

# **i4B Holdings Ltd 2021-22 Business Plan**

## **1. Introduction**

- 1.1. i4B Holdings Ltd (i4B; the Company) was established to reduce homelessness, provide affordable, good quality homes, and invest to deliver regeneration and financial benefits for its sole shareholder, Brent Council (the Council).
- 1.2. The following document is i4B's 2021-22 Business Plan. The Business Plan outlines how the Company will grow and diversify its products and increase its contribution to the Council's ambition of creating a borough with "a future built for everyone, an economy fit for all".
- 1.3. The Business Plan takes the following format:
  - 2.0 Purpose of the Company
  - 3.0 Performance against Overall Purpose
  - 4.0 Progress against the Company's 2020-21 Business Plan
  - 5.0 Context for 2021-22 Business Plan
  - 6.0 Strategic Priorities for 2021-22
  - 7.0 Appendices
    - A1 Closed Financial Appendix – Financial Implications of Proposals
    - A2 Risk Register
    - A3 Key Performance Indicators
    - A4 Key Tasks

## **2. Purpose of the Company**

- 2.1. Between 2010 and 2015, homelessness doubled in Brent. This growth in homelessness was driven by the loss of private rented sector (PRS) tenancies due to affordability issues.
- 2.2. As a response to this challenge, on 14 March 2016, Brent Council's Cabinet approved the Council's Temporary Accommodation (TA) Reform Plan. The plan proposed that the Council set up a private company to acquire a large portfolio of affordable PRS accommodation for letting to homeless households.
- 2.3. In November 2016, Cabinet agreed to establish its wholly owned investment company, i4B Holdings Ltd. The Company was set up with the purpose of acquiring, letting, and managing a portfolio of affordable, good quality PRS properties. Properties would be let to homeless families at Local Housing Allowance (LHA) levels. This would enable the Council to either prevent or discharge its homelessness duty and therefore reduce TA costs.
- 2.4. The Company was allocated an initial PRS phase one loan of £109m to purchase 300 units of private rented sector accommodation by September 2019. The 2018-19 business plan increased this target to 600 units (of which 360 would be street properties) and allocated additional PRS phase two funding of £110.5m. The Company's core business plan anticipates a financial breakeven position over 30 years.
- 2.5. The Company is set up with the following requirements:
  - The Company has discretion over the individual properties it acquires provided that:
    - They are in a suitable location for the Council to comply with its duty under the Homelessness Suitability of Accommodation Order of 2011;
    - They are within the affordability criteria set out in the Company investment plan and Capital financing agreement with the Council;
    - The rental income will be broadly equivalent to the relevant Local Housing Allowance.
  - The Board of i4B has limited discretion to let properties at discounted market rents, higher than LHA rates, where it is affordable for the tenant household and provides additional funding stability for the Company. The total mix of properties that may be let at greater than LHA rates is 25% of the portfolio, which may be flexed by prior agreement with the shareholder.

### 3. Performance against Overall Purpose

- 3.1. Since 2016, i4B has performed well against its purpose. i4B has purchased PRS accommodation and let it to families in TA. i4B has also brought financial savings to the Council.
- 3.2. As of November 2020, i4B has purchased 300 private sector homes and switched the tenure to an affordable PRS product. All properties have been refurbished to a high standard. Table one provides a breakdown of i4B's portfolio and pipeline as of November 2020.

Table One – i4B portfolio as of November 2020

	<b>1b</b>	<b>2b</b>	<b>3b</b>	<b>4b+</b>	<b>All</b>
Purchased properties	41	111	99	49	300

- 3.3. i4B has housed 297 families and 713 children. The majority of these families were previously housed in stage one TA.

Table Two – Breakdown of families directed to i4B as of January 2021

<b>Previous Accommodation</b>	<b>no. of families</b>	<b>no. of children</b>
Direct to i4B	57	127
Women's Refuge	2	15
TA Stage one – B&B	211	491
TA Stage two – Leased	27	80
<b>Total</b>	<b>297</b>	<b>713</b>

