

# UKAA – AGM, annual review

1 December 2022

# Agenda

10:30	Welcome and Introductions	LR
10:35	Housekeeping and apologies	LR
10:45	Review of 2022	BG
10:55	Financial report	BG
11:05	UKAA membership review report	BG
11:30	What's in store for 2023	BG
11:35	AOB	All
12:00	End	

Welcome by Lesley Roberts,  
President of the UKAA

# Review of 2022

# Success - Conference 2022


## Annual BTR Conference & Industry Awards 2022

THE  
PURSUIT OF  
EXCELLENCE

**UKAA**

	2022	2021	2020 (virtual)	2019
<b>CONFERENCE ATTENDEES (max 500)</b>	491	478	637	319
<b>DINNER ATTENDEES</b>	298	263	N/A	298
<b>SPONSORS</b>	9	8	13	3
<b>EXHIBITORS</b>	30	28	15	20

# Success - Expo 2022

 <p><b>BUILD</b> <b>TO</b> UKAA LONDON EXPO 2022 <b>RENT</b></p> <p>SHOWCASING THE BEST IN BTR</p>		2022	2021 covid	2020	2019
	REGISTRATIONS	1245		659	543
	ATTENDEES	755		420	
	SPONSORS	12		4	4
	EXHIBITORS	47 (max)		43	35

# Success – Best Practice Guide

- New website, now live
- Over 80 - entries
- Unique specialist knowledge
- BPG working groups - a great opportunity for succession planning
- Stepping stone towards a BTR Code of Practice

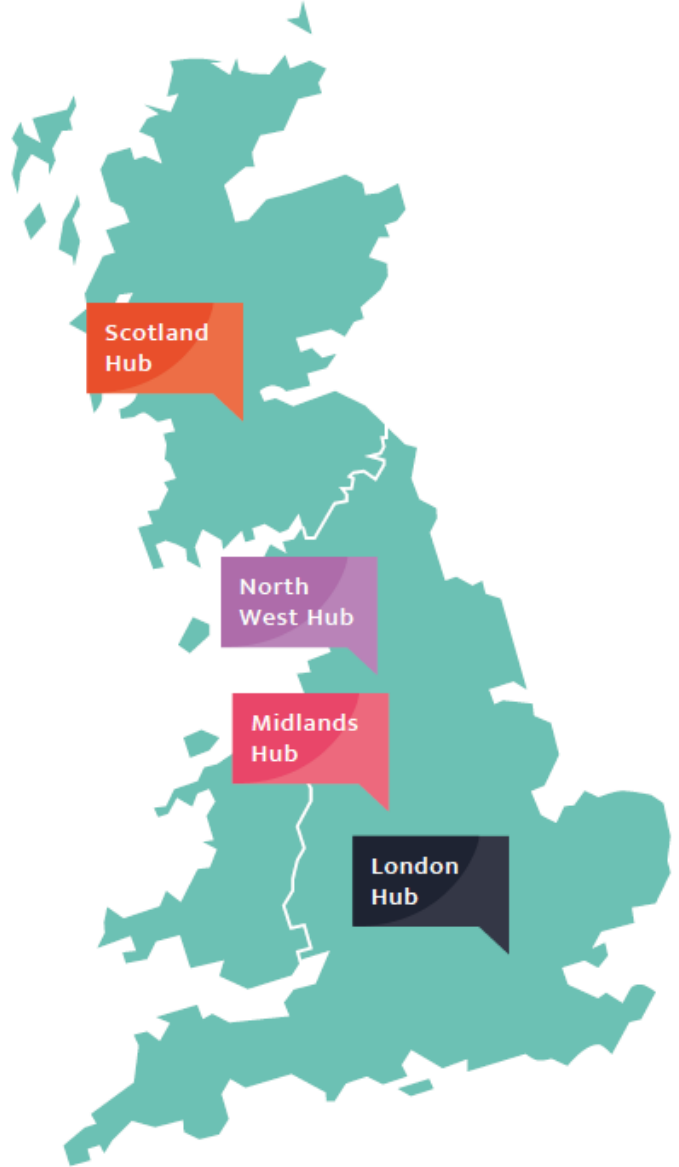
[Explore the entire Best Practice Guide](#)

● BUILD TO RENT 101	▼
● CONSTRUCTION	▼
● CUSTOMER EXPERIENCE	▼
● DESIGN	▼
● DEVELOPMENT	▼
● ESG AND SUSTAINABILITY	▼
● INSURANCE	▼
● NEXT GENERATION RENTAL	▼
● OPERATIONS	▼
● PLACE, NATURE AND PUBLIC REALM	▼
● PUBLIC POLICY AND PLANNING	▼
● TECHNOLOGY	▼

[Explore the entire Best Practice Guide](#)

# Success – Regional Hubs

Where can  
you find us?





