

**BARNET HOMES STANDARDS AND ASSET MANAGEMENT SUB GROUP
21 APRIL 2010**

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 1 - 13)</i>		(10 mins)
4	Voids improvement Plan <i>(Pages 14 - 25)</i>	Information	Kevin Turnpenney/ Derek Rust Presentation (45 mins)
This report outlines the draft content of the Voids Improvement Plan			
5	Pulse Performance Management Report <i>(Pages 26 - 52)</i>	Monitoring	David Thomas Report (15 mins)
This report with attachments outlines the performance of Barnet Homes in its Pulse performance areas for the year to February 2010.			
6	Capital Programme Update <i>(Pages 53 - 64)</i>	Information	Andy Campion Report (5 mins)
To provide an update on the progress of Barnet Homes Capital Programme.			
7	Procurement Update Report <i>(Pages 65 - 68)</i>	Information	Chris Wilkins/Andy Campion Report (10 mins)
This report updates the Board of progress on the development of the future procurement strategy			
8	Short notice inspections <i>(Pages 69 - 72)</i>	Information	Duncan Brown Report (5 mins)
This report provides assurance that Barnet Homes is prepared in the event of a Short Notice Inspection.			
9	Dealing with Domestic Violence <i>(Pages 73 - 102)</i>	Information	Derek Rust/ Sheila Oliver Report (10 mins)
This report summarises Barnet Homes' approach to dealing with Domestic Violence.			
10	Forward Agenda Planning <i>(Pages 103)</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, 	MD

	<p>this will reduce the number of unnecessary 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</p>	

	<p>diversity in helping public sector workers. DR agreed with RH's comments and added that 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 	

	<p>ongoing.</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 	
5.1.6	<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. 	
5.1.7	<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>	
5.1.8	<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>	
5.1.9	<p>The Sub Group noted the report on the Pulse Performance management.</p>	
6.	Capital Programme Update	

<p>6.1</p> <p>6.2</p> <p>6.3</p> <p>6.4</p> <p>6.5</p> <p>6.6</p>	<p>AC updated the Sub Group on the spend and 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> <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> <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> <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> <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> <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 	<p style="text-align: center;">AC</p>
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6.7	The Sub Group noted the report to provide an 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	<p>It was agreed that a position paper to be presented at the next Sub Group meeting in 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>	AC/MD
8.7	<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>	DT
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	With reference to item 2.1.5, HH asked whether existing residents would receive the 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.	
9.6	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.	
9.7	The Sub Group noted the report on the estimated costings for providing residents with more information on asbestos in their homes.	
11.	Forward Agenda Report and Planning	
11.1	<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 	
12.	Any Other Business	
12.1	None raised.	
13.	Date & Venue of next meeting	
13.1	<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:	21 April 2010
Title of Report:	Voids Improvement Plan [VIP]
Purpose of Report:	This report outlines the draft content of the Voids Improvement Plan
Classification: General Release / Exempt (if exempt state relevant ground)	General release

Report Summary:

This report outlines the significant reduction in void turnaround performance in 2009/10 in terms of both lettings and properties still awaiting to be let.

This letting performance needs to be taken into account against the wider context of other sources of housing supply for applicants as outlined at 2.3. It is also against the back drop of a Lean systems review led by the Council into the re housing experience of housing applicants. Importantly this review has found amongst other issues problems in the methods by which applicants are matched to available empty properties.

The proposed VIP aims to respond to specific issues in relation to improving void turnaround times whilst remaining supportive and in keeping with the objectives of the Lean review.

Void performance itself is made up of a number of contributing letting areas each of which contributes in a different ways to the overall outcome:

- Major works lettings 2.10 – 2.15
- Regeneration lettings 2.16 - 2.20
- Hostel lettings 2.21 -2.24
- Choice Based Lettings 2.25 – 2.30
- Sheltered lettings 2.31 – 2.36

Of these areas the difficulty in letting regeneration voids has had the most significant impact on both letting performance and the levels of unlet voids.

Within each of these areas is some commentary on the specific issues as well as details of what has been done, what else can be done and an indication of when each may improve. Each of these will be captured within the VIP as part of the action plan.

A draft copy of the VIP will be tabled at the sub group. The VIP will now be the subject of further consultation with the Council with a view to final sign off for implementation by Board or Standards and Asset Management Sub Group.

Recommendations:	
<ol style="list-style-type: none"> 1. That the Sub-group note and comment on the report 2. That the final VIP document be reported back for final sign off by Sub group or Board by June 2010 	

Report Author:	Derek Rust Deputy Chief Executive & Head of Housing Services Kevin Turnpenney Housing Core Performance Manager	Date:	31 st March 2010
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1. Policy context/ Business Aim

1.1 In Barnet Homes we are fundamentally committed “to delivering excellent services for all our customers”¹ 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 the approach towards our draft Voids Improvement Plan [VIP] outlining the causes of poor performance in this area and how we will aim to improve over the next year.

