

## i4B 2022-23 Draft Key Tasks

Housing Company objective	Priority for 2022/23	Key tasks for 2022/23	KPI (where relevant)	Task owner	Due date
Increasing the supply of affordable housing in the borough	1: Purchase 48 street properties in 2022/23	Continue programme of street property purchases	Properties purchased	Strategy and Delivery Manager	Ongoing
Increasing the supply of affordable housing in the borough	2: Take on 25 properties from First Wave Housing as part of the transfer of Granville New Homes	Transfer the 25 intermediate properties at Granville New Homes into the i4B portfolio		Strategy and Delivery Manager	Apr-22
Increasing the supply of affordable housing in the borough	3: Review new build market opportunities in the borough	Review new build off-plan purchases in the borough		Operational Director of Property and Assets/Strategy and Delivery Manager	Jul-22
		Carry out a pilot to model the affordability of a land-led new build scheme, including potential adapted properties		Operational Director of Property and Assets/Strategy and Delivery Manager	Aug-22
		Review financing required to deliver an affordable new build programme		Operational Director of Property and Assets/Strategy and Delivery Manager	Oct-22
Increasing the supply of affordable housing in the borough	4: Review feasibility of setting up a new purchasing stream for adapted accommodation	Pilot a scheme for properties with adaptations to meet demand from clients with specific needs		Operational Director of Property and Assets/Strategy and Delivery Manager	Jul-22
		Review financing required to deliver scheme		Operational Director of Property and Assets/Strategy and Delivery Manager	Oct-22
Increasing the supply of affordable housing in the borough	5: Review feasibility of purchasing larger properties with four or more bedrooms	Pilot a scheme for purchasing larger properties with four or more bedrooms to meet demand from clients with larger families		Operational Director of Property and Assets/Strategy and Delivery Manager	Jul-22
		Review financing required to deliver scheme		Operational Director of Property and Assets/Strategy and Delivery Manager	Oct-22
Running a viable business	6: Reduce void times	Implement voids improvement plan and monitor performance	Void times; void rent loss	Head of Housing Property Services	Jun-22
Running a viable business	7: Develop an Asset Management Strategy for i4B	Work with the Council's Asset Management Team to develop long-term asset management strategy		Head of Housing Property Services	Mar-23
		Work with external third party freeholders to develop longer-term asset management plans		Head of Housing Property Services	Mar-23
Running a viable business	8: Commence the disposal of company properties in the Home Counties that do not meet demand	Work with Housing Needs and Property teams to assess demand and consider disposal when a property goes void		Strategic Support Officer	Ongoing
		Carry out review of void and repair costs		Head of Housing Property Services	Jul-22
Running a viable business	9: Review void and repair costs		Void costs; repairs costs		

Running a viable business	9: Review void and repair costs	Agree a programme of improvements based on findings	Void costs; repairs costs	Head of Housing Property Services	Sep-22
Running a viable business	10: Develop and implement a value for money strategy for i4B	Review current performance with regard to value for money	Void costs; repairs costs	Strategy and Delivery Manager/Senior Finance Analyst	Jun-22
		Agree value for money targets		Strategy and Delivery Manager/Senior Finance Analyst	Jun-22
		Draft and agree value for money strategy		Strategy and Delivery Manager/Senior Finance Analyst	Sep-22
		Implement value for money strategy		Strategy and Delivery Manager/Senior Finance Analyst	Mar-23
Running a viable business	11: Review approach to former tenant arrears	Review FTA levels	Former tenant arrears	Head of Housing & Neighbourhoods	May-22
		Recover or write off FTAs where possible		Head of Housing & Neighbourhoods	May-22 / Ongoing
Running a viable business	12: Improve rent collection and arrears management	Carry out review of what drives arrears	Rent collection	Head of Housing & Neighbourhoods	Jun-22
		Perform health check review of current processes, and develop and implement improvement actions where required		Head of Housing & Neighbourhoods	Jun-22
Delivering safe and sustainable homes	13: Establish a suite of compliance policies and standards to ensure legal compliance	Develop a comprehensive set of compliance policies and standards		Strategic Support Officer/Head of Housing Property Services	Mar-23
		Implement and monitor set of policies and standards		Strategic Support Officer/Head of Housing Property Services	Mar-23
Delivering safe and sustainable homes	14: Establish a suite of performance monitoring metrics to give the Board assurance on compliance levels	Map performance monitoring metrics to policies and standards, and identify new metrics as necessary		Strategic Support Officer/Head of Housing Property Services	Mar-23
		Monitor performance against this set of metrics		Strategic Support Officer/Head of Housing Property Services	Mar-23
Delivering safe and sustainable homes	15: 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 Housing Property Services	Mar-23
Delivering safe and sustainable homes	16: Commission review of energy performance data for current stock	Commission a consultant to review existing stock to understand current energy performance data		Head of Housing Property Services	Oct-22
Delivering safe and sustainable homes	17: Commission review to understand what work is required to bring stock up to an average of EPC B	Carry out an analysis to determine what work will be required to bring the stock up to an average of EPC B		Head of Housing Property Services	Jan-23

Delivering safe and sustainable homes	18: Model cost implications of bringing stock up to an average EPC B rating and develop a funding strategy for financing a carbon reduction works programme	Carry out an analysis to understand the financial implications and cost of improving energy performance and explore options for potential funding		Head of Housing Property Services	Mar-23
Providing a consistently good housing service	19: Monitor tenant satisfaction	Carry out biennial STAR survey to monitor tenant satisfaction	Tenant satisfaction	Head of Housing & Neighbourhoods	Dec-22