# Successes - Study tours



UKAA  
NAA Global Alliance Partner  
Shaping the Future of Build to Rent

THE UKAA  
STUDY  
TOUR '22  
LIVERPOOL &  
MANCHESTER

JULY 13<sup>TH</sup> - 14<sup>TH</sup> 2022

One Property Recruitment  
STUDY TOUR SPONSORED BY  
ONE PROPERTY RECRUITMENT

STUDY TOUR SCHEDULE	
Day One - Wednesday 13 <sup>th</sup> July	Day Two - Thursday 14 <sup>th</sup> July
<b>Baltic Yard</b> 49 Blundell St, Liverpool, L1 0BF Tom Gardiner and Chani Hughes	<b>Angel Gardens</b> 1 Rochdale Rd, Manchester, M4 4GE Kate Barnes
<b>The Lexington</b> 4 William Jessop Way, Liverpool, L3 1AN Dave Evans	<b>Oxygen</b> Store St, Manchester, M1 2WA Rowan Moore
<b>Duet</b> 248 The Quays, Salford, M50 3SF Bex Hetherington Rothwell	<b>West Tower</b> 371 Deansgate, Manchester, M15 4UP Chris Laws and Stuart Henshall
<b>The Green Rooms</b> Leader House, Blue, Media, Salford, M50 2AG Avril Portch	<b>Chapel Wharf</b> 99 Chapel St, Salford, M3 5DZ Sam Smith & Vicky Robinson
<b>Oxbow</b> 11 Back Hulme St, Salford, M5 4QT Lauren Smith	<b>The Filaments</b> 217 Chapel St, Salford, M3 5PA Leanne Hargreaves



## Next Tour – Glasgow and Edinburgh

7-8 Feb 2023

# Success – webinars



280

154

140



**Webinar: 10 things every top BTR operator should be doing for residents**  
presented by  
**HomeViews**

📅 25th October 2022  
🕒 10:00 am - 12:00 pm

**Webinar: Building Safety Regulations new risks for Investors and Developers**  
presented by  
**Ringley Group**

📅 1st November 2022

**Webinar: The Building Safety Act 2022 – Stepping Through the Gateways**

📅 6th October 2022  
🕒 10:00 am - 11:00 am

30 webinars with over 1240 attendees so far in 2022

2022 Average attendance is 103

3 part series very popular

2023 target is 52 webinars

# The UKAA Email Analytics

## October 2021 – October 2022



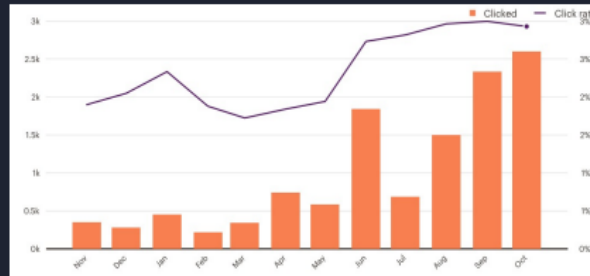
Emails sent	Open rate	Click rate	Unsubscribe rate
405,189	28.3%	2.9%	0.1%
↑ Up 48.2% (273K)	↑ Up 54.3% (18.3%)	↑ Up 84.5% (1.6%)	↓ Down 30.7% (0.1%)



Sends



Opens



Clicks

Audience growth	Average subscribe rate	Opens - Device	
Jan 2022 – Jun 2022	8,200.0%	Desktop	Mobile
↑ 733	↑ Up 54.3% (18.3%)	45.2%	54.8%

Analytics (1 Jan - 29 Nov 2022)

