

i4B 2023/24 Key Tasks						
Housing Company objective	Priority for 2023/24	Key tasks for 2023/24	Task owner	Due date	RAG	Update January 2024
Increasing the supply of affordable housing in the borough	1. Explore future financing arrangements with Council	Explore new financing arrangement with Council that allows companies to forward borrow	Strategy and Delivery Manager	Sep-23	Complete	The Council has indicated that future loan finance would be available to the housing companies following the use of remaining loan funding.
Increasing the supply of affordable housing in the borough	2. Review feasibility of a block acquisition	Work with consultants to review market for potential block acquisitions, which would include adapted properties	Operational Director Property and Assets / Strategy and Delivery Manager	Sep-23	Complete	Strategy session with Red Loft held in May 2023, and Board agreed to explore and progress s106 and bulk purchase opportunities where appropriate. Schemes continue to be explored
Increasing the supply of affordable housing in the borough	3. Review feasibility of new build purchases	Work with consultants to review market for new build opportunities, which would include adapted properties	Operational Director Property and Assets / Strategy and Delivery Manager	Sep-23	Complete	Strategy session with Red Loft held in May 2023, and Board agreed to explore and progress s106 and bulk purchase opportunities where appropriate. Schemes continue to be explored
Increasing the supply of affordable housing in the borough	4. Review feasibility of re-entering street property market	Review street property market in June 2023	Operational Director Property and Assets / Strategy and Delivery Manager	Jun-23	Complete	Board decision taken in May 2023 to resume street property acquisitions. Forecast of 12 acquisitions across 2023-24 in line with targets, and 25 acquisitions in 2024-25
		Dependent on review, consider re-entering street property market	Operational Director Property and Assets / Strategy and Delivery Manager	Jul-23	Complete	Board decision taken in May 2023 to resume street property acquisitions.
Running a viable business	5. Carry out project to reduce arrears	Review sign-up process and tenancy sustainment approach	Head of Housing and Neighbourhoods / Strategic Support Officer	Sep-23	Complete	The sign-up process has been revised and is in a pilot phase, with officers now assisting with Universal Credit and Council Tax applications, as well as advance payments. A newly introduced welcome pack and Nominations Panel are ready for implementation to enhance tenancy sustainment. Work has also begun with the employment assistance organisation BEAM, to help tenants find and sustain employment.
		Review rent collection and arrears management processes	Head of Housing and Neighbourhoods / Strategic Support Officer	Sep-23	Complete	Additionally, ongoing improvements are being made to rent collection and arrears management, with a focus on providing a more comprehensive service. A dedicated Housing Companies Operational Team has been appointed to support these improvements.
		Evaluate historic highest arrears cases to assess ongoing suitability	Head of Housing and Neighbourhoods / Strategic Support Officer	Sep-23	Complete	Where properties are identified as unsuitable there is a process in place to refer back to Housing Needs for review.
Running a viable business	6. Implement VfM strategy	Implement actions outlined in value for money strategy	Strategic Support Officer	Dec-23	Complete	Value for Money Strategy & Action Board approved at October Board and actions are progressing. Update provided to January Board in VfM statement alongside business plan. Where actions are not yet complete, these have been included in the business plan key tasks for 2024-25
Running a viable business	7. Reduce void costs	Implement project plan to reduce void costs	Head of Housing Property Services	Dec-23		Voids hit squad now in place, with an update on outcomes to be provided at the January Board. All voids are now handled by Wates Living Space and undergo pre-inspection, in-progress inspection, and a joint post-inspection by a Wates Supervisor and a Brent Surveyor. The cost of void works has been reduced by carefully scrutinising specifications and implementing an approval hierarchy.
Running a viable business	8. Significantly improve void turnaround times	Implement project plan to significantly improve void turnaround times	Head of Housing Property Services	Dec-23		As above

