

**FWH Key Tasks 2021-22 - January 2022 Progress Update**

Housing Company objective	Priority for 2021/22	Key tasks for 2021/22	Task owner	Due date	January 2022 Update	RAG
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 Housing Property Services	Jun-21	Action completed: Ridge report presented to June Board estimated the scope and cost of remediation works	Green
		Review the viability and affordability of these works	Head of Housing Property Services	Aug-21	Action completed: options were taken to the Audit & Standards Advisory Committee and Guarantor meetings in September, and a proposed approach to proceed with the works was agreed	
		Board decision on future approach	FWH Board	Aug-21	Action completed: a Board and Cabinet decision has been taken on the remediation works at Granville, and a resident consultation was carried out. The outcome of the consultation was positive, and authority was delegated to the Strategic Director of Community Wellbeing to agree the transfer of properties to Brent Council and i4B. This decision has now been approved, and the transfer is due to take place on 1 April 2022	
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 Housing Property Services	Aug-21	Action overdue: existing policies have been reviewed, but further work is needed to develop an effective set of policies and performance monitoring metrics. Head of Housing Property Services to consider commissioning work on this - tasks carried over into 2022-23 Business Plan	Red
		Redraft or create new policies and standards as necessary	Strategic Support Officer/Head of Housing Property Services	Oct-21	Action overdue: see above	
		Implement and monitor set of policies and standards	Strategic Support Officer/Head of Housing Property Services	Mar-22	Action overdue: see above	
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 Housing Property Services	Aug-21	Action overdue: existing policies have been reviewed, but further work is needed to develop an effective set of policies and performance monitoring metrics. Head of Housing Property Services to consider commissioning work on this - tasks carried over into 2022-23 Business Plan	Red
		Map these to compliance policies and standards, and identify new metrics as necessary	Strategic Support Officer/Head of Housing Property Services	Oct-21	Action overdue: see above	
		Monitor performance against this set of metrics	Strategic Support Officer/Head of Housing Property Services	Mar-22	Action overdue: see above	
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 Housing Property Services	Ongoing	Action overdue: see above	Red
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	Action ongoing: a future development strategy and framework for i4B is in the process of being developed; this will also be applicable to First Wave Housing	Green
		Review financial model and potential grant funding opportunities as schemes materialise	Senior Financial Analyst	Ongoing	Action ongoing: a future development strategy and framework for i4B is in the process of being developed; this will also be applicable to First Wave Housing. The Right to Buy Back Fund grant opportunity is also being explored	
Running a viable business	1: Carry out a benchmarking exercise	Benchmark costs against other housing providers, particularly void costs	Strategic Support Officer	Jun-21	Action completed: First Wave Housing has completed its benchmarking exercise, and HouseMark presented to the Company Board, and improvement actions from this are reflected in the key tasks for 2022-23	Green
		Benchmark operational performance against other housing providers	Strategic Support Officer	Jun-21	Action completed: see above	
		Identify areas of underperformance	Strategic Support Officer	Jul-21	Action completed: value for money and voids performance have been identified as areas of underperformance, and relevant key tasks have been added to the list of key tasks for 2022-23	

		Implement a programme of improvements	Strategic Support Officer	Oct-21	Action ongoing as above: void improvement work is ongoing, and a value for money strategy & asset management strategy will be developed in the coming financial year. Officers will carry out an annual benchmarking exercise with HouseMark going forward	
Running a viable business	2: Reduce void times	Review void processes	Head of Housing Property Services	Jul-21	Action completed: void processes have been reviewed, and a report was presented to the November Board meeting identifying the steps that will be taken to drive performance improvements	
		Implement a programme of improvements	Head of Housing Property Services	Oct-21	Action ongoing: the actions from the November Board report will be implemented over the coming months, and a progress update will be brought to the March 2022 Board. Void performance targets to be agreed for 2022-23 Business Plan	
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 Housing Property Services	Mar-22	Action not on track: review of existing stock condition data for FWH has been carried out. It has been agreed that FWH's stock condition data is accurate. However, further work is needed to confirm costs. This will be addressed in 2022/23 and has therefore been carried over into the draft Business Plan; date to be agreed with Property Services	
		Work with external third party freeholders to develop long-term asset management strategy	Head of Housing Property Services	Mar-22	Action not on track: contact details for third party freeholders have been collated. Freeholders will be contacted in the coming financial year to determine future asset management plans. Carried over into 2022/23 Business Plan; date to be agreed with Property Services	
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	Action ongoing: Oracle Cloud has now been formally implemented, but there are multiple issues with Oracle setup which require resolution, the aim is for this to be resolved by the end of the financial year 2021-22	
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	Action ongoing: The bulk of FWH's utilities costs will be transferred to the Council as part of the Granville New Homes transfer. FWH will have three blocks remaining, where utilities will have to be managed	
		Work with the Commercial Energy Team and Income Team to ensure all eligible bills are recharged	Strategic Support Officer	Oct-21	Action ongoing: see above	
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 Housing Property Services	Jun-21	Action overdue: a VfM review of repairs and void costs will be commissioned in early 2022.	
		Implement a programme of improvements	Head of Housing Property Services	Oct-21	Action overdue: dependent on the above.	
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	Action completed: STAR surveys have been carried out	
		Monitor customer satisfaction to identify any issues	Strategic Support Officer	Ongoing	Action ongoing: monthly reporting is in place; any issues will be identified through this	
		Implement a suite of robust customer satisfaction metrics	Strategic Support Officer	Mar-22	Action completed: customer satisfaction metrics now in place and included in monthly Housing Management performance reports	
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	Action completed: review of rent levels has been presented to FWH Board - decision made to monitor rental affordability going forward	