51,000 page views that's over 150 views a day

12,000 new users visit our website

Organic, direct email and social media are our biggest drivers to the site

Our News section has been the most popular page

THE **FOCUS** GROUP

2023



# Success - City & new Open & Operating reports



**BUILD-TO-RENT (BTR)  
MARKET SNAPSHOT**  
Q2 2022, LEEDS

**SEPTEMBER 2022**

Cortland Consult in  
collaboration with the UKAA

**CORTLAND<sup>®</sup>  
CONSULT**

**UKAA**  
NAA Global Alliance Partner  
Shaping the Future of Build to Rent



**BUILD-TO-RENT (BTR)  
MARKET SNAPSHOT**  
Q3 2022, LIVERPOOL

**NOVEMBER 2022**

Cortland Consult in  
collaboration with the UKAA

**CORTLAND<sup>®</sup>  
CONSULT**

**UKAA**  
NAA Global Alliance Partner  
Shaping the Future of Build to Rent



**BUILD-TO-RENT (BTR)  
UK OPEN & OPERATING  
REPORT**

"This report is the product of pragmatic collaboration. It draws together data from new and established sources which collectively provide valuable market information, customer insights, and illustration of the range and quality of BTR assets nationwide. The UKAA welcomes this report as it demonstrates the benefits of data sharing and collaboration, how the industry is evolving, and where new opportunities might lie – all of which are material to the long-term success of BTR."

**Brendan Geraghty CEO, UKAA**

**NOVEMBER 2022**

Cortland Consult in  
Collaboration with the UKAA

**CORTLAND<sup>®</sup>  
CONSULT**

**Ranalyse  
homeviews**

**UKAA**  
NAA Global Alliance Partner  
Shaping the Future of Build to Rent

# Success - a new BTR map

<https://UKAA.org.uk/UKAA-BTR-Map-withCortland/Realyze/Homeviews>





# Success – relaunch <https://buildtorent.info/>

## The Build to Rent Hub

HOME

ABOUT US

CONSUMERS

STAKEHOLDERS ▾

CONTACT

The Build to Rent Hub



# Success – Investors and Lenders

- Key constituency within UKAA membership
- Record investments in BTR
- Events in a focused forum
- Research





# Success - Committees and core groups



# Success in 2022

- Data & Benchmarking
- Re-launching and evolving committees
- Succession plan
- Member review
- Strengthened the UKAA staff team
- Wider collaboration
- Focus on quality
- BPG & new website
- Increased exposure

# UKAA Membership Strategic Review

An independent review undertaken by Building Strategies during November 2022



# Member research

- To understand member views on:
  - Key benefits of membership
  - What UKAA is doing well?
  - What UKAA can do more of/better?
  - What should be the strategic focus of UKAA?
  - More defined membership categories
  - Membership fee levels

## Mix of respondents:

- Developers
- Operators
- Investors
- Suppliers
- Advisors

# UKAA role

Respondents see the key role of UKAA as:

- Representative body for BTR sector
- Catalyst for networking, connection and collaboration
- Sharing of best practice, meaty issues impacting the sector
- Promoting high standards of operation
- Promoting great resident experience
- Attracting and developing talent to BTR
- Promoting and growing research into BTR

# What is UKAA delivering?

- Events
  - Especially conference and Expo
  - Networking is a big benefit
- Webinars
- Study tours
- Best Practice Guide
- Best development route

# What do members want more of?

- Establish a new narrative for BTR, that balance between benefits for investors and with those of society
- Be visible as voice of BTR
- More defined activity by stakeholder group
- Improve quality and design of marketing and communications
- Make Best Practice Guide accessible and digestible
- A public platform for BTR information and data
- Increased research

# UKAA vision

- Our longer-term goal is to be a recognised as an influential, sector specific institution, that promotes all facets of the BTR industry. We want to be relevant to our diverse membership, to wider BTR stakeholders and to society.



# UKAA strategic priorities

- Recognising and promoting high standards of operation and customer experience
- Influencing and awareness raising among stakeholders, policy makers and customers
- Establishing career paths and attracting talent to BTR
- Delivering up to the minute information and guidance on issues that impact investment in and operation of BTR
- Delivering a strong research and data programme.

