

Housing Company objective	Priority for 2021/22	Key tasks for 2021/22	Task owner	Due date
Delivering safe and sustainable homes	1: Carry out a programme to improve the condition and sustainability of blocks in South Kilburn	Undertake investigations, and a stock condition survey, to determine the scope and cost of required capital works	Head of Asset Management	Jun-21
		Review the viability and affordability of these works	Head of Asset Management	Aug-21
		Board decision on future approach	FWH Board	Aug-21
Delivering safe and sustainable homes	2: Establish a suite of compliance policies and standards to ensure legal compliance	Review existing policies and standards	Strategic Support Officer/Head of Asset Management	Aug-21
		Redraft or create new policies and standards as necessary	Strategic Support Officer/Head of Asset Management	Oct-21
		Implement and monitor set of policies and standards	Strategic Support Officer/Head of Asset Management	Mar-22
Delivering safe and sustainable homes	3: Establish a suite of performance monitoring metrics to give the Board assurance on compliance levels	Review existing performance monitoring metrics	Strategic Support Officer/Head of Asset Management	Aug-21
		Map these to compliance policies and standards, and identify new metrics as necessary	Strategic Support Officer/Head of Asset Management	Oct-21
		Monitor performance against this set of metrics	Strategic Support Officer/Head of Asset Management	Mar-22
Delivering safe and sustainable homes	4: Carry out an audit of the new compliance suite	Review policies, standards and metrics at an appropriate time to ensure their effectiveness	Strategic Support Officer/Head of Asset Management	Ongoing
Increasing the supply of affordable housing in the borough	1: Remain available as an RP to support the Council's affordable housing aspirations	Work with the Council and private sector partners to identify affordable new build housing opportunities	Strategy and Delivery Lead	Ongoing
		Review financial model and potential grant funding opportunities as schemes materialise	Senior Financial Analyst	Ongoing
Running a viable business	1: Carry out a benchmarking exercise	Benchmark costs against other housing providers, particularly void costs	Strategic Support Officer	Jun-21
		Benchmark operational performance against other housing providers	Strategic Support Officer	Jun-21
		Identify areas of underperformance	Strategic Support Officer	Jul-21
		Implement a programme of improvements	Strategic Support Officer	Oct-21
Running a viable business	2: Reduce void times	Review void processes	Head of Asset Management	Jul-21
		Implement a programme of improvements	Head of Asset Management	Oct-21
Running a viable business	3: Develop an Asset Management Strategy for FWH	Work with the Council's Asset Management Team to develop long-term asset management strategy	Head of Asset Management	Mar-22
		Work with external third party freeholders to develop long-term asset management strategy	Head of Asset Management	Mar-22

Running a viable business	4: Implement an Oracle Cloud finance system for FWH	Implement Oracle Cloud solution for FWH as a separate company	Oracle Cloud Programme Manager	Aug-21
Running a viable business	5: Review utilities charging processes to ensure timeliness and accuracy	Work with the Commercial Energy Team to review FWH utility processes, including identifying meters and bills	Strategic Support Officer	Jun-21
		Work with the Commercial Energy Team and Income Team to ensure all eligible bills are recharged	Strategic Support Officer	Oct-21
Running a viable business	6: Review void and repair costs	Carry out a value for money review and benchmarking of void and repair processes	Head of Asset Management	Jun-21
		Implement a programme of improvements	Head of Asset Management	Oct-21
Providing a consistently good housing service	1: Review our approach to assessing customer satisfaction	Work with housing management agents to establish a customer satisfaction baseline	Strategic Support Officer	Jun-21
		Monitor customer satisfaction to identify any issues	Strategic Support Officer	Ongoing
		Implement a suite of robust customer satisfaction metrics	Strategic Support Officer	Mar-22
Providing a consistently good housing service	2: Review the sustainability and affordability of rent levels	Review rent levels to ensure they are affordable and sustainable for tenants	Strategy and Delivery Lead	Dec-21