2. Outline of the issue

2.1 Background

Since Barnet Homes was established in April 2004 void performance has been a challenge producing results that have shown little significant overall improvement. In order to achieve even the existing results has required disproportionate effort and micro management by both ourselves and our key partner the Council. This in itself has in some instances masked some of the issues that we face today.

Void performance 2004 onwards

Year	Total lettings	Void performance (BV212)	Top quartile performance London Council's	Barnet Homes performance by quartile
2004/05	922	28.9 days	31 days	Top quartile
2005/06 ²	975	30.1 days	29 days	Second quartile
2006/07	875	27.4 days	26 days	Second quartile
2007/08	777	27.9 days	25 days	Third quartile
2008/09	780	28.44 days	25 days	Third quartile
2009/10 @ Feb 10	698	46.74 days	Not known	Likely to be bottom quartile

¹ Barnet Homes Five Year Business Plan 2010 - 2015

² Change in BV212 definition

Unlet routine void performance 2006 onwards

Year	Total unlet routine void properties	Average time routine voids have been empty
2006/07	71	20 days
2007/08	72	27 days
2008/09	100	21 days
2009/10 @ Feb 10	190	110 days

Effectively during 2009/10 void management performance has “fallen off a cliff” and it is important that we both understand the reasons for this as well as the planned responses.

2.2 In order to respond to this Barnet Homes has committed to develop a Voids Improvement Plan [VIP] to complement the work undertaken by the Council through its ‘Lean review’ of the re housing process. In this report we will outline the main content and findings of the draft VIP strategy document. We will also identify the main actions within the VIP to improve performance over the coming two years. A draft version of the VIP will be tabled at the Sub group meeting.

2.3 The wider context

Voids management for Barnet Homes relates to the efficient management of the Council’s own stock. However, this is only one element of the overall property portfolio for meeting housing need available to the Council. The work on our void management needs to be understood against this wider context of housing supply to meet housing need.

This portfolio or housing supply also includes:

- Council owned hostels
- Housing Association Nominations
- Housing Association Lease Scheme [HALS]
- Housing Association Lease Direct [HALD]
- Private Sector Leasing [PSL]
- Home Choice
- Nightly purchase

2.4 Each of these forms of accommodation have different characteristics and may suit different types of applicants according to their income or individual circumstances. Importantly to the Council some of these forms of accommodation also involve penalty clauses if they are left empty. The financial imperative of these penalties can have a bigger impact than void loss costs on the Council’s own stock where it lies empty.

2.5 Ultimately for there to be a good fit between the various forms of housing supply the Council need to be able to:

- match applicants efficiently to the various elements of their available housing supply

- accurately predict likely housing needs in advance given the long term nature of some of the agreements to provide alternative forms of accommodation.

2.6 The Lean review

The Council have fully recognised that both the matching of applicants to appropriate property and its ability to understand housing need has been problematic. In September 2008 the new Head of Housing Pam Wharfe, in consultation with Barnet Homes, agreed to procure a Lean systems review of the whole re housing experience from initial application to sign up of tenancy. In July 2009 Habanaro consultancy were appointed to undertake the Lean review work and they commenced work in September 2009. As part of this ongoing work two members of Barnet Homes' staff were seconded full time to the project team.

2.7 The Lean review has so far identified:

- The Housing Register in its current format with its 17,000+ applicants is an unsound method of assessing 'live' housing need
- Choice Based Letting and direct allocation do not in their current form produce the effective and customer focused matching of applicants to available property
- The preparation of empty properties based on the industry standard one size fits all basic standard by Barnet Homes does not meet the needs of new applicants nor does it best show case our stock for re letting
- The current arrangements for managing the whole re housing process is characterised by unnecessary "hand offs" between staff and organisations that results in waste and poor service to customers

2.8 These findings are significant when further considering the issues of void performance and in response to them the Lean team with support will be:

- Re writing the Council's allocation policy and reviewing the Housing Register
- Developing and testing a new means of assessing housing need and matching applicants to properties based on individual holistic assessments
- Letting a portfolio of empty properties for re housing purposes which will include our 'difficult to let properties' on the regeneration estates and in sheltered housing
- Developing a future organisational structure that will support the new ways of working

Initially the draft proposed revised allocations policy will be reviewed at the Council's Cabinet with the aim of seeking approval to go out to public consultation. The outcomes of that consultation are likely to be reported to the Cabinet in September 2010 alongside a recommendation to proceed to implementation after any amendments have been made from the comments received.

