

BARNET HOMES STANDARDS AND ASSET MANAGEMENT SUB GROUP
22 June 2010
6pm-8pm, 9th floor Board Room

Peter Brown Cllr Helena Hart Cllr Ross Houston Vi Britchfield	Sharon Slotnick John MacFarlane
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AGENDA

ITEM	TITLE	STATUS	PRESENTING
1	Introductions & Apologies		
2	Declaration of Interests		
3	Agree Minutes 16 February 2010 & Matters Arising <i>(Pages 2 - 13)</i>		(10 mins)
4	Performance Management Information Report <i>(Pages 14 - 29)</i>	Monitoring	David Thomas Report (15 mins)
This paper with attachments outlines the performance of Barnet Homes in its Pulse performance areas for the year to April 2010.			
5	Annual Complaints Feedback Report 2009/10 <i>(Pages 30 - 51)</i>	Information	David Thomas Report (25 mins)
This report with attachment collects together feedback from complaints, petitions and Ombudsman enquiries from 2009/10.			
6	Capital Programme Report <i>(Pages 52 - 59)</i>	Information	Andy Campion (5 mins)
This report provides an update on the progress of Barnet Homes Capital Programme.			
7	Dealing with Domestic Violence <i>(Pages 60 - 66)</i>	Information	Sheila Oliver Report (10 mins)
This report summarises Barnet Homes approach to dealing with Domestic Violence.			
8	Status Survey 2010 preparation and STATUS 2008 Improvement Plan Update <i>(Pages 67 - 74)</i>	Information	David Thomas/ Sheila Oliver/ Mandy Dunstan (25 mins)
This report seeks to update the sub group on the work undertaken in response to the 2008 STATUS satisfaction survey outcomes and an update on the STATUS 2010.			
9	Voids Improvement Plan Monitoring <i>(Pages 75 - 79)</i>	Decision	Derek Rust (15 mins)
This report outlines how the Void Improvement Plan [VIP] adopted by the Board on the 19 th May 2010 will be monitored by the Sub-group.			
10	Forward Agenda Planning <i>(Pages 80 - 80)</i>	Decision	Derek Rust Verbal report (5 mins)
The Sub-group are asked to agree the forward agenda and future meeting dates for the Standards & Asset Management Sub-group.			
11	Any Other Business		

**BARNET HOMES STANDARDS/ ASSET MANAGEMENT
SUB-GROUP MINUTES
16 February 2010**

Attending:

Directors:

Vi Britchfield (Chair of the Board)
Peter Brown
Cllr Helena Hart
John Macfarlane (Chair)
Cllr Ross Houston
Sharon Slotnick

Management & Staff:

Andy Campion (Investment Planning & Value Manager)
Derek Rust (Deputy CEO & Head of Housing Management)
Chris Wilkins (Head of Asset Management)
Rachel Bancroft (H&S Coordinator) item 1
Duncan Brown (Corporate Manager) Observer

Apologies:

Tracey Lees
David Thomas
Mandy Dunstan

Minutes:

Denise Ashley (PA to Chris Wilkins)

ITEM	TITLE	ACTION
1	Introductions & Apologies	
1.1	None required.	
2	Declaration of Interests	
2.1.1	Cllr's Helena Hart and Ross Houston declared their interest as a London Borough of Barnet Councillor.	
2.1.2	Cllr Ross Houston declared an interest as part of Board Member of the Genesis Housing Group.	
3	Agree Minutes & Matters Arising	
3.1	Minutes from the Standards & Asset Management Sub Group held on the 16 December 2009 were agreed.	

3.1.1	<p>RB updated the Sub Group on the progress of the work around Fire Risks Assessments. Significant headway has been made with 379 operational repairs orders currently outstanding. CYNTRA was now undertaking a quality audit of all the high risks fire assessments and a report would be presented to the next Board meeting on the outcome of the audit.</p> <p>Report being presented at Board.</p>	RB
3.1.2	<p>Of the high risk properties, 120 works orders were now outstanding. The works included replacement of flat front and communal doors and works to corridor fire doors. Early indications show that some of these works, for example, replacement of flat front fire doors, may need to be programmed.</p>	
3.1.3	<p>SS asked whether the quality review had indicated works where Decent Homes has taken place. RB advised that this was not the case, the audit has not identified any problems where Decent Homes works had taken place.</p>	
3.1.4	<p>RB also highlighted that the audit showed that only 11% of works order raised were Priority 1, (these being urgent works) but overall the audit had showed that our rating was low.</p>	
3.1.5	<p>HH reminded the Sub Group that this was not only about the repairs aspects but that residents with vulnerability and mobility issues ought to be considered. RB advised that articles in the At Homes magazines had been done and that she had met with Borough Commander in order to discuss contact liaising with the Sheltered Housing residents on Fire Safety. There was also a Stay Put policy in place unless the fire was directly in a residents' own dwelling.</p>	
3.1.6	<p>SS asked where the budget would come from to deal the works relating to the fire risks assessments. CW advised that the works were being considered as part of our forward planning programme and that in some cases this may mean a change in our priorities. The Sub Group would be kept up to date on the issues around costs for the works.</p> <p>We have reprioritised our programme of works</p>	CW/RB

<p>3.1.7</p> <p>3.1.8</p> <p>3.1.9</p>	<p>in order to meet FRA works with extra resources.</p> <p>The Sub Group noted that CYNTRA was formally LAPN, the old Local Authority Procurement Network.</p> <p>JM requested that a comprehensive statement on where we are on the fire risks assessments be presented at the Board meeting on 16 March 2010. Report being presented at Board.</p> <p>The Chair thanked RB for the update on the fire risks assessments.</p>	<p>RB</p>
<p>4.</p> <p>4.1</p> <p>4.2</p> <p>4.3</p> <p>4.4</p>	<p>Election of chair</p> <p>The Sub-Group were asked to select a Chair following the Annual General Meeting held on 11 November 2009 and the election of the Chair and Vice Chair of the Board on 16 November 2009.</p> <p>Directors were asked to submit their nominations by 1 February 2010 and two nominations were received for John Macfarlane, no secret ballot was required.</p> <p>The Sub-Group agreed the nomination and John MacFarlane was elected as Chair of the Sub-Group.</p> <p>JM advised that he would be happy to support any Director who would like to consider moving into the position of chair in future.</p>	
<p>5</p> <p>5.1</p> <p>5.2</p>	<p>Pulse Performance Management Report</p> <p>DR provided a brief summary of the report on the performance of Barnet Homes in its Pulse performance on behalf of DT and explained that performance had declined slightly from 66% to 63%. The areas where performance was on target and of significant concern were highlighted.</p> <p>Call Centre Performance</p> <p>The average Call Waiting Time was an area of concern and CW explained to the Sub Group</p>	

	<p>that the difficulties, as a result of the bad weather along with the dip in performance during November contributed to the target not being met. However, a considerable amount of progress had been made over the last 2 years. CW circulated a copy of Call Centre Analysis report to Directors which provided a summary of the Contact Centre Performance and Staff costs over the last 4 years. The summary report showed that Call Centre performance has stabilised and that there has been a reduction in costs as well.</p> <p>5.3 VB noted that this was a key performance indicator and advised that, at the last HUB, residents expressed the view that if calls were answered in a reasonable time and were dealt with well then that would be far more valuable and important than call waiting time.</p> <p>5.4 HH noted that the figures 31 or 33 seconds were quite arbitrary and that it was more important that the calls were answered properly. HH added that it was far more important to get the costs down.</p> <p>5.5 HH also asked who set the target of 30 seconds and whether it could be increased on the basis that we were bringing the costs down. It was noted that the target had been set by Barnet Homes but that the external views, for example, our regulators, had to be considered and that we would need to have some indicator that looked at customer satisfaction.</p> <p>5.6 VB told the Sub Group that comments from residents at the HUB and PAG meetings indicated that customer service has improved.</p> <p>5.7 SS agreed with DR's suggestion that a suite of indicators around quality, VfM and costs was needed and added that we needed to revise how we looked at these indicators and see what the business was. In line with the above, it was agreed that a report around the targets for next year be brought to the next Sub Group.</p> <p>Item on 2010/11 targets and indicators (including cost and quality measures) is on the</p>	<p style="text-align: center;">MD</p>
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	<p>agenda for the next meeting. DT to meet with JMcF and will then draft report.</p>	
5.8	DB proposed that this was one of the direct questions to ask residents so as to get their comments when we consult with them.	
5.9	<p>In response to PB's question on the training the Contact Centre staff received, CW explained that staff benefited from an intensive introductory training for one month as well as shadowing experienced staff. JM asked that a report to consider what professional qualifications were available to staff in the Contact Centre be brought back to the next Sub Group meeting.</p> <p>There is no specific recognised qualification throughout the industry. However NVQ are used across the teams for all.</p> <p>Learning & Development needs are accessed through the yearly staff appraisals. Depending on the need of individuals, a combination of courses from NVQs to a Certificate in Management is selected in order to meet staff L&D needs. Various techniques are studied to support continual personal development, including:</p> <ul style="list-style-type: none"> • Self-assessment appraisal • Communication and professional presentation skills • Time management • Personal stress management • Problem solving techniques 	MD
5.10	<p>RH suggested that an analysis be carried out on the calls made in order to see if unnecessary calls are being made and what could be done to address this.</p> <p>Suggestions to address this issue included:-</p> <ul style="list-style-type: none"> • Large scale correspondences to residents be considered and viewed by the Call Centre before going out. • Staff continues to take ownership of residents' queries rather than being referred to the Contact Centre • Right first time - if jobs are done first time, this will reduce the number of unnecessary 	MD

	<p>calls.</p> <ul style="list-style-type: none"> • Provide out x numbers on all jobs so residents are re-assured that a job really has been booked. • Continue to work with LBB to ensure improvements in the quality of calls. Shadowing exercise being undertaken LBB receptionist coming to the Contact Centre on Monday 15/03/10. 	
5.11	<p>SS would be attending the next PAG meeting on 1 March and agreed to add contact centre call performance to the agenda in order to raise with residents at the meeting.</p>	
5.1.1	<p>Voids and Lettings indicators</p> <p>By way of an update to the Sub Group, DR presented a position paper on the Voids Performance which highlighted the issues that impacted the voids performance:-</p> <ul style="list-style-type: none"> - Matching applicants to vacant properties - Preparing properties for applicants <p>DR added that a Voids Improvement Plan would be brought to the next Sub Group meeting as an agenda item.</p>	
5.1.2	<p>HH reminded the Sub Group of the discussion at a recent Board meeting that not all void properties were equal and that some would not be let. DR advised that following an advice from the Communities and Local Government [CLG] on developing Assured Short hold Tenancies, the void properties discussed were no longer going to be removed from the list at this point in time but that it would have been beneficial to be able to take them out and this may still be possible in the future.</p>	
5.1.3	<p>RH advised that we are in a unique position mainly because of the Regeneration estates. However there were added benefit on the Regeneration Estates, for example to Key Workers, by bringing equity and creating more diversity in helping public sector workers. DR agreed with RH's comments and added that</p>	

	<p>the situation re-inforced a change in the demography and contributed to the sustainability to have a mixed income groups on those estates.</p>	
5.1.4	<p>It was agreed that the two additional indicator of average numbers and time outstanding would be added to the Voids suite for tracking purposes.</p>	DT
	<p>To be added to suite of PULSE performance indicators for 2010/11</p>	
5.1.5	<p>With reference to item 2.3.3 the Sub Group recognised the steady improvement being made with this key indicator, Urgent Repairs in Time, and that the STATUS survey on the repairs service was the right way to find out where we were with regards to repairs satisfaction.</p>	
5.1.5	<p>Following on from the comments made by residents at the PAG meeting, SS advised that a simple and most effective solution was to ensure that residents are contacted and kept informed with regards to their appointments. JM requested that CW provide an update on this at the next Sub Group meeting.</p>	CW
	<p>Below is a brief summary of how we are managing failed appointments : –</p> <ul style="list-style-type: none"> • All contact centre staff advise residents that if they are not at home for their agreed appointment that they may be charged for this. • Telephone numbers are requested at the point of creation of the job to ensure that the operative can contact the resident on most recent number • Any special requirements such as “avoid school run” etc: are indicated on the text within the order. • We are monitoring the amount of no access jobs by the individual that has raised these jobs and this is used as feedback in one to ones to ensure that the resident has been advised that they must stay in for appointments. This is ongoing. 	

<p>5.1.6</p>	<ul style="list-style-type: none"> • We have undertaken a monitoring exercise where phoned a sample of residents that had no access to establish the reason why there was a failed appointment this was inconclusive as this done some time after the original appointment <p>DR also drew the attention to a number of points within the report:-</p> <ul style="list-style-type: none"> - Gas Servicing Performance – The team has done well, improvements have been made. - Leaseholder – Income Collection Overall, there was not a huge concern with regards to cash collected. However, this was something to monitor over the coming months. - Tenancy and Estate Management There has been a drop in the number of reality checks being undertaken. Senior Managers are being reminded of the need to go out. - Business Plan Statistical Appendix London Comparisons In general, our performance was good in comparison to London and was in the main moving in the right direction. 	
<p>5.1.7</p>	<p>With regards to item 2.10.6, RH enquired what Catalyst were doing in light of their Emergency repairs target of 100%. DR advised that he was unsure of how many properties Catalyst had within the Borough although these were national figures.</p>	
<p>5.1.8</p>	<p>In response to the question as to whether the figures were reliable, it was noted that the figures shown, were reported to the regulators and that they were audited.</p>	
<p>5.1.9</p>	<p>The Sub Group noted the report on the Pulse Performance management.</p>	
<p>6.</p>	<p>Capital Programme Update</p>	
<p>6.1</p>	<p>AC updated the Sub Group on the spend and</p>	

	<p>performance of the capital programme to the end of December 2009 and noted that we have actually achieved £18.65m against an anticipated delivery of £18.60m of works.</p>	
6.2	<p>With regards to Table 1, page 45, HH asked whether figures included any deconversions. AC advised that a programme was being put together and that some deconversions would be included. In addition, work was being done to consider older cases to see whether they could be included in a retrospective claim for funding.</p>	
6.3	<p>HH also suggested that the budget did not seem high enough to carry out deconversion works. AC advised that the money comes from the Regional allocation; around £65k per property and that properties have been identified based on overcrowding and were being placed on a programme going forward.</p>	
6.4	<p>VB asked whether we were looking at loft conversions. CW advised that we would look at everything along with the Housing Team and the Council.</p>	
6.5	<p>SS asked whether any work was being done to identify properties that already met the criteria in order to possibly free up such properties. AC reported that this was being discussed at the HAMP in looking holistically at tenants' needs and what they would be more suited to.</p>	
6.6	<p>RH suggested that as we are limited in what benefits we could offer to tenants, we could look at identifying properties in more attractive locations in order to offer to tenants. It was agreed that AC would look into the above and bring a list of properties to the next Sub Group meeting.</p> <p>The draft extensions/deconversions list are:</p> <ul style="list-style-type: none"> - Fairmeade Crescent Edgware HA8 - Miles Way London N20 - Market Place London N2 - Knightswood Close Edgware HA8 	AC
6.7	<p>The Sub Group noted the report to provide an</p>	

	update on the progress of Barnet Homes Capital Programme and the summary of performance to the end of December 2009.	
7	Information & Update Report	
7.1	The Sub Group noted that since this report was drafted there has been significant changes in respect of the new floating support contract and in light in this, the report was withdrawn.	
8	Disrepair Management	
8.1	AC presented the report to the Sub Group to outline the background information and caseload analysis of disrepairs in Barnet Homes along with some of the issues around the management of these cases.	
8.2	DR pointed out the Sub Group that the legal case which amounted to £19k had been fully and thoroughly investigated at the last Business and Resources Sub-group meeting.	
8.3	SS asked whether there were any more cases coming up. AC indicated that there was another case, mainly to do with a damp issue, which was partly concluded but that overall there do not seem to be a problem with wholesale targeting from no win no fee solicitors.	
8.4	With reference to item 2.3, SS asked why the diagnosis on the repair cases was described as poor. AC explained that this was sometimes the view taken when considered in hindsight. However, DR advised that at times it may not be okay to settle especially if the case was not closed.	
8.5	SS enquired about our current arrangements with Judge & Priestly. AC advised that we were currently carrying out a pilot exercise to give Judge & Priestly some cases to work on in order to do a comparison with LBB Legal Team. DR also advised that LBB legal team provided good work but that we would have to start testing the market.	
8.6	It was agreed that a position paper to be presented at the next Sub Group meeting in	

8.7	<p>order to explain the work being done and the robust approach being taken. The paper would also cover the legal issues as part of VfM and procurement.</p> <p>Disrepair and legal procurement paper to be presented at the June meeting.</p> <p>It was also agreed that disrepairs would also be looked at in the PULSE performance report next year.</p> <p>To be added to the proposed suite of quality indicators. Will need agreement which is best indicator to track performance eg. Number of live cases.</p>	<p>AC/MD</p> <p>DT</p>
8.8	<p>The Sub Group noted the report outlining the issues involved in the management of disrepairs.</p>	
9	Asbestos in Tenants' Homes	
9.1	<p>AC presented the report to the Sub Group to update around the potential costs for the management of asbestos in the communal areas of our properties and to explain Barnet Homes' approach to managing asbestos in residents' homes.</p>	
9.2	<p>RH asked if asbestos was found in flats would enough funds be allocated to carry out ad hoc works to the cloned properties. AC confirmed that funds have been included in the programme for such ad hoc asbestos removal works.</p>	
9.3	<p>SS enquired whether the Decent Homes programme had helped with this. CW advised that during any major works, asbestos identified would have been removed and fed back to the Asset Management team.</p>	
9.4	<p>HH asked how we were ensuring that staff were receiving training. AC explained that the asbestos awareness update training has recently concluded and that more work has been done around the Asbestos Management Plan in order to make it more accessible to staff.</p>	
9.5	<p>With reference to item 2.1.5, HH asked whether existing residents would receive the</p>	

<p>9.6</p> <p>9.7</p>	<p>new leaflets. AC confirmed that this was being looked into and added that the revised leaflet was being supplemented with articles in the At Home magazine and newsletters.</p> <p>HH enquired whether Barnet Homes was covered by Insurance in terms of removing asbestos. DR advised that we would not be covered and that we would have to bear the costs for the removal. DR also added that there would be an insurance issue if a resident fell ill as a result of asbestos.</p> <p>The Sub Group noted the report on the estimated costings for providing residents with more information on asbestos in their homes.</p>	
<p>11.</p> <p>11.1</p>	<p>Forward Agenda Report and Planning</p> <p>It was proposed that the following items should be brought to the Sub Group meeting in April 2010:-</p> <ul style="list-style-type: none"> ➤ Draft Self-Assessment for SNI ➤ Disrepair – legal issues <p>June 2010</p> <ul style="list-style-type: none"> ➤ Capital Procurement updates ➤ Domestic Violence – current practice ➤ Connaught contact – break clause 	
<p>12.</p> <p>12.1</p>	<p>Any Other Business</p> <p>None raised.</p>	
<p>13.</p> <p>13.1</p>	<p>Date & Venue of next meeting</p> <p>21 April 2010 6.00pm – 8.00pm 9th Floor Meeting Room Barnet House</p>	

Circulation:

All Directors

All Heads of Service

Barnet Homes

Board / Sub Group:	Standards and Asset Management Sub-group
Date:	22 June 2010
Title of Report:	Performance Management Information
Purpose of Report:	This report with attachments outlines the performance of Barnet Homes in its Pulse performance areas for the year to April 2010.
Classification: General Release / Exempt (if exempt state relevant ground)	General Release

Report Summary:

Early indications about performance are good with most indicators on target.

