

**ASSET MANAGEMENT SUB-GROUP  
BARNET HOMES  
Wednesday 27 June 2007, 6.30PM  
9<sup>th</sup> Floor Board Room, Barnet House**

**AGENDA**

<b>Item</b>	<b>Item</b>	<b>Status</b>	<b>Author</b>
1	<b>Introduction &amp; Apologies</b>		
2	<b>Agree Minutes &amp; Matters Arising</b>		
3	<b>Declaration of Interests</b>		
4	<b>Review of Planning Supervision (or CDM Coordinator) Role in the Delivery of Decent Homes</b>	<b>Info</b>	<b>Bambos Kakouratos</b>
	This report feeds back on progress on tendering a new contract for planning supervision (or 'CDM Coordinator').		
5	<b>Performance Management &amp; Partnering Update</b>	<b>Info</b>	<b>Sheila Golding Chris Wilkins</b>
	This report covers the regular monthly update on the Asset Management Performance Indicators and partnering contracts to end of May 2007.		
6	<b>Repairs and Maintenance Budget Monitoring May 2007</b>	<b>Info/ Comment</b>	<b>Mandy Dunstan</b>
	This report sets out the detailed budgetary position for the repairs and maintenance service as at the end of May 2007 and projects the end of year position.		
7	<b>LAPN Update</b>	<b>Info</b>	<b>Mike Wiffen Chris Wilkins</b>
	Services provided by LAPN are analysed for effectiveness and a future performance regime under which LAPN's contribution to Barnet Homes' decent homes programme delivery can be analysed is proposed.		
8	<b>Customer Satisfaction with Repairs &amp; Maintenance</b>	<b>Info/ Comment</b>	<b>Mandy Dunstan</b>
	This report outlines steps taken to deal with indications of falling customer satisfaction and a drop in performance in the first quarter 2007/08 with the Connaughts repairs and maintenance contract.		
9	<b>Community Benefits from Decent Homes</b>	<b>Info/ Comment</b>	<b>Mandy Dunstan David Hann</b>
	This report demonstrates the wider social and community benefits that the Decent Homes programme has provided in the refurbishment of Council owned properties borough wide under the Governments Decent Homes programme.		
10	<b>Adaptations – Procuring through LAPN</b>	<b>Info/ Comment</b>	<b>Phil Buck Dina Gillespie</b>
	This report updates the Sub-Group on the progress of procuring adaptations through LAPN.		
11	<b>Asset Management Strategy - Timetable</b>	<b>Decision</b>	<b>Chris Wilkins Margaret McPeake</b>
	The Asset Management Strategy timetable will be circulated at the meeting for discussion and a decision on timescale for consultation to be taken.		
12	<b>Resident Involvement Review</b>	<b>Decision</b>	<b>Mandy Dunstan</b>
	This report aims to summarise our current position and future proposals as Board Directors have expressed some concerns about resident participation issues.		



**BARNET HOMES**  
**ASSET MANAGEMENT SUB-GROUP MINUTES**  
**27 June 2007**

**Attendees:** Jem Fouweather  
David Sidbury  
Trevor Renouf  
Mike Wiffen  
Chris Wilkins  
Janet Cornthwaite (Item 8)

Ingrid Beal  
Dorothy Badrick (Items 8 &12)  
Margaret McPeake  
Mandy Dunstan  
Sheila Golding  
John Lewthwaite (Item 8)

**Minutes:** Karen Flood

Item	Title	Action
<b>1.</b>	<b>Introduction &amp; Apologies</b>	
1.1	Introductions were made and Janet Cornthwaite and John Lewthwaite from Connaught were welcomed to the meeting.	
<b>1.2</b>	<b>Apologies</b>	
	Hugh Rayner and Maria Colaco.	
<b>2.</b>	<b>Minutes (25 April 2007) &amp; Matters Arising</b>	
2.1	Minutes agreed.	
<b>2.2</b>	<b>Matters Arising</b>	
2.2.1	<b>Item 4 Repairs and Maintenance</b> – on agenda for meeting.	
2.2.2	<b>Item 8 Resident Involvement Strategy</b> – on agenda for meeting.	
2.2.3	<b>Item 9.4 Review of the Programme and Efficiency Savings</b> – included under item 9 of the agenda.	
<b>3.</b>	<b>Declaration of Interests</b>	
3.1	Jem Fouweather declared his interest as an Associate for Housing Quality Network (HQN).	
3.2	Margaret McPeake declared her interest as a Director of the London Area Procurement Network (LAPN).	

Item	Title	Action
<b>4.</b>	<b>Review of Planning Supervision (Or CDM Coordinator) – Role in the Delivery of Decent Homes</b>	
4.1	Chris Wilkins updated the sub-group on the selection of Scott, White and Hookins for a contract period of 12 months, this commenced on 11 <sup>th</sup> June 2007.	
4.2	The position to be reviewed at the end of 12 month period by which time LAPN would have an approved list of contractors.	
4.3	Performance to be monitored closely and reviewed in approximately 6 months time.	<b>BK</b>
4.4	A Workshop is scheduled with Scott, White and Hookins for 25 <sup>th</sup> July 2007, staff and Partners to be invited.	
<b>5.</b>	<b>Performance Monitoring &amp; Partnering Update</b>	
5.1	BHL's residents satisfaction data with decent homes is currently 78.05%, contractors reporting 90+%, information to be streamlined.	<b>CW/SG</b>
5.2	It is proposed that BHL's Quality and Assurance team sample test contractor's statistical information and carry out independent checks on works.	<b>CW</b>
5.3	Format of report to be reviewed and presented to next meeting, need to show if we are delivering to budget and if programme is on schedule.	<b>CW/SG</b>
5.4	SAP rating – awaiting Government's clarification on how this data is calculated.	
<b>6.</b>	<b>Repairs and Maintenance Budget Monitoring – May 2007</b>	
6.1	The Sub-Group noted the report.	
6.2	Interface problems experienced during the early stages of the new contract have impacted on the delivery of the service, end of June reporting will give a clearer up-to-date position.	<b>MD</b>
<b>7.</b>	<b>London Area Procurement Network (LAPN) – Update</b>	
7.1	The Sub-Group noted the report.	

Item	Title	Action
7.2	The Sub-Group requested clarification on payment to LAPN and whether 1.5% was on total contract value or on the savings. Also was it dependent on 10% savings being achieved. MW to clarify.	MW
7.3	Clarification of contractual arrangements with LAPN were requested.	MW
7.4	Further report to the 29 August 2007 meeting clarifying terms of membership, business case to be made for continuing subscription. It was noted that our membership expires March 2008.	MW
8.	<b>Customer Satisfaction with the Repairs and Maintenance Service</b>	
8.1	The Standards Sub-Group of 12 <sup>th</sup> June 2007 referred this item to the Asset Management Sub-Group as concerns were raised with the drop in performance and customer satisfaction.	
8.2	The Sub-Group were advised that this was mainly due to interface problems within the first 6 weeks of the contract. CPL, BHL and Logica have now resolved the issues.	
8.3	Connaught's and BHL are working closely together, weekly meetings are being held and the situation is being closely monitored. It was noted that performance for June 2007 had improved with Customer Satisfaction now 92% with Completion of Works in Time at 80%.	
8.4	A Project Group is being developed and should be in place by November 2007.	
8.5	John Lewthwaite (CPL) recognised there had been difficulties with the IT system and this had caused a backlog. The IT system was now delivering and producing data with strengths and weaknesses of the service being identified.	
8.6	The Sub-Group proposed that targets are clearly identified within the 60 day Action Plan.	MD
8.7	Additional resources to be considered.	CW/CPL
8.8	Item to be discussed at the joint meeting with the Standards Sub-Group on 24 <sup>th</sup> July 2007, any issues to be reported.	MD

Item	Title	Action
<b>9.</b>	<b>Community Benefits from Decent Homes</b>	
9.1	The Sub-Group noted the report.	
9.2	The Sub-Group proposed that links with community benefits should include Regeneration activities and not just cover Decent Homes works.	<b>MD</b>
<b>10.</b>	<b>Adaptations – Procuring through LAPN</b>	
10.1	A full analysis of the adaptations backlog was requested to be reported to the Standards Sub-Group.	<b>CW/PB</b>
10.2	The Sub-Group requested benchmarking be carried out to ensure value for money was being achieved.	<b>CW/PB</b>
10.3	The Sub-Group requested details of the LAPN procurement process for adaptations.	<b>CW/PB</b>
10.4	Option to include in current contracts with Apollo London, Balfour Beatty, United House and Connaught PLC to be investigated.	<b>CW/PB</b>
<b>11.</b>	<b>Asset Management Strategy</b>	
11.1	Strategy circulated at the meeting and the timetable discussed.	
11.2	Comments to Chris Wilkins, Head of Asset Management by 9 <sup>th</sup> July 2007.	<b>ALL</b>
11.3	Draft cleared for consultation by Jem Fouweather, Chair of Sub-Group by 20 <sup>th</sup> July 2007.	<b>JF</b>
11.4	Strategy to be submitted for Board approval 17 September 2007.	
<b>12.</b>	<b>Resident Involvement Review</b>	
12.1	<p>The Sub-Group noted the report and made the following comments:</p> <ul style="list-style-type: none"> <li>▪ Regeneration Panel not operational, residents to be invited to other Panels in the interim</li> <li>▪ How are Panels represented in their areas, concern over effectiveness</li> <li>▪ Matrix of issues across areas to be developed, fourth column to show where vulnerable residents are</li> <li>▪ Strategy as presented does not include clear reference for Asset Management</li> </ul>	

Item	Title	Action
12.2	<ul style="list-style-type: none"> <li>▪ Attention to be drawn towards elderly women who live alone</li> </ul> <p>Areas not covered:</p> <ul style="list-style-type: none"> <li>▪ Resident involvement in Asset Management Strategy</li> <li>▪ Development and implementation of procurement strategy</li> </ul>	
12.3	MD reported that a dedicated Resident Involvement Officer has been recruited for Regeneration estates within the Community Development and Communications team. MD to provide IB with name and contact details.	<b>MD</b>
12.4	Report to be tabled at the joint Standards and Asset Management Sub-Group meeting to be held on 24 <sup>th</sup> July 2007.	<b>MD</b>
13.	<b>Future Agenda Planning</b>	
13.1	<b>Date of Next Meeting</b> - Wednesday 29 <sup>th</sup> August 2007, 6.30pm to be held in the 9 <sup>th</sup> Floor Board Room at Barnet House.	
13.2	<b>Agenda Items – 29 August 2007</b> <ul style="list-style-type: none"> <li>• Performance Management &amp; Partnering Update</li> <li>• Self Assessment &amp; Preparing for Inspection</li> <li>• Repairs &amp; Maintenance Budget Monitoring – June 2007</li> <li>• LAPN</li> <li>• Future Agenda Planning</li> </ul>	
14.	<b>Any Other Business</b>	
14.1	Annual General Meeting – 29 <sup>th</sup> October 2007.	<b>ALL</b>
14.2	Joint meeting with Standards Sub-Group – 24 <sup>th</sup> July 2007.	<b>ALL</b>
14.3	Trevor Renouf to send condolences to Kennedy Ross' family on behalf of all Barnet Homes Directors.	<b>TR</b>

**Title: Review of Planning Supervision (or CDM Coordinator) Role in the Delivery of Decent Homes**

**1. Statement of Purpose**

- 1.1 Delivery of the Decent Homes programme is a key business aim for Barnet Homes Ltd

**2. Summary**

- 2.1 This report feeds back on progress on tendering a new contract for planning supervision (or 'CDM Coordinator').

**3. Previous reports**

- 3.1 This report was previously reported to the Asset Management Sub-Group on 14<sup>th</sup> December 2006 (Item 4) and the decision was to go out to tender and obtain two quotes for 12 months and 3 years contract period.
- 3.2 The Asset Management Sub-Group were also updated at its meeting on 14<sup>th</sup> March 2007 (Item 2.2.1) and they affirmed agreement with the process taken by staff to date.

**4. Recommendations**

- 4.1 Tenders to be invited for the provision of CDM Coordinator services for a period of 12 months from April 2007.
- 4.2 The contract should be reviewed again the following year by which time the London Area Procurement Network (LAPN) would have an approved list of consultants.

**5. Financial & Risk Management Issues**

- 5.1 The estimated value of the Partnering agreements is currently in excess of £100 million over the next 4 years. Major risks have been identified on the Contracts' Risk Registers. Several of these risks relate to the complexity of carrying out refurbishment work in occupied homes and the unforeseen events that could impact on the health and safety of residents, third parties and the Constructors operatives in the 'open site' environment.

- 5.2 It is important that Barnet Homes effectively discharges its responsibilities under the CDM Regulations and it is vital that the planning supervision role has continuity for all weeks of the year.
- 5.3 The Capital budget has a provision of £150,000 for partnering advice and consultancy including planning supervision fees. Currently the annual consultancy cost is £21,000 p.a. As the CDM Approved Code of Practice will require Barnet Homes (rather than the consultant) to carry liability under CDM, Barnet Homes will, therefore, need to extend its existing insurance cover.
- 5.4 The current arrangement does not include site audits during the construction phase. It is a duty of the Client to ensure effective health and safety management at this stage. Barnet Homes has made alternative arrangements by recruiting an additional Health and Safety Officer to monitor this risk area.

## **6. Resident Consultation and Equalities Issues**

- 6.1 The Planning Supervisor has a key role in ensuring that residents' safety is taken into account in the design and planning stages of major works projects. This will include advice on precautions to take to ensure occupants, their possessions and third parties are protected during construction work.

## **7. Background Information**

- 7.1 In the new CDM regulations 2007 the Planning Supervisor is replaced by the CDM Coordinator. The emphasis on the new role is improved management of health and safety on construction sites, better communication and coordination between responsible parties.
- 7.2 The new contract will be designed to enhance the role of the CDM Coordinator as required by the new regulations.

## **8. New CDM contract**

- 8.1 The tendering process has successfully been completed with the selection of a new CDM contractor (i.e. Scott, White and Hookins)
- 8.2 SW&H started work on new Decent Homes projects on 11<sup>th</sup> June 2007 and have been offered a one year contract.
- 8.3 Bi-monthly meetings will take place with SW&H, Barnet Homes' Package Managers and the Health and Safety Coordinator to review CDM performance.

- 8.4 The new improved contract with SW&H offers regular attendance at partnership group meetings by CDM Coordinator and initial site visits on all new projects.
- 8.5 SW&H will also review Barnet Homes Decent Homes service standards to ensure they are up to date with current building regulations and other building standards.
- 8.6 The contract should be reviewed in mid period (i.e. December 2007) regarding performance of new contractor and value for money.

## **9. Internal CDM Arrangements**

- 9.1 The Health and Safety Coordinator has drafted CDM arrangements that describe how Barnet Homes intends to comply with the regulations.
- 9.2 The arrangements outline the roles and responsibilities of individuals within Barnet Homes. These internal arrangements are designed to empower the CDM Coordinator and to ensure Barnet Homes fulfils its responsibility as the 'Client'.
- 9.3 Training on the CDM 2007 regulations should be provided to all staff in the Asset Management Service due to the changes in the new regulations and staff changes in Asset management.