2.9 Understanding lettings performance and responding to the issues

Lettings performance broken down by key elements

	2007/08	2008/09	2009/10 ³
Major Works lettings [all]	8.7 days [21%]	2.3 days [24%]	7.7 days [27%]
Regeneration lettings [routine]	40.1 days [24%]	47.9 days [27%]	117.3 days [17%]
Hostel lettings [routine]	21.9 days [18%]	24.3 days [20%]	43.1 days [19%]
Choice Based Lettings [routine]	34.1 days [37%]	34.4 days [30%]	45.4 days [38%]
Overall [BV212]	27.91 days [100%]	28.44 days [100%]	46.74 days [100%]
Average lettings per month	65	64	63
Sheltered Housing⁴	29.4 days [7.0%]	21.5 days [7.6%]	86.7 days [6.5%] ⁵

2.10 Major works lettings

Major works voids currently make up a significant proportion of total lettings and arise where properties require more extensive work while they are empty. They create low turnaround times as only the period when they are ready to let 'counts' towards the industry Best Value Performance Indicator [BVPI]. This enables the extended period of time when the work is taking place to be used to match an applicant producing very low turnaround times. In 2009/10 78% of major works voids produced a zero day turnaround time. The matching of major works voids is in the main achieved through Choice Based Lettings.

2.11 The high numbers of major works voids reflect the significant work being undertaken through the Decent Homes programme. The low turnaround times have had the affect of significantly subsidising lesser performance in other areas that contribute to the total void turnaround time. The extent of this subsidy will be reduced once the decent homes programme completes in early 2011.

2.12 More recent reductions in performance on major works lettings have been as a result of the impact of major works lettings in sheltered, regeneration and hostel stock which in themselves have become problematic. Five sheltered properties alone have added 3.6 days to current performance on these areas.

2.13 What has been done?

Regeneration and sheltered voids are now being let as part of the Lean review team's experimental new approach towards matching applicants to vacant properties.

³ As at February 2010

⁴ Sheltered Housing is shown "below the line" because it will in fact be captured within both routine Choice Based Lettings and Major Works

⁵ As at February 2010

2.14 What else can be done?

We will continue to micro manage lettings in this area to squeeze out improved performance.

2.15 When will it improve?

This is already showing significant improvement in the fourth quarter of 2009/10. We would aim to return to achieving turnaround times of around 2.5 days for major works voids in 2010/11.

2.16 Regeneration lettings

The biggest impact on void performance has been as a result of the significant decline in non secure lettings on the regeneration estates. By the third quarter of 2009/10 only 65 lettings had taken place compared with 204 during the whole of 2008/09. In this period the Council were unable to identify suitable applicants for this stock. This again must be considered in the context of the wider stock available to the Council as outlined at 2.3 above and the issues relating to the effective operation of the Housing Register.

2.17 The direct implication of this problem was that by December 2009 there were 137 regeneration properties empty at an average of 139 days. This accounted for 72% of all our empty properties and 91% of the total outstanding time for empty properties.

2.18 What has been done?

The Lean team have taken on responsibility for letting regeneration properties and in a ten week period since Christmas they have let 73 properties at an average turnaround time of 187 days. The number of regeneration voids outstanding has fallen to 99 at an average of 132 days. Regeneration voids now make up 65% of all outstanding voids and 93% of the outstanding time for empty properties. It should be noted that some of these lettings have been made as part of temporary decanting for a local Housing Association and these properties will return again as vacant properties over the next 3 – 6 months.

2.19 What else can be done?

Whilst the Lean review team have made some good progress with letting properties on regeneration estates this in itself is unlikely to present the full answer to the issues. Numbers of void properties there remain high and certain estates and types of properties, notably one bedroom properties, are proving to remain 'difficult to let'. In addition we face significant numbers of new properties arising from decanting programmes with 64 alone due on Stonegrove and Spur Road during April – June 2010.

In response to this we will:

- Implement with the Council a quota of one bedroom need low priority clients referred through Housing Action in Barnet, Threshold Foundation etc. This has commenced with immediate effect and if effective may be extended further across the stock. Over the next two months we will be reviewing the impact of these lettings on the

local management team in terms of creating sustainable tenancies and cohesive communities

- Pursue with the Council permission to introduce Assured Shorthold Tenancies on regeneration estates to enable properties to be let to non priority applicants with housing needs – it is unlikely permission will be granted before the summer and therefore implementation is unlikely to be operational before April 2011.
- Review if there is a business case for taking any of this stock out of management. Again this is unlikely to take effect until the third fourth quarter of 2010/11 when the Lean review team will have thoroughly tested demand and the implications on HRA income and the loss of subsidy have been assessed

2.20 When will it improve?

The impact of the Lean review team lettings has already been felt although there remain high numbers outstanding with high average times outstanding which will result in poor performance for at least the first six months of the new performance year. If the interventions above are effective then performance should improve after this resulting in an improved year end performance on the 2009/10 outturn. However, it should be noted that there will be significant decanting on these estates over the coming year and this will result in gluts of property being available on the regeneration estates which may have a detrimental impact on performance.