Gas servicing is at 99.7% and only 23 cases are overdue all with appointments booked. Performance is ahead of same point last year.

Our main area of concern is voids and lettings and progress against the Void Improvement Plan will be reported separately to Standards sub-group.

Urgent repairs in time performance has dipped and will need to be monitored.

Directors are asked to note that the PULSE report is now grouped by TSA standards.

Appendices to this report:

1. April 2010 PULSE performance report
2. Gas Servicing Monthly report – April 2010

Recommendations:

1. That the Sub-group notes the contents of the report.

Report Author:	David Thomas Senior Performance & Information Manager	Date:	2 June 2010
Telephone:	0208 359 4949	Email:	david.thomas@barnethomes.org

1. Policy context/ Business Aim

- 1.1 Barnet Homes Business Aim 1 commits us to delivering excellent services for all our customers. This report seeks to measure our performance against our key targets and to identify corrective actions where targets are not being met. Business Aim 2 concerns value for money and this report measures that by tracking the effectiveness of income collection. Our third Business Aim is to manage our regeneration estates successfully and there are specific performance measures within the PULSE Performance report to follow this alongside an overview in the Report Summary.

2. Outline of the issues

2.1 Tenancy Involvement and Empowerment

2.1.1 One indicator is below target

KLOE/TSA Standard Related Areas:	KLOE 30 Access and Customer Care KLOE 5 Resident Involvement KLOE 31 Diversity TSA Standard - Tenant Involvement and Empowerment
Which Pulse indicators are monitoring this?	<ul style="list-style-type: none"> • % Calls captured (call centre) • Average waiting time (call-centre) • Stage 1 Complaints Responded in 10 Working Days • Average Waiting Time for Major Adaptations • Assist Response Time
Are there any significant concerns?	<ul style="list-style-type: none"> • Waiting time for adaptations is below target level but not a significant concern at this time • Number of crossovers started in April which had referral dates in 2008
How are we addressing these?	<ul style="list-style-type: none"> • Financing issue for crossovers now resolved with the Council
When will it be better?	<ul style="list-style-type: none"> • May start on site performance down to 13 weeks • Outstanding cases waiting on the list are currently at 11 weeks

2.2 Home

2.2.1 Gas servicing position report is attached as Appendix 2. The coverage in April of 99.7% represents only 23 cases outstanding all of whom have appointments booked. 99.7% is an improvement on same position last year (99.3%) and this performance is not felt to be a significant concern.

KLOE/TSA Standard Related Areas:	KLOE 3 Stock Investment and Asset Management TSA Standard - Home (Repairs and Maintenance) TSA Standard – Home (Quality of accommodation)
Which Pulse indicators are monitoring this?	<ul style="list-style-type: none"> • CP12 coverage • Repair Appointments • Repairs completed in time • Right first time • Fire safety actions completed • % Non-Decent Homes • Satisfaction with Decent Homes

Are there any significant concerns?	<ul style="list-style-type: none"> Urgent repairs completed in time below target level and dropped by 2% from March Increase in A orders may have contributed to drop in Urgent performance, particularly plumbing. Flexibility of contractor to deal with increased demand may be an issue
How are we addressing these?	<ul style="list-style-type: none"> We have raised this at our Operational Meetings with Connaught. Connaught have agreed to review resourcing of plumbing. Training of call centre staff to ensure orders are given correct priority and they are not raising unnecessary urgent orders
When will it be better?	<ul style="list-style-type: none"> Urgent repairs in May looking below target too although historically performance does improve over the summer

2.3 Tenancy

2.3.1 The Void Improvement Plan was presented to Board in May. Progress on the Plan is to be reported separately on the agenda.

KLOE/TSA Standard Related Areas:	KLOE 7 Allocations and Lettings TSA Standard – Tenancy
Which Pulse indicators are monitoring this?	<ul style="list-style-type: none"> Average Relet Times New Tenant Satisfaction Number of Outstanding Voids
Are there any significant concerns?	<ul style="list-style-type: none"> 51+ 1 beds outstanding. 1 beds are being let at the same rate as new voids are coming in so no net gains 65 properties to become void on Stonegrove in June as part of regeneration decanting Government has put Kickstart funding under review which may be a potential risk to progress on regeneration in West Hendon.
How are we addressing these?	<ul style="list-style-type: none"> Approach the Council to remove hard to let properties from management. Working with the Council's Temporary Accommodation team regarding Hostel performance
When will it be better?	<ul style="list-style-type: none"> May position improved, higher lettings and lower turnaround but it is the newer voids getting let. Lettings in May are not the oldest voids. Performance has improved in May on Hostels.

2.4 Tenancy - Leaseholders

2.4.1 There are no significant concerns.

KLOE/TSA Standard Related Areas:	KLOE_4 – Housing Income Management
Which Pulse indicators are monitoring this?	<ul style="list-style-type: none"> % Annual Service Charge Collected Major Works Income Collected
Are there any	None

significant concerns?	
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2.6. Tenancy – Rents

2.6.1 There are no significant concerns.

KLOE/TSA Standard Related Areas:	KLOE 4 Housing Income Management TSA Standard – Rent
Which Pulse indicators are monitoring this?	<ul style="list-style-type: none"> • Current rent arrears • Average arrears of new tenants • Arrears as % debit
Are there any significant concerns?	None

2.7 Neighbourhood and Community

2.7.1 One indicator is below target level

KLOE/TSA Standard Related Areas:	KLOE 6 Tenancy and Estate Management TSA Standard - Neighbourhood and Community
Which Pulse indicators are monitoring this?	<ul style="list-style-type: none"> • Estates achieving 2 stars at reality checks • Estates achieving 2 stars at reality checks (Regen) • Contact with serious ASB clients in 1 day • Tenancy sustainment of floating support cases
Are there any concerns?	<ul style="list-style-type: none"> • Reality checks on estates are below target • 10 out of 11 checks at target level so 1 below target has disproportionate effect.
How are we addressing these?	<ul style="list-style-type: none"> • Increasing numbers of inspections by a wider pool of staff • Senior managers to reinforce the programme to ensure checks carried out
When will it be better?	<ul style="list-style-type: none"> • There should be a larger number of inspections over the summer months

2.8 Value for Money

KLOE/TSA Standard Related Areas:	KLOE 32 Value for Money KLOE 1 Prospects for Improvement TSA Standard - Value for Money
Which Pulse indicators are monitoring this?	<ul style="list-style-type: none"> • Average days lost to sickness
Are there any concerns?	None

3. Tenant & leaseholder implications

- 3.1 The production of appropriate and relevant performance information is one of the acknowledged ways in which social landlords are held accountable by their residents. Barnet Homes publishes its performance information on our website, within *AtHome* and through posters in receptions. In addition a suite of 'top ten' resident agreed indicators are presented on the website.
- 3.2 The Performance Advisory Group comprising residents and staff is the top-level basis of resident involvement in performance scrutiny.
- 3.3 Work on service standards has been ongoing and at HUB in May residents voted on standards for key services. A wider consultation across all residents will be issued with June's edition of *AtHome* and will also be offered as an online survey. Standards agreed with residents will be incorporated into wider performance reporting and it is expected some standards will become PULSE indicators.

4. Equality & Diversity Implications

- 4.1 Reporting layout has been agreed with Directors to and replicates the layout used for Performance Advisory Group to ensure information is clear and easily understandable.

5. Financial & Risk Management Implications

- 5.1 Our main area of concern and risk relates to levels of void properties and turnaround times. There is a clear relationship to increased rent loss.
- 5.2 Income collection has a direct relevance to the financial health of the Housing Revenue Account (HRA) and therefore Barnet Homes. In general terms the income collection indicators across Barnet Homes are performing strongly within this report with a potentially positive impact on the HRA. Notwithstanding the rent loss through empty properties noted above.

6. Other impacts

- 6.1 Not applicable.

7. List of Appendices

- 7.1 Appendix 1 – Pulse Performance Report April 2010
- 7.2 Appendix 2 – Gas Servicing Monthly report

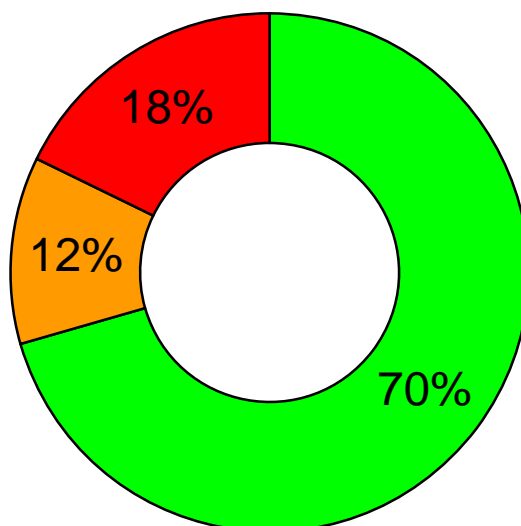
Approved by: Derek Rust - Deputy Chief Executive and Head of Housing



Date: 11 June 2010

Barnet Homes PULSE Report

Traffic Light Position



April 2010

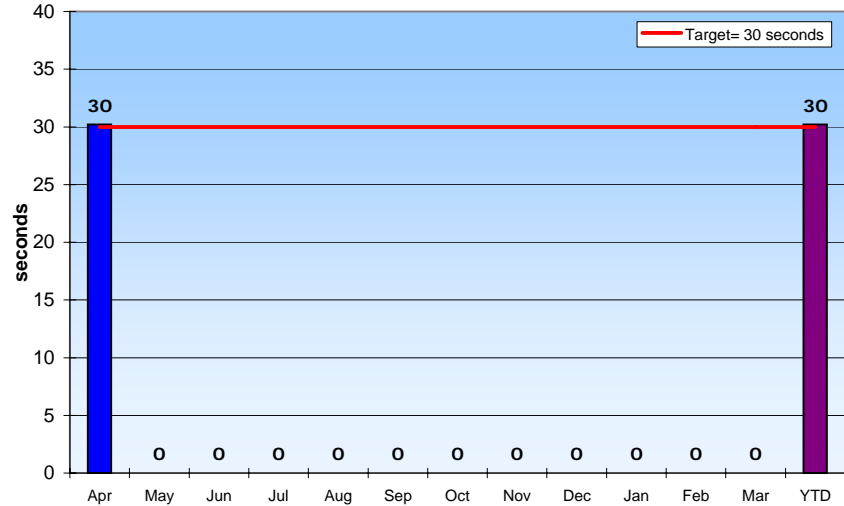
1) Tenancy Involvement & Empowerment

- customer service, choice & complaints; involvement & empowerment; understanding/responding to the diverse needs of tenants

Average Wait Time ↑ ●

Average seconds a caller has to wait to speak to an operator after message

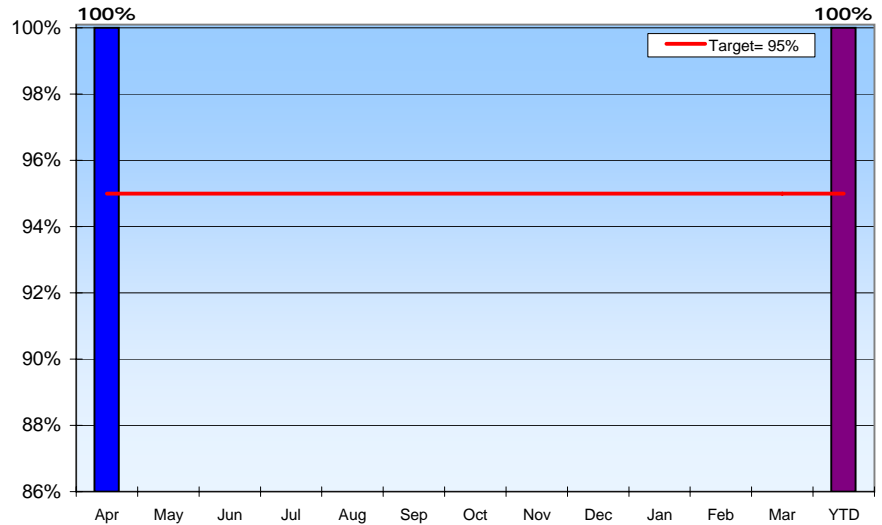
<i>End of Year Target</i>	25 secs
Apr 10 Performance	30 secs
Apr 09 Performance	43 secs
YTD Performance	30 secs



Complaints ↑ ●

The percentage of stage 1 complaints answered in 10 working days

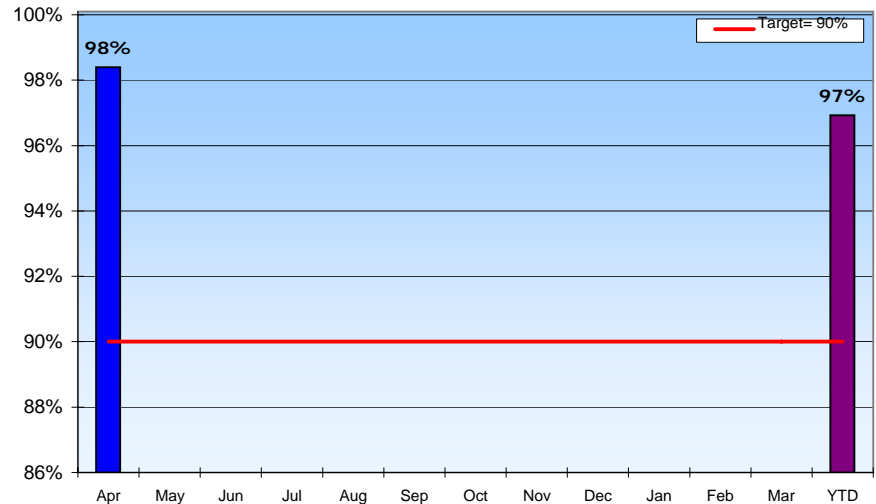
<i>End of Year Target</i>	95%
Apr 10 Performance	100%
Apr 09 Performance	94%
YTD Performance	100%



Assist ↑ ●

The percentage of calls responded to in 30 seconds

<i>End of Year Target</i>	90%
Apr 10 Performance	98%
Apr 09 Performance	91%
YTD Performance	97%



Barnet Homes Pulse Report

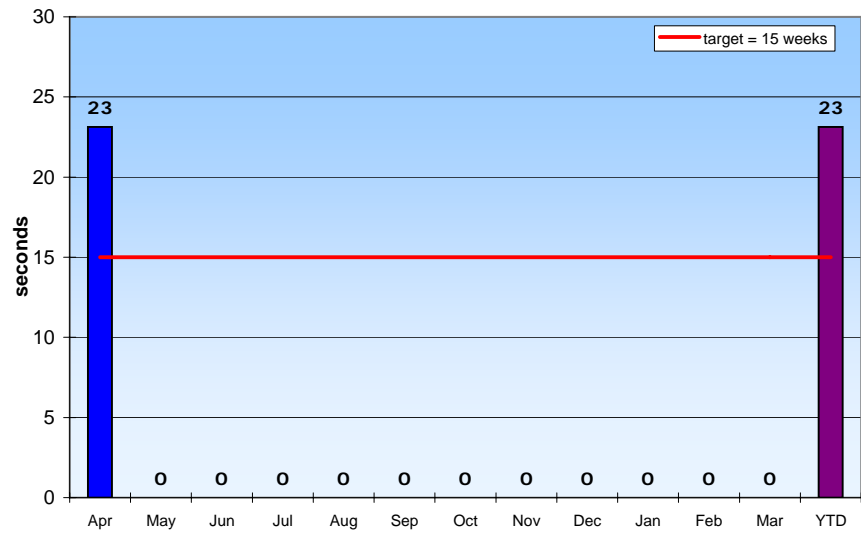


Adaptations



The average wait time for major adaptations to homes.