# Government influence

- UKAA aims to have a stronger role in influencing Government – the voice of BTR
- BPF is the conduit for lobbying with UKAA bringing the expertise in BTR to their table
- UKAA needs to have **strong positions** on key issues:
  - BTR as positive contributor to solving housing issues
  - Lease reform
  - Planning – recognised asset class
  - Impact of taxation (eg VAT on staff costs)
  - Impact of rent control
- UKAA role as spokesperson for BTR
  - Robust positions for the sector
  - Stepping in with statements/comments
  - Contributing to Government consultations
  - Seat on DHLUC BTR committee

# Awareness raising

- Members want UKAA to raise awareness of BTR to consumers
  - UKAA role to co-ordinate this
  - Make the case for rental as a desirable tenure
  - Align with HomeViews to support the case
  - Nurture relationships with key property and investment journalists

# Promoting professional standards

- A sector charter is seen as a positive move (professional landlords), with a KiteMark as a sign of excellence
  - Potential USP
  - Re-assuring to consumers
  - Leverage with Government
- Issues to consider:
  - Overlap with other accreditations (RICS, ARLA, ARMA)
  - Enforceability/sanctions for failure to maintain standards
  - Complaint handling
  - What can UKAA realistically accredit?
- Propose:
  - UKAA accredited lease form
  - UKAA accreditation for sustainability performance (ESG led)
  - Customer experience ratings (with HomeViews)

# Best Practice

- Best Practice Guide is welcomed overall but has only just launched
- Needs to be visible, engaging and accessible
  - Make bite-sized high level content available
  - Introduce with pod-casts, video blogs – lively and enticing
  - Simple sign-posting
- What do members want?
  - Up to the minute **guidance notes** on key issues relevant to audience
    - Legislative/regulatory guidance and compliance advice
    - technical/design guidance
    - ESG focus
  - FAQs

# Events and networking

Well appreciated already – some proposals for greater effectiveness:

- Interest specific, with greater exclusivity, especially for investors
- Round table dinners/for a – strategic discussion, with outputs that will influence policy positions
- Re-introduce senior leaders forum calls
  - Strategic look ahead each quarter
- Extend regional events programme
  - A route to attracting future talent and engaging a broader audience

# Attracting and developing talent

- Seen as an important role of UKAA
- BTR as a sector with great career development prospects
- Develop and promote clear development routes and career paths
- Scope for a “next generation” work strand
- Offer a Young Leaders/Futures Network
- Cheaper access to events for young professionals
- Embed UKAA deeper in member organisations
  - Distribution of UKAA news within organisations
  - UKAA pop-up sessions at key member organisations

# Research and data

- Fundamental to UKAA's position as an influential body representing the sector.
- Underpins positions and campaigns in influencing Government, and raising awareness across wider society.



# Segmentation

- Defining categories of membership to demonstrate relevance and specific value to each organisation type
- Demonstrating UKAA's understanding of the sector it represents
- A challenge is that many organisations cover multiple categories
  - Developer/operator
  - Investor/operator

# Segmentation

## Proposed segmentation

- Investor/funder/owner
- Developer
- Operator
- Supplier
- Advisor
- Agency

Membership fees based on scale - Large, medium and small sized

Then interest categories to access specific content

# Banding by scale

Category	Criteria	Small	Medium	Large
Investor/Funder/Owner	Homes Under Mgmt	Under 100	101 – 1,000	Over 1,000
Developer	Homes in dvlpmt	Under 100	101 – 1,000	Over 1,000
Operator	Homes Under Mgmt	Under 100	101 – 1,000	Over 1,000
Advisor	£ turnover	Under £5m	£5m - £10m	Over £10m
Agency	£ turnover	Under £5m	£5m - £10m	Over £10m
Supplier	£ turnover	Under £1m	£1m - £5m	Over £5m

These are the criteria that are felt most appropriate to different organisation types, reflecting scale of operation more effectively than the current basis of number of employees.