## **10. Recommendations**

- 10.1 The new CDM contract should be reviewed in mid period so that sufficient time is allowed to consider other options.
- 10.2 The Barnet Homes CDM arrangements should be approved and briefed to staff.
- 10.3 CDM Regulations 2007 training to all Asset Management Staff.

**Author: Bambos Kakouratos, Health and Safety Coordinator**

**Date: 15 June 2007**

**Title: Performance Management & Partnering Update**

**1. Statement of Purpose**

- 1.1 To provide information on the performance of Asset Management with the delivery of repairs and improvements to the housing stock.

**2. Summary**

- 2.1 This report covers the regular monthly update on the Asset Management Performance Indicators and partnering contracts to end of May 2007.

**3. Previous Reports**

- 3.1 This is a regular item of the Sub-Group.

**4. Recommendations**

- 4.1 That progress is noted.

**5. Financial and Risk Management Issues**

- 5.1 The process includes tendered projects of work, year end predictions on time and cost, plus budget monitoring as a way of managing and tracking financial and risk issues as identified in the report.

**6. Resident Consultation and Equalities Issues**

- 6.1 Resident consultation is carried out prior to the major works starting and satisfaction surveys carried out on completion.

**7. Background Information**

**7.1 Monthly Performance Update**

Attached as Appendix 1 is the update for May 07 including the year-end for 06/07.

**7.1.1 Investment Programme (spend v budget)**

The end of year spend for 06/07 is £25,589,258 including £1,761,628 accrued to 07/08.

The spend for April and May 07 is £3,158,156.

**7.1.2 Revenue Repairs Expenditure (spend v budget)**

The end of year spend for 06/07 is £8,264,000 which is 94% of the budget.

There have been a lower number of void properties this year and all voids with extensive internal replacements have been replaced using capital money which has reduced our revenue spend.

The external decorations programme has slipped due to delays in the decent homes environmental works as it had been planned for efficiency to link and delivers the two pieces of work together when on site.

To counteract this for 2007-2008 we have identified a partnership arrangement across all service areas to identify a more robust planning and delivery process in consultation with our residents. The external decorations programme backlog and future delivery will be implemented by this group.

Spend for April and May 2007 is accrued to budget, the detail of which is covered in a separate report to this meeting.

#### **7.1.3 Repairs Service Satisfaction**

Satisfaction with the repairs service is 91% the detail of which is covered in a separate report to this meeting.

#### **7.1.4 Resident Satisfaction with Decent Homes**

Satisfaction with the Decent Homes Programme is 78.05% which is an improvement on April's figure by 8%. Following an analyse of the Decent Homes satisfaction figures it was found that performance targets were not being met due in the main to the quality of work and the lack of follow-up by our Partners to residents' concerns.

In the new structure the Quality Assurance Team will be working together with our contractors to ensure the quality of our work is improved and address other issues that have been identified via customer feedback.

In conjunction with our contractors a review of customer satisfaction collection methods will be carried out. This is to ensure that a consistent approach is being taken in regard to data collection and that there are adequate numbers of returns to provide representative data. In addition, best practice has been researched and benched marked with high performing AMLO(s) in regard to this matter and we are considering adopting a similar approach.

### **7.2 Partnering Updates**

#### **7.2.1 Sheltered Accommodation (Apollo London)**

**Derby House**  
Complete.

**Summers Lane Conversions**  
Complete. Awaiting Final Account

**Little Larkins**  
Work started 12th April.

**The Potteries**  
Proposed start July 2007.

**Prospect Place**  
Proposed start September 2007.

**Cheshire House**  
Proposed start in October 2007.

**Wimbush House**  
To be surveyed in June 2007. Proposed start November 2007 .

**694-696 Finchley Road (Hostel)**  
To be surveyed June/July 2007. Proposed Start November 2007.

#### 7.2.2 **Hendon and Edgware (Balfour Beatty)**

**HF2 – Mill Hill Flats. (197 units)**  
Internals. Works began on 2<sup>nd</sup> April 2007 and were completed on 11<sup>th</sup> June as programmed.  
Externals. Works, proposed start July 2007 and it is estimated will take 14 weeks to complete.

**HF1 – Hendon Flats (84 units)**  
Internals. Works began on 29<sup>th</sup> May 2007 and it is estimated will take 19 weeks to complete.  
Externals. Leaseholder consultation starts 25th June 2007.  
Phase 1. Works proposed to start end of September 2007 it is estimated will take 36 weeks to complete.  
Phase 2. Works proposed to start April 09 it is estimated will take 18 weeks to complete.

**HF4 – Edgware Flats (84 Units)**  
AMP agreed and contract documents are being prepared.  
Internals. Proposed start 24<sup>th</sup> September 2007 it is estimated will take 6 weeks.  
Externals. Leasehold consultation starts 26<sup>th</sup> July 2007. Works proposed start 24<sup>th</sup> September 2007 it is estimated will take 6 weeks.

**HW7/HW4 – Watling Houses (216 and 28 units)**  
Proposed start 22<sup>nd</sup> October 2007 it is estimated will take 13 weeks.

**HF5 – Watling Flats (212 units)**  
Internals. Proposed start 21<sup>st</sup> January 2008 it is estimated will take 16 weeks

Externals. Leasehold consultation starts 15<sup>th</sup> October 07. Proposed start 21<sup>st</sup> January 2008 it is estimated will take 16 weeks.

**Years 4,5, and 6 works**

Surveys to these home are 90% complete and Pre-commencements are being prepared.

**7.2.3 Barnet & Finchley (United House)**

**Year 1 packages**

**BH4 – Barnet Houses (Postcodes N20, N11, N12)**

Complete and at Final account stage.

**BF4 – Barnet Flats (Postcode N11)**

Internals - Complete and at Final account stage.

Externals Completed at end of April 2007 to programme.

**FH1 – Finchley Houses (Post Codes N2 & N12)**

Complete and at Final account stage.

**Year 2 packages**

**BF5 – Barnet Flats (Post Code N12 & N20)**

Internals Completed.

Externals. Planning applications, leaseholder consultations, and commencement agreements – process began 22<sup>nd</sup> Jan 07 and was completed 30<sup>th</sup> Mar 07.

Works, proposed start 2<sup>nd</sup> July 07 and are due for completion on 28th Sept 07

**BF6 – Barnet Flats (Post Code N20, Whetstone)**

Internals Completed.

Externals. Planning applications, leaseholder consultations, and commencement agreements – process began 26th Mar 07 and was completed 1<sup>st</sup> June 07.

Works, proposed start 1<sup>st</sup> Oct 07 and are due for completion 21<sup>st</sup> Dec 07.

**BF7 – Barnet flats (Post Code N10, Muswell Hill)**

Internals Completed.

Externals. Works started 26<sup>th</sup> Feb 07 and are due to be completed 29<sup>th</sup> June07

**FF1 – Finchley Flats (Post Code N12)**

Internals Completed.

Externals. Planning applications, leaseholder consultations, and commencement agreements – process began 1<sup>st</sup> June and is due to be in place by 9<sup>th</sup> Aug 07.

Works, proposed start 1<sup>st</sup> Oct 07 and are due for completion 1<sup>st</sup> Feb 08.

**FF4 – Finchley Flats (Post Code N3, NW11)**

Internals Completed.

Externals. Planning applications, leaseholder consultations, and commencement agreements – process begins 6<sup>th</sup> Aug 07 and is due to complete 21<sup>st</sup> Oct 07

Works, proposed start 7<sup>th</sup> Jan 08 and are due for completion 28<sup>th</sup> Mar 08

**7.3 Year 3 Packages**

Internals. Works started 17<sup>th</sup> October06 and are due to be completed on 28th September 2007

**FF5 – Finchley Flats(173 units)**

**FF6 – Finchley Flats (39 units)**

**FH2 – Finchley Houses(255 units)**

**BF3 – Barnet Flats (140 units)**

**BF2 (Phase 1) Barnet Flats (164 units)**

**BH5 – Barnet Houses (104 units)**

**BF8 – Barnet Flats ( 263 units)**

**7.4 Year 4 Packages (Brought Forward)**

Internals:

Surveys completed

AMP's to be agreed by 27<sup>th</sup> July 07

Commencement agreement to be in place by 10<sup>th</sup> August 07

Works, proposed start 1<sup>st</sup> October 07 and due to complete 28<sup>th</sup> March 08.

**FF7 (Phase 1) Finchley Flats (98 Units)**

**BF2 (Phase 2) Barnet Flats (99 units)**

**BH2 Barnet Houses (252 units)**

Externals

Surveys commenced 4<sup>th</sup> June and are due to be completed 28<sup>th</sup> Aug 07

AMP's to be agreed by 26<sup>th</sup> October 07

Planning applications, leaseholder consultations, and commencement agreements – process to begin 25<sup>th</sup> June 07 and is due to be completed by 30<sup>th</sup> Nov 07

**BF2**

Works, proposed start 3<sup>rd</sup> Sept 07 and due to complete 23<sup>rd</sup> Nov 07.

**FF7 (Phase 1)**

Works, proposed start 3<sup>rd</sup> Dec 07 and due to complete 4<sup>th</sup> April 08.

**7.5 Years 5 & 6**

Internals

Surveys commenced 4<sup>th</sup> June 07 and are due to be completed 7<sup>th</sup> Sept 07

AMP's to be agreed by 10<sup>th</sup> Oct 07

Commencement agreement to be in place by 9<sup>th</sup> Nov 07.

Works, proposed start 7<sup>th</sup> Apr 08 and due to complete 27<sup>th</sup> March 09.

**FF7 (Phase 2)**

**FF3**

**FF2**

**BF1**

**BH3**

**BH1**

Externals

Surveys to commence on 27<sup>th</sup> Aug 07 and due to be completed 30<sup>th</sup> Nov 07

AMP's to be agreed by 29<sup>th</sup> Feb 08

Planning applications, leaseholder consultations, and commencement agreements – process to begin 7<sup>th</sup> Dec 07 and is due to be completed by 5<sup>th</sup> Jan 08.

**FF7 (Phase 2)**

**FF3**

**FF2**

**BF1**

**7.6 Environmental Works**

**7.6.1 Year 1**

**BF4 – United House**

Tenant consultation and Client specification completed.

Leaseholder consultation required.

**HF3 – Balfour Beatty**

Burnt Oak Broadway

Works commenced May 07

Derwent Rise

Lighting and Environmental works complete

Rushgrove Court

Door Entry system Complete

**7.6.2 Year 2**

**Barnet & Finchley -United House**

All provisional locations surveyed and resident consultation completed

Initial design following consultation complete.

Leaseholder consultation complete.

Awaiting further design specification and costing from United House.

### **7.6.3 Year 3**

#### **Hendon and Edgware – Balfour Beatty**

Initial resident consultation complete.

Survey analysis and design priorities completed.

Initial Client design passed to Balfour Beatty for specification and costing.

#### **Belle Vue**

Balfour Beatty, Barnet Homes and Groundwork UK have met on site to discuss carrying out a substantial environmental work project in 2009. Groundwork UK has submitted their draft proposal to Barnet Homes, which is being considered. An important part of this project will be resident involvement and consultation, which should Groundwork UK be appointed they would undertake.

#### **Barnet & Finchley – United House**

Initial resident consultation complete and survey data collected.

#### **Construction Training Initiative**

A trainee carpenter and Painter/decorator commence work on Contract FF5 8th May 2007. It anticipated that a trainee electrician will commence works on the same contract shortly.

**Author: Sheila Golding, Performance & Service Development  
Manager**  
**Date: 20 June 2007**

**Barnet Homes - Asset Management  
Monthly Monitoring – 2007/08**

Reporting Frequency	PI Type	Description	Performance			Comment
			Actual 06/07	Target 07/08	May 07	
Monthly	Local	Investment Programme Spend v Budget by month	100.75%	8.8%	8.6%	
Monthly	Local	Revenue Repairs Budget Spend v Budget	94%	100%	%	Accruing to budget
Monthly	Local	Satisfaction with Repairs Service (survey)	95.31%	98%	91%	
Monthly	Local	Resident Satisfaction with Decent Homes Work	89.09%	92%	78.05%	
Monthly	Local	Repairs Appointments Made and Kept	98.20%	98%	94%	
Monthly	Local	Urgent Repairs Completed within Government time limits	99%	98%	N/A	Information not available to be updated at meeting
Monthly	Local	Proportion of planned to responsive repairs	63:36	60:40	67:33	
Monthly	Local	Average time taken to complete non urgent repairs	8 days	8 days	17	
Quarterly	BV63	Average SAP rating per property	69.19	70	68.61	
Quarterly	Local	Number of homes made Decent in year to date	1075	1460		Quarterly
Annual	BV184a	% Stock non decent at 1 April 07	46.49	38.68		Annually
Annual	BV184b	% Change in non decent homes by 31 March 07	16.78	21		Annually to be reviewed

**Title: Repairs and Maintenance Budget Monitoring May 2007**

**1. Statement of Purpose**

- 1.1 Regular financial reporting is key to the sound financial management of Barnet Homes Limited and in supporting the company in achieving its business objectives.

**2. Summary**

- 2.1 The report sets out the detailed budgetary position for the repairs and maintenance service as at the end of May 2007 and projects the end of year position.

**3. Previous Reports**

- 3.1 This is a regular item of the Sub-Group.

**4. Recommendations**

- 4.1 That the Sub-Group consider and note the report.

**5. Financial & Risk Management Issues**

- 5.1 See body of report.

**6. Resident Consultation and Equalities Issues**

- 6.1 None in context of this report.

**7. Background Information**

- 7.1 Attached as Appendix 1 is the revenue budget monitoring report for the repairs and maintenance service to the end of May 2007.

**8. Year to date expenditure**

- 8.1 During the mobilisation of the Connaught contract it was identified in the risk register that a primary risk to the successful delivery of our April 2007 deadline was the interfacing of the organisations management software's, Saffron and Control.
- 8.2 The failure to implement the interfacing had an impact to the delivery of the service in the first 6 weeks of the contract. This resulted in the partnership teams reverting to a manual handling process to ensure that the service was delivered to our customers.

- 8.3 This had a ripple effect across the organisation which has affected financial reporting for April/May 07.
- 8.4 We have accrued to budget for the building and maintenance costs YTD, and forecast to budget for the full year costs as well. We have a clear action plan to get Saffron up to date with what's on Connaught Ltd's system including all variations by the end of June.
- 8.5 The reports produced for June 2007 YTD will then reflect the true costs incurred for the repairs and maintenance programme.