End of Year Target	15 weeks
Apr 10 Performance	23 weeks
Apr 09 Performance	10 weeks
YTD Performance	12 weeks



Resident Involvement

Resident Involvement Indicator under development

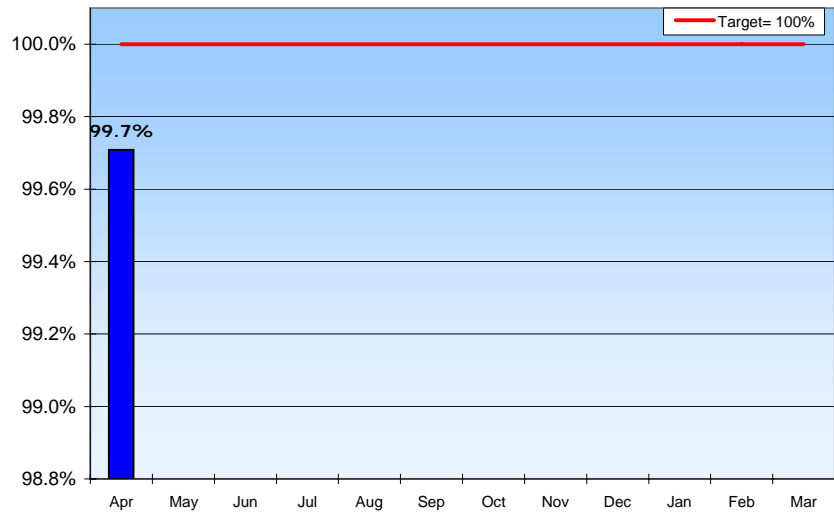
2) Home

- quality of accomodation; repairs & maintenance

Gas Safety Checks ↑ ●

The percentage of homes with a safety certificate

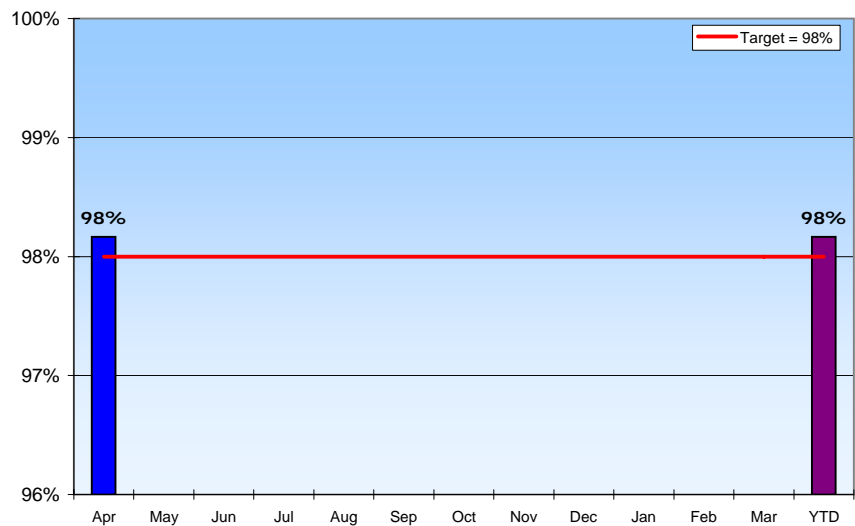
End of Year Target	100%
Apr 10 Performance	99.7%
Apr 09 Performance	99.3%
<i>Top Quartile (BPSA) = 98.6%</i>	



Appointments ↓ ●

The percentage of appointments which were made and then kept

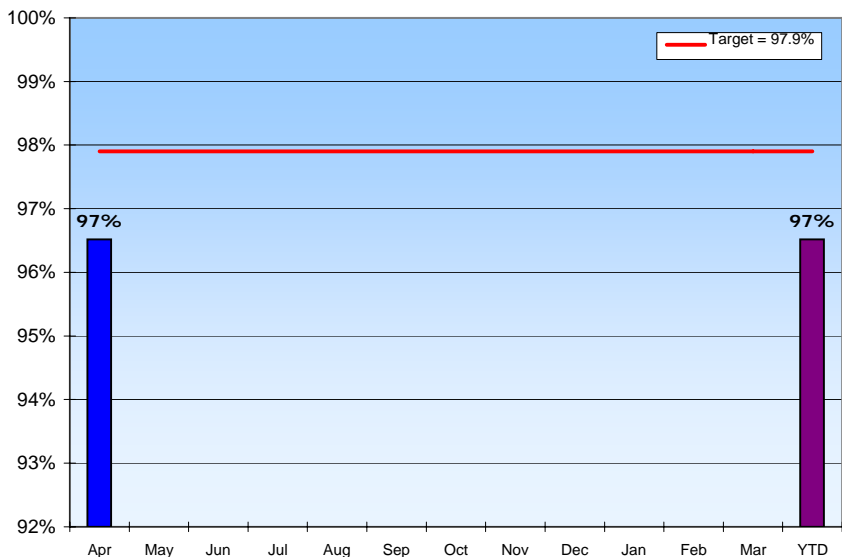
End of Year Target	98.0%
Apr 10 Performance	98.2%
Apr 09 Performance	98.5%
YTD Performance	98.2%
<i>Top Quartile (HouseMark) = 96.9%</i>	



Urgent Repairs ↓ ●

The percentage of urgent repairs completed within government time limits

End of Year Target	97.9%
Apr 10 Performance	96.5%
Apr 09 Performance	96.3%
YTD Performance	96.5%
<i>Top Quartile (BPSA) = 98.0%</i>	



Barnet Homes Pulse Report

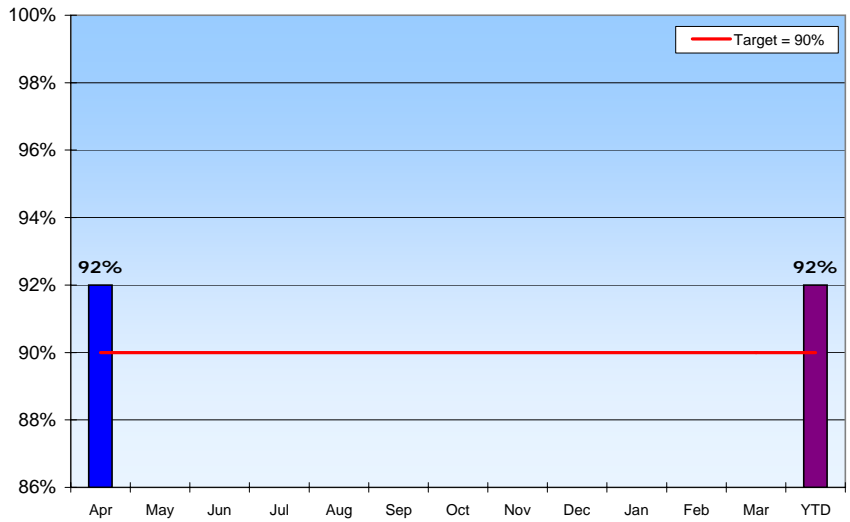


Right First Time



The percentage of repairs which are completed right first time

<i>End of Year Target</i>	90%
Apr 10 Performance	92.0%
Apr 09 Performance	88.7%
YTD Performance	92.0%

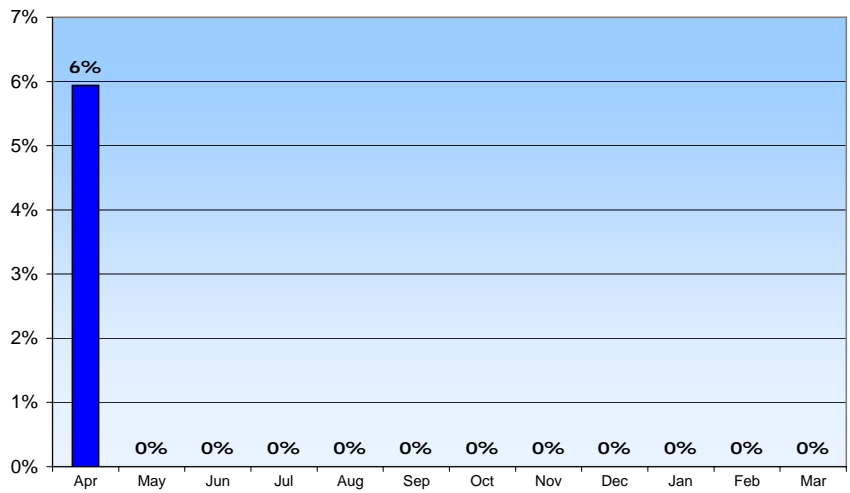


Decent Homes



The percentage of non-decent homes excluding regeneration properties.

<i>End of Year Target</i>	0%
Apr 10 Performance	5.9%



Fire Safety

The percentage of fire safety actions complete within one month - under development

3) Tenancy

- allocations; rents; tenure

Relet Time



The average time it takes to relet an empty property.

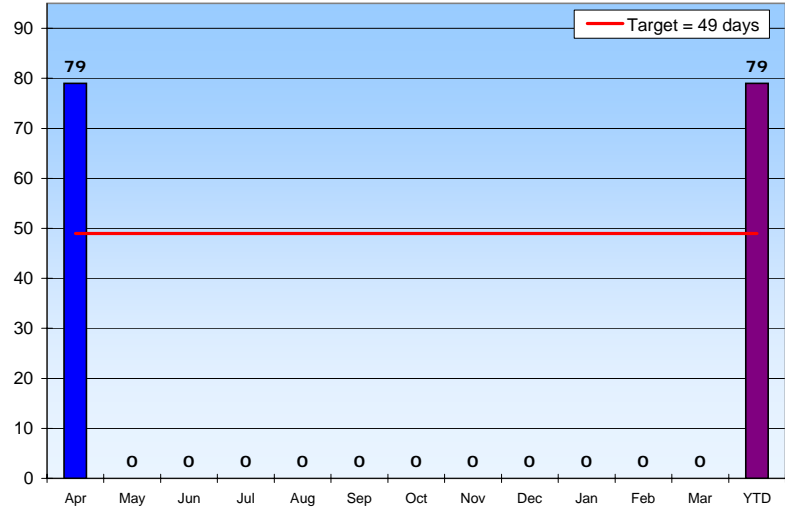
End of Year Target 49 days

Apr 10 Performance 79 days

Apr 09 Performance 29 days

YTD Performance 79 days

Top Quartile (BPSA) = 23.8 days



Tenant Satisfaction



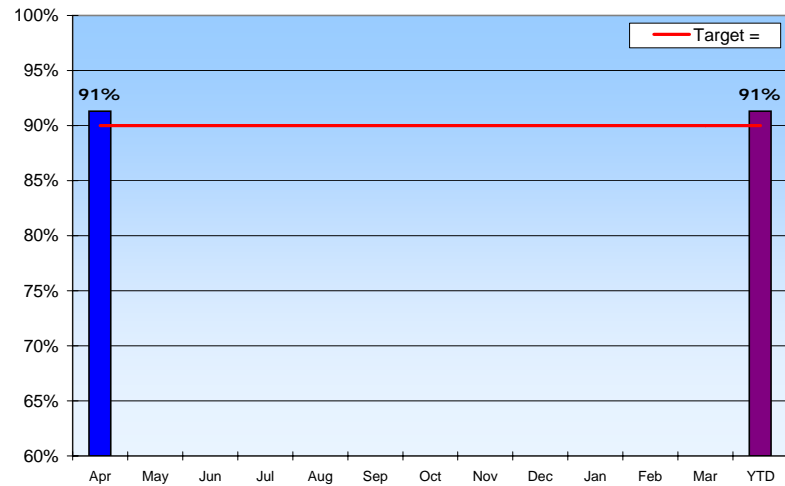
The percentage of new tenants satisfied with the condition of their new property

End of Year Target 90%

Apr 10 Performance 91.3%

Apr 09 Performance 85.7%

YTD Performance 91%



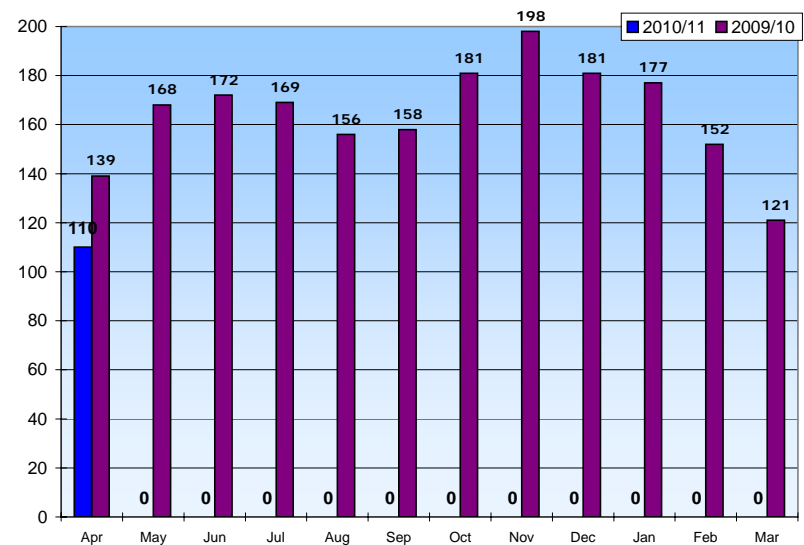
Outstanding Voids



The number of empty properties at the end of each month

Apr 10 Performance 110

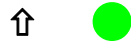
Apr 09 Performance 139



Barnet Homes Pulse Report

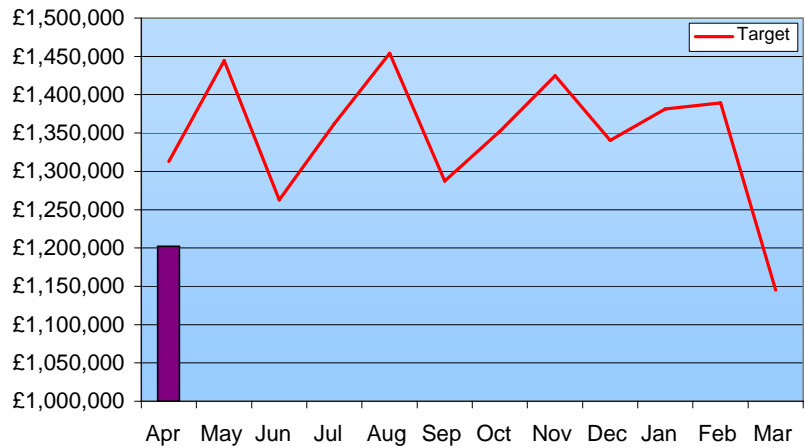


Arrears



The level of rent arrears at the end of each month

End of Year Target	£1,145,000
Month Target	£1,313,047
Apr 10 Performance	£1,202,127
Apr 09 Performance	£1,283,634

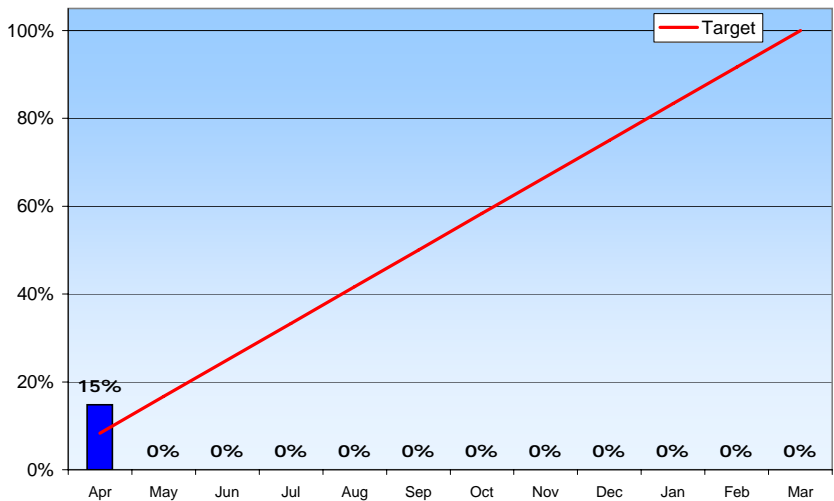


Service Charge



% Annual Service Charge Collected this year

End of Year Target	103%
Month Target	8.3%
Apr 10 Performance	14.8%
Apr 09 Performance	12.1%