- 3.4. i4B has also purchased a block of 153 units; the Company intends to let these units to key workers. The block is currently under construction but it is anticipated that the first let will be in February 2021.
- 3.5. The Council receives financial benefits from i4B, mainly through reducing the use of TA. The Council saves £1,960 per i4B property purchased and let. However, i4B does incur costs to the Council. The net saving to the Council per year will be circa £300k. This saving will increase as purchases increase.
- 3.6. The Council has also received the following one-off financial benefits:
- PRS phase one loan: loan arrangement fee of £872k and non-utilisation charge of £330k
  - PRS phase two loan: loan arrangement fee of £884k and non-utilisation charge of £408k
- 3.7. However, purchasing has been slower than anticipated. The Company originally aimed to purchase 360 units of accommodation by April 2021. The reduced rate of

acquisitions is due to market pressures and the low volume of properties on the market that meet i4B's financial criteria. This has been further impacted by Covid-19, as the housing market effectively froze between March and May 2020, and upon reopening there was a surge of demand and activity. This increased prices and thus meant there were fewer properties available that met i4B's financial criteria.

- 3.8. Based on STAR surveys, customer dissatisfaction with Brent Housing Management (BHM) has reduced between 2018 and 2020. i4B residents were satisfied with BHM's response to Covid-19, and feel that their homes are safe and secure. However, satisfaction with various factors has decreased, for example the quality of homes and rent providing value for money. An action plan is being developed to address these areas.

Table Three – Key Performance Indicators

Indicator	Target	Performance at April 2020	Performance at December 2020
Number of units	300 by April 2020/360 by April 2021	277	302
Average cost per property	£363,000	£355,576	£363,484
Net yield of whole portfolio	1.22%	1.09%	1.16%
Net yield of year to date purchases	1.22%	1.42%	1.88%
Instruction to Legal to Purchase	120 days	122 days	132 days
Refurbishment	66 days	66 days	60 days
Letting Brent and Greater London	14 days	18 days	33 days
Rent collection	98.50%	95.09%	93.50%
Landlord Gas safety Record	100%	BHM – 100% Mears – 91% Pinnacle 100%	BHM – 95% Mears – 97% <i>Note: Mears now manage all Home Counties properties</i>

## 4. Progress against the Company's 2020-21 Business Plan

4.1. In the 2020-21 Business Plan, the Shareholder agreed that i4B would seek to grow and diversify its business operations and products to strengthen its balance sheet, spread risk and increase its capacity to do more for Brent. The strategic priorities outlined in the 2020-21 Business Plan were:

- The PRS acquisition programme;
- The provision of key worker accommodation;
- Develop a portfolio of new build accommodation working with the Council to develop housing on Council owned land; and
- Develop a portfolio of new build accommodation working with Registered Providers or private sector developers on sites purchased from the market.

4.2. The following summarises each of the priorities and reports on progress against these.

### 4.3. *PRS acquisition programme update*

4.3.1. Whilst the key focus of the 2020-21 Business Plan was growth and diversification, the Shareholder did agree that the purchase of street properties would remain a core part of i4B's Business Plan.

4.3.2. The 2020-21 Business Plan reaffirmed the Company's ambition to increase i4B's portfolio of street properties to 360 properties by April 2021. This included the purchase of 80 street properties in 2020-21.

4.3.3. Prior to April 2020, the rate of acquisitions had been stable at around five per month. The Company was exploring ways it could increase purchases to meet 2020-21 targets. However, the rate of acquisitions has been slower than expected. It is anticipated that the Company will purchase 40 street properties in 2020-21 bringing the total portfolio to 316 units by April 2021.

4.3.4. The primary reasons for this are the low volume of properties on the market at a price the Company can pay and the dominance of leasehold properties in the market. This brings complexities such as lease terms, third party freehold ownership, and service charges.

4.3.5. The Company's financial model is highly sensitive to property price, service charges, works costs, and lease costs. The Company purchases properties based on their net yield, and the net yield of the portfolio has increased from 0.88% in February 2018 to 1.06% in November 2019 and then to 1.16% in November 2020. The Company must balance the volume of property purchases with the need for these to meet key financial criteria in order to ensure the Company remains viable.

4.3.6. All of the above factors have been long term issues for i4B. However, they have been further compounded by the impact of Covid-19. Since the lifting of the spring lockdown, the housing market has experienced high levels of activity; this is due to a significant release pent up demand and the introduction of the Stamp Duty Land tax holiday. This increased demand has increased sale prices. Savills expects house

prices in London to rise by 5% in 2020-21.