**Author: Mandy Dunstan, Operational Asset Manager (East)**

**Date: 20 June 2007**

**BARNET HOMES LIMITED  
REPAIRS AND MAINTENANCE**

MAY 2007 YTD

PERIOD 2

**SUMMARY REPORT**

	MAY YTD				Full Year				
	YTD Actual	YTD Budget	Variance ADV/(FAV)		2007/08 Projection	2007/08 Budget	Variance ADV/(FAV)		2006/07 Actual
	£000's	£000's	£000's		£000's	£000's	£000's		£000's
<b><u>EXPENDITURE</u></b>									
<i>Direct Cost</i>									
Repairs & Maintenance	1,479	1,479	0		8,875	8,875	0		8,253
<b>Total Direct Cost</b>	<b>1,479</b>	<b>1,479</b>	<b>0</b>		<b>8,875</b>	<b>8,875</b>	<b>0</b>		<b>8,253</b>
<i>Indirect Cost</i>									
Other Costs	1		1		5		5		11
<b>Total Indirect Cost</b>	<b>1</b>		<b>1</b>		<b>5</b>		<b>5</b>		<b>11</b>
<b>Total Repair Costs</b>	<b>1,480</b>	<b>1,479</b>	<b>1</b>		<b>8,880</b>	<b>8,875</b>	<b>5</b>		<b>8,264</b>

**Notes**

The repairs & maintenance costs as at May 2007 YTD has been accrued to budget.

The year to date (YTD) budget is based on a straight line basis.

The 2007/08 full year's projection has been accrued to budget for repairs & maintenance costs.

The costs on this report are from the SAP system.

**Title: London Area Procurement Network (LAPN) - Update**

**1. Statement of Purpose**

This report is central to Barnet Homes' key business objectives of delivering decent homes and other aspects of property maintenance to optimum value standards.

**2. Summary**

Services provided by LAPN are analysed for effectiveness and a future performance regime under which LAPN's contribution to Barnet Homes' decent homes programme delivery can be analysed is proposed.

**3. Previous reports**

3.1 This report was previously reported to the Asset Management Sub-Group on 14 December 2007. The decision was to approve the recommendation of payment for 2006/07 and for the position to be reviewed in 6 months time, prior to the next payment to determine if value for money is being achieved.

**4 Recommendations**

4.1 That Sub-Group notes the report.

4.2 That services provided by LAPN continue for a further period of 12 months and that appropriate costs for this be allocated.

4.3 That LAPN's value engineering services be monitored for a further 12 months.

**5. Financial and Risk Management Issues**

5.1 The estimated efficiency gain through LAPN by March 2008 is in excess of £7M. This will cost the company approximately £500k in fees to LAPN through the convergence fees.

5.2 LAPN's business is structured into four workstreams:-

- Central Management

- Joint Procurement
- Convergence
- Client and Supplier Development

- 5.3 Central Management covers the costs involved with LAPN functioning as a stand-alone business, and each member pays a fee of £50,000 per annum. There is low risk associated with both the receipt of this income and the controlling of expenditure.
- 5.4 Joint Procurement covers work associated with jointly procured framework agreements and call off works and contracts from these frameworks. Fees are set and 1.5% of the contract value in each year. The key risks here are reduced programmes leading to members arguing for recalculation and reduction of fees, and demand by members for additional practical support.
- 5.5 Convergence involves a consultancy team, currently drawn from CWC to convert existing contracts to fully open book partnering. The main users of this element are Ealing Homes, Kensington and Chelsea and ourselves. Fees are again based on 1.5% of contract values, although sums are paid as work is done. Income is also anticipated from an NCA Grant in 2007/8. The key risk is that members challenge the fee calculations, but these are based on agreed programmes so therefore should be low.
- 5.6 Client and Supplier development moves LAPN on from tier 1 contractor relationships. It is to develop and provide a LAPN database, cost information, to develop relationships with sub-contractors and the supply chain and to develop a series of improvement activities across operational projects. Funding is through surpluses generated in the two previous workstreams and through NCA Implementation Grant of £288,000. The key risk is that this grant is not received, but this is mitigated as services to be commissioned and met by grant will not be committed until funding is in place.

## **6. Resident Consultation and Equalities Issues**

There are no direct equality issues connected to LAPN's involvement although they will be expected, within the management of the decent homes programme particularly, to make a contribution to equality in terms of customer impact and contractor employment practice.

Residents will be kept informed about LAPN's progress and development. Their views will be relevant for further and continued use of the LAPN consortium.

## **7. Background Information**

- 7.1 Barnet Homes delivers its asset management programmes via a series of 'bought-in' contracts almost exclusively from the private sector. These are usually partnering style contracts and this is likely to remain the case for the foreseeable future.
- 7.2 The size and duration of these contracts means that usually they will be above EU procurement thresholds and require a fully EU compliant procedure.
- 7.3 If each of these contracts needs to be procured and delivered separately the cost of actual procurement can be high and clearly some activities will overlap between social landlords undertaking similar works. There is therefore a clear theoretical business case for concentration of some activities centrally within an organisation like LAPN.
- 7.4 In terms of delivery, centrally induced supply chain savings and delivering innovation add weight to the theoretical argument for supplementing internal resources with procurement consortiums or similar support.
- 7.5 The principal stages of a project procurement process are listed in Appendix A. Activities marked with an asterisk generally occur across all organisations and given the number of times these are undertaken by individual landlords are examples of potential procurement overlaps. A good example of this is checks undertaken for financial stability, which would have been done over the same financial years for the same tendering organisations several times. This is a clear example of where an organisation like LAPN could introduce procurement efficiencies provided there are enough contributor organisations to justify their expenses.
- 7.6 The argument in terms of centralising aspects of the procurement process is not one-sided. Centrally procured tender lists can dilute local resident choice and involvement when favoured contractors are located on the LAPN framework.

### **Value and operational analysis**

- 7.7 Of the activities listed in Appendix A LAPN does not currently offer as much as it could. It would be reasonable to expect some form of common tender documentation, in, for example, gas servicing and installation, which is undertaken in a similar way across all organisations. It could be argued that at present Barnet Homes really only receives a pre-qualified

EU compliant tender list in some areas, which negates the need to go through a full OJEU process.

- 7.8 This can be of considerable benefit given that, for example, the repairs and maintenance process took a great deal of officer time and incurred considerable consultant fee expenditure. It is submitted, however, that this is not sufficient on its own.
- 7.9 At present LAPN is still at an early stage in its development and Members should be able to avail themselves of more than an "approved list". LAPN should be able to issue guidance on compliant evaluation processes, tender document drafting and how to use framework contractors. None is provided at the moment.
- 7.10 Provision is made in LAPN's 2007/08 budget to establish call-off procedures and standard documentation.
- 7.11 There is an 'on balance' business case for continuing with LAPN. This will deliver for Barnet Homes if all members work with the LAPN consortium to develop a full range of common procurement operations available to all members.
- 7.12 LAPN membership can clearly add value in the following areas:
- More client strength in contractor management as contractors could be removed from the LAPN framework
  - Supply chain innovation where LAPN's knowledge is better than contractor's. (Given the size of most of contractors used under partnering agreements the incidence of this may be limited)
  - Incentivisation with better knowledge and experience of pain/gain regimes and implementation of these to secure efficiencies.
  - Relationship management in terms of experience and maturity with better dispute management procedures and problem solving
  - Ability to deliver savings by open-book techniques
  - Knowledge sharing with other members
- 7.13 In all these areas a discussion needs to be held with LAPN as to the extent they will carry out a hands-on function in terms of procurement assistance or whether this will be more in a 'mentoring' capacity.
- 7.14 In future dealings with LAPN Barnet Homes with other members should seek to develop a clear brief and service expectation from LAPN for their fees. The product delivery at present is not particularly clear or directly useable as an aid to procurement.

7.15 It is proposed that the following should form an outline brief for future dealings with LAPN:

- A re-assessment of what services members expect from a centrally based procurement consortium and what LAPN are prepared to offer.
- An assessment of costs of central procurement innovation and a comparison to what these might be when delivered by individual members
- A comparison of LAPN service with other areas of external support including other consortia
- Consultation process with Barnet Homes resident representatives as to their view as to whether this dilutes local accountability and resident participation opportunities.

7.16 There is no doubt that procurement consortia are worthy of full consideration in the current construction procurement environment, but they do need to deliver clear measurable benefits to show a saving against comparable internal staff costs. This has not been proven at present and should be key to the proposed review in the next year.

### **Value Engineering Review (Decent Homes)**

7.17 LAPN have been favoured with the commission from Barnet Homes to undertake a convergence exercise on the current decent homes programme. This has been undertaken by LAPN's consultants CWC and has been on-going for almost a year. This began with a report from CWC in April 2006 but the convergence research and process review did not begin in an in-depth way until September 2006.

7.18 The convergence and value engineering process is undertaken by a number of CWC personnel working with internal staff to seek economies from decent homes delivery. To date it is estimated that £3.1M of efficiency savings have been achieved, mainly through reducing and spreading the cost of preliminaries. The estimated efficiencies to the end of March 2008 are now in excess of £7M. This is dependent on maintaining the master programme and external works proceeding to schedule. The 2007/08 budget as set took account of some £4.6M of savings being achieved.

**Author:** Mike Wiffen, Head of Financial Services  
Chris Wilkins, Head of Asset Management  
**Date:** 20<sup>th</sup> June 2007

## Item 7 Appendix A

Projects go through the following principal stages prior to work starting on site:  
(Note: Later stages of leaseholder consultation are excluded as it is assumed that these will always be carried out internally)

- Identification and scope (duration and content)
- Contract arrangements\*
- OJEC notice\*
- PQQ\*
- Evaluate short list\*
  - Check financial stability
  - Capacity
  - References
  - Quality checks etc
- Tender documents\*
- Evaluation\*
- Stage 1 leaseholder consultation\*
- Appointment
- Feedback (usually of unsuccessful firms)\*

Activities marked \* occur across organisations and given the number of times they are done could duplicate between landlords.

**Date: 27 June 2007**

**Title: Customer Satisfaction with the Repairs and Maintenance Service**

**1. Statement of Purpose**

1.1 Barnet Homes' mission statement undertakes to "achieve excellence by delivering high quality and improving services to all residents". The provision of a consistent quality repairs and maintenance service is a fundamental of excellence in social housing.

**2. Summary**

2.1 This paper outlines steps taken to deal with falling customer satisfaction and a drop in performance in the first quarter 2007/08 with the Connaught repairs and maintenance contract.

**3. Previous reports**

3.1 Performance of the new contract was reported to the Standards Sub-Group on 12<sup>th</sup> June 2007 and the decision was for a more detailed report to be taken to the next Asset Management Sub-Group.

**4. Recommendations**

4.1 The Sub Group are asked to note and comment on the contents of the report.

**5. Financial & Risk Management Issues**

5.1 Successful customer satisfaction is an important indicator of money well spent and a right first time culture. It will be a key determinant of a three star service at inspection and therefore unlocking the remaining resources for the DHS programme.

5.2 The risks of a failed / ineffective repairs and maintenance service in terms of the impact on service delivery and inspection outcome are potentially very high. To mitigate this, the senior management team have planned in partnership with key personnel from Connaught PLC (CPL) to deliver a comprehensive 60 day action plan and to closely monitor progress and improvements against key milestones.

**6. Resident Consultation and Equalities Issues**

6.1 A short term communication strategy to regain the positive perception of this partnership which was gained during the tendering and mobilisation of this contract has been agreed for August 07, this will include:

- the delivery of an independent At Home Connaught edition advertising the new service
- An information leaflet giving information and advice to tenants on the new repairs and maintenance contract
- A joint August road show across agreed estates in the borough to advertise the Connaught and Village contract. This will give us an opportunity to talk to residents directly regarding the service they are receiving and receive real feedback to support continuous improvement.

## **7 Background Information**

### **7.1 Interface breakdown**

7.2 During the mobilisation of the Connaught contract it was identified in the risk register that a primary risk to the successful delivery of our April 2007 deadline was the interfacing of the organisations management software's, Saffron and Control.

7.3 The failure to implement the interfacing had an impact to the delivery of the service in the first 6 weeks of the contract. This resulted in the partnership teams reverting to a manual handling process to ensure that the service was delivered to our customers.

7.4 This had a ripple effect across the organisation and to our residents as the performance began to slip and service was disrupted. This escalated telephone calls to the call centre and complaints about service failure.

7.5 Appendix (1) outlines the performance information for April, May and June 2007.

### **7.6 60 day action plan (Appendix 2)**

7.7 A meeting was held with the Chief Executive of Barnet Homes and the Managing Director of Connaught to discuss the forward plan to improve performance over the next 5 months.

7.8 All agreed that the key deadlines for delivery were:

- The contract needs to be bedded in and statistics showing an upward trend from June 07 onwards.
- We need to be delivering a right 1st time service.
- We need residents and stakeholders buy in to the new contract.
- Long term we need Connaught to contribute to the wider Asset Management strategies by identifying VFM, efficiencies in planned works and planning our 30 year maintenance plans.
- 2 wow factors that will deliver 3 stars.

7.9 To take this work forward a 60 day action plan has been created with implementation from w/c 18<sup>th</sup> June 07 (attached as appendix 2)

### **7.10 Key actions**

7.11 In support of our immediate priority targets it is important that we embed continuous improvement into the planning and delivery of our current and future client/contractor service.

7.12 Barnet Homes and Connaught are to take a joint approach to clearing the backlog of complaints over the next 28 days. It has been agreed that as an extra effort to support team building members of staff from each complaints teams will spend 2 days in each office working together to clear the back log

7.13 Connaught and Barnet Homes management teams will produce a partnership weekly performance indicator which will track service delivery and improved statistics; this will reinforce direct attention to achieving an upward trend.

7.14 Connaught will introduce daily toolbox talks for their operatives and key staff, it has been agreed to focus on our current weakest areas of service which are the out of hours, customer care, and complaints handling. There will be an intensive training programme for staff to re affirm key role and responsibilities and embed policies and procedures which link to the joint standards of both organisations

7.15 A project group has been formed to complete a KLOE self assessment exercise in relation to the Connaught contract to ensure key actions have been identified to support the lead up to our November Audit Commission inspection which will link to the work plans identified from the mock inspection in July 07

### **7.16 Conclusion**

7.17 Having selected our partners on the basis of Best Value it is vital that our relationship is built up and managed from the outset by positive and continuous efforts.

7.18 Partnering is all about the management of the relationships between two organisations working together to achieve mutually defined business objectives. Our objective for the next 6 months is to arrange:

- Joint training for the whole team.
- An Away Day, engaging an independent partnering facilitator.