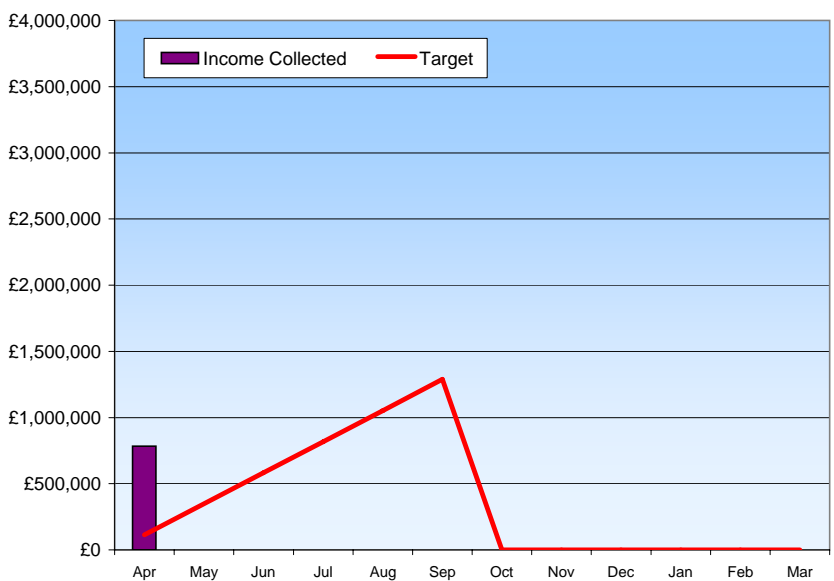


Major Works Income



The amount of major works income collected from leaseholders this year

Apr 10 Performance	£783,198
Target	£0



4) Neighbourhood & Community

- neighbourhood management; local area cooperation; anti-social behaviour

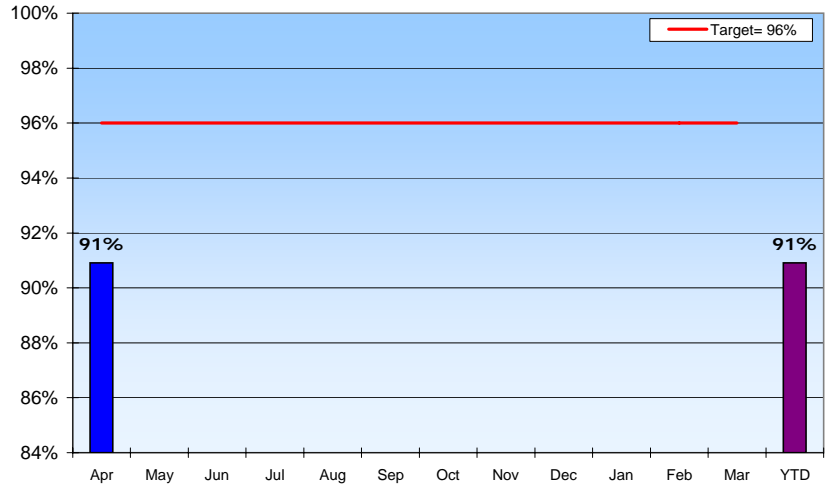
Reality Checks ●



The percentage of reality checks achieving 2 star or above on all estates

End of Year Target	96%
Apr 10 Performance	91%
Apr 09 Performance	94%
YTD Performance	91%

Number of checks in month	11
Number of checks YTD	11

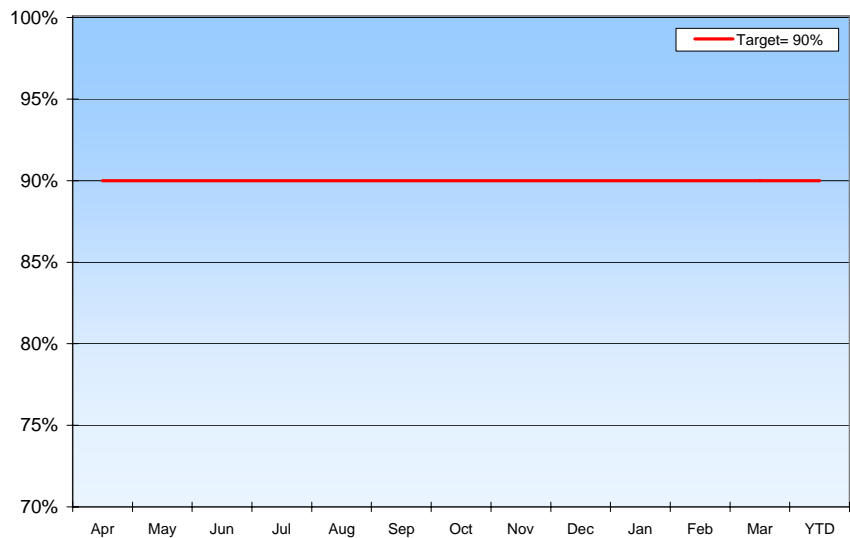


Reality Checks - Regeneration ●

The percentage of reality checks achieving 2 star or above on regeneration estates only

End of Year Target	90%
Apr 10 Performance	
Apr 09 Performance	
YTD Performance	

Number of checks in month	0
Number of checks YTD	0



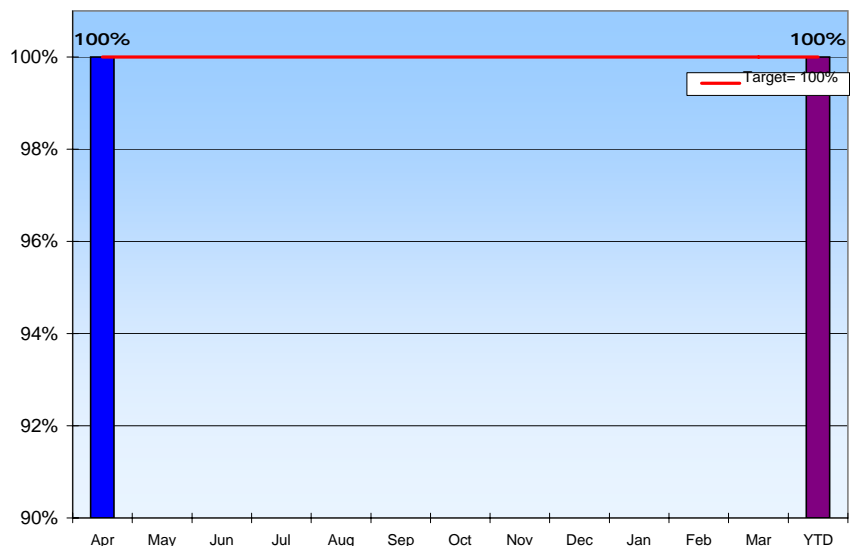
ASB ●



The percentage of serious ASB cases responded to in 1 day.

End of Year Target	100%
Apr 10 Performance	100%
Apr 09 Performance	100%
YTD Performance	100%

No. of cases reported in month	15
No. of cases reported YTD	15



Barnet Homes Pulse Report



Tenancy Sustainment

The number of floating support cases where tenancy has been sustained for 6 months

New for 2010/11

5) Value for Money

Sickness

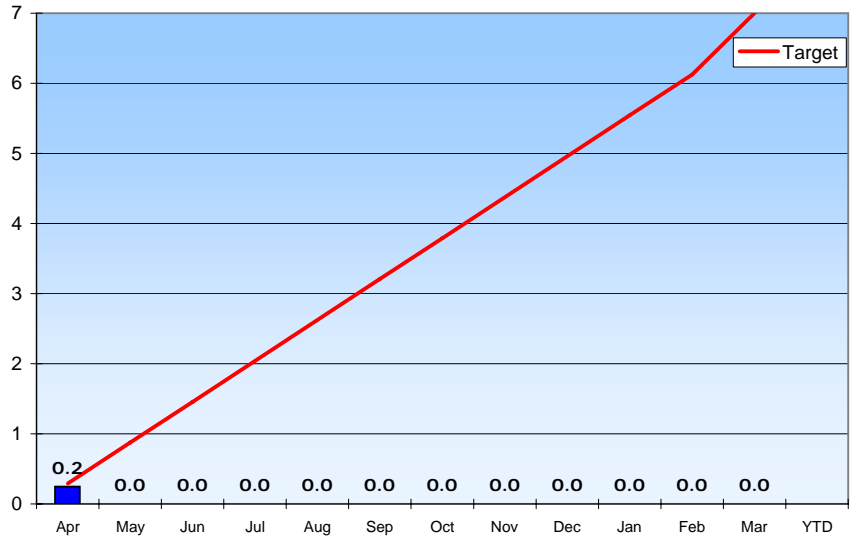


The average number of days lost due to sickness per employee

End of Year Target 7 days

Apr 10 Performance 0.2 days

Apr 09 Performance 0.2 days



Gas Servicing Performance – April 2010

Gas Servicing Programme

9079 properties to be serviced by end April 2010

<i>Completion of servicing programme</i>	<i>This Month</i>	<i>Last Month</i>
Number of properties due to be serviced in month	450	205
Number of properties actually serviced in month	1539	767
% of monthly services completed	342%	374%
Number of properties due to be serviced YTD	8,993	8,543
Number of properties actually serviced YTD	9,216	7,677
% services completed YTD	102%	90%
Number behind target	223	866
% programme complete	100%	85%

Gas Safety Certificates (CP12)

2009/10 Target 100%

2008/09 London Top Quartile 99.5%, Average 98.1%

<i>Coverage of CP12 certificates</i>	<i>This Month</i>	<i>Last Month</i>
% of properties that have current CP12	99.7%	100%

Outstanding Cases

Number of properties with outstanding CP12 certificates

<i>Length of time overdue</i>	<i>This Month</i>	<i>Last Month</i>
0 to 10 weeks overdue	23	1
10 to 20 weeks overdue	3	0
20 to 30 weeks overdue	0	0
Over 30 weeks overdue	0	0
Total Outstanding Cases	26	1

Outstanding Cases – Actions**Over 30 weeks**

1 – see legal

20-30 weeks overdue

1 See legal

10-20 weeks overdue

- 3 appointments booked

0-10 weeks overdue

- 23 Outstanding/ 23 Appointments booked

Vulnerability Issues/Actions

Access difficulties with:

<i>Address</i>	<i>Action</i>
Granville Point	Repair and service required Housing Officer to investigate as tenant not engaging
Millbridge	Repair and service outstanding tenant hearing impairment letter sent to advise urgent contact required for works access gained follow on works to be arranged

Next Steps/Other Issues

- HO investigating the above

Barnet Homes

Board / Sub Group:	Standards and Asset Management Sub-group
Date:	22 June 2010
Title of Report:	Annual Complaints Feedback Report 2009/10
Purpose of Report:	This report with attachment collects together feedback from complaints, petitions and Ombudsman enquiries from 2009/10.
Classification: General Release / Exempt (if exempt state relevant ground)	General Release

Report Summary:

This report covers all complaints, VIP enquiries, Ombudsman findings and petitions received between April 2009 and March 2010. A summary of findings is laid out below:

- 1 in 13 residents complained compared to 1 in 9 last year
- 6% of complaints escalated to Stage Two (5% 08/09)
- 19% of Stage One complaints logged were from repeat addresses this is a fall from 31% in 08/09
- Stage One response performance was 96.2% in 10 working days and met 95% target
- Repairs is the most complained about service
- 1 in 5 of all complaints are about Gas and almost half were justified
- Quality of service is most frequent complaint topic
- The Watling estate continues to provide most complaints (14% of all Stage One complaints against 13% of stock)
- After Watling the next commonest area for complaints is NW9 reflecting Grahame Park and West Hendon
- VIP quality and response performance still strong and improved on last year
- 14 Ombudsman enquiries received of which 2 upheld
- 5 petitions were received
- Leaseholders make up 13% of Stage One complaints up from 9% in 08/09 and 38% of Stage Three complaints up from 25% 08/09
- Disproportionate number of complaints come from those aged 30-49
- 51% of complaints come from those with 10 or less years of tenancy
- 13% complaints are reported by email up from 10% in 08/09

Appendices to this report:

1. Annual Complaints Feedback Report 2009/10

Recommendations:

1. That the Sub-group notes the contents of the report.

Report Author:	David Thomas Senior Performance & Information Manager	Date:	21 May 2010
Telephone:	0208 359 4949	Email:	david.thomas@barnethomes.org

- 1. Policy context/ Business Aim**
 - 1.1 Barnet Homes Business Aim 1 commits us to delivering excellent services for all our customers. This report seeks to report on the quality of service provided by analysing complaints received. Business Aim 2 concerns value for money and this report measures that by helping managers to focus on key concerns of residents and to emphasise that using the complaints process takes up staff time and we should encourage staff to explore other alternatives for resolution with residents. Our third Business Aim is to manage our regeneration estates successfully and part of the analysis aims to uncover whether there are specific issues coming from complaints which managers need to act upon.

- 2. Outline of the issues**
 - 2.1 The detail of the annual complaints report is contained in appendix 1.
 - 2.2 The sub-group is asked to note the contents of the report.
 - 2.3 A copy of the report will be presented to the Council

- 3. Tenant & leaseholder implications**
 - 3.1 The provision of an accessible and accountable complaints process is one of the key ways in which residents (customers) can challenge services. Being able to use the information collated from complaints is important for learning organisations who wish to improve services in line with customers' needs.
 - 3.2 We recognise that leaseholders are our customers too and their complaints form part of the analysis within this report.

- 4. Equality & Diversity Implications**
 - 4.1 This report has analysed complaints by the key diversity strands to look for any equality and diversity implications.

- 5. Financial & Risk Management Implications**
 - 5.1 Where services perform badly there can be a link to complaints received and under-performance can lead to loss of income and management issues (eg. ASB).
 - 5.2 The Tenant Services Authority (TSA) will focus on complaints as a method of assessing the effectiveness of an organisation and as a possible prompt for short notice inspection. Where we have been unable to resolve complaints internally and complainants have approached the Ombudsman there is a greater risk of the TSA becoming involved.

- 6. Other impacts**
 - 6.1 Not applicable.

- 7. List of Appendices**
 - 7.1 Appendix 1 – Annual Complaints Feedback Report 2009/10

Approved by: Derek Rust - Deputy Chief Executive and Head of Housing

A handwritten signature in blue ink, appearing to read 'Derek Rust', with a vertical line extending downwards from the end of the signature.

Date: 11 June 2010



Complaints Feedback Annual Report 2009/10

Contents

1	<u>Summary</u>
2	<u>Volumes</u>
3	<u>Response Performance</u>
4	<u>By Services</u>
5	<u>By Complaint Types</u>
6	<u>Wards, Estates and Postcodes</u>
7	<u>VIPs</u>
8	<u>Ombudsman</u>
9	<u>Petitions</u>
10	<u>Leaseholders</u>
11	<u>Benchmarking</u>
12	<u>Costs</u>
13	<u>Stage Three Complaints</u>
14	<u>Diversity</u>
15	<u>Contact Methods</u>
16	<u>Freedom of Information</u>
17	<u>Lessons Learned</u>

1 Summary

- 1 in 13 residents complained compared to 1 in 9 last year
- 6% of complaints escalated to Stage Two compared to 5% in 08/09
- 19% of Stage One complaints logged were from repeat addresses this is a fall from 31% in 08/09
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- 1 in 5 of all complaints are about Gas and almost half were justified
- Quality of service is most frequent complaint topic
- The Watling estate continues to provide most complaints (14% of all Stage One complaints against 13% of stock)
- After Watling the next commonest area for complaints is NW9 reflecting Grahame Park and West Hendon
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- Disproportionate number of complaints come from those aged 30-49
- 51% of complaints come from those with 10 or less years of tenancy
- 13% complaints are reported by email up from 10% in 08/09

2 Volumes - How many complaints are being received?

	09/10 (as %)		08/09 (as %)	
Stage 1	1085	93%	1508	94%
Stage 2	67	6%	82	5%
Stage 3	16	1%	21	1%
Total	1168		1611	

Stage 1 - avg per month	2009/10	2008/09
Overall avg	271	377
Q1	223	481
Q2	244	414
Q3	234	357
Q4	384	256

Stage 2 - avg per month	2009/10	2008/09
Overall avg	17	21
Q1	17	11
Q2	29	20
Q3	11	18
Q4	10	33

Comment:

There has been a decline in the volume of complaints received by over 400 from 08/09.

In general terms about 1 in 13 residents complained in 09/10 compared to 1 in 9 in 08/09.

Stage Two complaints represented 6% of all complaints in 2009/10 compared to 5% the year before although the actual numbers received dropped from 82 in 08/09 to 67 in 09/10.

Stage Two complaints have not been dominated by any specific issues however general repairs, investment programme and leasehold management remain the main areas likely to be escalated to stage 2.

The escalation rate from Stage One to Two is 6% while from Stage Two to Three it is 24%. Last year the escalation rate was 5% from Stage One to Stage Two and 20% from Stage Two to Stage Three.

Repeat Complaints

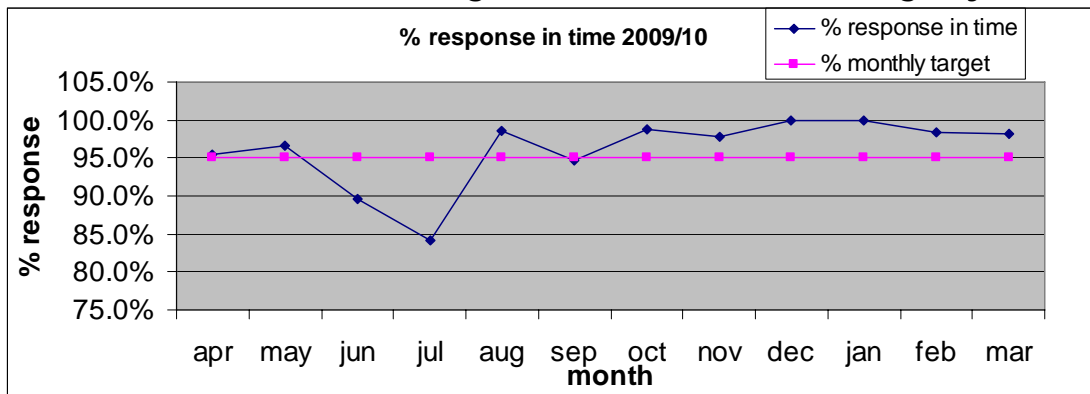
Of the 1085 individual Stage One complaints logged 208 were repeat complainants, which is about 19%, this is a reduction on 08/09 when about 31% were repeats.