4.3.7. This has reduced the number of properties that meet i4B's financial criteria, and as a result the average number of purchases per month has reduced from five to three.

#### 4.4. *Key worker accommodation update*

4.4.1. In February 2020, the Company purchased a block of 153 units to be let as key worker accommodation at 65% of market rent plus service charge, in order to support the Council's commitment to support other public sector organisations to recruit and retain employees in Brent. This is part of the wider section 106 agreement between the Council and the private developer.

4.4.2. The block is currently being built and is expected to be completed in January 2021. The key focus of the 2020-21 Business Plan was developing this opportunity as a flagship for key worker accommodation and ensuring processes were in place for a smooth handover from the developer.

4.4.3. Throughout 2020-21 i4B has carried out the following work:

- Appointed Brent Housing Management as managing agent at the block;
- Developed a Key Worker Allocations Policy in partnership with the Council's Housing Supply and Partnerships team;
- Appointed an employer's agent to oversee the project, attend project meetings on behalf of i4B and look after the Company's interests as the development progresses;
- Developed an applications and allocations system to manage applications; and
- Commenced a marketing campaign.

#### 4.5. *Council new build accommodation update*

4.5.1. Following guidance from the Shareholder, the Company has focussed its efforts on acquiring properties from sources other than existing Council new build schemes. This is principally due to the fact that acquiring street properties or new build blocks adds entirely new properties into the Council's affordable housing portfolio rather than purchasing properties that would be used for affordable or social housing regardless of i4B involvement.

#### 4.6. *RP/private new build accommodation update*

4.6.1. The 2020-21 Business Plan stated that the Company would look to increase acquisitions by working with registered providers and private sector developers. This would involve i4B entering into an agreement with partners to increase its capacity to deliver a large number of affordable units in borough within a short period.

4.6.2. Throughout 2020-21, i4B has been in contact with a number of registered providers and private developers to explore development opportunities. However, nothing has yet materialised into a viable opportunity.

## 5. Context for 2021-22 Business Plan

5.1. This section outlines the various contextual factors that have influenced the i4B Business Plan and how they influence i4B. These include, but are not limited to:

- The state of the housing market;
- The impact of Brexit;
- The impact of Covid-19;
- Current demand and housing need within Brent; and
- The key risks the Company currently faces.

5.2. These factors have influenced the proposals outlined in Section 6.

### 5.3. *The housing market*

5.3.1. According to the Royal Institution of Chartered Surveyors (RICS), the housing market has seen high levels of activity since the first national lockdown was lifted, with Rightmove adding that sales are at their highest for over a decade. This is expected to last until around the end of 2020.

5.3.2. In addition to this, house prices are rising. Savills note an overall annual growth of 5% and a 1.5% quarterly growth in London itself. They anticipate positive value growth of house prices across all regions to continue throughout 2020, but this growth is predicted to stop in 2021. This is based on factors such as the impending end of the Brexit transition period, rising unemployment as government support following Covid-19 reduces, low GDP figures in August and the end of the stamp duty holiday.

5.3.3. It is likely that purchasing will continue to be difficult in 2021-22, as the number of properties that meet i4B's financial criteria remains low. The number of properties i4B can consider is also impacted by an increase in the borough of both housing prices and demand, in line with national trends.

5.4. In September 2020, Brent Council's Property Team carried out an analysis of the borough's property market using Zoopla, which showed that of the 2,849 properties on sale, 18 were suitable for i4B purchasing. It is worth noting that i4B purchases are typically identified through direct contact with agents, as opposed to using websites such as Zoopla. The Property Team estimate monthly purchases of 3-4 up to March 2021, a lower figure than was anticipated in the 2020-21 Business Plan.

### 5.5. *The impact of Brexit*

5.5.1. The impact of Brexit on the housing market remains largely uncertain. It is generally thought that Brexit will lead to a fall in housing prices. Any anticipated fall in house prices will allow i4B to purchase properties at lower prices.

5.5.2. i4B has ambitions to purchase new build accommodation. Brexit could lead to increased costs in this area. Tariffs will increase the cost of materials and therefore increase construction costs. Furthermore, there is already a shortage of building workers. Reduced EU migration will increase this shortage and thus adversely affect

the speed and cost of housebuilding.