**Authors**      **Mandy Dunstan Operational Manager (East)**

**Date:**        **15<sup>th</sup> June 2007**

Date	Description	Priority					Grand Total
		24 Hours	3 Days	15 Days	28 Days	Planned Works	
<b>Apr-07</b>	Received	168	246	677	56	9	<b>1156</b>
	Completed In Time	135	115	348	27	2	<b>627</b>
	Completed	163	185	398	28	2	<b>776</b>
	Percentage	82.82%	62.16%	87.44%	96.43%	100.00%	<b>80.80%</b>
<b>May-07</b>	Received	453	267	933	26	4	<b>1683</b>
	Completed In Time	340	137	782	16	7	<b>1282</b>
	Completed	391	233	944	33	7	<b>1608</b>
	Percentage	86.96%	58.80%	82.84%	48.48%	100.00%	<b>79.73%</b>
<b>Jun-07</b>	Received	247	100	296	14	3	<b>660</b>
	Completed In Time	200	84	247	17	4	<b>552</b>
	Completed	225	112	338	20	4	<b>699</b>
	Percentage	88.89%	75.00%	73.08%	85.00%	100.00%	<b>78.97%</b>
<b>Totals</b>	Received	868	613	1906	96	16	<b>3499</b>
	Completed In Time	675	336	1377	60	13	<b>2461</b>
	Completed	779	530	1680	81	13	<b>3083</b>
	Percentage	86.65%	63.40%	81.96%	74.07%	100.00%	<b>79.82%</b>

Percentage of orders raised.	24.81%	17.52%	54.47%	2.74%	0.46%	<b>100.00%</b>
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# 60 Day Action Plan

## Reactive Maintenance Partnership

Owner: JMC

Ref	Item	Key Issues	Notes/Actions	Who	Status	Jun-07				Jul-07				
						4th-8th	11th-15th	18th-22nd	25th-29th	2nd-6th	10th-13th	16th-20th	23rd-27th	
001	IT	Interface issues generating confusion and additional administration work - There is a need to improve communication between IT teams	Ensure that CPL IT and BH IT Consultant (Civica) have direct communication, until all delivery and reporting issues are resolved	BH	Complete - watching brief									
002	IT	Interface issues generating confusion and additional administration work - There is a need to ensure that the service is delivered as one team and that there is good communication between call centre and admin delivery team	Ensure continuity of Call Centre office visits to improve communication	BH / JMC	Agreed and ongoing									
003	Residents	Highlighted need to inform residents of the launch of the Reactive Maintenance Partnership with CPL	Draft text and photos for the "At Home" magazine for a CPL special edition	JMC										
004	IT	Interface issues generating confusion and additional administration work	Ensure sufficient temp source to cope with additional admin	JMC	Agreed and ongoing									
005	Management Training	General and inconsistent issues with a range of management issues.	CPL internal management team (SMT) to attend CPL M4E management Training Course. Continue with operational 1:1s and management techniques to monitor and improve performance	JWL	Ongoing									
006	Management Training	General and inconsistent issues with a range of management issues.	Appoint Local Project Manager and maintain senior man and business support.	JWL	Ongoing									
007	IT - Data	Backlog of data confusing performance reporting. Need to identify real performance data.	Urgent need to cleanse data as a result of significant backlog due issues with the IT interface over the first 6 weeks. Once back log cleared reports to be run and Partnership data and hence determine partnership performance.	JMC	Ongoing									
008	Plumbing Service	Issues with quality and management of this aspect of the service	Set up meeting to examine issues and make proposals to rectify and improve the process. Implement through 1:1s and tool box talks with sup/ops/Subcon	JMC	TBC									
009	Residents	Open day 30th June 2007	CPL to attend and support. CPL 5 a-side football team required. JMC to contact RW.	JMC	Ongoing									
010	Out of Hours service	Issues raised with consistency. Adopted procedure in need of review, resilience needs to be improved	Set up meeting with BH and CPL to examine issues and make proposals to rectify and improve the process. Implement through 1:1s and tool box talks with sup/ops/Subcon	JMC	TBC									
011	Audit Commission	Mock Audit 16th to 19th July 2007	Implement 60 day action plan and provide support.	All	Ongoing								Mock Audit	
012	Residents	Need to manage expectations and set out what CPL will do and in return what is expected of the resident.	Develop Customer Charter with BH and Residents panel to clearly set out expectations	JMC	TBC									
013	Complaints	Performance statistics and customer complaints identify a weakness across the team. Clear need to revisiting basic customer care training	Review complaints process and statistics so as to inform the changes required and priority, bearing in mind the residents needs. Implement customer care training and toolbox talks with AC/AH	JMC	Ongoing									



# 60 Day Action Plan



## Reactive Maintenance Partnership

Owner: JMC

Ref	Item	Key Issues	Notes/Actions	Who	Status	Jun-07				Jul-07			
						4th-8th	11th-15th	18th-22nd	25th-29th	2nd-6th	10th-13th	16th-20th	23rd-27th
014	Sub- Contractors	Quality of workmanship and approach to customer care	Research and interrogate findings to date and develop priority of needs. Tailor and implement customer care training and toolbox talks with AC/NA	JMC	Ongoing			High	High	High	High	High	High
015	Responsibilities/ Ownership	Customer service - Lack of knowledge of existing roles and responsibilities and new processes with CPL	Need to re-affirm key roles and responsibilities by way of 1:1s and tool box sessions	JMC	Ongoing		Med	Med	Med	Med			
016	Training Facility	There are a number of training issues identified with TUPE transfer and newly employed staff. The depot area does not have sufficient area to hold toolbox talks. A local venue is required between 8-8.30 to allow regular tool box talks to take place.	As previously agreed by Barnet Homes to identify and supply a training venue so a change management regime can be implemented using a 'drip feed process'. Teams will be identified for each day of the week, with operatives being allocated a particular morning to attend toolbox talks. A programme of toolbox talks will be delivered on a weekly basis until key areas have been covered and improvements observed. This will then revert to fortnightly sessions	BH	Venue agreed		Low						
017	Compensation	Lack of understanding of the expectations around compensation	Compare/contrast contractual position with current procedure and agree a way forward with BH	JMC	TBC			Med	Med				
018	Residents	August Roadshow	Review options with BH, in line with BH regeneration projects for a August road show on selected estates	JMC BH							Med	Med	
019	1st time fix rate	Review and remove obstacles to 1st time fix	Ensure ownership and empowerment of operatives to complete work. Review and improve van stock process. Review materials purchasing process for non standard items.	AC	TBC			Med	Med	Med	Med		
020	Performance Tracker	A method in order to measure and monitor the improvements to the service is required.	A set of weekly reports to be produced between the senior management team and BH	All	TBC				Med				
021	Audit Commission	BH to share action plan and review where CPL can support	Review 3 star Action plan with BH and provide Gap analysis and shared action plan.	BH	TBC			High	High	High	High		

### Notes

- Key: BH - Barnet Homes, JWL - John Lewthwaite (CPL Area Director), JMC - Janet Cornthwaite (CPL Project Manager), AC - Andy Cuthbert (CPL Ops Director), AH - Alison Hiscocks (CPL Ops Support Manager), RW - Rebecca White (CPL Marketing)
- Current Risk/Priority Indicator Low/Inhand Med/Ongoing High/TBC

(Last Update: 18 June 2007)

**Title: Community Benefits from Decent Homes**

**1. Statement of Purpose**

- 1.1 This proposal supports our key business aim through partnership to develop safe, sustainable and cohesive communities. It is very important that our contractors build great relationships with our communities as well as improving homes.

**2. Summary**

- 2.1 The Decent Homes programme provides for the refurbishment of Council owned properties borough wide under the Governments Decent Homes programme. We recognise that the decent homes programme has already made a real difference to the lives of our tenants.
- 2.2 This report demonstrates the wider social and community benefits.

**3. Previous Reports**

- 3.1 There have been no previous reports.

**4. Recommendations**

- 4.1 The Asset Management Sub Group is asked to note and support our approach to delivering the decent homes programme and the publication of an annual update.

**5. Financial & Risk Management Issues**

- 5.1 None Directly

**6. Resident Consultation and Equalities Issues**

- 6.1 This report will be circulated for consultation to the following groups: BHCP.

**7. Supporting National priorities**

- 7.1 The Government has clearly set out its objectives for council housing. Barnet Homes share the Government's commitments to achieving the Decent Homes Standard in public housing and belief that tenants should be placed at the heart of the decision making process.

- 7.2 We will contribute proactively to the Council's Annual Efficiency Statement as part of the Government's Efficiency Agenda in relation to Arms Length Management Organisations.
- 7.3 Being a member of LAPN we aim to adopt a collaborative approach to supply chain management. It is anticipated that efficiency savings will be made and that these efficiencies will be ploughed back into the investment programme.
- 7.4 Also, our Investment Strategy will continue to address community safety issues through procurement of secure by design doors and the implementation of a decent homes works scheme for replacing windows and doors.

## **8. Supporting London Borough of Barnet priorities**

- 8.1 Procuring and delivering the Decent Homes Works is an integral part of the Council's objectives of transforming the lives of its residents and achieving its transformational goals.
- 8.2 Our aim to bring all of the Council's properties up to the Government's Decent Homes Standard, which will involve work to most of the Council's properties and will impact on the following transformational goals.
- Tackling deprivation – by putting in place all the necessary arrangements so that we could provide good quality, affordable housing
  - Achieving an urban renaissance – by investing in the environment
  - Community participation in democracy – by involving customers in the decision making process for the planning, procurement and delivery of the investment programme
  - Sustainable communities –by creating a flexible framework, able to meet the changing needs of the stock, the Board and tenants, which allows for the provision of good quality affordable housing in areas of housing demand
  - Increasing employment opportunities – by providing training and employment opportunities in construction
  - Excellence in delivery – by delivering the investment programme to maximise customer satisfaction and value for money.

8.3 Also when planning the Decent Homes works will follow the Council's approach to deliver its corporate objectives. This approach involves:

- Services focused on those in the greatest need
- Services which are easy to access
- Services which are delivered through local communities
- Services which put the customer first.

## **9. Decent Homes Contractors**

9.1 Apollo is the main contractor working to bring all our sheltered schemes up to the required level. They have expertise in urban renewal, with around 90% of our activity concerned with refurbishment of occupied sites. This typically covers external refurbishment, as well as major internal works such as renewing kitchens, bathrooms and heating systems.

9.2 Apollo employs Community Development Officers, separate from their RLOs, who aim to make a real impact on society and provide added value initiatives that will ensure people will want to live in their homes for many years to come.

9.3 The Community Development Officers help to deliver a social legacy by developing community initiatives that include:

- Local employment strategies – job fairs, work-based learning and apprenticeships
- Educational support – careers advice, safety presentations and school sponsorship
- Social inclusion – positive action taken to include all sectors of society in decision-making
- Community development – helping to support communities on a local level through social events, fun days, sponsorship and community funding

9.4 United House and Balfour Beatty were selected as a strategic partner following an intensive Egan compliant procurement process involving extensive input at all stages.

9.5 Under a PPC 2000 contract, both companies have started the refurbishment of properties across the borough including the replacement of windows, roofs, bathrooms and kitchens bringing all homes up to the 2010 Decent Homes Standard.

## **10. Local Contributions 06-07**

10.1 Apollo held Social events during the works at Moreton Close, Drummond House and Market Place sheltered schemes which consisted of:

- Day trips to Brighton/Southend
- Barbeques (in good weather!)
- International food evenings (where the diverse cultures of the residents are celebrated with various home made food dishes)
- Fish 'n' Chip lunches
- End of works party with residents and site team

10.2 Apollo also contact all local schools at the start of each project in order to develop good relationships with them and attend the schools and give site safety awareness talks / presentations (to primary school children) and "Careers in Construction" presentations to secondary schools.

10.3 The primary children have an interactive morning where they dress up in Personal Protective Equipment and identify hazards on site (picture form), watch safety videos and win prizes.

10.4 Apollo under take to employ local labour on their sites and have achieved up to 15% local labour force to date. This helps in achieving sustainable, cohesive communities.

## **11. Summers Lane Hostel conversions**

11.1 Apollo recently completed the conversion of hostels into 5-bedroom detached houses for Barnet Council to use as Temporary Accommodation for larger families.

11.2 The scheme included energy efficient initiatives including:

- Solar panels for hot water
- Condensing Boilers (highly efficient)
- Double Glazing
- Improved insulation
- Low energy bulbs
- Thermostatic Radiator Valves to all radiators in all rooms
- Electronic heating controls
- Digital Aerial TV systems (in readiness for digital switchover)

## **12. Market Place**

12.1 Margaret McPeake visited Market Place in December 2006 and randomly chose a resident to speak with about their experiences during the works.

- 12.2 The resident was quoted: "I am certain the works the contractor has carried out here have helped to prolong my life".
- 12.3 The works included remodelling and the creation of self-contained units with shower rooms and new kitchens. This has helped to improve resident's quality of life.

### **13. Learning and training**

- 13.1 In order to address the skills shortage in the construction industry large volume contracts or long term contractual commitments provide the opportunity to create and build a framework for training within the procurement strategy.
- 13.2 This could focus on a joint approach to training led by the client, with the main contractor, a local college, skills centre training agency and the supply chain. Alternatively it could focus on one or more major contractors working in conjunction with their sub-contractors to recruit and train local people.
- 13.3 United House working in partnership with Nottinghill Trust have helped two painters into the construction training initiative (CTI) which Barnet Homes has signed up to.

### **14. Conclusion**

- 14.1 Investment in social housing can, if well focused, bring real environmental, economic and social benefits to local communities. Refurbishment, maintenance and long term repairs and improvement work can play a vital role in providing jobs, training and bringing sustainable opportunities for business development at local level.
- 14.2 Long term partnering arrangements incorporating supply chain management procurement have a far greater potential to deliver wider community benefits than a series of one off lowest price contracts. Housing clients can provide strong and visible leadership, within legislative guidelines to drive the wider community agenda effectively.
- 14.3 As part of our commitment to showing evidence and celebrating our success annually on the delivery of our decent homes program and the contribution we make to the wider benefits we will publish an annual update. The first draft for 2003-2007 is attached as Appendix(1).

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**Date: 15<sup>th</sup> June 2007**

**Decent Homes  
Annual Report(s)  
2005/07**

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13.0	Resident participation (to be added from report elsewhere)
14.0	Conclusion

## 1.0 Introduction

- 1.1 Decent Homes programme started in September 2005 and by 31 March 2006 757 properties had been made decent with a further 19 partially completed. A stock condition survey was conducted independently by Savills Consultancy in 2002 based on a 13% sample of the stock. As part of the survey, an assessment of the level of non decency within the housing stock was carried out; this was measured in accordance with guidelines issued by the ODPM (now DCLG).
- 1.2 In addition, between the date of the survey and 2010, approximately 7,168 dwellings within the stock were also classified as potentially non-decent, i.e. they would become non-decent in that period without investment. The potentially non-decent figure will include properties that may already be non-decent but are projected to fail on other aspects of the decent home criteria in later years. For example, a property that fails due to a roof failure now may be projected to fail on rewiring in 2008. Likewise there are properties that repeatedly fail between now and 2010 (e.g. a dwelling may fail on kitchen/ bathroom in year 2006, external doors in year, 2009 and a boiler in year 2010).
- 1.3 Furthermore, since 2002 Barnet Homes has commissioned a stock condition to achieve 100% stock coverage by September 2007.