Repeat complaints are mainly about Quality of Service (52%) followed by Customer Care (23%), Quality of Work (9%) and Policy (7%). This is in line with the overall trend.

Service areas occurring most in repeat complaints are General Repairs (37%) followed by Gas (17%), Investment Programme (12%) and General Leasehold Management (6%). This is in line with the overall trend.

3 Response Performance – Pulse PI

How well do we meet our target to answer in 10 working days?



Comment:

The overall stage one response in time for the year stands at 96.2% against our target of 95%. Poor results in June and July affected performance and meant that we then needed to have a response rate of 97.5% or above in order to meet end of year target. This was achieved, and in two consecutive months we scored 100%. As in 08/09, the majority of the complaints were Asset Management related.

Complaints regarding general repairs have fallen by 10% but complaints about gas have risen by 7%. This could be attributed in part to the unusually long spell of cold weather that lasted well into the New Year.

Leasehold complaints have risen by 3% but complaints about the contact centre have dropped by 3%.

Stage 1 Response Performance by service area for 2009/10

	Received	Response in Time	Response Out of Time	%age in Time	Justified	%age Justified
Housing Services						
Anti-social behaviour	25	25	0	100%	4	16.0%
Assist	18	18	0	100%	6	33.3%
Caretaking	12	11	1	91.7%	3	25.0%
Estate Services	15	15	0	100%	4	26.7%
General Leasehold Mgmt	50	46	4	92.0%	1	2.0%
General Tenancy Mgmt	10	9	1	90.0%	3	30.0%
Neighbourhood Mgmt	30	29	1	96.7%	7	23.3%
Regeneration	23	21	2	91.3%	4	17.4%
Rental Income	14	12	2	85.7%	1	7.1%
Resident Participation	1	1	0	100%	0	100%
Sheltered Housing	2	2	0	100%	0	0.0%
Voids & Lettings	20	17	3	85.0%	1	5.0%
HM Sub-Total	220	206	14	93.6%	34	15.5%
Asset Management						
Adaptations	7	7	0	100%	1	14.3%
Communication	1	1	0	100%	0	0.0%
Contact Centre	32	31	1	96.9%	6	18.8%
Gas	228	221	7	96.9%	105	46.0%
General Repairs	457	445	12	97.4%	116	25.4%
Investment Programme	91	86	5	94.5%	20	22.0%
Operational Inspectors	25	24	1	96.0%	7	28.0%
Standby	4	3	1	75.0%	0	0.0%
Voids	1	1	0	100%	1	100%
AS Sub-Total	846	819	27	96.8%	256	30.3%
Other						
Finance	1	1	0	100%	0	0.0%
Housing Performance	3	3	0	100%	0	0.0%
Unclassified	15	15	0	100%	3	20.0%
Other Total	19	19	0	100%	3	15.8%
Overall Total	1085	1044	41	96.2%	293	27.0%

Comment:

Repairs and Gas are the two service areas with the highest number of complaints received. In spite of this however they both exceeded the target for response in time by a considerable amount and we should recognise this and share good practice. It is worth noting that almost half of the stage 1 complaints about gas are justified compared to a quarter of the repairs complaints.

4 Services**Which service areas are residents complaining about?****Stage 1**

Top Five	2009/10	2008/09
General Repairs	42%	52%
Gas	21%	14%
Investment Prog	8%	9%
General Leasehold	5%	2%
Contact Centre	3%	6%

Stage 2

Top Five	2009/10	2008/09
General Repairs	24%	31%
Investment Prog	19%	12%
General Leasehold	15%	8%
ASB	7%	12%
Neighbour Mgt	6%	4%

Stage 3

Top Two	2009/10	2008/09
General Leasehold	31%	5%
General Repairs	19%	33%

Comment:

Repairs continue to be the area most complained about at Stage One. However Repair complaints have dropped from 52% last year to 42%. In contrast Gas complaints have risen again from 14% to 21% (in 07/08 Gas complaints were at 7%). Gas complaints are usually about delayed service, appointments not kept, and customers not receiving any response when they call the contractor's office. It has also been noted by the Gas team that annual gas service appointments are being missed and residents are not being informed.

At Stage Two Repairs complaints decreased from 31% last year to 24% and at Stage Three Repair complaints dropped from 33% to 19%. Leasehold complaints increased from 8% last year to 15% this year at Stage Two. The breakdown of the Stage Three complaints later in this

report gives details of these complaints and the outcomes of the Stage Three panel hearings. ASB complaints dropped from 12% to 7%.

A change has been made to Contact Manager to create a Call Centre service area and to limit Customer Care to a subject of complaint only, this will help identify call-centre related complaints.

5 Complaint Types - What are residents complaining about?

Stage 1

Top Five	2009/10	2008/09
Quality of Service	56%	59%
Customer Care	20%	15%
Quality of Work	10%	9%
Missed Appointment	6%	11%
Policy	6%	4%

Stage 2

Top Five	2009/10	2008/09
Customer Care	34%	23%
Quality of Service	30%	52%
Quality of Work	13%	9%
Policy	9%	11%
Cost	7%	4%

Stage 3

Top Five	2009/10	2008/09
Customer Care	38%	44%
Quality of Service	25%	31%
Cost	19%	6%
Policy	13%	13%
Quality of Work	6%	6%

Comment:

Quality of service is once again what our customers are complaining about the most. The most common reasons are not being advised when further works are required and not being informed about timescales. It also includes not being told when appointments have been changed and not getting call backs following an enquiry. Repairs and Gas complaints constitute 63% of the total Stage One complaints received with Quality of Service been the most complained about in these areas. Compared to last year Stage One Policy

related complaints rose from 4% to 6% but dropped by 2% at Stage Two. Policy complaints at stage 3 remained the same as last year at 13%.

6 Wards, Estates and Postcodes

Which parts of Barnet are complaining?

By Ward

The top five wards for complaints are:

Burnt Oak	11.6%
Colindale	10.1%
Underhill	10.1%
West Hendon	6.8%
East Finchley	6.1%

Ward	Talk2Us - Stage 1	Talk2Us - Stage 2	Talk2Us - Stage 3	Grand Total
Brunswick Park	20			20
Burnt Oak	126	7	3	136
Childs Hill	54	6	2	62
Colindale	114	4		118
Coppetts	62	3	1	66
East Barnet	29	3		32
East Finchley	65	6		71
Edgware	55	3		58
Finchley - Church End	30			30
Garden Suburb	7			7
Golders Green	33	1	1	35
Hale	53	5		58
Hendon	50	2		52
High Barnet	11	1		12
Mill Hill	30	3	1	34
Oakleigh	25			25
Out of Borough (Alexandra Rd N10)	9			9
Totteridge	16	4	1	21
Underhill	110	6	2	118
West Finchley	23	2		25
West Hendon	76	2	1	79
Woodhouse	43	8	3	54
Not Known	44	1	1	30
Grand Total	1085	67	16	1168

By Postcode:

Post Code Sector	Talk2Us - Stage 1	Talk2Us - Stage 2	Talk2Us - Stage 3	Grand Total
EN4	28	3		31
EN5	121	7	2	130
HA8	228	12	3	243
N10	57	2		59
N11	34	1	1	36
N12	51	7	2	60
N14	1			1
N2	65	6		71
N20	35	4	1	40
N3	46	3	1	50
NW11	18	2	2	22
NW2	78	5	1	84
NW4	70	3	1	74
NW7	33	4	1	38
NW9	164	5		169
Not Known	56	3	1	60
Grand Total	1085	67	16	1168

When looking at Stage One complaints by 'estate' the Top Ten are:

Estate	Stage 1 total	as % Stage 1s
Watling	153	14.1%
Grahame Park	94	8.7%
Dollis Valley	57	5.3%
West Hendon	45	4.1%
Woodhouse Road	30	2.8%
Spur Road	29	2.7%
Belle Vue	27	2.5%
Granville Road	25	2.3%
Cromwell Road	20	1.8%
Basing Way/Broadfields/Grange	19	1.8%
Total	499	46.0%

Stage Two by Estate – Top Five

Estate	Stage 2
Watling	11
Woodhouse Road	4
Dollis Valley	3
Grahame Park	3
Bevan	2
Quinta	2
Stonegrove	2
Vale Farm	2

Are there any patterns of complaints within estates?

On the Watling estate (Burnt Oak and Hale wards) the subject of complaints almost completely mirrors the overall top three with Quality of work complaints being just slightly higher than average. Last year missed appointment complaints were higher on the Watling at 14% compared to the average of 6%. However this year missed appointment complaints on the Watling estate were down to 6%, matching the overall average.

The Watling estate has a disproportionate number of Gas, Repairs and Investment Programme complaints in fact these represent 86% of complaints for that estate compared to 71% overall.

The Watling estate alone makes up about 24% of all Stage One Gas complaints, 14% of all General Repairs complaints and 15% of all Investment Programme complaints.

Grahame Park made up 9% of all Stage One complaints received and General Repairs was the most complained about subject. Complaints about the regeneration of Grahame Park made up 17% of all the Stage Ones received from Grahame Park.

Dollis Valley complaints made up 5% of all Stage One complaints received with General Repairs being the most complained about subject.

Otherwise the main areas of complaint are the same as those in general with Repairs, Gas and Investment programme making up the top three.

7 VIPs

The overall VIP response in time for the year was 99.6% which highlights that the ongoing co-ordination of all enquiries is working well.

There were a total of 771 VIP enquiries received during 2009/10 (729 08/09) with only one not responded to in time.

The breakdown of VIP sources show that 51% were from Andrew Dismore MP, 6% from Cllr Julie Johnson and 5.7% from Theresa Villiers MP. The enquiries coming in by email increased to 90% this year and this has helped in ensuring that the enquiries are acknowledged and responded to in a timely fashion.

8 Ombudsman Enquiries

Month	No Rec'd	Upheld	Not Upheld	Awaiting Decision	Local settlement	Other – (Premature, Outside jurisdiction etc)
Apr – Jun	4	1	3	0	0	0
Jul – Sep	2	1	1	1	0	0
Oct – Dec	3	0	1	1	0	0
Jan – Mar	5	0	4	1	0	0
Total	14	2	9	3	0	0

There was an increase in the number of Ombudsman enquiries received in the last quarter of the year compared to the third quarter. We are awaiting the decision on 3 of the enquiries but so far for the year only 2 have been upheld which is the same as last year.

Those two upheld cases related to i) a failure to correct a damp problem and delay in carrying out major works and ii) a failure to deal with a leaking radiator causing damage to carpet.

9 Petitions

Petitions are defined as letters signed by 25 or more people who live or have businesses in or around Barnet Homes' estates or properties. In 2009/10 five such petitions were received.

<i>Date</i>	<i>Address</i>	<i>Issue</i>	<i>Action</i>
27 April 2009	Estate Woodburn Close	Concerns over major works to be carried out and the cost to leaseholders	Only 21 signatures submitted to Andrew Dismore but treated as a formal petition and response sent to AD and residents contacted.
14 October 2009	Homefield, Dollis valley	Residents requesting a gas supply to their properties.	Written response from Chris Wilkins advising that the request would be considered also advising of the scale/cost of the work. Also advised that Mandy Dunstan would be looking into this in the New Year. No definite outcome. Treated as a formal petition despite only 12 signatures.

Appendix 1

14 December 2009	1-15 Block Robson Court	Request for installation of security doors to Robson Court as unwanted youths gaining access.	Response letter sent 23 December 2009 by Andrew Lessels stating that a feasibility survey would be carried out and the ASB team would also look into other measures to combat problems.
17 December 2009	52-62 Block Cressingham Road	Residents unhappy that front entrance door repair has been delayed and request that it is dealt with as soon as possible.	Karen Chitolie replied individually to all residents apologising for delay in service and stating that work was now complete.
2 March 2010	1-60 Block Granville Point	Residents request that fencing be removed from around tower block to allow easier access to bins.	Chris Wilkins replied and agreed that on section of fencing be removed to allow access. Response sent to lead resident and Cllr Monroe Palmer

Only two of the five petitions were replied to in the name of a Head of Service and only one of them actually met the petition criteria of having 25 or more signatures. In future petitions should only be logged by the Complaints Team who will ensure that it is assigned to a Head of Service, copied to LBB and responded to in time.

10 Leasehold

Of the 1085 Stage 1 complaints 139 (2008/09 142) are from leasehold addresses this is 13% (2008/09 9%).

Of the 67 Stage 2 complaints 18 (2008/09 19) are from leasehold addresses this is 27% (2008/09 23%)

Of the 16 Stage 3 complaints 6 (2008/09 4) are from leasehold addresses this is 38% (2008/09 25%)

What are leaseholders complaining about – by subject?

	<u>Stage 1</u>	<u>Stage 2</u>	<u>Stage 3</u>
Cost	11	4	3
Customer Care	27	3	1
Missed Appt	2	0	0
Policy	5	3	2
Quality of Service	76	3	0
Quality of Work	13	3	0
Blank	5	2	0
Total	139	18	6

What are leaseholders complaining about – by service?

	<u>Stage 1</u>	<u>Stage 2</u>	<u>Stage 3</u>
Anti-Social Behaviour	5	0	1
Caretaking	1	0	0
Contact Centre	4	0	0
Estate services	4	0	0
Gas	2	0	0
General leasehold management	44	9	4
General Repairs	50	2	0
General tenancy management	1	0	0
Investment programme	12	3	1
Neighbourhood Management	9	2	0
Regeneration	3	0	0
Standby	1	0	0
(blank)	7	2	0
Grand Total	139	18	6

Comment:

Quality of Service rates as the highest area of complaint as shown in the overall complaint trend.

Leaseholders make up about 26% of our total stock but only 13% of complaints at Stage 1. Overall numbers of complaints from leaseholders are down. Leaseholders are increasingly prominent among the escalated complaint stages and make up 38% of Stage Three complaints.

11 Benchmarking

Housemark have recently introduced a new service for benchmarking complaints which we will participate with in 2010/11

12 Cost

During 2009/10 we undertook a review of Stage Three panel process and stopped using an external facilitator this has resulted in savings of approximately £6,000 (based on 7 panels at an average of £850).

We paid out approximately £17,300 in ex-gratia payments for complaints (this includes £10 missed appointment payouts). This works out to about £15 per complaint.

In 2010/11 we want to isolate complaint compensation costs to assist staff in understanding the value for money options involved and to know when to escalate and when to compensate to resolve complaints.

13 Stage 3

We received a total of 16 requests for escalation to Stage Three during the year out of which 13 were heard by the Panel. 2 were resolved without the need to go to stage 3 and one was abandoned as the complainant did not

make contact again. Some of the complaints below were heard in the new financial year though they were received in 09/10.

Of the 13 cases heard 3 were upheld, 3 partially upheld and 7 were not upheld.

This year we have tried to look for alternative ways to resolve complaints rather than escalating to stage 3 (see highlighted below) and of the complaints that have been heard by the panel an increased number have not been upheld. This suggests that earlier on we have done all we can to reasonably resolve the complaint.

The main issues in the upheld complaints related to customer care and the service received from staff and contractors.

<i>Panel Date</i>	<i>Address</i>	<i>Complaint Type</i>	<i>Service</i>	<i>Result</i>
14.07.09	Victoria Grove	Quality of service	Investment Programme	Partially Upheld
23.09.09	Granville Point	Quality of service	Estate Services	Upheld
03.11.09	Queens Road	Customer Care	Gen tenancy mgt	Not Upheld
03.11.10	Friern Court	Policy	Gen I/hold mgt	Partially Upheld
24.11.09	Kingscote	Customer care	Investment Programme	Partially Upheld
24.11.09	Link Road	Cost	Gen I/hold mgt	Alternative solution found
04.12.09	Lapworth (private address)	Customer care	Regeneration	Not Upheld
04.12.09	Bittacy Hill	Policy	Investment Programme	Not Upheld
01.02.10	Orange Hill Road	Customer Care	Neighbourhood mgt	Not Upheld
01.02.10	Silkstream Road	Quality of service	Gen Repairs	Upheld
23.02.10	Gilbert Grove	Customer Care	Antisocial Behaviour	Upheld
23.02.10	St Davids Place	Quality of service	Gen Repairs	Not Upheld
07.04.10	Mill Bridge	Quality of service	Gen Repairs	Alternative solution found
26.04.10	Stanhope Road	Policy	Gen I/hold mgt	Not upheld
26.04.10	Saffron Close	Customer Care	Antisocial Behaviour	Not upheld

14 Diversity

Gender

For all stages there are more women than men making complaints

Age of Tenants

AGE (where known)	As % stock	Talk2Us - Stage 1	Talk2Us - Stage 2	Talk2Us - Stage 3	Grand Total
18-29	10%	10.09%	9.52%	25.00%	10.20%
30-39	17%	21.44%	42.86%	0.00%	22.30%
40-49	24%	26.23%	9.52%	0.00%	25.15%
50-59	16%	15.89%	23.81%	25.00%	16.37%
60-69	13%	13.62%	7.14%	25.00%	13.40%
70-79	12%	9.33%	4.76%	25.00%	9.25%
80-89	7%	2.90%	2.38%	0.00%	2.85%
90-107	2%	0.50%	0.00%	0.00%	0.47%
Grand Total		100.00%	100.00%	100.00%	100.00%

Disability

Where this information is known the proportion of complainants with disability (50%) is in line with the household disability figure recorded at STATUS 2008.