#### 5.6. *The impact of Covid-19*

- 5.6.1. As a result of Covid-19, the Government suspended evictions and possession proceedings. Therefore, in 2020-21 there have been fewer evictions, which means that the number of people eligible for temporary accommodation, and therefore the number of potential i4B tenants, has reduced.
- 5.6.2. However, when this suspension on evictions is lifted, it is likely that homelessness will increase as a result of the economic impact of Covid-19. For example, Brent has a very high number of furloughed employees whose jobs could be at risk when furlough ends.
- 5.6.3. In the longer term, Covid-19 could have a significant impact on demand for housing. The increase in the number of people working from home will have an impact on the London property market, as it is likely that more people will move outside of the capital.
- 5.6.4. Covid-19 has also had a negative impact on employment rates and thus people's ability to pay, meaning that rent collection rates have decreased.

#### 5.7. *Demand and housing need within Brent*

- 5.7.1. Since 2016, i4B has been housing Council homelessness nominees. Demand from the Housing Needs Service has been primarily for i4B to purchase two- and three-bedroom properties in Brent. The number of Brent households in TA has reduced from 2,088 in September 2019 to 934 in December 2020. The principal reasons for this are the Council's approach to meeting its statutory housing duties and the ban on evictions during the Covid-19 pandemic.
- 5.7.2. Table four gives a breakdown of all post Localism Act accepted households that are eligible to be placed in private rented sector accommodation, including i4B stock.

Table Four – Total number of households in all TA schemes (families & non-families)

Household Type	Number of Households in TA
One bed	159
Two bed	414
Three bed	265
Four bed	80
Five bed +	16
<b>Total</b>	<b>934</b>

- 5.7.3. i4B focuses its purchasing on moving families out of unsuitable TA, such as bed and breakfast and annex accommodation, into private rented sector homes. Placements in such accommodation increased slightly across 2019-20. A breakdown can be seen in table five.



Table Five – Total number of households in B&B and Annex TA (families & non-families)

<b>Household Type</b>	<b>Households in B&amp;B and Annex TA</b>
One bed	109
Two bed	12
Three bed	8
<b>Total</b>	<b>129</b>

5.7.4. However, demand from Housing Needs is changing. The most difficult cohort of homeless families to accommodate are those who require adapted properties due to mobility issues or disabilities. There are currently 46 difficult to house families in need of an adapted property.

5.7.5. The bespoke nature of i4B properties is one of the main values of the Company. Housing Needs has recommended that a focus of i4B's PRS Acquisition Programme should be increasing the supply of adapted properties.

#### 5.8. *Risk context*

5.8.1. The Company currently faces a number of risks. Key risks include:

- Changing Government policy on rents/benefits means i4B cannot increase rents at business plan assumptions.
- There is an insufficient volume of properties on the market that meet i4B's financial criteria.
- Poor data quality on asset management systems means compliance with H&S standards cannot be effectively monitored resulting in i4B being non-compliant with its statutory obligations.
- High void rent loss due to long void turnaround times.
- Poor contractor performance and information control results in i4B properties being non-compliant with statutory H&S objectives

5.8.2. Mitigating measures are in place to help to minimise the impact of all risks. A copy of the full Company risk register has been included in Appendix 2.

## 6. Strategic Priorities for 2021-22

- 6.1 The Company has considered contextual factors, its performance, and its financial position, and recommends that the themes of growth and diversification identified in the 2020-21 Business Plan should remain the key objectives of the Company in 2021-22. Through growth and diversification, the Company can provide a wider range of affordable housing products to a greater cohort of Brent residents and therefore increase its contribution towards the Council's strategic theme of 'a future built for everyone, an economy fit for all'.
- 6.2 The following section outlines the Company's strategic priorities for 2021-22. Priorities for 2021-22 are set out within the framework of the medium to long-term objectives of Brent's Housing Companies. These objectives are:
- Increasing the supply of affordable housing in the borough;
  - Running a viable business;
  - Delivering safe and sustainable homes; and
  - Providing a consistently good housing service.