2.21 Hostel lettings

Historically hostels have had a positive impact on void turnaround times. Hostels offer rapid turnover of stock with minimal works required to normally one or two room properties. Hostels are let by direct allocation as a form of low cost temporary accommodation to the applicant.

Historic hostel letting performance

	2005/6	2006/7	2007/8	2008/9	2009/10 ⁶
Average days turnaround time	17 days	18 days	21 days	22 days	34 days
Total lettings	196	203	158	174	178

Hostel voids outstanding 2009/10

	Hostel voids outstanding (% of total outstanding voids)	Total voids outstanding	Average days
March 2009	18 (15%)	121	23 days
June 2009	46 (26%)	177	63 days
Sept 2009	17 (11%)	158	84 days
Dec 2009	17 (9%)	190	110 days
Jan 2010	18 (10%)	177	111 days
Feb 2010	16 (11%)	147	96 days
Mar 2010 ⁷	17 (11%)	152	93 days

⁶ To the end of February 2010 and including major works lettings

Hostel performance has been deteriorating over the past three years and as with regeneration the deterioration was particularly marked in early 2009 for almost certainly the same reasons. Almost 10% of the hostel stock remains empty at any one time.

2.22 What have we done?

In response to this we continue to micro manage the letting of hostels with the Council to maximise current performance and this has already shown some improvements. This micro management includes two weekly call over meetings with the Deputy Chief Executive and the Housing Core Performance Manager to monitor progress on a property by property basis. This call over process applies to all routine voids.

2.23 What else can be done?

Once the outcomes of the Lean review are known we will be seeking for the Council to consider and review the amount of hostel stock it owns if it continues to have difficulty in letting them.

2.24 When will it get better?

Letting to the hostel stock is unlikely to significantly further improve ahead of the implementation of the Lean review in the third quarter of 2010/11.

2.25 Choice Based Lettings [CBL]

This is the means of letting homes on secure tenancies to the non regeneration housing stock. CBL has a minimum re letting period of 21 days, irrespective of condition of property, to allow for advertising, short listing applicants and arranging viewings for those who have bid for the empty properties. In reality the period is much longer as a result of the need to verify successful applicants to ensure their allocated points are correct. In addition some applicants such as trade down applicants who have high points levels but low need to move have been effectively clogging up the system by multiple bidding for advertised properties.

2.26 CBL in Barnet when operating close to maximum efficiency has delivered performance of around 34 days average turnaround time. The argument prior to the Lean review was that longer turnaround times were a price worth paying if it gave better outcomes for applicants. The Lean review has fundamentally questioned this conclusion given that it has found that CBL to be confusing for applicants and with only limited bidding being undertaken by those theoretically in the greatest need for re housing.

CBL performance 2007 – 2010

	2007/08	2008/09	2009/10 Qtr 1	2009/10 Qtr 2	2009/10 Qtr 3	2009/10 Qtr 4 ⁸
CBL [routine]	34.1 days 285 [37%]	34.4 days 232 [30%]	39.5 days 74 (40%)	39.9 days 149 (39%)	44.4 days 226 (41%)	45.4 days 264 (38%)

⁷ First two weeks only

⁸ To February 2010 and excluding major works CBL voids

2.27 The table above indicates that performance has deteriorated during 2009/10. However, if 22 sheltered housing lettings at an average of 141 days each are removed from this figure then the average turnaround time falls to 36.7 days, much closer to the figures for previous years in terms of average turnaround times. As we will go onto see there are significant separate issues now arising in relation to sheltered housing lettability. CBL as implemented in Barnet will not produce top quartile turnaround times but the negative impact of sheltered housing can make it significantly worse.

2.28 What has been done?

In response to this more difficult to let sheltered properties have been taken out of CBL and are being dealt with by the Lean review team. More highly pointed cases such as trade downs are also being 'hand held' through CBL.

2.29 What else can be done?

We continue to micro manage this area of lettings activity pending the outcome and recommendations of the Lean review team.

2.30 When will it get better?

We would expect CBL letting performance to revert to producing turnaround times of around 34 days with immediate effect. More significant improvements are unlikely to be achieved prior to the implementation of the Lean review in April 2011.

2.31 Sheltered lettings

Barnet has around 430 sheltered units across 17 schemes within the borough supported by traditional resident sheltered housing officers.

