

Housing Company objective	Priority for 2021/22	Key tasks for 2021/22	Task owner	Due date
Increasing the supply of affordable housing in the borough	1: Purchase 60 street properties in 2021/22	Continue programme of street property purchases	Strategy and Delivery Lead	Ongoing
		Work with the Council's Property team to regularly review the market and new opportunities	Strategy and Delivery Lead	Ongoing
Increasing the supply of affordable housing in the borough	2: Work with the Council, Registered Providers and private developers to identify new build development opportunities	Hold a programme of meetings with local RPs and developers	Operational Director of Property	Oct-21
		Bring monthly updates to Board on new build opportunities	Operational Director of Property	Ongoing
		Bring 6 viable opportunities to Board in 2021/22	Operational Director of Property	Apr-21
Increasing the supply of affordable housing in the borough	3: Negotiate additional sources of finance for the Company	Develop options appraisal for the future of i4B	Strategy and Delivery Lead	Oct-21
		Work with the Council as Shareholder to agree future financing options for the Company	Strategy and Delivery Lead	Oct-21
Running a viable business	1: Review the Company's Investment Appraisal Criteria	Develop and implement new financial viability criteria and new appraisal model	Senior Financial Analyst	Jun-21
Running a viable business	2: Review the viability of Home Counties properties	Review viability of Home Counties properties	Strategy and Delivery Lead	Jun-21
		Develop a strategy to improve this viability, including considering disposals	Strategy and Delivery Lead	Oct-21
Running a viable business	3: 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	4: 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	5: Develop an Asset Management Strategy for i4B	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	6: Implement an Oracle Cloud finance system for i4B	Implement Oracle Cloud solution for i4B as a separate company	Oracle Cloud Programme Manager	Aug-21
Delivering safe and sustainable homes	1: 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	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	2: 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	3: 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
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