### 6.3 Increasing the supply of affordable housing in the borough

- 6.3.1 i4B's primary aim is to improve the Council's affordable housing offer through the acquisition and letting of properties in Brent and neighbouring boroughs. In October 2019, Cabinet agreed loan facilities of up to £110.5m be made available to i4B and First Wave Housing Limited. Strategic priorities for 2021-22 that relate to this objective are:
- 6.3.2 Priority 1: Purchase 60 street properties in 2021-22
- 6.3.3 The Company has an ongoing programme of acquiring single street properties, and this will continue into 2021-22. Acquisition rates have reduced recently, due to the lack of properties on the market that meet i4B's financial criteria and the impacts of Covid-19 on the housing market.
- 6.3.4 In 2021-22, the Company will look to purchase 60 street properties. The Company will work with the Council's Property team to regularly review the property market and new opportunities.
- 6.3.5 Priority 2: Work with the Council, Registered Providers and private developers to identify new build development opportunities
- 6.3.6 The Company envisages that targeted block purchases will drive growth through 2021 and onwards. Block purchases bring a number of benefits to the Company and the Council:
- Street property purchases have been slower than envisaged, while block purchases would allow i4B to quickly increase the size of its portfolio, allowing i4B to spread its fixed costs over a larger number of units;
  - i4B would be able to increase its volume of properties at a greater rate, and therefore increase the rate of lets to homeless Brent families, thus increasing the financial savings i4B brings to the Council; and
  - Blocks are easier to manage than sporadic street properties. This is because i4B is the freeholder and therefore has greater control of management and maintenance costs as opposed to being subject to section 20 notices.

- 6.3.7 In February 2020, i4B purchased a block of 153 units to be used as key worker accommodation. In 2021-22 i4B will consider further block purchases, and seek to develop partnerships with developers, housing providers and other organisations to increase future opportunities for expanding the Company's affordable housing stock and continue the growth and diversification of the business.
- 6.3.8 The Board requests discretion to increase or decrease the amount of street properties purchased depending on the viability of new build schemes.
- 6.3.9 Priority 3: Negotiate additional sources of finance for the Company
- 6.3.10 If i4B continues with its current programme of PRS street property purchases and consideration of further block purchases, it is likely that all phase two loan funding will have been committed by the end of 2021-22. Therefore, the future of i4B after the phase two loan funding has been committed needs to be considered. Namely, whether i4B should continue to grow or stop expanding its portfolio. In addition, if the Shareholder were to agree future growth, discussions would need to be held on how this would be financed and where this growth would be focussed. In 2021-22 i4B will work with the Council as Shareholder to review the benefits of the acquisitions programme to date. The Company will then develop an options appraisal on the future of i4B, which will be presented to the Board and to Cabinet midway through the year.

#### **6.4 Running a viable business**

- 6.4.1 This objective relates to improving the operational and financial performance of i4B. In order to continue to provide affordable housing and bring benefits to the Council, i4B must remain financially viable. It is thus imperative that operational services run smoothly and that planning, monitoring and reporting are as accurate and effective as possible. i4B will maintain an effective system of financial control, as well as benchmark and understand costs to ensure that the Company delivers value for money. Strategic priorities for 2021-22 that relate to this objective are:
- 6.4.2 Priority 1: Review the Company's Investment Appraisal Criteria.
- 6.4.3 The Company currently uses a net yield target to assess the financial viability of street property purchases. In 2021-22, the Company will review the net yield model and appraisal criteria with a view to implementing a new appraisal model.
- 6.4.4 Priority 2: Review the viability of Home Counties properties
- 6.4.5 Between 2017 and 2019, i4B purchased 75 properties in the Home Counties. The rationale for this was that it would be more affordable for Brent homeless nominees to live outside of London. However, since 2019, i4B has stopped purchasing Home Counties properties. This is because they typically sit void for long periods as Brent homeless families do not want to relocate outside of London. Furthermore, due to the overall benefit cap outside of London, Home Counties properties are typically unaffordable for non-working Brent families. It is unlikely that a working household will move to the Home Counties due to how far the property is from their job in London.
- 6.4.6 A priority for 2021-22 will be reviewing the viability of Home Counties properties and developing a strategy for improving this. It is likely that this will involve looking at disposing of Home Counties properties, or re-letting them via an external letting

agent at market rates if the Company cannot dispose of the property at the initial capital fee it paid.

6.4.7 Priority 3: Carry out a benchmarking exercise

6.4.8 In 2021-22, i4B will carry out a benchmarking exercise to better understand its costs and operational performance in relation to other housing providers. This will have a particular focus on the costs of void works. i4B will use the findings of this to identify areas of underperformance and put in actions to resolve this.