Comparison of sheltered housing letting rates 2003 - 2010

Year	Total lettings	Lettings with zero turnaround times	Overall average turnaround times
Pre Decent Homes 2003/04	48	2	61.6 days
During Decent Homes 2007/08	54	10	29.4 days
During Decent Homes 2008/09	59	26	21.5 days
Mainly post Decent Homes April 09 to February 10	45	6	82.4 days
In addition there were six sheltered voids outstanding at the end of February at an average of 42 days			

2.32 The performance in letting sheltered housing through CBL has deteriorated over the past year. During the period of time that DHS work was on site a large number of major works decanting took place to enable the works to proceed on site. For example this will have involved moving residents within some of the sheltered schemes while work was undertaken in their flat. These turned into zero turnaround time lettings thus bringing down the average void turnaround times for sheltered properties. This cross subsidy

gave the impression that there was not a significant issue in letting sheltered housing. This was not an unreasonable conclusion to draw given the investment that had taken place.

2.33 The reasons for this deterioration are complex but are likely to include:

- 38% of the sheltered stock is made up of studio flats located across 9 of the 17 schemes. Five of these schemes are all or almost all studio flats. Studio flats, even self contained ones, it would appear are less attractive to applicants than one bedroom properties

Comparison of letting rates for studio and non studio sheltered flats

	Studio flats	1 bedroom flats
Number let 2009/10 ⁹	22	20
Average re let time	113 days	57 days

- Feedback from the Lean team suggests that more innovative preparation of properties to demonstrate how you can maximise space etc. could help make properties more attractive. Basic furnishings and carpet may form part of this response as may the use of existing occupied properties as show homes
- The existing sheltered panel set up to establish and apportion points for those in need of sheltered housing were found to be not effective. The Lean review team have established there is a gap between being assessed as having a need for sheltered and having a demand for that type of accommodation. This does not mean there is no interest in the accommodation but that interest is not based on an absolute need for sheltered accommodation and the service. It is more often based on need for accommodation where older people are based or property of a particular size for older people
- There is a potential lack of understanding of the service and also possibly a problem of the sheltered brand

2.34 What has been done?

As already discussed we have taken difficult to let sheltered accommodation out of CBL and they are now being dealt with by the Lean review team and this has already had promising results. As a pilot we are to carpet and furnish some studio flats within sheltered housing schemes to assess if this makes them more attractive to applicants.

2.35 What else can be done?

The holistic assessment approach developed by the Lean team has demonstrated that there is a level of demand for this stock when a more flexible approach is taken. This approach is based on demand more than need and again pre supposes a more flexible service delivery model of support as outlined below. Existing sheltered housing staff will need to become a more integral part of the holistic assessment approach when this is rolled out further. This will form part of the wider Lean implementation in April 2011 but will be piloted beforehand.

⁹ Figures to 16/2/2010

We will review with the council the numbers of studio sheltered accommodation taking account of the potential for the development of a new service model outlined below. Work has commenced on this but is unlikely to be implemented before 2011/12.

In consultation with the Council we will look to review the nature of the existing support service enabling the ability for a more flexible service to be provided to a wider group of people alongside other services such as floating support or enhanced housing management. We aim to bring forward our ideas on this during the Summer of 2010.

2.36 When will it get better?

Performance has already improved in this area with currently no long term outstanding empty sheltered properties. Further improvements may be achieved in 2010/11 with the mainstreaming of the actions outlined at 2.35 above.

2.37 Other relevant issues

The Lean review has raised significant questions about the preparation of empty properties both in terms of the way in which we work with contractors and the one size fits all standard we apply to our properties. Arising from these findings we will:

- Place greater emphasis on tenancy termination by the former tenant and the commencement of the re housing process prior to the property being empty
- Redesign the void property preparation process on lean principles with our contractor partner Connaughts PLC
- Review our approach to void standards by developing more applicant friendly and variable/flexible standards
- Review our void costs in the wider context of void loss from lack of lettings and the creation of more sustainable tenancies

Actions supporting these areas will also be addressed within the action plan of the VIP.

2.38 What next?

The draft VIP will be finalised in consultation with the Council during May 2010 with a view to final sign off by either the Sub group or Board depending on the availability of agenda space and timing.

The Sub-group are asked to note and comment on the report. The final VIP document be reported back for final sign off by Sub group or Board by June 2010

3. Tenants and Leaseholder impacts

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.

5. Financial & Risk Management Implications

- 5.1 The declining void management performance this financial year has resulted in an anticipated increase in the loss of rent of around £400,000+ compared to 2008/09. This has a significant negative impact on the Council's Housing Revenue Account. 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 approaching to arranging void works and the standards that are applied. We expect this will have a direct impact on voids budget spending 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 sustainably improved void turnaround times in partnership with the Council.