## 2.0 Decent Homes Progress

- 2.1 The level of decency estimated at 1 April 2006 was 46.49%. To this we added 403 newly arising need in the year at a mid point of 1 October 2006.
- 2.2 The progress against our targets since the commencement of the programme is as follows

	2003 /04	2005 /06	2006 /07	2007 /08	2008 /09	2009 /10	2010 /11
% of NON-DECENT targets as at 1 <sup>st</sup> April	34	44	52	41	35	23	9
% of NON-DECENT actual - BV184a	52.72	58.79	46.49	38.77			

- 2.3 In 2006/07 a total of 1075 properties have been made decent. Also a further 165 internal works completed or are in progress. The budget spend in year achieved 100.75% of target.

### 3.0 The Outcomes

- 3.1 The introduction of Decent Homes programme has been used by Barnet Homes to meet the Government Decent Homes Standard, improve the quality of housing in the borough as well as addressing number of key objectives.
- 3.2 The comprehensive procurement strategy which is in place, has enabled Barnet Homes to use modern, efficient methods to ensure that the maintenance and investment programmes are carried out in accordance with the Egan/Latham principles.
- 3.3 Barnet Homes on-going initiatives on procurement and partnering/open book will continue to provide an improved service to our tenants and obtain value for money, particularly in the reduction of administration costs, preparation of annual tenders and site inspections. This approach has already been adopted and has proved very successful as well as achieving savings.
- 3.4 Barnet Homes is committed to delivering a customer-focused service where the tenants are involved from the selection of partners/contractors, type of products used and monitoring contract performance. There has been a long history of involving tenants, at various stages, within the contract in relation to capital/planned maintenance works, as well as, day to day contracts and will continue to work with partners/contractors who understand tenants needs, whilst offering value for money. A good example of this was the letting of original contracts, the involvement of tenants in monitoring, renewing the service standards and procuring the repairs and maintenance contract.
- 3.5 In addition Barnet Homes has been addressing the issue of affordable warmth within its investment programmes by combining heating installations with insulation programmes and maximising the amount of funding they can obtain via utility grants. This has seen an improvement from the 2005/6 SAP rating of 68.3% to an average of 69.19% by the end of 2006/7.
- 3.6 Since the commencement of the programme the following has been achieved:-

	<b>2005/07</b>
Homes made decent	1901
Homes had new kitchens	1752
Homes had new bathrooms	838
Homes had new windows	784
Sheltered homes were self-	45

	<b>2005/07</b>
contained	
% satisfaction with the works	90%
Adaptations for disabled people	227

Improved consultation was reported to the Asset Management Sub-Group on 25 April 2007 (Item 8).

#### **4.0 Efficiencies**

4.1 The savings achieved in 2006/07 are as follows:-

<b>Barnet and Finchley</b>	<b>£</b>
Restoring of works	350,000
Renegotiating roof works	30,000
Profit reductions	70,000
Hendon and Edgware	
Restoring of works	200,000
Appollo efficiencies	150,000
LAPN Convergence (gross)	1,800,000
<b>Total</b>	<b>2,600,000</b>

4.2 As a result of better use of resources initiated through the change in the contract around the scope of works and changing from Agreed Maximum Price (AMP) per package of work into annual AMP's per area, the constructor, United House, was able to allocate resources more efficiently. The compound sites were reduced from three to two for internal works and a single compound to manage the external works. The result has been a reduction in the management and preliminary costs.

4.3 By negotiation, an alternative roofing sub-contractor was engaged on a more competitive rate for the Homestead properties, which realised a considerable reduction in the final cost for re-roofing.

4.4 By negotiation and agreement the original profit and overheads calculation was revised to realise substantial savings, which will be extended to the remainder of the contract.

4.5 Similarly, the re-scoping of works within the Hendon & Edgware area has realised surpluses attributed to a number of aspects. Of note are the changes to the kitchen installations from the initial AMP where a standard was set and an average rate identified, but the actual cost was less than predicted. Negotiated changes to standards and adopting changes suggested by sub-contractors have reduced the cost

per property. An example is Fryent Grove where the subcontractor initiated a change that realised a reduction of over £300 per property. A major area of difference has been the allowance provided in the AMP's for non-surveyed properties where access has been difficult but eventually achieved, which in most instances resulted in a change to the scope of works.

- 4.6 With the sheltered schemes there have been a number of efficiencies achieved. The working time in each dwelling has been reduced by 20% (from 20 days to 16 days), and overall supervision costs have been reduced on the Year 2 programme. Further, negotiations with flooring contractors have maintained prices at existing per square metre levels despite floor sizes being much smaller in the Year 2 programme. The effects of the above are quantified at £150,000.
- 4.7 A more detailed analysis of the 2006/07 year (Decent Homes Programme Year 2) is being carried out as final accounts are received and a full impact on cost and decency will be reported next meeting. This will also inform the Annual Efficiency Statement (Backward Look) for 2006/07, which is required by the Council in early July to contribute to its overall return.

## 5.0 Customer Care

- 5.1 To continuously improve performance of the Asset Management Team and Partners we have analysed the process for dealing with complaints and put systems and processes in place to support this.

<b>Month</b>	<b>Number of Complaints</b>	<b>Number responded to on time</b>	<b>Percentage responded to on time</b>
October 2006	19	10	52.63%
November 2006	27	18	66.67%
December 2006	31	22	70.97%
January 2007	41	41	100%
February 2007	40	39	95.5%
March 2007	15	14	93.3%

- 5.2 A Customer Care Group was established to monitor the performance of

Decent Homes works. The group consisted of Barnet Homes staff, Partners and residents.

- 5.3 The aim of the group was to ensure that the works were arranged and carried out in a way that met the needs of Barnet Homes, our commitment to excellent customer care and value for money.
- 5.4 The group continue to work together to achieve:
- High levels of customer satisfaction
  - Managing customer expectations
  - Developing and maintaining effective communication channels
  - Identifying and addressing the issues of those with special needs
  - Producing high quality workmanship
  - Demonstrating a 'will do/can do' attitude – taking ownership, avoiding apportioning blame and giving honest, constructive feedback
  - Dealing effectively with complaints by:
    - ◆ Identifying, recording and tracking complaints
    - ◆ Using trends to establish the cause of complaints and ensure continuous improvement
    - ◆ Recognising the value of complaints as a way to improve service delivery
    - ◆ Recognising that the key issue is not that we get complaints but that we fail to deal with them in
    - ◆ Routinely following up on complaints to ensure that the customer is satisfied with the outcome
    - ◆ Demonstrating that we are learning from complaints

Please see attached Appendix A detailing lessons learnt.

- 5.5 A Focus Group took place on 14 March 2007 to obtain residents views on the works carried out under Decent Homes by our Partners United House. The meeting was attended by seven residents who were generally very pleased with the works.

Residents felt:

- The works had improved not only their homes but their quality of life
- It was pleasant going home making people feel happy
- More electrical points were appreciated
- Their home was very warm and comfortable
- Heating bills had reduced
- Kitchens and bathrooms were easier to clean
- It has brought to community closer together, residents now spoke to each other more often

We agreed to consider the following:

- Improve communication between residents, Barnet Homes Project Managers and our Partners Untied House
- That consideration be given to rewiring to smaller homes where residents are more vulnerable be carried out during the summer months to enable them to sit in the comfort of their gardens whilst the work is being undertaken. It was felt that residents do not like to or are not able to leave their homes and it is uncomfortable living in a small area when works are be carried out.

5.6 We are planning to take carry out more Focus Groups across the Borough in the coming financial year 2007/08. In addition to this we intend to visit residents whilst works are in progress to ensure they are running smoothly.

5.7 Service Standards (Decent Homes/Decent Homes plus – how standards have changed by residents involvement see attached Appendix B)

## **6.0 LAPN Convergence Programme**

6.1 The Decent Homes Programme Master Plan has been finalised by LAPN between Barnet Homes and the contractors to deliver the required works by 2010. The programme has been compiled to ensure it is the number of key milestone activities which must be achieved to ensure delivery and has a detailed cashflow forecast to monitor expenditure to he end of the programme.

6.2 This will improve the management of the process by allowing early identification of any problems/issues and will improve financial monitoring to ensure appropriate and timely action can be taken to maintain the programme and deliver the annual spend. During the course of 2006/07 the Asset Management Service had been reorganised to place increased emphasis on its role as client manager of the process and the delivery of project and performance based information to improve the quality of the service and be more responsive to residents needs.

## **7.0 Lessons Learned - Open book**

7.1 LAPN through their consultants CWC have identified a number of areas where key savings can be made. Some are in the works process by making the programmes more efficient in terms of geographical location and better planning of works through early agreement of the programme. The main area is in the level of preliminaries charged. An exercise is currently being undertaken where historic cost information

is being compiled from Barnet and other sources to develop a "target cost" for the works.

- 7.2 This is then shared with the contractors and an open book review of the contractor's costs is then carried out to ensure that they can then achieve those target costs within the programme. These costs are then agreed and the contractors are to be incentivised to achieve or better them with a resultant penalty if they fail to achieve them. The process is currently nearing completion and should achieve a considerable amount of savings which could then be reinvested in other improvements to the stock.
- 7.3 Early indications are showing that £380,000 per month savings will be made this year in regard to our Decent Homes constructor's prelim costs based on first 2 years of the Decent Homes programme. Further savings will be achieved through the proposed continuous improvement programmes. These savings will be reinvested into the stock to meet the aspirations of the residents of Barnet. These savings will then be programmed so that they can be monitored on a monthly basis.

## **8.0 Staffing Structure**

- 8.1 Barnet Homes has recently developed a strategy to integrate the repairs and maintenance function and capital investment into an Asset management structure.
- 8.2 The drive behind the restructure was the move away from internally provided technical services to the management of services provided externally. The impact has been a complete change in service delivery and new skills and abilities needed from existing staff.
- 8.3 The structure for the Asset Management service went through a number of options until a geographic emphasis was finalised for operational delivery, this creates:
  - A clear message to residents of who is accountable for works to their homes
  - Integration of repairs and maintenance work with capital works which have been historically separated within the organisation.
  - To balance economy of management with proper discharge of the Landlord obligations and secure maximum release of resources to the front line.
- 8.4 The operational tier of the new structure group is to deliver the frontline service to the residents including sheltered housing and the maintenance of the regeneration estates. It is an amalgam of the capital or decent homes program of works and the repair and

maintenance functions. It is divided into two geographical areas (east and west) with an Operations Manager responsible for each area.

- 8.5 The Investment and Planning tier of the new structure is responsible for quality standards, performance management, customer services and continuous improvement. The two key areas are Quality Assurance which will also look after the financial elements, benchmarking, stock condition information and quality audits.
- 8.6 This includes a team of QA inspectors who are responsible for looking into residents complaints and independently auditing the delivery of the service. They are also be available to the Operational Managers in a critical friend capacity to undertake any investigations/ audits they may require.
- 8.7 The Operational Specialist teams are responsible for the procurement of specialist and additional services and are also the technical information service for a number of key areas such as sustainability, building services, asbestos, adaptations.
- 8.8 They are also tasked with introducing innovation into the technical aspects of the service and for detailing policies and procedures based on best practice. They will provide technical training and professional updating information as legislation and codes of practice etc change.
- 8.9 The proposed Asset Management Strategy has resulted in a change in service delivery and has identified a VFM saving of £98K in the first year.
- 8.10 A proportion of the savings will be set aside for the establishment of an Asset Management System which includes for an Asset Register, Programme Modelling, Resource Accounting, Survey Manager, Energy Manager, Housing Health and Safety Rating System, Asbestos Manager and Programme Management.

## **9.0 Staff Comments**

- 9.1 Staff do feel proud of what they do and provide an excellent service to tenant and leaseholders which in the longer term will improve the quality of life for all the residents of Barnet.
- 9.2 Staff recently at our operational planning session expressed the following comments:-

“We are proud of”

- Procuring our Repairs and Maintenance Contract
  - Resident Involvement
  - Achieved 2.5% savings
- Delivering a robust Emergency Service
- Working in Partnership with Apollo
  - Summers Lane 12 bed sitters to 3x5homes adapted and energy efficient
  - Considerate contractor awards for Apollo on 3 sites
- Installation of Hyde Crescent kitchens
  - Modernising very poor kitchens and bathroom layout to achieve a modern kitchen and bathroom
- Service Standards Review – involved residents and reviewed our standards with them
- We reviewed Aids and Adaptations Scheme and increased budget by £2.4m
- We developed a Resident Involvement Strategy
- We have a trainee surveyor programme and our trainees got jobs in the new structure

## **10.0 Health and Safety**

### 10.1 Monitoring of Contractors' Health and Safety Performance

10.2 The health and safety performance of contractors is being monitored by regular safety audits (some of which are jointly conducted with the attendance of the Barnet Homes Health and Safety Coordinator). Any issues arising from the safety audits are discussed in partnership group meetings and reported to Barnet Homes managers.

### 10.3 Workshop on Workplace Violence for Contractors

10.4 Barnet Homes recognises its responsibility for the safety of contractors and will be holding a workshop this summer for all contractors to promote its violence policy and procedures. A tool box talk leaflet has been designed for the use of contractors to help them brief their staff. Violence from residents is an important risk to the safety of both contractors and Barnet Homes' staff.

### 10.5 New Construction Design Management Contract for 2007

In preparation for the CDM regulations were revision in April 2007 Barnet Homes re-tendered its CDM Coordinator contract and a new consultancy firm has been appointed from June 2007. The contract has been revised to take account of changes in the new legislation.

- 10.6 A new CDM policy and internal Barnet Homes CDM arrangements have been devised to improve management of health and safety on sites and safeguard tenants' safety.

### **11.0 Future Programme - 5 Year Plan**

- 11.1 A master plan for all three constructors have now been in use since the New Year and is used as monitor to track the remaining 3 years of the Decent Homes programme. This plan is being supported by CWC and they are providing weekly action logs to the investment planning team to keep the programme on line. A review of the programme is being carried out to assess progress against key milestones.

- 11.2 The key issue for the future programme is the Governments intention to reprofile the spend for the last two years of the Decent Homes Programme and extend it from 2010 to 2012 without increasing the allocation we believe. This will have an increased cost implication for the programme and will also have a negative effect on residents, some of whom will have to wait a further two years before their works are completed if the funds are available.

- 11.3 To soften the impact of that it is proposed that any savings either through efficiency or through not required to carry out anticipated work be reinvested in the programme and if possible accelerate some of the works so that the effect in future years is greatly diminished and full stock decency achieved. Once the outcome of the Comprehensive Spending review are known which should be around January 2008 a more accurate estimate of the likely effect can be calculated.

### **12.0 Aids and adaptations from report elsewhere**

### **13.0 Resident participation - To be added from report elsewhere on agenda**

### **14.0 Conclusion**

- 14.1 This has been a very busy year when we reviewed the Decent Homes Programme, our staffing structure and procured new partners to deliver repairs & maintenance and gas services.
- 14.2 The impact of all of this change has been considerable and will have contributed to overall performance. We are confident that we have in place 5 partner contractors who value their position in Barnet and wish to support the delivery of a 3 start service.

14.3 Appendix C sets out the performance for the year. The out-turn performance for the year shows that 7 out of 12 targets have been met or exceeded. The outcome for the repairs targets not met includes a saving on the repairs budget, which is a positive and the two repairs targets are reasonable outcomes in the circumstances of a final year contract. The target on satisfaction with decent homes work is being investigated and a report elsewhere on the agenda discuss options to deal with this.