6.4.9 Priority 4: Reduce void times

6.4.10 As Table 3 demonstrates, void periods are a current area of underperformance. In 2021-22, i4B will ask the Council's Asset Management team to carry out a review of void processes with the view of improving void performance and reducing void rent loss.

6.4.11 Priority 5: Develop an Asset Management Strategy for i4B

6.4.12 In 2021-22, i4B will work with the Council's Asset Management team and external third party freeholders to develop a long term asset management strategy for the Company.

6.4.13 Priority 6: Implement Oracle Cloud finance systems for the companies

6.4.14 A new cloud-based finance system will allow enable financial reporting to be more transparent, reliable and timely.

**6.5 Delivering safe and sustainable homes**

6.5.1 This objective involves ensuring that i4B's homes are of a good quality, safe, compliant, and environmentally sustainable. Strategic priorities for 2021-22 that relate to this objective are:

6.5.2 Priority 1: Establish a suite of compliance policies and standards to ensure legal compliance

6.5.3 In order to ensure that i4B remains legally compliant, the Company will review a set of policies and standards. Once implemented, these will be regularly monitored and reviewed to ensure their effectiveness.

6.5.4 Priority 2: Establish a suite of performance monitoring metrics to give the Board assurance on compliance levels

6.5.5 To effectively report to the Board on the suite of compliance policies and standards, an accompanying set of metrics will be developed. These will give assurance that the Company is compliant and continues to be so.

6.5.6 Priority 3: Carry out an audit of the new compliance suite

6.5.7 A review of the new compliance policies and standards will be essential to ensure that they are enabling the Company to effectively monitor performance and to remain compliant.

**6.6 Providing a consistently good housing service**

6.6.1 This objective relates to improving tenant satisfaction. i4B will do this by ensuring it has clear service standards and procedures that enable complaints and anti-social behaviour issues to be resolved quickly and effectively. i4B will also effectively

monitor and manage the performance of its contractors, provide a responsive repairs service, and provide effective cleaning, caretaking and grounds maintenance. Strategic priorities for 2021-22 that relate to this objective are:

- 6.6.2 Priority 1: Review approach to assessing customer satisfaction
- 6.6.3 i4B has worked with Housing Management agents to establish a customer satisfaction baseline. This will be used to identify issues and develop an action plan, allowing the Company to track and improve satisfaction going forward.
- 6.6.4 Priority 2: Review the sustainability and affordability of rent levels
- 6.6.5 In 2021-22, the Company will review its rent levels to ensure they are affordable and sustainable for tenants.

## **Appendix 1 –Exempt Financial Appendix**

*Please refer to Appendix 1(a) of the accompanying cover report for the i4B Closed Financial Appendix document.*

## Appendix 2 – Risk Register

See Appendix 1(b) of the accompanying cover report.

## Appendix 3 – Key Performance Indicators

KPI No	KPI	Measure	2020/21 Business Plan <i>Targets in weeks or calendar days</i>	Monitoring Period	KPI Owner	Current Performance
1	Net Property Yield	Takes into account purchase price and LHA rate plus one off purchase costs and ongoing annual costs.	1.22%	Monthly	i4B	1.16%
2	Average portfolio purchase price	The average cost of a portfolio property including works, SDLT, fees and VAT.	£363,000	Monthly	i4B	£363,000
3	Maximum equity share held by LB Brent	The proportion of equity held by LB Brent in relation to the total loan provided to i4B.	23% (maximum)	Quarterly	LB Brent - Finance	22%
4	Business modelling exercises undertaken	The number of business modelling exercises undertaken and reported to the Board.	6 per year (minimum)	Quarterly	LB Brent - Finance	4 YTD
5a	Property Negotiation – PRS panel to instructing legal	The average number of calendar days in the reporting period between PRS panel instruction to property instructing legal. Activity in this period includes	60 days	Monthly	LB Brent – Property	25 days