Ethnicity

Ethnicity (where known)	As % stock	Talk2Us - Stage 1	Talk2Us - Stage 2	Talk2Us - Stage 3	Grand Total
White British	51%	45.70%	56.82%	50.00%	46.32%
Prefer Not to Give	10%	16.20%	4.55%	0.00%	15.44%
Black African	12%	7.59%	2.27%	0.00%	7.24%
Other	5%	4.56%	2.27%	12.50%	4.51%
Asian Indian	4%	4.05%	2.27%	0.00%	3.92%
Black Caribbean	3%	3.16%	9.09%	0.00%	3.44%
White Irish	4%	2.91%	2.27%	12.50%	2.97%
White Other	4%	2.91%	9.09%	12.50%	3.33%
Black Other	3%	2.78%	0.00%	0.00%	2.61%
Asian Bangladeshi	0.7%	1.52%	0.00%	0.00%	1.43%
Asian Other	3%	1.14%	0.00%	0.00%	1.07%
Asian Pakistani	0.8%	0.76%	0.00%	0.00%	0.71%
Chinese	0.7%	0.76%	2.27%	0.00%	0.83%
Iranian	0.9%	0.76%	2.27%	0.00%	0.83%
Mixed White & Black Caribbean	0.7%	0.76%	2.27%	0.00%	0.83%
Afghan	0.6%	0.63%	0.00%	0.00%	0.59%
Mixed Other	0.7%	0.63%	2.27%	0.00%	0.71%
East European	0.8%	0.51%	0.00%	0.00%	0.48%
Turkish or Turkish Cypriot	1%	0.51%	0.00%	0.00%	0.48%
Mixed White & Asian	0.4%	0.38%	0.00%	12.50%	0.48%
Mixed White & Black African	0.7%	0.38%	0.00%	0.00%	0.36%
Other European	1%	0.38%	0.00%	0.00%	0.36%
White Cypriot	0.5%	0.38%	2.27%	0.00%	0.48%
Somali	0.8%	0.25%	0.00%	0.00%	0.24%
Central Asian	0%	0.13%	0.00%	0.00%	0.12%

Appendix 1

European	0%	0.13%	0.00%	0.00%	0.12%
Greek or Greek Cypriot	0.3%	0.13%	0.00%	0.00%	0.12%
Grand Total		100.00%	100.00%	100.00%	100.00%

Faith

Faith (where known)	As % stock	Talk2Us - Stage 1	Talk2Us - Stage 2	Talk2Us - Stage 3	Grand Total
CHRISTIAN	59%	47.91%	39.29%	33.33%	47.40%
PNG	15%	19.39%	7.14%	0.00%	18.67%
NONE	16%	13.69%	32.14%	33.33%	14.72%
MUSLIM	14%	11.03%	14.29%	0.00%	11.13%
OTHER	5%	3.42%	3.57%	0.00%	3.41%
HINDU	3%	2.28%	3.57%	0.00%	2.33%
JEWISH	2%	1.90%	0.00%	33.33%	1.97%
AGNOSTIC	0.1%	0.19%	0.00%	0.00%	0.18%
SIKH	0.1%	0.19%	0.00%	0.00%	0.18%
Grand Total		100.00%	100.00%	100.00%	100.00%

Language

Language (where known)	As % stock	Talk2Us - Stage 1	Talk2Us - Stage 2	Talk2Us - Stage 3	Grand Total
ENGLISH	90%	78.91%	97.30%	100.00%	80.12%
PNG	14%	16.45%	2.70%	0.00%	15.55%
OTHER	3%	1.44%	0.00%	0.00%	1.35%
GUJURATI	1%	0.80%	0.00%	0.00%	0.75%
SOMALI	1%	0.64%	0.00%	0.00%	0.60%
FARSI	0.9%	0.64%	0.00%	0.00%	0.60%
HINDI	0.4%	0.48%	0.00%	0.00%	0.45%
TURKISH	0.9%	0.32%	0.00%	0.00%	0.30%
ARABIC	0.3%	0.16%	0.00%	0.00%	0.15%
URDU	0.3%	0.16%	0.00%	0.00%	0.15%
Grand Total		100.00%	100.00%	100.00%	100.00%

Length of Tenancy

Around half of complaints are from tenants with 10 or fewer years of tenancy. Tenants of between 1 and 10 years are disproportionately more likely to complain. Those with longer histories tend to be less likely to complain.

LENGTH OF TENANCY	As % Stock	Talk2Us - Stage 1	Talk2Us - Stage 2	Talk2Us - Stage 3	Grand Total
UNDER 1 YEAR	7%	5.64%	6.67%	0.00%	5.64%
1-5 YEARS	27%	25.38%	33.33%	25.00%	25.77%
6-10 YEARS	19%	19.27%	17.78%	25.00%	19.25%
11-15 YEARS	15%	16.69%	17.78%	25.00%	16.81%
16-20 YEARS	8%	10.81%	8.89%	0.00%	10.62%
21-25 YEARS	8%	7.05%	0.00%	0.00%	6.64%
26-30 YEARS	7%	8.46%	8.89%	0.00%	8.41%
31-35 YEARS	3%	3.64%	6.67%	12.50%	3.87%

Appendix 1

36-40 YEARS	2%	2.00%	0.00%	12.50%	1.99%
41 YEARS +	3%	1.06%	0.00%	0.00%	1.00%
Grand Total	100%	100.00%	100.00%	100.00%	100.00%

15 Contact Method - Stage One complaints

	All	All 08/09	Tenants	Tenants 08/09	Lessees	Lessees 08/09
Telephone	56%	66%	55%	72%	60%	32%
Letter	14%	13%	15%	12%	8%	29%
Email	13%	10%	12%	8%	17%	27%
T2U Form	6%	5%	6%	5%	4%	7%
Reception/On Site	3%	2%	2%	2%	2%	2%
Other/Misc	8%	4%	10%	0%	9%	3%

16 Freedom of Information Requests

In 2009/10 we received 39 requests under the Freedom of Information Act.

17 Lessons Learned:

The complaints team has examined the complaints received in 2009/10 and identified several reoccurring themes and made recommendations.

Keeping promises:

In all aspects of our business we should ensure that if we say we will do something it gets done. If we have promised a call back then we should make sure this happens, if we have said that we will provide a specific piece of information to the resident than we should ensure that we are able to. We should also be realistic about when we will be able to do things.

Example complaint:

Tnt unhappy that she called twice today to find out what time the emergency plumber was coming and twice she was told (by 2 females) that they'd call her back. She didn't get a call back and she's upset that no notes were made by these 2 CSOs

Updates:

When circumstances change we should be keeping residents informed, for example when an appointment has to be rebooked or postponed so that we minimise inconvenience.

Example complaint:

Tnt called to say that two appointments were booked by VHL and the first one was cancelled and the second appointment for today, the op just did not turn up. Tnt said that he rang VHL at 13:10 to find out where op was. He was

told by VHL that the ops are very busy and offered him another apt. Tnt said that he should have been told a day before if op was not going to come.

Responsibility

We should not be afraid to say that we are sorry where instances occur that we or our partners may have let a resident down

Example complaint:

Tenant called at about 2.30pm on 14th Sept. She spoke with CSO and feels that he was extremely rude and patronising towards her. She is not happy with the service he provided.

Lack of response

We should be responding to residents in a timely fashion when they call for us and not making it the case that they need to continue to chase us for answers.

Example complaint:

Tenant states that for at least a month she has been calling to speak with the ASB team, and has spoken to several members of staff. She has called up to discuss certain matters and she is told she will be called back but never is and when she asks to speak to a senior manager, she is always told he is in a meeting and a message will be given, but she is not called back and is tired of leaving messages.

Communication

It is frustrating for residents when we and our partners do not appear to know what the other is doing. It not only looks unprofessional but causes unnecessary delays for the resident.

Example complaint:

Tnt unhappy at being disturbed at 10.00am on Sun by a housing officer and a VHL engineer who wanted access to her property to carry out what they believed to be an overdue annual gas service check. Tnt says that this appointment was unnecessary as we should already have been aware that her boiler had recently been changed and that it would not need to be serviced till next year. Tnt says she objects to the housing officer knocking so loudly at her door and found her quite rude in her insistence that they be allowed in even after the VHL engineer acknowledged that the check would not now be needed if there was a new boiler. Tnt mainly upset at the inconvenience to her as had got back home late the night before and in being made to feel that she had done something wrong. Tnt also not impressed by the lack of communication between Barnet Homes and VHL.

Barnet Homes

Board / Sub Group:	Standards and Asset Sub Group
Date:	22nd June 2010
Title of Report:	Capital Programme Update
Purpose of Report:	To provide an update on the progress of Barnet Homes Capital Programme.
Classification: General Release / Exempt (if exempt state relevant ground)	General Release

Report Summary:

The report provides an update on progress of Barnet Homes Capital Programme. It provides a summary of performance to the end 2009/10 and presents our capital programme for 2010/11.

The reprogramming of schemes such as Granville Road communal windows, Transport For London properties and Aeroville was reported earlier in the financial year. Following reprofiling we anticipated the delivery of £26.98m of Works at year end. We have actually delivered £25.97m or 96% against this profile. This is the third consecutive year that overall delivery has been within 5% of profile. This is again good performance as we especially as we approach the end of Decent Homes.

Underspend on the Decent Homes programme against revised profiles can mostly be attributed to programme savings. We surpassed our target for non decent homes with only 7% non decent homes against a target of 9%. The adaptations programme underspent by £250k. However, information from Cyntra suggest that savings achieved through the contract are in the region of £220k. We were also pleased to note the marked improvement in the performance of major adaptations delivery with waiting times reduced to a year end figure of 12.5 weeks down from 33.5 weeks in 2008/09.

There had been year end slippage in the Regeneration Capital Programme but all outstanding 09/10 works have now been completed. We are still awaiting confirmation of payments for the 09/10 extensions and deconversions programme from the Council.

Our capital programme for 2010/11 totals £24m. While this is the final year of the Decent Homes Programme we continue with major improvements to our stock with the start of the Granville Road tower block scheme. We have also placed more investment in health and safety works with a capital commitment of £900k for Fire Risk Assessments and £275k set aside for Water Tank Renewals following our programme of inspections.

Recommendations:

1. That the Board/Sub-group notes the content of this report.

2. That the Board/Sub-group comments on the content of this report.

Report Author:	Andy Campion	Date:	07 Junel 2010
Telephone:	020 8359 4175	Email:	Andrew.Campion@barnethomes.org

1. Policy context/ Business Aim

1.1 Barnet Homes vision is about improving lives, not just housing. We want to provide quality homes that inspire pride of place and create vibrant and lasting communities. In doing this Barnet Homes is committed to achieving an effective forward capital programme of works in order to achieve all 3 of our business aims to:

- deliver excellent services to its residents;
- make the best use of resources by providing value for money services and developing new business;
- managing our regeneration estates effectively

2. Outline of the issue

2.1 The capital programme for 2009/10 was agreed in March 2009. This was revised in May 2009 to include £1.2m of CLG agreed brought forward funding for Granville Road, regeneration and adaptations. The Decent Homes programme in the East has changed slightly to include the value of the completion of 2008/09 schemes and the Sheltered and Hostels programme were also revised after we revisited our planning assumptions.

Table 1: 2009/10 Capital Programme

2009/10 Programme	Approved Budget £'000	Revised Programme (May 2009) £'000	% of total programme
Barnet and Finchley	11,593	12,534	43
Hendon/Edgware	10,102	10,130	34
Sheltered	750	1,100	4
Partnering Total	22,445	23,764	81
Adaptations	1,430	1,630	55
Regeneration	1,104	1,639	5
Miscellaneous (R&M)	765	765	3
Voids	300	300	1
Extensions and Deconversions	390	360	1
Digital TV	500	500	2
Salaries	500	500	2
Other Total	4,989	5,694	19
Grand Total	27,434	29,458	100

2.2 2009/10 Review of the Capital programme

- 2.3 The information in Table 2 below details actual spend on the capital programme to the end of March 2010.
- 2.4 The reprogramming of schemes such as Granville Road communal windows, Transport For London properties and Aeroville was reported earlier in the financial year. Following reprofiling we anticipated the delivery of £26.98m of Works at year end. We have actually delivered £25.97m or 96% against this profile. This is the third consecutive year that overall delivery has been within 5% of profile. This is again good performance as we approach the end of Decent Homes.
- 2.5 Underspend on the revised Balfour Beatty programme can mostly be attributed to programme savings.. Similarly, much of the underspend in the Apollo programme is made up of savings.
- 2.6 We have surpassed our 09/10 Decent Homes target of 9% non decency with a year end figure of 7%.
- 2.7 The completions achieved in 09/10 includes the following improvements through the United House and Balfour Beatty contracts:
- 111 properties with new roofs
 - 591 properties with new windows
 - 563 properties with new kitchens
 - 168 properties with new bathrooms
 - 350 properties with new central heating or boiler replacement
 - 549 properties with full or local rewiring
- 2.8 The Adaptations programme underspent by £250k. However, information from Cyntra suggest that savings achieved through the contract are in the region of £220k. We were also pleased to note the marked improvement in the performance of major adaptations delivery with waiting times reduced to a year end figure of 12.5 weeks down from 33.5 weeks in 2008/09.
- 2.9 Major adaptations delivered to the end of the year include:
- 112 showers (walk-in and overbath)
 - 16 Extensions or external works
 - 12 Lifts
 - 29 ramps or hoists
 - 12 extensive internal alterations (bathrooms etc.)
 - 18 crossovers/hardstands
- 2.10 There had been year end slippage in the Regeneration Capital Programme but all outstanding 09/10 works have now been completed.
- 2.11 We are still awaiting confirmation of payments for the 09/10 extensions and deconversions programme from the Council.
- 2.12 The Cavity Wall Insulation Programme has been delivered with a co-ordinated approach between ourselves and other London ALMOS and RSLs through CYNTRA

which resulted in some of the best delivery figures on the London programme from a standing start in September to the delivery of £400k of works by year end. Also we achieved significant value for money in this area at £400 per property with HCA confirming that other organisations were achieving between £500 and £1,500 per property.

Table 2: Actual Spend to end of March 2010

Programme	09/10 Year End Resource	March Actual £000	Variation £000	Variation against year end (%)
United House	11,374	11,353	-21	100
Balfour Beatty	8,490	8,345	-145	98
Apollo	825	649	-176	79
Partnering Total	20,689	20,347	-342	98
Adaptations	1,630	1,372	-258	84
Extensions and Deconversions	75	41	-34	55
Regeneration	1,640	1,350	-290	82
Repairs and Maintenance Capital	765	769	4	101
Estate Environmental	350	238	-112	0
Voids	700	709	9	1
Digital TV	50	0	-50	0
Cavity Wall Insulation	500	400	-100	80
Salaries (included in above figures)	580	580	0	100
Other		160		
Total Other	6,290	5,619	-671	89
Total	26,979	25,966	-1,013	96

2.13 In Table 3 below we show our 2010/11 Capital Programme totalling over £24m. This is the final year of the Decent Homes Programme but we continue our commitment to the major repairs needs of our stock with the start of the Granville Road Tower Block refurbishment. We have also placed more investment in health and safety works with a capital commitment of £900k for Fire Risk Assessments and £275k set aside for Water Tank Renewals following our programme of inspections. We also see our commitment to services and communal works increase with a substantial lift renewal programme and the start of an electric rising mains programme. The Miscellaneous programme is also increased this year to £1.36m with more investment in outstanding boiler renewals, roofing works and electric upgrades.

2.14 Table 3 Draft 2010/11 Capital Programme

Item	Budget (£,000)
United House	9,086
Transport For London Properties	150
Sheltered	4
Granville Rd	3,600
Hostels Programme	800
Capital works / Renovations/modernisations	173
Extensions/Conversions	415
Adaptations	1,000
Regeneration	1,700
Miscellaneous	1,360
Voids	400
Decent Homes voids	300
Digital aerial upgrades	1,150
Salaries	677
Pumps	50
Communal boiler	350
Fire safety works	900
Electric rising mains	110
Lift renewals	450
Water tank renewals	275
Cavity wall insulation	1,500
Total	24,450

3. Tenant & leaseholder implications

- 3.1 We consult widely on our capital programme including validation surveys, satisfaction surveys and focus groups. This ensures that we are delivering the appropriate services in the appropriate way.
- 3.2 Our year end Decent Homes satisfaction figures were 92.5% against a target of 97%. We had previously reported that the target would not be met. However we also reported that we had implemented monitoring and actions designed to improve performance in this area especially around the United House contract. We were pleased to note the significant improvement in satisfaction with Decent Homes works over the last 5 months of the year culminating in the March figure of 96.3%. We will continue to monitor satisfaction on this contract closely in 10/11.

