrastructure.

3 COST AND TIMELINES

Open Box will provide the following services:

- A Salesforce Technical Architect and Senior Business Analyst will conduct Sprint 0 for the project on a Time and Materials (T&M) basis at £150 per hour. During Sprint 0, the solution requirements will be assessed, release 1 of the project will be scoped and estimated, and sufficient analysis will be conducted in order to commence Sprint 1 development.
 - Sprint 0 is estimated to require 5 – 7 weeks to complete and utilize 140 – 160 hours.
 - The cost for Sprint 0 is therefore estimated to be £21 000 - £24 000.
 - Billable hours for Sprint 0 will not exceed 160 hours without prior agreement from Grainger.
- An agile sprint team delivering sprints at a cost of £35 100 per sprint.
 - Release 1 is currently projected to require 3-4 sprints (£105 300 - £140 400).
 - The team will be staffed to include the following skillsets as required:
 - Technical Architect
 - Business Analyst
 - Developer
 - Quality Assurer
 - Project Manager
- UAT support at a minimum cost of £1 800 per week.
 - Open Box has included 2 weeks (10 days) cover to be provided to support the [UAT](#) process and fix any new bugs identified (£3 600).
 - UAT support will be billed for the duration of the UAT period (i.e., from the end of the final sprint until UAT sign-off by Grainger) on a pro-rata basis.
- Production deployment & and post-go live [support](#) at a minimum cost of £1 800 per week.

- Open Box has included 2 weeks (10 working days) cover to be immediately following the production deployment (£3 600).
- Additionally, any data migration required will be delivered on a Time and Materials (T&M) basis at £120 per hour.
 - Additional analysis is required to understand the data in Qube and more accurately estimate the scope and effort required for data migration, hence there is a large delta between the lower and upper bound estimates for this piece of the project.

The project is estimated to start in July or August 2024.

- The total project duration is expected to be 17-20 weeks, as well as an additional 2 weeks for post go-live support.
- The total cost is estimated to be £138 300 – £190 800.

Project Phases	Project PHases	Duration	Lower Bound	Upper Bound
Sprint 0		6 weeks	£ 21,000	£ 24,000
Sprint 1 - 4		9-12 weeks	£ 105,300	£ 140,400
UAT		2 weeks	£ 3,600	£ 3,600
Production Deployment & Post Go-Live Support		2 weeks	£ 3,600	£ 3,600
Sub Total		19-22 weeks	£ 133,500	£ 171,600
Data Migration		Run in parallel with sprints	£ 4,800	£ 19,200
Total		19-22 weeks	£ 138,300	£ 190,800

These costs and timelines are forecasts that will be refined at the end of each sprint based on continuous feedback, backlog refinement and re-prioritization.

All amounts are quoted in GBP and exclude VAT, if applicable.

Project costs will be billed monthly, in arrears.

This quotation is valid for 30 days.

3.1 EXTENSION OF SERVICE PERIOD

The provision of these services may be extended, by mutual agreement between Open Box and Grainger.

Email communication is considered sufficient and binding for this purpose.

4 ACCEPTANCE

The parties hereto, each acting under due and proper authority, have executed this Agreement as of the day, month and year first written below.

For and on behalf of Open Box Software

For and on behalf of Grainger plc

Signature: _____

Signature: _____

Name: Sam Duncan

Name: _____

Position: Salesforce Director

Position: _____

Date: _____

Date: _____