14.4 The added value achievements include the following:

Developed robust procure mapping for Decent Homes related works

Developed the Master Plan for our Decent Home Programme

Shared good practices with our contractor

Robust review of prelims with partners – projected saving, 7 million

Review of Aids and Adaptations Programme – injected more cash and

Improved procedures

Improved our SAP rating

Developed a final draft Decent Homes Work Manual

Let two new partnering contract within timescale

65% of all our stock surveyed – enabling accurate programming of works

Restructured Asset Management to meet customers needs and to be Audit Commission compliant as well as meeting Gershon savings.

**Appendix A**  
**United House Continuous improvement in Customer Care**  
**Last updated April 2007**

<b>Issue</b>	<b>Solution/s</b>	<b>Update/Outcome</b>
Managing resident expectations	<ul style="list-style-type: none"> <li>• Pre-works checklist to manage expectations</li> </ul>	Actioned
	<ul style="list-style-type: none"> <li>• Photos of wiring / chasing in and trunking</li> </ul>	Actioned
	<ul style="list-style-type: none"> <li>• FAQs in Newsletter</li> </ul>	Actioned
Kitchen design changes/ resident expectations	<ul style="list-style-type: none"> <li>• Most experienced RLO on Kitchen designs – to explain to residents and get it right first time</li> <li>• Maximum 8 appointments a day</li> </ul>	Actioned
Resident literature unwieldy	<ul style="list-style-type: none"> <li>• Combined teams residents guide</li> <li>• 'Introducing your team' leaflet</li> <li>• External works Newsletters</li> </ul>	Actioned
Low return rate of customer satisfaction surveys	<ul style="list-style-type: none"> <li>• Joint supervisor and RLO handover visits</li> </ul>	Improved response rate. Better in Finchley. Barnet still need to improve more. 100% response for external works.
Neighbours affected by work/ complaining. Needed to improve notification/ communication	<ul style="list-style-type: none"> <li>• Communal Notices and Good Neighbours postcards</li> </ul>	Actioned
Bags of waste material waiting to be collected	<ul style="list-style-type: none"> <li>• 'Bags of Apology' initiative. Rubble sacks to have SORRY on and assurance that bags are collected</li> </ul>	Actioned

offending residents	regularly	
RLOs not answering phone (driving or with a resident)	<ul style="list-style-type: none"> <li>• 0800 customer care number</li> <li>• customer care email address</li> </ul>	Actioned
Resident complaints through Barnet Homes	<ul style="list-style-type: none"> <li>• Complaints Forum for all partners</li> <li>• Feedback analysis for CI</li> </ul>	Actioned. Ongoing with BH Re-named Customer Care Forum
	<ul style="list-style-type: none"> <li>• Complaints Champion</li> </ul>	Currently Pat Newman. Handing over to Margaret Ball by mid 2007.
	<ul style="list-style-type: none"> <li>• Aligning complaints procedures to meet Barnet Homes response rates</li> </ul>	Timescales being met
Improving relationships with Barnet Homes	<ul style="list-style-type: none"> <li>• Hot desk at Barnet House for Team Leader</li> <li>• Team Leader introduced to team at BH RLO workshops held at Barnet House</li> <li>• Customer services rep introduction at team</li> </ul>	o/s
RLO team cohesion	<ul style="list-style-type: none"> <li>• Team Leader</li> </ul>	(previously appointed in Nov 06, but left due to illness) Appointed Margaret Ball in March 07
	<ul style="list-style-type: none"> <li>• RLO team Workshops</li> <li>• Training refreshers</li> </ul>	Completed Nov 06
Concern over lack of resident involvement	<ul style="list-style-type: none"> <li>• Invitation to get involved for RLOs to give to likely residents.</li> <li>• TPO introduction</li> </ul>	Mar 07 – reviewing design and use at Customer Care Forum
Consultation with leaseholders and	<ul style="list-style-type: none"> <li>• Surgeries for external works</li> </ul>	Venue to be confirmed for Colney Hatch.

tenants prior to external works	<ul style="list-style-type: none"><li>• Newsletters for each estate</li><li>• Good neighbours postcards and notices</li><li>• Parking notices</li><li>• A5 guides posted to all</li></ul>	Actioned
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Barnet Homes aims to bring all homes up to the governments Decent Homes Plus Standard by 2010.

**Renovations**

- Before works are planned all properties will be surveyed to enable us to establish the condition of the property.
- All homes will have either a kitchen or bathroom that has reasonably modern facilities, meeting the Decent Homes Plus Standard.
- Electrical circuits will be extended when kitchens are modernised to provide additional sockets if needed.
- Electrical circuits throughout the property will be checked. Where wiring is old and in need of substantial repair/renewal it will be replaced in line with the latest regulations.
- Residents own fittings will be reconnected if they are in a good and safe condition.
- Cables will be concealed where possible. If not possible there may be a need for surface mounted mini trunking.
- Most homes already have central heating, but boilers will be replaced if they are old and in need of repair. Heating systems will be replaced when they are inefficient ie non-programmable, insufficient radiators or defective controls.
- All roofs will be weather resistant.
- We will always use materials of a good quality and manufactured to the relevant British or European Standard.
- Windows and doors will be replaced if they are in poor condition and offer poor security.

**Customer Service**

We aim to:

- Ensure our Resident Liaison Officers are there to help you by discussing the works with you before they start, ask you about any special needs you may have, and generally support you throughout the works dealing with any queries or concerns you may have.
- Keep to appointments. If we cannot, we will keep you informed.
- Leave a calling card at your home if you are not in, providing the relevant contact telephone numbers.
- Assist you in moving furniture if you are elderly or disabled with no able bodied person over the age of 18 living with you.

- Provide you with daytime and out of hours telephone numbers.
- Provide proof of identity before entering your home.
- pay particular regard to people with special needs
- Leave the property clean and tidy.
- Provide a response to complaints, in person, by telephone or in writing within 10 working days.
- Will subscribe to Language Line. This service is available to our customers whose first language is not English. We can provide an interpreter or translator service.

The Government Department for Communities and Local Government have produced a document:

'A Decent Home: Definition and Guidance for Improvement June 2006' – this document gives a detailed definition of the decent homes plus standard.

Barnet Homes –Asset Management  
Out turn – 2006/07

Appendix C

Reporting Frequency	PI Type	Description	Performance			Comment
			Actual 05/06	Target 06/07	March 2007	
Monthly	Local	Investment Programme Spend v Budget	98.54%	100%	100.75%	achieved
Monthly	Local	Revenue Repairs Budget Spend v Budget	101.1%	<100%	94%	A saving on the budget achieved for reinvestment
Monthly	Local	Satisfaction with Repairs Service (survey)	96.9%	98%	96%	Below target but a reasonable outcome in the circumstances of a contract termination
Monthly	Local	Resident Satisfaction with Decent Homes Work	90.72%	92%	89%	A disappointing outcome from the earlier good performance
Quarterly	Local	Repairs Appointments Made and Kept	98.7%	98%	97%	Below target but a reasonable outcome in the circumstances of a contract termination
Quarterly	Local	Urgent Repairs Completed within Government time limits	99%	98%	99%	achieved above target
Quarterly	Local	Proportion of planned to responsive repairs	NA	60:40	64:36	achieved over target
Quarterly	Local	Average time taken to complete non urgent repairs	8 days	8 days	8 days	achieved
Quarterly	BV63	Average SAP rating per property	68.3	69	69.19	Achieved over target
Quarterly	Local	Number of Homes Made Decent	NEW	1460	1075	With additional 165 properties in progress .

Reporting Frequency	PI Type	Description	Performance			Comment
			Actual 05/06	Target 06/07	March 2007	
		in Year to date				
Annual	BV184a	% Stock non decent at 1 April 06	58.79%	52%	46.49%	Improved on target
Annual	BV184b	% Change in non decent homes by 31 March 07	10.46%	21%	12.53%	Target achieved based on revised figure above

**1. Statement of Purpose**

- 1.1 Looking at new and innovative ways of partnership which provide services that meet the needs of all our diverse and vulnerable customers, is paramount in ensuring that Barnet Homes continuously strives to deliver its business objectives as well as obtain value for money.

**2. Summary**

- 2.1 Update on progress of procuring adaptations through LAPN.

**3. Previous reports**

- 3.1 None.

**4. Recommendations**

- 4.1 Members are requested to make note of progress, and to expect a further update at the next meeting on 29 August 2007. The aim is to have a contract ready for signing at that meeting, with Apollo then ready to go on site in September 2007.

**5. Financial & Risk Management Issues**

- 5.1 The contract being proposed for this framework is the NEC 3 term partnering contract. Pricing will be based on target costing and open book pricing, therefore delivering efficiencies and savings to Barnet Homes.

Apollo is already currently a partner contractor for the Decent Homes programme, therefore mobilisation costs should be minimal.

- 5.2 The current adaptations budget of approximately £1,300,000 is guaranteed until the end of the 2010 financial year.
- 5.3 The current backlog is 300 strong, and the risks of not tackling it, combined with the nature of this critical service area, are high.

**6. Resident Consultation and Equalities Issues**

- 6.1 Procuring future adaptations work through LAPN, and the use of Apollo as the contractor has positive implications for residents.

- 6.2 Apollo is already one of our Decent Homes partners, and residents have been highly satisfied with the work carried out by them.
- 6.3 It has been shown that the methods used by Apollo, in terms of resident liaison and consultation, have ensured that residents are satisfied and have ownership of the proposed works in their properties. This can only benefit the partnership as a whole in the long term.
- 6.4 Residents have so far been fully consulted on the review of the adaptations programme (through publicity and focus groups), and this will continue to ensure residents are fully engaged in the process.

## **7. Background Information**

- 7.1 Apollo is the only contractor on the LAPN adaptations framework.
- 7.2 Barnet Homes has recently participated in a review of the adaptations service. This review had input from London Borough of Barnet Housing Services as well as Social Services Occupational Therapy.
- 7.3 The review led to an increase in the budget (approximately £1,350,000 for each of the next three financial years, until end of 2010), as well as new policy, procedures and service standards (see Appendix 1 for a copy of the service standards).
- 7.4 The waiting list remains long, and Barnet Homes needs to show that it has the resources and strategies in place to deal with such a backlog.
- 7.5 Hillingdon Homes, Kensington and Chelsea TMO and Barnet Homes are driving forward the LAPN adaptations framework.
- 7.6 The three organisations have a total budget of approximately £3,000,000 per annum to spend on this service area.
- 7.7 Next milestones:
- Agreeing contract clauses in the NEC 3 term partnering contract
  - Agreeing target costs and task orders
  - Hillingdon Homes approving contract at Council meeting on 23 July 2007
  - Apollo on site in Hillingdon Homes August 2007
  - Apollo mobilising in Barnet August 2007
  - Barnet Homes AMSG meeting 29 August 2007 approving contract with Apollo
  - Apollo on site in Barnet September 2007

**Author: Dina Gillespie (Energy Efficiency/sustainability Officer)**

**Date: 20 June 2007**

## **Appendix 1          Adaptations Service Standards**

The adaptations service standards show our commitment to delivering a high quality and customer focussed service.

### **WHAT WE WILL DO**

We will:

- Acknowledge requests/referrals for adaptations within TWO working days. These referrals are received from your occupational therapist and this is where the acknowledgement will go.
- Carry out minor adaptation work within SEVEN working days. Minor works include grab rails, lever taps and entry phone systems.
- Carry out any work requiring a feasibility study within FIFTEEN working days, to include time for the study to be carried out.
- Carry out major adaptation work needing planning permission within an appropriate timescale.
- Major adaptations that meet set criteria will be dealt with via the Housing Adaptations Monitoring Panel (HAMP). Major adaptation work includes extensions, level access showers and vehicle hardstandings.
- Referrals will be managed through a waiting list and will be dealt with in date order and priority.

### **HOW WE WILL COMMUNICATE WITH YOU**

We will:

- Always make an appointment with you before carrying out any work.
- Keep you updated regularly on the progress of your referral, including how long you can expect to be on the waiting list.
- Keep you informed of any HAMP decisions that affect your referral and this will be done through your occupational therapist.
- Inform you in advance if your adaptation requires specialist parts which may mean the work will take longer than the timescales given above.
- Take on board your suggestions or recommendations in order to meet our commitment to continuous improvement.
- Resolve all complaints within ten working days.

## **HOW WE WILL MAKE SURE WE ARE DOING THIS**

We will:

- Carry out satisfaction surveys on all the work we do.
- Check all major adaptation work for quality.
- Update you on our performance through regular articles in At Home (our tenants' newsletter) and the Barnet Homes website.
- Review the service standards annually, with input from service users.
- Have regular performance meetings to ensure we are achieving our targets.

## ASSET MANAGEMENT STRATEGY

### TIMETABLE

<b>Action</b>	<b>Lead Officer</b>	<b>Timescale</b>	<b>Completed</b>
Issue draft document to Procurement Sub-group and staff	Head Of Asset Management	On 27 June 2007	
Staff to review contents and draft action plan	Operational Managers/SMT	By 9 July 2007	
Procurement Sub-group members to comment on contents	HOAM	9 July 2007	
Revise draft	HOAM	13 July 2007	
Draft cleared for consultation	Chair of Procurement Sub-group	By 20 July 2007	
Consultation with tenants, partners and council	Quality Assurance Manager	By 8 August 2007	
Revised draft, action plan and results of consultation presented to procurement sub-group	HOAM	29 August 2007	
Board approval	Chair of Board	17 September 2007	
Communication plan	Publicity Manager	17 September 2007	

**1. Statement of Purpose**

- 1.1 Our six business aims include "to provide excellent services driven by customer involvement" and "to develop safe, sustainable & cohesive communities". Resident involvement is central to achieving these aims.

**2. Summary**

- 2.1 Board directors have expressed some concerns about resident participation issues. This report aims to summarise our current position and future proposals.

**3. Previous Reports**

- 3.1 This report was previously reported to the Asset Management Sub-Group on 25 April 2007 (Item 8).

**4. Recommendations**

- 4.1 The group is requested to:
- Consider whether the current work and future proposals addresses the board concerns and if not to identify issues to target

**5. Financial & Risk Management Issues**

- 5.1 Resident participation is an Audit Commission Key Line of Enquiry (KLOE). Excellent performance in this area will be a key element in achieving 3 stars in the next inspection.
- 6.2 There are no further financial implications to the report at this stage. The resident involvement budget for 07/08 is £105,000.

**7. Resident Consultation and Equalities Issues**

- 7.1 This report will be circulated for consultation to the following groups: Tenant Compact Residents Steering Group and the Barnet Housing Consultative Panel .

**8. Background**

- 8.1 The annual action plan was updated and agreed by residents and the Board in 2005, 2006. The Board have agreed 10 ten targets for the action plan as part of the Business Plan for 2007-2012 and the resident involvement strategy is currently being circulated for comments. See appendix(1).