- 3.3 Consultation with leaseholders for 2009/10 has been completed. This continues to involve not only the statutory consultation but an increasing number of surgeries and face to face meetings with the aim of resolving queries and concerns in advance of the work.
- 3.4 The original leaseholder billing profile for 2009/10 has been amended to reflect minor delays which will result in several large schemes at Silk House and Shoelands, Woodburn Close and Elmhurst Crescent being billed in early 2010/11. In addition the project at Aeroville has been delayed due to concerns expressed by English Heritage. This project will now be put out separately to tender and not be completed by Balfour Beatty.
- 3.5 It is worth noting that both the incentive offered to leaseholders who pay within 28 days and the extended payment period options implemented in 2009/10 appear to have been well received by leaseholders.

4. Equality & Diversity Implications

- 4.1 We consult widely on our capital programme including validation surveys, satisfaction surveys and focus groups. This ensures that we are delivering the appropriate services in the appropriate way.
- 4.2 In developing the capital programme we have regard to our customer profile. For example, over 30% of our tenants are over 60 years and over a quarter are disabled. Over the last 3 years this has led to increased investment in our adaptations service and this continues into 10/11. Our programming also has to consider the ethnic breakdown of the Borough in terms of works and the way services are provided with 30% of tenants from non-white ethnic groups.
- 4.3 Over the next few months we will be consulting residents on our 3 year forward programme and the future procurement of asset management works and services. Within that consultation we intend to draw out any issues which have equality or diversity implications. This will help to inform our delivery and will be highlighted within this section of future reports.

5. Financial & Risk Management Implications

- 5.1 The information contained in this report is of a financial nature. Robust monitoring and Governance procedures are in place to ensure that the delivery of capital schemes is within the framework of financial regulations. Risks for each programme are assessed and the appropriate management is applied.

6. Other impacts (if applicable)

- 6.1 N/A

7. List of Appendices

- 7.1 None.

Approved by: Derek Rust - Deputy Chief Executive and Head of Housing

A handwritten signature in blue ink, appearing to read 'Derek Rust', with a vertical line extending downwards from the end of the signature.

Date: 11 June 2010

Barnet Homes

Board / Sub Group:	Standards and Asset Management Sub Group
Date:	21 April 2010
Title of Report:	Dealing with Domestic Violence
Purpose of Report:	This report summarises Barnet Homes approach to dealing with Domestic Violence.
Classification: General Release / Exempt (if exempt state relevant ground)	General release

Report Summary:

The report summaries our services in relation to supporting victims of domestic violence with recently published "best practice".

Identified areas for improvement include:

- Improving signposting in our publicity and our website and using an article in At Home to draw attention to the issues and the support available
- Rolling out awareness training to all our staff and contractors who go into our residents homes
- Providing refresher training and clearer/simpler guidelines to our Housing Officers who deal with Domestic Violence.
- Considering opportunities for including preventative work within the work programmes of our youth work.

Typically we are dealing with around 30 cases of domestic violence at any one time.

We offer a variety of support including arranging temporary and permanent alternative accommodation, referring to specialist support agencies and to provide support in their own homes through the Sanctuary scheme and other additional security. We also seek to recover properties from perpetrators where appropriate.

We work in partnership with the Police, the Domestic Violence Support Service, local support agencies etc.

Recommendations:

That the Sub-group notes the contents of the report.

Report Author:	Sheila Oliver	Date:	10 February 2010
Telephone:	0208 359 4943	Email:	Sheila.oliver@barnethomes.org

1. Policy context/ Business Aim

- 1.1 Dealing effectively with Domestic Violence contributes to Barnet Homes' overall vision of "improving lives not just housing", and to our business aim "To deliver excellent services for all our customers".

2. Outline of the issue

- 2.1 Barnet Homes has a responsibility, as a social landlord, to provide appropriate advice and support to residents who are the victims of domestic violence. Appendix One of this report compares Barnet Homes' approach to Domestic Violence to best practice outlined in the Housing Quality Network briefing published in January 2010.

- 2.2. Appendix One demonstrates that in all key areas Barnet Homes conforms to best practice. We have clear policies and procedures for dealing with victims and perpetrators of Domestic Violence, the Housing Officers who are responsible for providing support and assistance have been trained, and there are two officers within Barnet Homes who lead on this area of work. We have good liaison arrangements with other partners and are represented at the Multi Agency Groups dealing with Domestic Violence. This enables us to offer a range of support to victims and their families. We have also included a clause in our Conditions of Tenancy prohibiting Domestic Violence.

- 2.3. In Barnet we work with many different agencies including the Domestic Violence Support Service, the Police, Social Services, the Health Service and Barnet Housing Services to provide support for victims. We also work with the victims to ensure that where appropriate properties are recovered from perpetrators. During 2008/9 our records show that we had 9 cases where the tenant took legal action, 26 cases which were referred to the Domestic Violence Panel, 15 cases which were referred to the Sanctuary Scheme, 3 cases referred to refuges, 18 cases where management transfers were agreed and 29 cases referred to the Homeless Team.

- 2.4. In reviewing our current arrangements against best practice we have identified a number of improvements which can be made and these are included in Appendix One. In particular these include:

- Improving the signposting on our publicity and our website and using an article in At Home to draw attention to the issues and the support available
- Rolling out awareness training to all our staff and contractors who go into our residents homes
- Providing refresher training and clearer/simpler guidelines to our Housing Officers who deal with Domestic Violence.
- Considering opportunities for including preventative work within the work programmes of our youth work.

- 2.5. The Housing Quality Network Briefing also highlights other forms of abuse against women and girls, and we will be working with our partners in Barnet to understand how we can respond to these issues appropriately.

3. Tenant & leaseholder implications

- 3.1 Our records show that, at any one time, Barnet Homes is dealing with approximately 30 cases of Domestic Violence. Support is provided to the victims by Housing officers in the Neighbourhood Housing Teams and the Regeneration Teams, either directly or by referral to specialist agencies. We also work with them to ensure that properties are recovered from perpetrators if appropriate.
- 3.2 We have no recorded incidents of leaseholders approaching us for support on issues of domestic violence, although they will have access to the information available through our website.
- 3.3 It is possible that during times of recession the incidents of domestic violence may increase.

4. Equality & Diversity Implications

- 4.1 Evidence shows that women are more likely to experience domestic violence and younger women are more likely to be victims than older women. Certain forms of abuse against women are more prevalent in black and ethnic minority communities and refugee communities, and details of the specialist groups who are able to offer support are available. It is also estimated that 750,000 children a year witness domestic violence in England and Wales.

5. Financial & Risk Management Implications

- 5.1 In line with best practice the Housing Revenue account makes a contribution to the Sanctuary Scheme which provides our residents with security within their own homes. No additional funding requirements have been identified as a result of this exercise as the additional tasks can be met from existing budgets.
- 5.2 Dealing with Domestic Violence has been identified as a key responsibility for social landlords so it is important that we work in partnership with other organisations within the borough to provide a responsive and supportive service. This has always been the expectation of the Audit Commission.

6. Other impacts (if applicable)

- 6.1 Not applicable

7. List of Appendices

- 7.1 Appendix One: Barnet Homes Domestic Violence procedures compared with Best Practice

Approved by: Derek Rust - Deputy Chief Executive and Head of Housing



Date: 11 June 2010

Good practice advice	Current position	Action	Target Date	Current position
<p>Policies and Procedures</p> <ul style="list-style-type: none"> • Ensure there are clear guidelines and training for staff on how to identify and support victims of all abuse not just violence. • Procedures include supportive and appropriate signposting • Staff are empowered to make right decision for the victim 	<p>Barnet Homes has clear procedures for dealing with domestic violence</p> <p>Staff have received training</p>	<p>Refresher briefings are being arranged</p> <p>A clear flowchart of the procedure is to be developed to assist staff All forms will be reviewed to avoid duplication</p>	<p>April 2010</p> <p>June 2010</p>	<p>Programmed for June Team meetings</p> <p>Completed</p>
<p>Multi Agency Working</p> <ul style="list-style-type: none"> • Target hardening, tenancy support and other initiatives are provided by specialist partners • Multi agency awareness of who is receiving support and arrangements to make other agencies aware if a victim is moving. • Take a holistic approach focusing on all those affected 	<p>Barnet Homes is a member of the multi agency forum and has arrangements to refer victims to Elevate, the Sanctuary scheme, the domestic violence panel etc.</p> <p>Barnet Homes attends MARAC (Multi Agency Risk Assessment Conference)</p> <p>Cases are considered by</p>	<p>Issue of sharing information on moves will be raised with partners at MARAC as potential gap</p>	<p>April 2010</p>	

Good practice advice	Current position	Action	Target Date	Current position
<ul style="list-style-type: none"> Have a champion within the organisation for domestic abuse issues and cases 	<p>MARAC. Arrangements in place for referrals to Social Services, Children and Families, if appropriate.</p> <p>Information on good practice and latest briefings is shared with Housing officers.</p> <p>Lead officer responsibility shared between 2 Managers who represent Barnet Homes at the Domestic Violence Forum and at MARAC</p>			
<p>Publicity and Information</p> <ul style="list-style-type: none"> Ensuring publicity, including the website, promotes support available and raises awareness of unacceptable behaviour, and support is effectively publicised. Include prevention information in the sign up checklist 	<p>The existing Barnet Homes website provides information but improved signposting is needed</p> <p>Information is provided but it needs to be more clearly signposted</p>	<p>The website will be made more accessible as part the website review</p> <p>An article on Domestic Violence will be published in At Home</p> <p>The leaflet in the Welcome Pack will be reviewed to signpost the information more clearly</p>	<p>June 2010</p> <p>June 2010</p> <p>April 2011</p>	<p>Completed</p> <p>Completed</p> <p>To be included in overall review of the Welcome Pack</p>
<p>Support for Victims</p> <ul style="list-style-type: none"> Arrangements to support 	<p>Barnet Homes Domestic Violence</p>			

Good practice advice	Current position	Action	Target Date	Current position
<p>victims meet best practice – to include victims safely staying put</p> <ul style="list-style-type: none"> • Contribute to the cost of sanctuary schemes • Not making arrears a barrier to rehousing • Provide a small number of dispersed tenancies so not necessary to resort to Homeless Route • Ensure sensitive lettings 	<p>Resource Pack provides advice on support available which includes referrals to the Sanctuary Scheme and Elevate (floating support)</p> <p>The HRA contributes to the Sanctuary Scheme Additional security is provided by Barnet Homes if appropriate Included in our management transfer procedure Not appropriate in Barnet</p> <p>We agree exclusion areas under CBL and may make direct offers if this is most appropriate</p>			
<p>Staff Training</p> <ul style="list-style-type: none"> • Deliver ambitious plans for staff training 	<p>Housing Officers have received detailed training. Awareness Training for all staff and contractors visiting residents homes was piloted in 2009</p>	<p>Domestic Violence Awareness Training to be rolled out to all staff and contractors during 2010/11</p>	<p>April 2011</p>	<p>In progress</p>

Good practice advice	Current position	Action	Target Date	Current position
<p>Action Against the Perpetrator</p> <ul style="list-style-type: none"> • Being positive about evicting perpetrators of domestic abuse. • Include clause in conditions of tenancy 	<p>Clause included in Conditions of Tenancy and in advice in welcome pack. Elevate provide advice on how to deal with the perpetrator</p>	<p>To include in At Home article.</p>	<p>June 2010</p>	<p>To include article in next At Home re Conditions of Tenancy and trying to identify suitable case to publicise</p>

Barnet Homes

Board / Sub Group:	Standards and Asset Management Sub Group
Date:	22 June 2010
Title of Report:	Status Survey 2010 preparation and STATUS 2008 Improvement Plan Update
Purpose of Report:	This report seeks to update the sub group on the work undertaken in response to the 2008 STATUS satisfaction survey outcomes and an update on the STATUS 2010.
Classification: General Release / Exempt (if exempt state relevant ground)	General release

Report Summary:

This report outlines the latest news regarding STATUS Survey 2010 and gives an update on actions delivered to support the areas identified for improvement following STATUS 2008 and endorsed by Directors at the October 2009 Sub Group.

Repairs and Maintenance

The Subgroup Report in October 2009 highlighted that over all Satisfaction with Repairs and Maintenance was 70%, a drop of 6% from 2006. Using the feedback mechanisms and information gathered during the first two quarters of 2009 we have delivered further actions from within our service improvement plans and as part of our forward planning for 2010-11 we have identified two key pieces of work for quarter one which focuses on our target to *improve the time it takes to complete the work*.

Antisocial Behaviour

The Sub Group is asked to note the progress made on the action plan. Particularly in making the service clearer and more accessible and in responding to environmental and low level nuisance

The Estate Environment

The Sub Group is asked to note the progress made in delivering the Excellent Neighbourhoods Strategy.

Young People

Progress against the key drivers for young people is included along with details of the aims of the Youth Engagement Strategy.

Customer Service

Some intensive joined up working has been delivered and the emergent action plan to deliver customer excellence will be presented to the Executive Team in June or July for agreement. Subject to that agreement the plan will be launched in September 2010 and implemented thereafter.

Recommendations:	
1. That the Sub-group note and comments on the report	

Report Author:	Derek Rust Deputy Chief Executive & Head of Housing Services	Date:	10 th June 2010
Telephone:	020 8359 4826	Email:	derek.rust@barnethomes.org

1. Policy context/ Business Aim

1.1 The vision of Barnet Homes is to improve lives, not just housing. "We want to provide quality homes that inspire pride of place and create vibrant and lasting communities."¹ Implicit within in this and at the heart of what all excellent organisations wish to achieve is a desire to deliver high levels of satisfaction amongst its customers. This report updates our progress on actions agreed in October 2009

2. Outline of the issue

2.1 Background

2.2 At the Board's meeting of the 16 March 2009 a report on the Budget and Business plan outlined our approach to raising overall tenant satisfaction. This report seeks to update the sub group on progress against key drivers and includes an update on the plan for 2010.

2.3 The outcome of the 2008 STATUS survey was fed back to the Board by IPSOS MORI at a presentation to stakeholders and Board members on the 28th January 2009. It was also reported to this sub group at its meeting of the 18th February 2009 and in an Improvement Plan Update report at the 20th October 2009 sub-group meeting.

2.4 **Directors are asked to note that a recent update from CLG (end May 2010) has advised that the government is now reviewing the requirement for STATUS surveys and have postponed them for the immediate future. We had already prepared with Ipsos MORI to go ahead with our STATUS survey in September 2010, this is on hold for the time being but is ready to go if necessary.**

2.5 The headline outcome of the 2008 survey was that overall tenant satisfaction with Barnet Homes as a landlord had remained at 71%, the same level as in 2006. This was a top quartile result compared to 20 known scores across London.

2.6 Our 2008 satisfaction with repairs score was 70% a drop of 6% from 2006. Barnet Homes ranked 6th out of 19 London boroughs and ALMOs and was second quartile.

¹ Barnet Homes Business Plan 2009 – 14 Planning for success, Improving lives, not just housing

- 2.7 Our 2008 satisfaction with quality of home score was 70%. Barnet Homes ranked 10th out of 20 London boroughs and ALMOs and was at median level.
- 2.8 Between February and April 2010 we sent out a STATUS compliant Repairs Satisfaction Survey to test our service. This was issued to 3,500 tenants and 975 responses were received (27.9%). The content of the survey mirrored the style and format of the 2008 STATUS survey to ensure that we were able to make comparisons.
- 2.9 We included further questions to drill into customers perceptions and to give us the detailed feedback needed to identify short and medium term solutions.
- 2.10 We are still processing this information as the source data contains a large amount of commentary and business critical information.
- 2.11 The 2010 Overall Satisfaction scores showed that landlord satisfaction was up from 71% to 73%.
- 2.12 Overall Repair Satisfaction however fell from 70% to 68% but this is not reflected by the key repair component findings as outlined below and increases in the scores for helpfulness of staff, ease of contact and satisfaction with outcome of repairs.

Thinking about your last repair how would you rate it in terms of:	Good 2008	Good 2010	Poor 2008	Poor 2010
Being told when workers would call	79%	80%	14%	13%
Attitude of workers	89%	87%	5%	7%
Keeping dirt and mess to a minimum	82%	80%	10%	9%
Speed with which the work was completed	79%	81%	11%	12%
Overall quality of the work	77%	76%	13%	16%
Time taken before work starts	70%	76%	19%	15%

- 2.13 We are clearly looking to understand the drop in overall repair satisfaction and we have noted several relevant factors:
- That the purpose of the survey was to gauge progress on the repair service and as such the tone and wording of the survey and accompanying correspondence was heavily weighted toward respondents who wished to return views on the repair service. In this approach we are likely to have prompted answers from respondents with 'something to say' which while useful does mean the scoring may be negatively affected.
 - The regular STATUS survey has a balance of questions across all landlord services and includes major works and quality of accommodation which were not included here so respondents may have used the overall satisfaction with

repairs question to deal with these areas. This is validated by the nature of the comments.