# Fees

- To deliver on the strategic goals our members want requires the right level of resource, which needs funding
- Too much reliance on volunteer time and commitment
- UKAA must fund professional resources to drive these agendas for our members
- We are re-setting our fees to be more in line with other member organisations, but still substantially below many
- To be able to have a sustainable impact on behalf of our members

# Actions

- Continue delivering great events and networking opportunities
- Be the pro-active voice of BTR
- Bringing together BTR expertise for influence
- Establish recognised standard for operator performance
- Aim to delivering up-to-minute guidance on issues impacting BTR investment, development and operation
- Delivering category-specific content
- Attracting new talent – CPD and opportunities for junior teams
- Having the right resource and structure to deliver professionally and create impact

# The 4C's a growth strategy for 2023

Cultivate

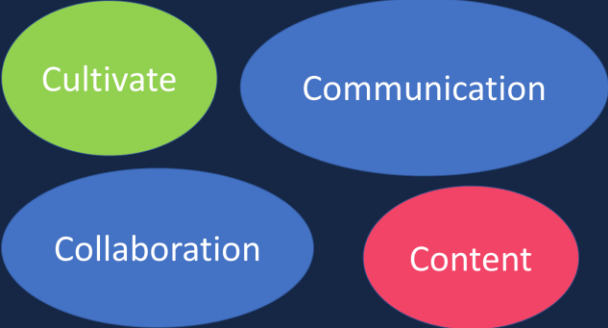
Communication

Collaboration

Content

High value knowledge and content will drive our evolution

Authority  
Influential  
Essential



Create a code of practice & industry standards

UKAA

Strategic, innovative and nurturing

Thought leadership & expert commentary

Trust

Through collaboration and knowledge quality

Knowledge creation & distribution.  
Professional delivery

Establish credibility

Visibility

The foundations

Broad and consistent commentary



Innovation

UKAA

Strategic direction

Thought leadership & expert commentary

Trust

Professional

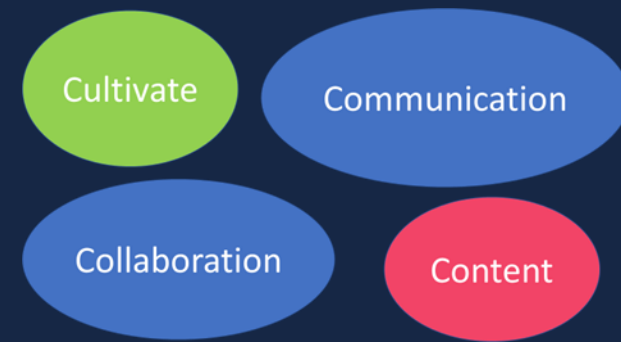
Credibility

Visibility

Broad and consistent



# Knowledge creation and distribution channels

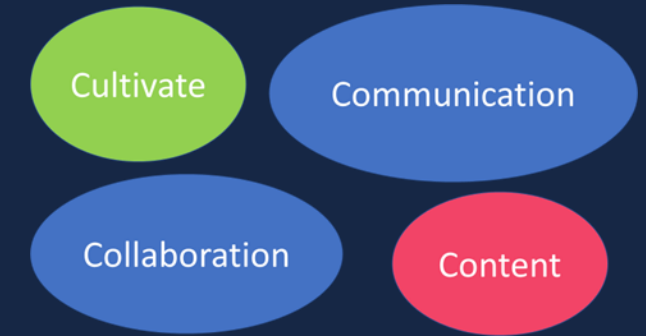


1. Website
2. Social media/Blogs (LinkedIn, twitter +++)
3. Newsbuzz
4. BPG
5. White papers and thought leadership
6. Education and training
7. Sponsored research by members
8. 3<sup>rd</sup> Party publications
9. Events and conferences
10. Networking

11. Speaking opportunities
12. Webinars and podcasts
13. UKAA Forums & Committees
14. Exclusive roundtable session (safe space discussions)
15. Thought leadership
16. Marketing campaigns
17. Collaborations, partnerships and endorsements
18. Policy engagement and influence
19. Creating benchmarks
20. UKAA sponsored reports
21. Academic contributions

# 2023+ objectives UKAA

- Be the voice of the BTR sector
- Represent all categories of BTR – Investor through to supplier
- Leadership and Influence
- Increased visibility
- Expand and develop BPG
- Quality Content & increase knowledge production and distribution
- Expand research and benchmarks data – sponsored research
- Quality of events and delivery
- Expand and balance the BTR narrative
- GROW



# AOB & Questions

# Thank you