## **9. Resident Involvement in Asset Management**

- 9.1 We aim to develop a unique approach to performance management involving all partners, including residents, which encourages innovation, best practice and provides value for money.
- 9.2 After the full consultation the agreed corporate strategy will be updated with linked service action plans which will include Asset Management.
- 9.3 It is proposed to update the group on progress in August 2007.

**Author: Peter Headland – Service Development Manager  
Mandy Dunstan- Operational Asset Manager ( East)**  
**Date: 6 June 2007**

# **Barnet Homes**

## **Draft resident involvement strategy**

### **2007 - 2010**

*This is a draft strategy which will be subject of consultation with residents and staff  
(need to include key involvement initiatives of Housing Services, Asset Management)*

#### **Contents**

1. The importance of resident involvement to our business plan
2. Purpose of this strategy
3. The profile of our residents and preferences for involvement
4. Principles
5. Objectives
6. Involvement framework
7. Action plan
8. Resources
9. Service Standards
10. Local performance indicators
11. Consultation timetable

#### **Appendices**

1. Resident involvement structure – by level
2. Resident involvement structure – links to other strategies

## **1. The importance of resident involvement to our business plan**

Resident involvement is key to achieving our business aims and increasing customer satisfaction.

Our six business aims include “to provide excellent services driven by customer involvement”, “to provide services that meet the need of all our diverse and vulnerable customers” and “to develop safe, sustainable & cohesive communities through partnership”. We set out to “improve lives not just housing”.

Resident involvement is the responsibility of all staff of Barnet Homes and our partners.

We aim to be a three star organisation and we will only achieve this if we are excellent in resident involvement. The Audit Commission will assess this through their Key Line of Enquiry (KLOE) on resident involvement.

## **2. Purpose of this strategy**

What it is

This strategy sets out our aims and objectives for resident involvement in Barnet Homes and how we will achieve and measure this over the next three years.

We use a wide definition of resident involvement and this includes community development and customer feedback. It also includes the links to our Business Plan and other strategies such as sustainable communities and youth engagement.

What it is not

The Tenant Compact is the formal agreement between Barnet Homes, Barnet Council and residents as to how they will be involved in decision making in housing issues. Our compact is produced in two formats – a detailed Resource Pack for tenant representatives and a plain language summary for all residents.

The key elements of this strategy have been developed with residents and will be incorporated into both versions of the Tenant Compact.

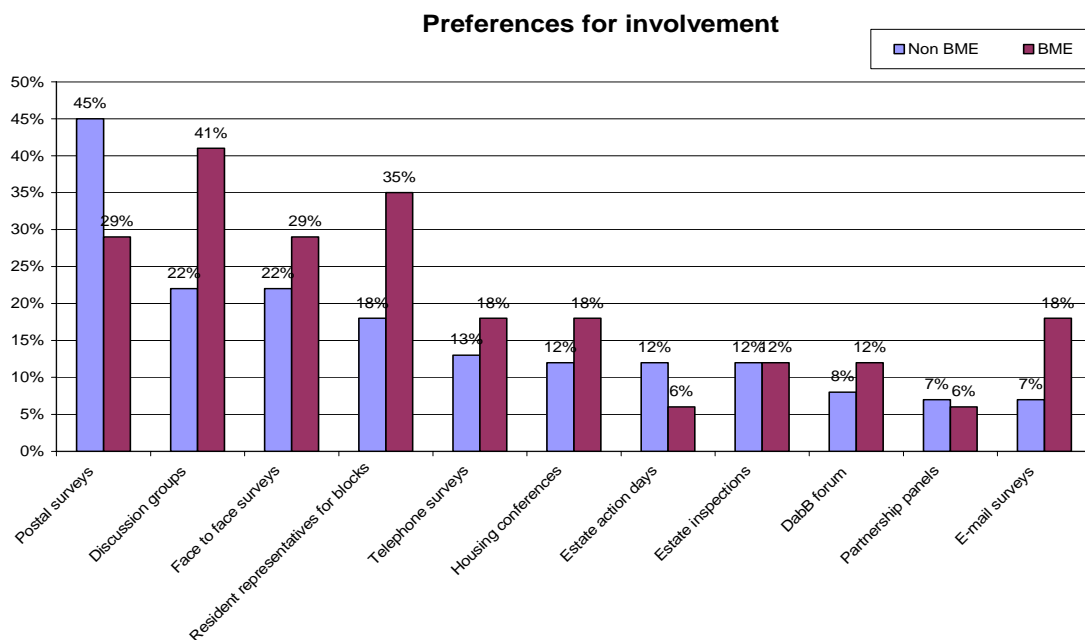
### 3. What do we know about our residents and their preferences for involvement?

Our strategy is based on what we know about our customers and their preferences for involvement. Our residents are very diverse and many are vulnerable. We ensure our menu of involvement options targets this diversity.

Profile issue		Our key involvement response includes:
Age/vulnerability	36% aged over 60, 12% aged over 80	<ul style="list-style-type: none"> <li>• Range of informal methods of involvement</li> <li>• Annual face to face survey of 625 residents</li> <li>• Profile targets for Panels</li> </ul>
Disability	35% of tenants consider themselves having a limiting long term illness, impairment or infirmity	<ul style="list-style-type: none"> <li>• Annual face to face survey inc additional disability questionnaire every 2 years as part of our Disability Equality Scheme – answered by 250 disabled tenants last year</li> <li>• Vulnerability/disability forums</li> <li>• Profile targets for Panels</li> </ul>
Ethnicity	25% from BME groups (13% black, 8% Asian)	<ul style="list-style-type: none"> <li>• BME focus groups</li> <li>• Understanding and delivery of preferences for involvement</li> <li>• Profile targets for Panels</li> </ul>
Language	Wide range of languages requested via Language Line - Somali and Farsi are most commonly requested	<ul style="list-style-type: none"> <li>• Consultation with community groups</li> <li>• Translation/interpretation of involvement literature</li> </ul>
Gender	67% of tenants are female	<ul style="list-style-type: none"> <li>• Childcare support for attending events</li> <li>• Profile targets for Panels</li> </ul>
New tenants	7% of tenants have tenancies of less than a year – very different profile	<ul style="list-style-type: none"> <li>• New tenant visits</li> <li>• Translation/interpretation of involvement literature</li> </ul>
Regeneration estates	<ul style="list-style-type: none"> <li>• Tenants are more likely to be younger, BME, have children and less satisfied</li> <li>• 31% of tenancies on these estates are non secure (750 in total)</li> </ul>	<ul style="list-style-type: none"> <li>• Involvement structures which meet the preferences of residents on these estates</li> <li>• Community development initiatives</li> </ul>
Leaseholders	26% of our residents are leaseholders	<ul style="list-style-type: none"> <li>• Face to face survey every 2 years</li> <li>• Leasehold Panel</li> </ul>
Social exclusion	65% of tenants are on	<ul style="list-style-type: none"> <li>• Training programme includes</li> </ul>

	housing benefit	employment initiatives <ul style="list-style-type: none"> <li>• Transport to attend meetings/events</li> </ul>
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Our annual programme of face to face surveys informs us on the preferences for involvement and we have broken this down by ethnicity (*note this will be updated with an average from across the last four years*). This informs us that for the majority of residents they would prefer to have a say about housing services through informal, one off methods of involvement. BME residents have a particular preference for discussion groups, face to face surveys and being block reps.



We also use the programme of face to face surveys to ask whether residents are satisfied with opportunities for involvement, and whether we are improving each year on this. This informs us that we have scope for improvement - 60% of residents were satisfied (55% BME). We need to target people in particular in the "neither satisfied nor dissatisfied" category.

## 4. Principles

Our strategy is based on the following principles:

- Resident involvement is at the heart of our decision making
- Resident involvement is a priority for us and our partners and based on a partnership with residents
- We will set out for **all** of our services the ways in which residents can be involved in shaping services
- We provide a range of methods and levels of opportunities for involvement and clearly publicise these
- We actively encourage residents to get involved in improving services and communities
- We provide opportunities to be involved for **all** residents including those who traditionally are less involved such as young people, BME people, disabled people
- We offer support and training for residents who wish to be involved
- We provide clear and quick feedback on how resident involvement has shaped our services
- We regularly review the effectiveness of involvement and assess whether resident involvement activities provide good value for money

## 5. Objectives

We have four main objectives for resident involvement

Objective	Headline Target	Measurement
1. To provide a comprehensive range of methods of involvement, based on the preferences of residents	Range of projects in place meeting residents identified preferences	Identified preferences in the annual face to face survey Annual impact statement of involvement
2. To increase satisfaction with opportunities for involvement for all residents	65% 2008 78% 2012	Annual face to face survey
3. To ensure that resident involvement drives improvements in services	Business plan reflects tenant priorities  Comprehensive evidence of customer involvement	Quarterly monitoring of evidence of customer involvement to Board Sub Groups and Barnet Housing Consultative Panel
4. That residents are involved in a range of community projects that lead to safe, sustainable, cohesive communities	Range of projects in place developed with Area Partnership Panels	Annual statement of sustainable community projects by Panels

The Tenant Compact contains detailed action plan targets to deliver these targets (see section 7).

## 6. Involvement framework

We have significantly shifted resources over the years away from the formal resident participation structure to more informal methods of involvement targeting service improvement and community development/sustainable communities.

### 6.1 Informal framework

Our Service Development team co-ordinate customer feedback across Barnet Homes. The main informal ways we collect feedback are:

Level	Example
Corporate level surveys	<ul style="list-style-type: none"> <li>• Face to face surveys</li> </ul>
Service area specific and continuous monitoring surveys	<ul style="list-style-type: none"> <li>• Telephone surveys eg repairs, new tenants</li> <li>• Postal surveys eg decent homes surveys</li> <li>• Block representative scheme</li> <li>• Mystery shopping</li> <li>• Estate inspections/Estate Action days</li> <li>• Estate watcher scheme</li> <li>• Mystery Shopping</li> </ul>
Qualitative issue based and themed research	<ul style="list-style-type: none"> <li>• Focus groups</li> </ul>
Viewpoint – our new Housing Sounding Board	<ul style="list-style-type: none"> <li>• Will be used across service areas in the development and review of services and initiatives</li> </ul>
Complaints and compliments	<ul style="list-style-type: none"> <li>• Received from individuals</li> </ul>

These forms of feedback are central in helping us monitor the quality of customer care we provide.

Resident involvement in Barnet Homes has always had a strong focus on equality & diversity issues. The programme of face to face surveys was set up after a request by residents to ensure we hear the voices of all our customers. The Housing Sounding Board "Viewpoint" aims to further develop this. Viewpoint is our key involvement initiative for 2007/8. It will be a resource for the whole of Barnet Homes. We aim for this to be a high quality database of 750 residents who have told us their preferences for involvement and areas of interest.

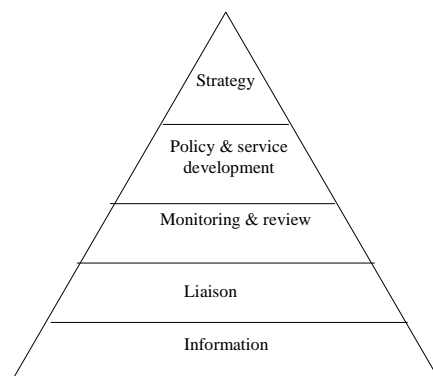
As part of the Tenant Compact review in 2007 each service area will set out the ways in which residents can get involved.

The Service Development team will carry out quarterly service area “health checks” which pull together all customer feedback and proposed service developments. Customer feedback will be reported to the Board Standards Sub Group (as part of the quarterly business plan monitoring) and to the Barnet Housing Consultative Panel.

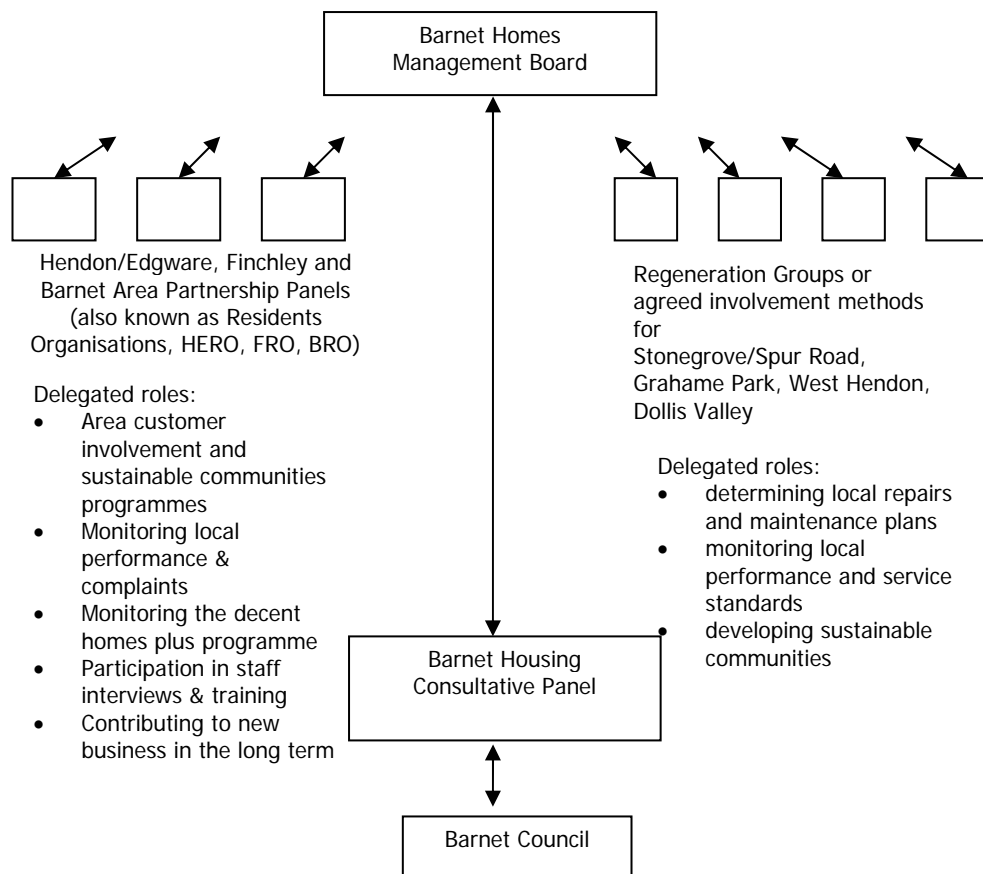
Community development and sustainable communities projects are identified through joint working by the Resident Involvement, Neighbourhood, ASB and Asset Management teams and other partners. Criteria for projects includes “bottom up” requests from residents, hotspots, areas of deprivation, funding opportunities.

## 6.2 Formal framework

The resident involvement structure is attached as appendix 1 and includes examples of involvement at the levels shown below. This demonstrates that there is a good range of people directly participating in involvement structures and that new people continue to be involved in issues of interest to them.