- The survey has an error rate of +/- 3.2%.
- 2.14 We are facilitating a workshop in July 2010 to use the knowledge and experience from our staff and partners to suggest further strategic solutions for improvements that can be linked to our procurement planning and the delivery of the Barnet Homes IT strategy.
- 3. Repairs and Maintenance**
- The Subgroup Report in October 2009 highlighted that over all Satisfaction with Repairs and Maintenance was 70%, a drop of 6% from 2006. Using the feedback mechanisms and information gathered during the first two quarters of 2009 we have delivered further actions from within our service improvement plans to improve the areas of delivery that are crucial to our customers:
- a) Ensuring we deliver a quality job
 - b) Improving how we keep our customers informed
 - c) Improving the time it takes to complete the job
- 3.1 We have reviewed the Barnet Homes out of Hours Repairs Policy and communicated to all our customers and staff the new service standard. This gives our staff clear guidelines to help us manage our customer's expectations in what are very often stressful circumstances; this supports our strategic aim to improve communication.
- 3.2 We implemented the Gas 3 Star framework on the 1st May 2010; this is to support a lean approach to service delivery for responsive gas repairs and the Gas servicing program. Using this framework the customer receives a seamless service by empowering the contractor to deliver the service for a fixed price per property with a clear authority to agree the work needed. This should result very quickly in fewer complaints, good performance on 1st time fix and improved satisfaction. An overview of this initiative will be presented to the Sub Group for information in August or October 2010.
- 3.3 We have implemented a SWOT (Strengths, Weakness, Opportunity, and Threat) workshop with Connaught in March 2010 to identify operational issues within both organisations that could cause roadblocks with service delivery and ultimately a delay to the customer. From this session we have implemented the complex repairs procedure which helps us resolve difficult jobs quicker and ensures that each job is project managed with an identified lead member of staff who is accessible to the customer
- 3.4 Looking forward we have planned the following workshops with our staff and partners for July 2010:
- a) Workshop to review our appointment and work scheduling process's procedures and targets. The objective is to implement the changes needed to support a more effective and leaner system that will enable us to start work when it suits the customers availability

- b) Workshop to review our post decent homes property standard. The objective is to ensure that the responsive repairs contractors have updated their supply chain to adapt to the needs of the stock and our customers post Decent Homes 2010. The objective is to ensure a seamless handover to the day to day contracts and no delays in service delivery for the customer.
- 3.5 We will continue to track progression of our repairs customer satisfaction action plans 2009/11 at our operational and core groups within the partnering contract management frameworks for gas and repairs.
- 3.6 We will use all the learning received to support the scoping and delivery of our Asset Management Procurement Strategy 2010 which will be presented to the Board in August or October 2010.
- 4. Antisocial Behaviour**
- 4.1 The progress made on each of the four key areas for improvement outlined in the last report to Sub Group is detailed below.
- 4.2 **Improving access to the ASB service for our customers so they can get through to the right person as quickly as possible**
The ASB manager has briefed teams both inside and outside Barnet Homes including the Police and the Customer Service Centre, and the way the team manage their calls has also been changed. The impact of these changes has been monitored through a monthly case closure satisfaction survey and, at the end of March, overall satisfaction with the way cases were handled, was 82%.
- 4.3 **Developing more effective case management so that realistic options are explained early on in the process and housing officers always make regular contact with victims**
All housing officers now agree a case plan with the victims at an early stage in the process and serious cases are consistently monitored at 1:1s with the team manager to make sure appropriate action and follow up is taken. This process is now independently audited monthly by the Service Development Officer from another team with results being reported to the Housing Sustainability Manager.
- 4.4 **Reviewing our service standards and approach to publicity so that we do not develop unrealistic expectations but promote confidence in our effectiveness through positive publicity**
This is being carried out as part of the overall review of BH service standards and will include information on mediation etc. Any opportunities for publicity will be identified.
- 4.5 **Reviewing Barnet Homes overall response to ASB to ensure that we are using the same wide definition as our customers, and making sure that we are always considering the effect that minor ASB has on neighbourhoods and the quality of life for our residents**
The Neighbourhood Housing Teams have started to collect information and monitor it as closely as the ASB team. We will survey customer's satisfaction at the end of The first quarter of the year. We have also identified 3

“hotspots” for ASB – Chesterfield Road, The Fosters and Belle Vue and North Road Estate. The ASB and Neighbourhood Teams are developing 3 pilot projects for these estates and have collected information from residents to inform action plans for the areas. If successful, similar projects will be rolled out to other estates next year.

- 4.6 From 2010/11 satisfaction with ASB handling will be included as part of the Performance Information reported regularly to Board.

5. The Estate Environment

5.1 At its previous meeting the Sub Group endorsed the Excellent Neighbourhoods Strategy. The action plan is now monitored on a two monthly basis with good progress against the tasks being made. In particular, the Sub Group is asked to note that :

- Estate Works and Environmental Improvements – the schemes for 2009/10 were delivered and consultation is beginning on the programme for 2010/11. A budget of £100k called ‘Your Voice Your Choice’ has been allocated for residents to nominate estate based schemes in the coming year.
- Caretaking, cleaning and grounds maintenance – a quarterly caretaking service has been rolled out to blocks in the west of the borough and consultation with residents has begun on the value for Money Review of Grounds Maintenance
- Developing new approaches to parking and garages – the pilot scheme at Silk House and Shoelands has been successful and estates in other areas of the borough have been identified to roll the scheme out to following resident consultation.
- Community safety and security – the mapping exercise has been used to target positive work with youth and identify the areas for the pilot projects being developed by the ASB and neighbourhood Teams.

6. Customer service

6.1 The Sub group report of the 20 October 2009 outlined that the review of customer service across the company led by the Deputy Chief Executive had identified the following issues as areas for improvement:

- 1) Training and induction
- 2) Ownership and empowerment
- 3) Solution and customer orientation
- 4) Quality assurance
- 5) Capability and performance management

6.2 From December 2009 through to April 2010 we have held five meetings with a cross section of staff from Barnet Homes to discuss each of these issues. From this we have formulated an action plan of items the group felt would be useful to further raise the standards of customer service in Barnet Homes.

6.3 These are to be presented to the Executive Team in June or July for agreement. Subject to that agreement the plan will be launched in

September 2010 and implemented thereafter. The ultimate test of success of the plan will be a future external assessment of our progress through seeking a Customer Services Excellence accreditation during 2011.

7. Young People

7.1 The STATUS 2008 Improvement Plan focused on these key areas:

- Youth Engagement Strategy
- Review of Youth Forum
- Building partnerships and links with the Council
- Making use of new technology

7.2 The Youth Engagement Strategy is in place and has four key aims:

- Increase opportunities for young people to be involved in the organisations day to day housing services and be part of the decision making process
- Increase awareness and access to local youth provision and develop new youth activities based on need
- Work with external partners including the police to develop a range of positive activities for our young people that will contribute to the reduction of low to medium level youth related ASB on estates managed by Barnet Homes
- Provide young people with opportunities to gain new skills through training, work experience and employment by working with our contractual partners, including the voluntary, community and other statutory sectors

7.3 The Youth Forum is in place and we are working in partnership with Hornsey YMCA to oversee management of mobile forum. The first Youth Mobile Forum event was held on March 17 and the next event is to be held on 25 June at Grahame Park Youth Centre.

7.4 New technology has been adopted through a Twitter page which is now up and running and publicity of Voicebox and West Hendon Youth Club events on Facebook. In addition the launch of GPTV has been an important development.

8. Tenant & leaseholder implications

8.1 The work outlined in this paper has been developed in direct response to the feedback from tenants and leaseholders in their 2008/09 satisfaction surveys.

8.2 Residents have been involved in monitoring progress through focus groups, customer journey mapping and face to face surveys. Better complaints management and quality assurance in Asset Management have also contributed.

9. Equality & Diversity Implications

9.1 The Status survey presents a rich diversity of information including by specific demographic groups. The work plans outlined here have been developed following analysis of this information.

9.2 A growing proportion of our customers are non-secure tenants on regeneration estates these are not covered by the STATUS requirements. A

separate survey was undertaken in 2009 to capture their views and obtained useful profile information.

10. Financial & Risk Management Implications

- 10.1 Results for STATUS survey in 2010 could reflect a drop in repair satisfaction which could be a risk to reputation and new business opportunities.
- 10.2 Policy changes in repairs for example around the OAP decorations budget could adversely affect satisfaction
- 10.3 Wider budget constraints make effective targeting of resources even more important and future capital programme decisions should be coordinated with survey feedback.

11. Other impacts (if applicable)

- 11.1 None applicable

12. List of Appendices

- 12.1 None applicable

Approved by: Derek Rust - Deputy Chief Executive and Head of Housing



Date: 11 June 2010

Barnet Homes

Board / Sub Group:	Standards and Asset Management Sub Group
Date:	22 nd June 2010
Title of Report:	Monitoring the Void Improvement Plan
Purpose of Report:	This report outlines how the Void Improvement Plan [VIP] adopted by the Board on the 19 th May 2010 will be monitored by the Sub-group.
Classification: General Release / Exempt (if exempt state relevant ground)	General release

Report Summary:

Following the approved Void Improvement Plan [VIP] report to Board of the 19th May 2010 this report outlines:

How the plan will be implemented by officers at 2.1

Monitoring proposals for the Sub-group at 2.2

Performance measures for the effectiveness of the plan at 2.3 for the Sub-group to select upon should they so wish

Monitoring the VIP will a regular item on the Sub-groups agenda for the next six months or until performance has substantially improved.

Recommendations:

1. That the Sub-group are asked to note the monitoring proposals for the Voids Improvement Plan [VIP] and to comment.
2. The Sub-group are asked to select from the tables under 2.3 that they would wish to receive to monitor the effectiveness of the action plan.

Report Author:	Derek Rust Deputy Chief Executive & Head of Housing Services	Date:	24 th May 2010
Telephone:	020 8359 4826	Email:	derek.rust@barnethomes.org

1. Policy context/ Business Aim

- 1.1 In Barnet Homes we are fundamentally committed "to delivering excellent services for all our customers" through its 2010 – 2015 business plan. As a social housing landlord the ability to quickly and efficiently manage the re letting of empty properties as they routinely arise is one of a handful of core tasks by which the performance of an organisation can be judged. This report outlines how we will monitor through the Sub-group our Voids Improvement Plan [VIP] to deliver better void management performance.

2. Outline of the issue

2.1 Background

At its meeting of the 19th May 2010 the Barnet Homes Board agreed to adopt the VIP as a means of improving void turnaround times whilst complementing the Council's own Lean review of the re housing process. As part of the implementation of this plan officers are proposing to:

- i) To develop an officer led project board to oversee the implementation of the action plan
- ii) To seek a critical friend review of the plan from a high performing London Borough
- iii) To agree how the plan might be monitored appropriately at high level by the Standards and Asset Management Sub-group

2.2 Monitoring the VIP action plan

The VIP action plan is currently made up of 23 headline actions with milestones through to mid 2011. In future we will present

- i) a summary of the action plan tasks completed where milestones are due
- ii) any significant slippage
- iii) more detailed commentary on any significant break throughs or set backs.
- iv) An overall commentary of progress

2.3 Monitoring the effectiveness of the action plan

In addition we will provide the following summary monitoring tables to identify progress with both headline and underlying performance delivery.

Table 1 Average turnaround times by void type

Voids type	Performance 2009/10	Target performance 2010/11	Actual performance April 2010	Actual performance to May 2010
Major Works lettings [all]	7.3 days [26%]	2.5 days	8 @ 0 days 😊 [11%]	17 @ 0 days 😊 [20%]
Regeneration lettings [routine]	134.7 days [20%]	50 days by year end	29 lettings @ 156 days 😞 [38%]	20 @ 115 days 😞 [23%]
Hostel lettings [routine]	41.8 days [18%]	18 days	15 @ 35 days 😞 [20%]	14 @ 20 days 😞 [16%]
Choice Based Lettings [routine]	44.7 days [38%]	34 days	24 @ 40 days 😞 [32%]	36 @ 25 days 😊 [41%]
Pulse KPI Overall [BV212]	52.4 days [100%]	49 days	79 days 😞 YTD = 79 days 😞	40 days 😊 YTD = 58 days ¹ 😞

¹ Subject to final verification

Lettings in month	66	65+ lettings	76 lettings 😊	87 lettings 😊
Sheltered Housing	81.0 days [5.7%]	45 days	4 @ 53 days 😞 [5%]	4 @ 44 days 😊 [4%]

Relevance:

This pulse key performance indicator ensures we are able to measure and benchmark the effectiveness of void management.

Table 2 Average outstanding voids total Pulse KPI

Year	Total voids outstanding	Average time the voids have been empty
2008/09	100	21 days
2009/10	152	98 days
April 10	142 😊	89 days 😊
May 10	99 😊	127 days 😞

Relevance:

This pulse key performance indicator measures the extent of un let void properties, effectively this is your future letting performance.

Table 3 Average outstanding voids by type

Time period	Routine CBL [including sheltered]	Routine regeneration	Routine sheltered	Routine hostels
April 10	47 @ 20 days	82 @ 139 days	11 @ 25 days	13 @ 24 days
May 10	25 @ 35 days	73 @ 161 days	7 @ 44 days	1 @ 8 days

- Of the sheltered outstanding voids 4 out of 7 were studio flats
- Average time outstanding for routine Choice Based Lettings without sheltered is 32 days

Relevance:

This information breaks down numbers and average times properties are un let by type potentially identifying issues or improvements. It will also particularly monitor the impact of sheltered housing on various indicators.

Table 4 Average outstanding regeneration voids

Time period	Grahame Park	West Hendon	Stonegrove + Spur Rd	Dollis Valley
April 10	50 @ 160 days	14 @ 126 days	13 @ 86 days	5 @ 106 days
May 10	45 @ 173 days	13 @ 147 days	13 @ 136 days	2 @ 141 days

Relevance:

This information breaks down numbers and average times properties are un let by regeneration estate potentially identifying issues or improvements

Table 5 Regeneration 1 bedroom void flats outstanding with the Lean team

Time period	Numbers/Status/Distribution
April 2010	47 one bedrooms/40 no offer/30 out of the 47 on G Park
May 10	56 one bedrooms/40 no offer/35 out of the 56 on G Park

Relevance:

This information will ensure that we can monitor the levels of one bedroom properties on regeneration estates and their impact overall.

The Sub-group are asked to note the monitoring proposals for the Voids Improvement Plan [VIP] and to comment.

Table 6 New tenant satisfaction **Pulse KPI**

Time period	Satisfaction level (target 90%)
March 2010	89% ☹️
April 2010	91% 😊
May 2010	tbc

It is proposed that this report be received by the Sub-group at every meeting for at least the next six months or until performance has substantially improved. **The Sub-group are asked to select from the tables under 2.3 that they would wish to receive to monitor the effectiveness of the action plan.**

3. Tenant & leaseholder implications

3.1 The VIP strategy deals with tenant and prospective tenant issues in accessing our vacant homes. There are no leasehold issues in relation to this paper.

4. Equality & Diversity Implications

4.1 The appropriate and fair allocation of homes is at the very heart of equalities for a social landlord. The VIP strategy identifies potential differences in outcomes of the existing means of matching applicants to empty properties through both CBL and by direct allocation. The proposals of the Lean review will be the subject of significant public consultation and a robust Equalities Impact Assessment undertaken by the Council.

5. Financial & Risk Management Implications

5.1 The declining void management performance in the last financial year has resulted in an additional loss of rent of around £400,000 compared to 2008/09. This has a significant negative impact on the Council's Housing Revenue Account. Successful implementation of this strategy aims to improve the performance in this area.

5.2 In addition there are issues of overspending in the void maintenance budget due to the relatively high costs of maintaining some of our void properties, with particular reference to the regeneration stock and the impacts of new electrical regulations. Again this strategy will look at our approach to arranging void works and the standards that are applied. We expect this will

have a direct impact on voids budget spend resulting in either reduced spend overall or increases to the base budgets.

- 5.3 The most significant risk in relation to this area of performance is that the overall deterioration to bottom quartile performance could be the catalyst for a short notice inspection from the Tenant Services Authority. This document aims to ensure that we have a clearly agreed approach to sustainable improved void turnaround times in partnership with the Council.

6. Other impacts (if applicable)

- 6.1 None applicable

7. List of Appendices

- 7.1 N/a

Approved by: Derek Rust - Deputy Chief Executive and Head of Housing

A handwritten signature in blue ink, appearing to read 'Derek Rust', is positioned below the approval text.

Date: 11 June 2010

Barnet Homes Standards and Asset Management Sub Group - 22 June 2010

Forward Agenda Planning

Issue	18 Aug 2010	19 Oct 2010	15 Dec 2010		Comments
Standard Agenda Items					
Matters Arising (Sarah Gillett)	✓	✓	✓		
Pulse Performance Report (David Thomas)	✓	✓	✓		
Priority Performance Analysis /Improvement Planning (Various)	✓	✓	✓		
Capital Programme Report (Andy Campion)	✓	✓	✓		
Information & Update Report (Derek Rust/Chris Wilkins)	✓	✓	✓		
Forward Agenda Planning (Sarah Gillett)	✓	✓	✓		
Main Agenda Item					
Successful Tenancies initiative progress report (Derek Rust)	✓				
Customer Service Theme (Derek Rust)		✓			
Customer feedback (David Thomas)	✓				
Disrepair and legal procurement (Mandy Dunstan)	✓				
Capital Procurement updates (Chris Wilkins)	✓	✓	✓		
Voids Improvement Plan Monitoring (Kevin Turnpenney)	✓	✓	✓		
3 * Gas (Mandy Dunstan)		✓			
OAP Decs (Mandy Dunstan)		✓			
Other Agenda Items					

V = verbal update

Author: Sarah Gillett**Approved by: Derek Rust - Deputy Chief Executive and Head of Housing**

Date: 11 June 2010