6. Other impacts (if applicable)

- 6.1 None applicable

7. List of Appendices

- 7.1 None applicable

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



Date: 8 April 2010

Barnet Homes

Board / Sub Group:	Standards and Asset Management Sub-group
Date:	21 April 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 February 2010.
Classification: General Release / Exempt (if exempt state relevant ground)	General Release

Report Summary:					
<p>Against January 2010 our performance has improved moving from 57% to 63% Green.</p> <p>Annual service charge collection and major works billing have both moved from amber to green.</p> <p>The areas where performance is on target include:</p> <ul style="list-style-type: none"> • Call-centre call capture rate • Repair appointments made and kept , • Urgent and Non-Urgent repairs in time, First time fix • Major and Minor Adaptations • Decent Homes programme • Rental Income collection • Major Works billing and collection for leaseholders • Lifeline response times • Days lost to sickness absence <p>The areas of significant concern are:</p> <ul style="list-style-type: none"> • Voids and Lettings indicators <p>Other areas where performance is below target :</p> <ul style="list-style-type: none"> • Average waiting time for call centre • Mystery Shopping • New Tenant Satisfaction with Property Condition • Decent Homes Satisfaction • CP12 Gas Servicing coverage • Average Arrears of New Tenants • Estate Reality checks <p><u>Regeneration Performance Summary:</u></p> <table border="1"> <tr> <td>Context</td> <td>Regeneration estates represent about 25% of the stock.</td> </tr> <tr> <td>Profile</td> <td>36% of tenants are under 45 (30% overall). 38% of tenants are male (33% overall). 41% consider a household member to be disabled or with limiting illness (49% overall). (source STATUS 2008)</td> </tr> </table>		Context	Regeneration estates represent about 25% of the stock.	Profile	36% of tenants are under 45 (30% overall). 38% of tenants are male (33% overall). 41% consider a household member to be disabled or with limiting illness (49% overall). (source STATUS 2008)
Context	Regeneration estates represent about 25% of the stock.				
Profile	36% of tenants are under 45 (30% overall). 38% of tenants are male (33% overall). 41% consider a household member to be disabled or with limiting illness (49% overall). (source STATUS 2008)				

	34% of tenancies are non-secure (37% on Grahame Park and 32% on the other estates). (Source Saffron RENTS Dec 09).
Complaints	Regeneration tenants comprised 22% of all Stage 1 complaints in February (January 14%).
Voids	The average turnaround time in February was 173 days (37 days non-regen). There are 103 voids on regeneration estates which is 54% of all voids. New tenant satisfaction with property condition for regeneration tenants in February was 93% (88% non-regeneration).
Repairs	95.9% of repairs are completed on time on regeneration estates compared to 96.7% non-regeneration. Non-urgent repairs are averaging 6.7 days in regeneration and 6.8 days non-regeneration.
Rent Arrears	Regeneration tenants represent 24% of live accounts and 22% of all arrears. 3.6% of tenants are in arrears of more than 7 weeks on regeneration estates compared to 4.8% non-regeneration. The average arrears of new tenants on regeneration estates is £198 ytd compared to £200 non-regeneration ytd. 59% of regeneration tenants receive Housing Benefit compared to 62% outside regeneration estates.
Nuisance	Tenants on regeneration estates represent 15% (12/82) of live serious nuisance cases and 22% (78/255) of live less serious cases and 0% (0/7) of live harassment cases and 17% (4/23) of live domestic violence cases.
Satisfaction	The 2008 Ipsos MORI STATUS Postal survey showed regeneration satisfaction is lower than non regeneration by 10% (63% v 73%).

In conclusion Regeneration performance is impacting in these areas:

Void Turnarounds

Satisfaction

Appendices to this report:

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

Recommendations:

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

Report Author:	David Thomas Senior Performance & Information Manager	Date:	8 April 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 Access and Customer Care

2.1.1 Average call waiting time target will not be met but we expect the outturn to be better than last year.

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) • Correspondence Quality Assurance checks • Telephone mystery shopping
Are there any significant concerns?	<ul style="list-style-type: none"> • Call waiting times improved in February but remain above target level for the year to date
How are we addressing these?	<ul style="list-style-type: none"> • We will continue to use staff from across the organisation to support the call centre during busy periods eg mailing campaigns • We will use the avoidable contact information to record where calls can be reduced by either implementing or improving other sources of information for residents eg work in progress information leaflets
When will it be better?	<ul style="list-style-type: none"> • Year end reports show that we will outturn at 32.1 seconds waiting time which is an improvement of 1.5 seconds on average from last year

2.1.2 Mystery shopping was undertaken in February by Homes for Haringey and Stevenage Homes. From the 23 calls made it was pleasing to note the many positive comments registered and the overall scores improved on the last shop by 10%. Details have been forwarded to managers to raise with their staff. Amongst the positive comments were:

- *'Totally faultless'*
- *'A real credit to Barnet Homes'*
- *'...went the extra mile to ensure that I understood'*
- *'...handled my call very well. She had a very good telephone manner and probed for further information so that she could try to identify the right person I should talk to.'*

Calls were answered within an average of 4 rings which is within our service standard.