The simplified main structure is:



The **Barnet Housing Consultative Panel** is the boroughwide resident forum. This is chaired by a resident and made up of 24 residents elected by the other panels. It discusses boroughwide issues about Barnet Homes services and strategic housing issues of Barnet Council. It also considers issues raised by Partnership Panels.

There are **three Area Partnership Panels**. In 2006 the Panels rebranded themselves Hendon and Edgware Residents Organisation (HERO), Finchley Residents Organisation (FRO) and Barnet Residents Organisation (BRO). This aims to help in their publicity campaign. The Service Development team provide information on the tenant profile in each area to help the Panels set diversity targets for their membership.

In 2005/6 the Board agreed six business aims. Residents and the Board reviewed the roles of Partnership Panels to help support the new business aims and these are listed in the chart above. Two key roles of the Panels are to develop **area based sustainable communities and customer involvement** plans – to develop and deliver a programme of activity which meets the preferences of residents for involvement and community activity in their area. The work of the Panels links closely to the Sustainable Communities Strategy and the Youth Engagement Strategy (see appendix 2).

The review of the panels has not yet been fully implemented and Barnet Homes will continue to support this process.

Satisfaction levels on **regeneration estates** are lower than elsewhere in the borough. We are setting up mechanisms on regeneration estates (Grahame Park, West Hendon, Stonegrove/Spur Road and Dollis Valley) for residents to have a greater say on the housing management services provided by Barnet Homes – the delegated roles are listed in the chart above. Our work so far suggests that there may not be one model which suits all. Following resident feedback the Board agreed to fund a new post to progress this in 2007/8. A separate steering group on each estate is responsible for working with partners on the regeneration proposals for the estate.

There are also specialist partnership panels for sheltered housing and leaseholders.

### **6.3 Involvement structure – summary**

The Audit Commission identified three main reasons for carrying out resident involvement – service improvement, sustainable communities and the need to have an accountable structure. Our involvement structure aims to meet these three main reasons. There was a relatively low preference for Panels from the face to face surveys (see section 3) – however they are form an important part of our accountable structure.

We will measure this against a value for money review of resident involvement in 2007/8

## 7. Action plan

### Objective 1. To provide a comprehensive range of methods of involvement, based on the preferences of residents

Tenant Compact key target marked by (k)

Task	Outcome	Resources	Timescale	Lead
Develop the RP database into a Housing Sounding Board "Viewpoint" (k)	Comprehensive consultation facility for whole organisation. 750 residents involved	£2k SPSSx/SNAP software	Live end July 2007	S.O-M
Compare involvement menu with preferences from survey	Can demonstrate resources linked to preferences.	Existing budget	Sept 2007	S.O-M
Deliver programme of 6 series of Focus group programme (3 sessions per subject)	Action plans developed which are used to drive service improvements	Existing RI budget (cost varies according to method used)	2 a qtr	S.O-M
Use community texting as a involvement facility	Pilot exercise carried out. Younger tenants satisfied with opportunities to participate	£x	Dec 2007	JN
Implement mystery shopping pilot with Solon	Action plans developed which are used to drive service improvements	£10k (Innovations Fund)	August 2007	JJ/Solon
Fully implement the review of the panels – inc customer involvement programmes, complaints monitoring (k)	80% of Panel members satisfied with panels.	Existing RI budget	Dec 2007	SN
Develop proposals for Resource Centre	Resource Centre opens and is well used by residents.	To be identified	March 2008	SN
Carry out a value for money review of resident involvement	Costs of involvement activity understood and used to review involvement strategy	To be identified	Sept 2007	HQN SN
Implement regeneration estate involvement structures which meet preferences of residents	5% increase in satisfaction with involvement on regeneration estates	To be identified	Sept 2007	SN
Review with partners resident involvement in their service provision	Partners identify service improvements from involvement	Staffing resource	Ongoing	CW

### 2. To increase satisfaction with opportunities for involvement for all residents

Key actions to achieve this	Outcome	Resources	Timescale	Lead
Develop a strategy for outreach work with community groups/new communities (k)	Network of community groups in place we can consult with on all main diversity issues	£2k	July 2007 to agree strategy	AD
Evaluate progress with involvement options which are the preferences of BME residents	Increase in BME satisfaction with opportunities for involvement	Existing RI budget	Sept 2007	SN
Youth engagement strategy finalised	Increased participation by young people Youth action plan targets met	£60k provision agreed by Board	Launch at 30 <sup>th</sup> June Open Day	SN
Improved, interactive involvement pages of the website (k)	Online survey provides positive feedback	Existing budget	July 2007	SN
Carry out publicity campaign for resident involvement	5% increase in satisfaction with opportunities for involvement	Existing publicity budget	End July 2007	PCH
Feedback to residents on actions taken as a result of all involvement activity	5% increase in satisfaction with opportunities for involvement	Existing publicity budget	Ongoing	All
Raise staff awareness of involvement activity and outcomes across the organisation	All staff aware of involvement responsibility and able to explain options to residents	Existing publicity budget	Sept 2007	SN
Carry out biannual F2F disability survey	5% increase in disabled tenant satisfaction with opportunities for involvement	Existing face to face survey budget	2008/9	S.O-M
Carry out biannual F2F leaseholder survey	5% increase in leaseholders satisfaction with opportunities for involvement	£10k	2008/9	KT
Deliver agreed training programme	Positive feedback from residents attending. Good attendance levels	£20k existing budget	Ongoing	HC
Produce single annual consultation plan of work by all sections	Reduce consultation overload. Maximise joint opportunities for consultation.	Staff resource	Sept 2007	S.O-M
Hold Open Day for residents	Better the 400 total which attended the Open Day two years ago	£x	30 <sup>th</sup> June 2007	Events team

### 3. To ensure that resident involvement drives improvements in services

Key actions to achieve this	Outcome	Resources	Timescale	Lead
Develop effective ongoing system for collecting evidence of how resident involvement has shaped services at all levels (k)	Board, residents consider there is comprehensive evidence of this	Staffing	July 2007	CA
Roll out customer feedback health checks across the organisation	All service areas have clear proposals and action plans from involvement	Staffing	X 2007	S.O-M
Fully integrate customer feedback into the business planning process (k)	Business Plan fully shaped by feedback	Staffing	March 2008	PH
Produce an annual impact statement of resident involvement	5% increase in satisfaction with opportunities for involvement	Existing publicity budget	June 2008	SN
Revise all service standards with residents	Residents fully involved in drafting all standards	Staffing	July 2007	DR
Review the election process for resident board directors and capacity building for future directors (k)	Pool of potential resident directors in place	Existing Training budget	Ongoing	HC
Carry out a VFM review of resident involvement	Clear understanding of costs of involvement and agreed future proposals with residents	To be identified	X	HQN SN
Involve residents in VFM reviews across the organisation	Resident groups agree comprehensive evidence of involvement in VFM reviews and the programme targets their priorities	Existing resources	Ongoing	VFM lead officer/ PH
Build strong/quality membership of Panels and consider co-option where diversity targets are not met	Increased membership and diversity targets met	Existing RI budget	Ongoing	SN

### 4. That residents are involved in a range of community projects that lead to safe, sustainable, cohesive communities

Key actions to achieve this	Outcome	Resources	Timescale	Lead
Fully implement the review of the panels including area sustainable plans (k)	Annual statement of sustainable community projects by Panels	Existing RI budget	Dec 2007	SN
Improve Estate action days/estate inspections	Increased attendance by residents	Existing budgets	x	SRO

publicity				
Set up Neighbourhood agreements in each area	X agreements per area	Staffing resources	x	SRO/SN
Implement involvement actions in the Respect agenda improvement plan	100% of actions met	Staffing resources	x	SRO
Implement involvement actions in the sustainable communities strategy	100% of actions met	Staffing resources	x	SRO

## 8. Resources

The Resident Involvement budget for 2007/8 is £105,000. This is delegated to the Tenant Compact Residents Steering Group.

## 9. Service Standards

*As a result of the draft resident involvement strategy these will need to be revised by the Tenant Compact Residents Steering Group*

## 10. Local performance indicators

*Local performance indicators for resident involvement are being developed by the Tenant Compact Residents Steering Group*

## 11. Consultation timetable

A small group of residents from the Tenant Compact Residents Steering Group is reviewing the Tenant Compact. This strategy includes their main conclusions to date.

The draft strategy will also be considered by the Barnet Housing Consultative Panel and Tenant Compact Residents Steering Group in June 2007.

We will also hold focus groups with uninvolved residents on the draft strategy.

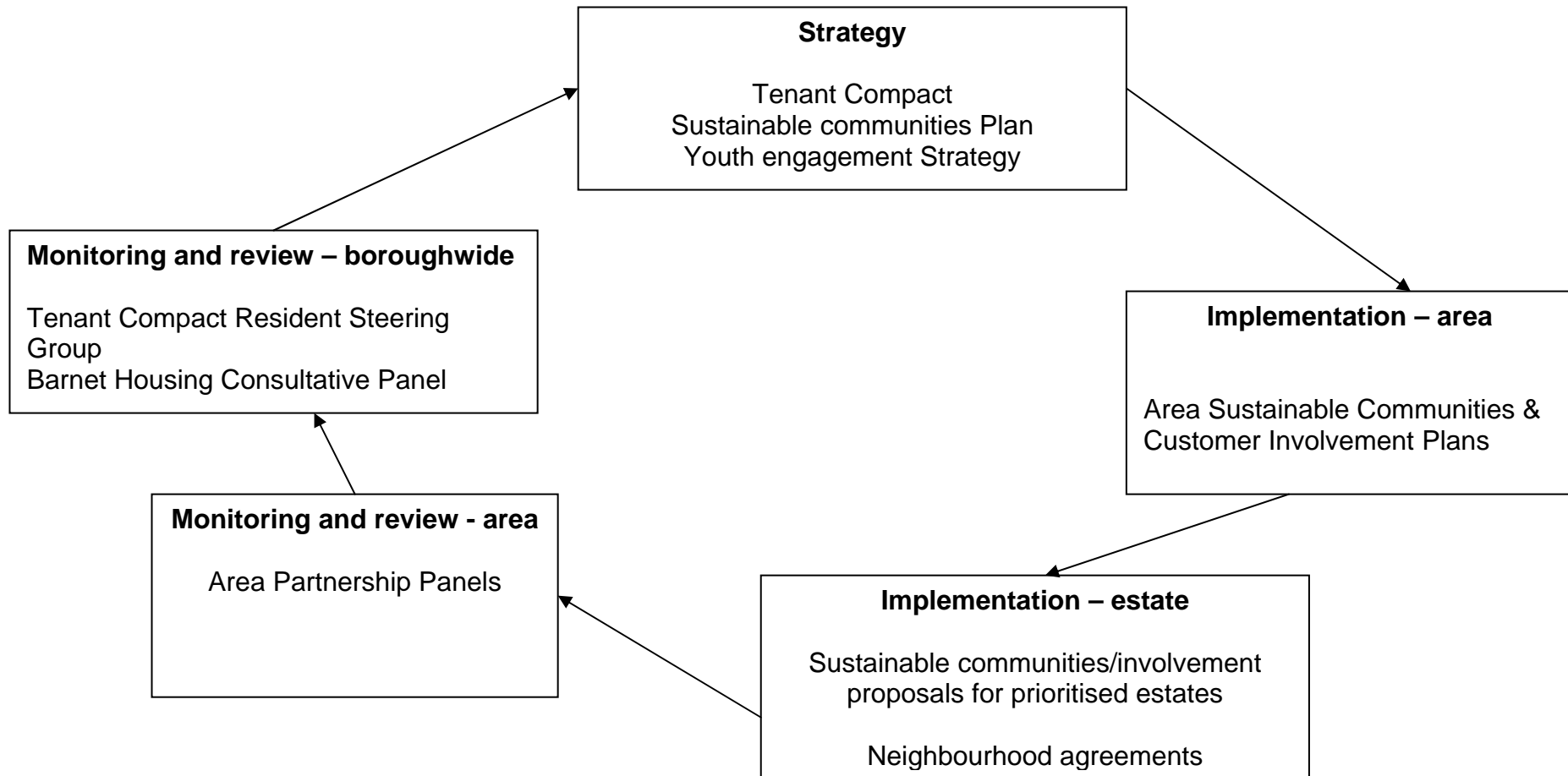
Staff will also be consulted on the draft strategy and each service area will be asked to set out their proposals for resident involvement which will be included in the Tenant Compact.

The results of consultation will be considered by the Board in July 2007.

## APPENDIX 1: RESIDENT INVOLVEMENT STRUCTURE

LEVEL	RESIDENT REPRESENTATION	ROLE
Strategy	Board Resident Representatives (5) Barnet Council Tackling Crime and Housing Scrutiny and Overview Committee (2)	4 tenants and 1 leaseholder
Policy and Service Development	Barnet Housing Consultative Panel (16 Resident Members) Tenant Compact Resident Steering Group (10 residents) Focus Groups (Resident membership from expressed interest) Estate Environmental Panel (6) Innovations Panel (1) Board Leaseholder Working Group (2) Sheltered Housing Panel (3) Youth Forum (5) Complaints Panel (3)	Formal representative groups to consult with on policy eg BHCP and TCRSG, serviced by officers.  Part working groups of officers and tenants who have expressed an interest in shaping a service or are one-off group to review a particular issue eg Estate Services
Monitoring and Review	3 Area Partnership Panels (24 residents) 4 Regeneration Partnership Panels or agreed involvement mechanisms (in development) Sheltered Housing Partnership Panel (18 residents) Youth Panel ((5) in development) Leasehold Panel (8 leaseholders)	Each group has a specific brief and meets regularly
Liaison	30 Block representatives 39 Resident Associations Gardening Club (47 residents)	From day to day contact on service based issues eg Resident Association meetings on estate matters
Information	Editorial Board (4 Residents)	To advise on content of At Home, publication plan and leaflets. Quality check correspondence for plain language

## Appendix 2: Resident involvement structure – links to other strategies



**1. Statement of Purpose**

1.1 Barnet Homes is committed to achieving effective governance and ensuring we deliver our objectives and commitments to target.

**2. Summary**

2.1 This paper sets out proposed agenda items to the sub-group.

**3. Previous reports**

3.1 This is a regular item at each meeting of the Sub-Group.

**4. Recommendations**

4.1 That the sub-group consider the proposed agenda items and agree or amend as it wishes, and propose any items for inclusion on future agendas.

**5. Financial & Risk Management Issues**

5.1 Not applicable.

**6. Resident Consultation and Equalities Issues**

6.1 None in context of this report.

**7. Background Information**

7.1 The table below sets out proposed agenda items for the remainder of 2007. The sub-group is asked to note and suggest further items for inclusion.

<b>Meeting Date</b>	<b>Agenda Items</b>
29 August 2007 6.30pm	Performance Management & Partnering Update Self assessment and preparing for Inspection Future Agenda Planning
31 October 2007 6.30pm	Performance Management & Partnering Update Budget 2008/09 and beyond Future Agenda Planning
19 December 2007 6.30pm	Performance Management & Partnering Update Future Agenda Planning

**Author: Karen Flood**  
**Date: 18 June 2007**