Running a viable business	9. Explore potential stock rationalisation	Review financial and energy performance of properties following energy modelling work	Strategic Support Officer	Jun-23		Action remains overdue but on course within financial year. Survey data on future energy performance of portfolio and decarbonisation potential across the stock is in the process of being modelled into the financial business plan, and the impacts will be assessed on a property- and stock-level to inform a future asset management & stock rationalisation approach
		Consider potential disposals for under-performing properties	Strategic Support Officer	Jul-23		Dependent on the above.
		Carry out other disposals as appropriate, e.g. Home Counties properties	Strategic Support Officer	Ongoing		Ongoing.
Running a viable business	10. Review tax efficiency	Carry out a tax planning review for the business	Senior Financial Analyst	Sep-23	Complete	EY advice and conclusions presented to October Board, with regular tax planning exercises being set up.
Delivering safe and sustainable homes	11. Monitor health and safety compliance	Continue short-term monitoring and reporting of each compliance area	Head of Housing Property Services / Strategic Support Officer	Jun-23		Monitoring and reporting to Board will continue on a monthly basis until True Compliance fully implemented.
		Monitor implementation of True Compliance system for i4B	Head of Housing Property Services / Strategic Support Officer	Dec-23		Updated reports have been received from True Compliance and reviewed. Ongoing work with True Compliance Support to finalise the data contained in the widgets, with the aim that full reporting will be in place by June 2024; rolled over into 2024-25 Business Plan
Delivering safe and sustainable homes	12. Implement plan in response to Building Safety Act	Develop and implement project plan to ensure compliance with Building Safety Act	Head of Housing Property Services / Strategic Support Officer	Mar-24		There are three key actions for Lexington in response to the Building Safety Act. 1. Registration with Government/Building Safety Regulator - this has been completed in collaboration with Quintain. 2. Registration with London Fire Brigade - registration has been completed, and the Compliance team are engaging the LFB on any further information required. 3. Preparation of Building Safety Case to the Building Safety Regulator. The deadline for this is 31 March 2024, and i4B officers, the Compliance Team and Quintain are collaborating on the completion of the Safety Case.
Delivering safe and sustainable homes	13. Develop decarbonisation strategy	Use results of energy modelling work to develop an i4B decarbonisation strategy, which may include stock rationalisation where appropriate	Strategic Asset Manager / Strategic Support Officer	Sep-23		Action remains overdue but on course within financial year. Survey data on future energy performance of portfolio and decarbonisation potential across the stock is in the process of being modelled into the financial business plan, and the impacts will be assessed on a property- and stock-level to inform a future asset management & stock rationalisation approach
Delivering safe and sustainable homes	14. Develop disrepair policy	Review disrepair cases	Head of Housing Property Services / Strategic Support Officer	Jun-23	Complete	Report presented at the July Board meeting providing an update on all live disrepair cases.
		Develop disrepair policy	Head of Housing Property Services / Strategic Support Officer	Jun-23	Complete	Report presented at the July Board meeting outlining the legislation around managing disrepair cases, and Brent Housing's approach to proactively managing disrepair. Going forward, the Board will receive updates on live & settled disrepair cases through the regular performance report.
Providing a consistently good housing service	15. Review tenant satisfaction	Review initial results following implementation of new tenant satisfaction measures	Head of Housing and Neighbourhoods	Jun-23	Complete	Initial results presented at July Board meeting.
		Review results of transactional feedback from tenants	Head of Housing and Neighbourhoods	Jun-23	Complete	Initial results presented at July Board meeting.
		Identify and carry out actions to improve tenant satisfaction	Head of Housing and Neighbourhoods	Dec-23		Board to receive six-monthly reports going forward; next report in February 2024

Providing a consistently good housing service	16. Improve complaints oversight and monitoring	Review complaints policies and procedures for i4B	Complaints and Casework Manager / Strategic Support Officer	Sep-23	Complete	A separate hierarchy on the Council's complaints processing system has now been set up for i4B, enabling company complaints to be monitored and reported on separately. The complaints triaging team has been briefed on this. Plans for reporting to Board will be agreed with the Housing Companies Operational Manager, likely to commence in July 2024 alongside the tenant satisfaction report
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