2.1.3 Where comments were less positive they tended to concern being kept on hold and internal transfers which we are addressing through corporate briefings and making phone-usage manuals widely available.

2.2 Allocations and Lettings

2.2.1 There are two indicators of significant concern:

- Average Days to Relet Empty Properties
- Rent loss

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 Days to Relet Empty Properties • New Tenant Satisfaction with Property Condition • Void Rent Loss • Trade Downs Completed
Are there any significant concerns?	<ul style="list-style-type: none"> • There remain significant numbers of voids outstanding on regeneration estates • Routine and major works lettings are not happening in sufficient numbers to offset the effect of older regeneration voids whose accumulated void time continues to have a negative impact on the overall average turnaround time • About a third of the cost of void works is currently made up of electrical works due to new regulations • Void rent loss is predicted to reach £1 million by year end • Despite above target score for February, satisfaction with property condition is 89% for the year to date and is unlikely to hit 90% target by end of March
How are we addressing these?	<ul style="list-style-type: none"> • We have a draft Voids Action Plan which is tabled for presentation at this meeting before going to full Board or Sub group in June
When will it be better?	<ul style="list-style-type: none"> • March performance will be worse as a high number of older regeneration voids were let • Projection work shows the year end outturn to be around 55 days • Performance in the first half of 2010/11 will be affected by letting of old voids on regeneration estates

2.3 Asset Management – Repairs

2.3.1 There is one area of concern

- CP12 Gas Servicing coverage

2.3.2 Attached as Appendix 2 is a report giving more details on the gas servicing position at the end of February.

2.3.3 90% of the servicing programme is complete. There are now fewer cases outstanding over 10 weeks than last month.

KLOE/TSA Standard Related Areas:	KLOE 3 Stock Investment and Asset Management TSA Standard - Home (Repairs and Maintenance)
Which Pulse indicators are monitoring this?	<ul style="list-style-type: none"> • % Properties with Current CP12 • % Urgent Repairs in Time • Average days to complete non-urgent repairs • Appointments made and kept (Connaught KPI)

	<ul style="list-style-type: none"> • Satisfaction with Repairs (Connaught KPI) • Repairs Completed in Time (Connaught KPI) • Repairs Right First Time (Connaught KPI)
Are there any significant concerns?	<ul style="list-style-type: none"> • 39 CP12 cases remain outstanding with 5 more than 10 weeks
How are we addressing these?	<ul style="list-style-type: none"> • Cold calling by telephone and home visits, including weekends • Joint working across teams within Barnet Homes to utilise every contact • No Access Plus strategy implemented with Village Heating and updated daily
When will it be better?	<ul style="list-style-type: none"> • 39 cases outstanding at end February • As at March all outstanding cases have appointments booked • To achieve a green light the target level is no more than 20 cases outstanding all of which are being proactively managed - it is expected this target will be met.

2.3.3 Other repairs indicators are performing well and we are on target for in-time and appointments kept performance.

2.4 Asset Management – Decent Homes

2.4.1 The satisfaction with Decent Homes indicator will not meet target but has steadied and shown improvement over the last five months.

2.4.2 Both Major and Minor Adaptations continue to be turned around in under target time.

2.4.3 Early indicators show that the Decent Homes year end target has already been achieved

KLOE/TSA Standard Related Areas:	KLOE 3 Stock Investment and Asset Management TSA Standard – Home (Quality of accommodation)
Which Pulse indicators are monitoring this?	<ul style="list-style-type: none"> • Average waiting time for Major adaptations • Average waiting time for Minor adaptations • Number of cases on waiting list/average time on waiting list for cases yet to start • % Homes non-decent (NI158) • Satisfaction with Decent Homes works
Are there any significant concerns?	<ul style="list-style-type: none"> • 30 surveys undertaken by United House scoring 94.7%
How are we addressing these?	<ul style="list-style-type: none"> • We are calling all residents surveyed by United House to validate survey responses and raising any feedback with Asset Management • Asset Management carry out quality checks with visits targeted to dissatisfied residents
When will it be better?	<ul style="list-style-type: none"> • Asset Management Project Managers hold regular meetings with United House to deal with quality issues raised by surveys, complaints and post inspections.