		the negotiation of property price and the vendor's acceptance of offer.				
5b	Instructing Legal – Legal reporting to property	The average number of calendar days between property instructing legal to legal reporting to property. Activity included in this period includes legal due diligence and title reporting.	85 days	Monthly	LB Brent - Legal	107 days
5c	Instruction to keys	Period in calendar days between property instructing legal to the purchase of the property including the period taken to provide keys/handover pack to refurbishment.	130 days	Monthly	LB Brent – Property Legal	210 days
6a	PRS acquisitions	Number of PRS street properties purchased by the property team.	360 by April 2021	Monthly	LB Brent - Property	316 by April 2021 forecast ed
7	Acquisitions – location	The number of units in different locations as specified in the business plan.	220 in Brent and Greater London by 2021.	Monthly	LB Brent – Property	229 in Brent and Greater London
8	Period between acquisition to property first being let	Activity in this period includes property refurbishment and letting.	90 days	Monthly	LB Brent – Property	95 days
9	Refurbishment	Period in calendar days from receiving keys/handover	66 days	Monthly	LB Brent – BHM	60 days



		<p>pack from property to i4B receiving an electronic copy of a refurbishment handover checklist which is compliant with i4B requirements. This period includes quotes, works &amp; certification.</p>				
10	Letting	<p>Period in calendar days from notification of a fully compliant handover from i4B following refurbishment to the property first being let.</p>	14 days	Monthly	LB Brent – Housing Needs	33 days
11	Number of lets in the period.	<p>Number of new tenancy sign ups in the month.</p>	In line with PRS Programme assumptions.	Monthly	LB Brent – Housing Needs	32 YTD
12	Number of Re-let Voids	<p>Any property not occupied by a tenant. Snapshot as of the last day in the month.</p>	Contextual	Monthly	i4B	7
13	Rent Collection	<p>Rent collected as a % of rent due. This is measured on a 4 weekly cycle in line with BACs payments to i4B.</p>	98.5%	Monthly	Housing Management Agents – Pinnacle, Mears, BHM	93.5%
14	Rent arrears action	<p>Evictions.</p>	Contextual	Monthly	Housing Management Agents – Pinnacle, Mears, BHM	2 in 2020/21

15	Customer Satisfaction	Annual Survey	80% satisfied with the condition of the property.	Annual	i4B	63%
16	Customer Satisfaction	Annual Survey	80% satisfied with the management of the property.	Annual	i4B	69%
17	Customer Satisfaction	Annual Survey	80% satisfied with the repairs service.	Annual	i4B	64%
18	Customer Satisfaction	Survey Participation	1/3 of customers surveyed annually (minimum).	Annual	i4B	33%
19	Ombudsman decisions upholding a complaint	A decision by a statutory body upholding a complaint made by a customer, contractor, employee or member of the public.	None	Quarterly	i4B	N/A
20	% of Portfolio properties home visited	3 property visits are required in the first year of a letting. 2 property visits are required for each subsequent year. % of property visits completed in relation to the properties under management.	100%	Annual	Housing Management Agents – Pinnacle, Mears, BHM.	N/A – home visits suspended in 2020/21 due to Covid-19
21	% of Portfolio with valid CP12	Properties let with a valid CP12 gas certificate.	100%	Monthly	Housing Management Agents – Pinnacle, Mears, BHM	95% (Tenants refusing to grant access)

22	% of Emergency Repairs completed within 24 hours	The % of all emergency repairs resolved within 24 hours measured each quarter. Qualifying repairs are contained in the housing management contracts.	100%	Monthly	Housing Management Agents – Pinnacle, Mears, BHM	100%
23	% of Urgent Repairs completed within 7 days	The % of all urgent repairs resolved within 24 hours measured each quarter. Qualifying repairs are contained in the housing management contracts.	95%	Monthly	Housing Management Agents – Pinnacle, Mears, BHM	90%
24	% of Routine Repairs Completed within 28 days	The % of all routine repairs resolved within 24 hours measured each quarter. Qualifying repairs are contained in the housing management contracts.	95%	Monthly	Housing Management Agents – Pinnacle, Mears, BHM	90%
25	Average EPC rating	The average energy performance rating as featured on the EPC certificates. EPC certificates can be retained by 10 years or replaced by new certificates after major or energy works.	No property to be less than E. All properties to achieve C by 2030 (subject to confirmation by the board).	Quarterly	i4B – refurb and void standard	Average of D

26	% of i4B portfolio let above LHA rate	Show as a % of i4B properties let at a weekly rental income higher than the LHA in the property locality.	Contextual/Ma x 25%	Quarterly	i4B	0%
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## Appendix 4 – Key Tasks

*See Appendix 31(c) of accompanying cover report.*