2.5 Income Collection – Leaseholders

2.5.1 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 Billed against profile • Major Works Income Collected against profile
Are there any significant concerns?	None

2.6. Income Collection – Rents

2.6.1 There are no significant concerns about income collection.

2.6.2 The average arrears of new tenants is below target and is unlikely to meet target

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"> • BV66a % rent collected including arrears • Level of current tenant rent arrears • Average level of new tenant arrears after 6 months • Arrears as % of Debit
Are there any significant concerns?	<ul style="list-style-type: none"> • The average arrears of new tenants at £197 year to date is unlikely to meet target of £190 but could outturn lower than last year.

2.7 Tenancy and Estate Management

2.7.1 The number of reality checks being undertaken is down on last year.

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 or More • ASB Enforcement Actions Achieved
Are there any concerns?	<ul style="list-style-type: none"> • Fewer checks are being undertaken than last year
How are we addressing these?	<ul style="list-style-type: none"> • We are widening the pool of managers available for checking

When will it be better?	<ul style="list-style-type: none"> The checks undertaken in March suggest that the target will be achieved
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2.8 Supported Housing

2.8.1 There are no significant concerns.

KLOE/TSA Standard Related Areas:	KLOE 10 Supporting People KLOE 11 Supported Housing
Which Pulse indicators are monitoring this?	<ul style="list-style-type: none"> % Lifeline Calls Answered in 30 Seconds Floating support caseload against target
Are there any concerns?	None

2.9 Efficiency

2.9.1 There are no significant concerns.

2.9.2 Days lost to sickness is projected to outturn at 6.7 days which is well ahead of target.

2.9.3 We are expecting that all targets for increasing direct debit payers will be met.

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 absence
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 'at home' and through posters in the local offices. In addition a suite of 'top ten' resident agreed service standards are presented to residents via the website.

3.2 The Performance Advisory Group comprising residents and staff and chaired by a Board director has been recruited and will be the basis of resident involvement in performance scrutiny. This group will hold its first official meeting on 8 February and repairs has been selected as an area for analysis.

4. Equality & Diversity Implications

4.1 Customer profile information is included in the Context page of every Pulse PI report to assist users in placing performance into context.

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 and it is probable that this will reach £1 million by end of March 2010.

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 February 2010

7.2 Appendix 2 – Gas Servicing Monthly report

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



Date: 8 April 2010

Gas Servicing Performance – February 2010

Gas Servicing Programme

8,993 properties to be serviced by end March 2010

<i>Completion of servicing programme</i>	<i>This Month</i>	<i>Last Month</i>
Number of properties due to be serviced in month	205	100
Number of properties actually serviced in month	767	170
% of monthly services completed	374%	170%
Number of properties due to be serviced YTD	8,543	8,338
Number of properties actually serviced YTD	7,677	6,910
% services completed YTD	90%	83%
Number behind target	866	1428
% programme complete	85%	77%

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	99.6%	99.6%

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	34	33
10 to 20 weeks overdue	5	2
20 to 30 weeks overdue	0	4
Over 30 weeks overdue	0	1
Total Outstanding Cases	39	40

Outstanding Cases – Actions

20-30 weeks overdue

- No cases

10-20 weeks overdue

- Properties stickered and cold called at weekends and evenings by Barnet Homes staff and Village Heating Ltd

0-10 weeks overdue

- Last warning letter went out on 15/03/10 accompanied by cold calling by phone and visits by Barnet Homes staff and Village Heating Ltd

Vulnerability Issues/Actions

Access difficulties with:

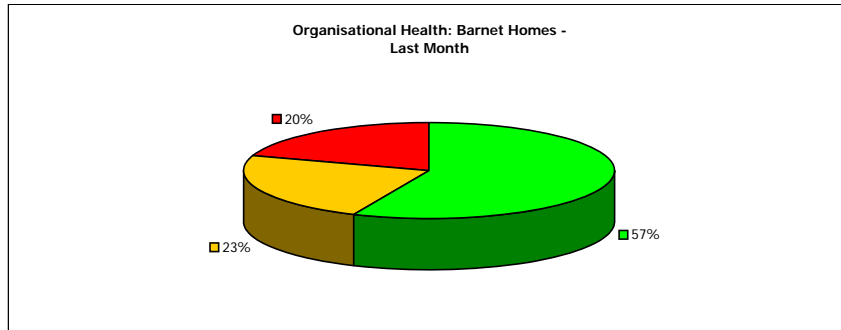
<i>Address</i>	<i>Action</i>
Clare Point	Tenant suffers from acrophobia Housing Officer trying to arrange visit and has written to tenant await response - emergency access maybe needed
Marsh Drive	No Electric meter to do test. EON to fit new meter
Whycote point	Under investigation by Housing Officer
Watling Ave	Tenant suffers from Mental Health impairment. Housing Officer and Gas Service Manager to call and visit
The Ridge	Property stickered on Saturday 19/03 - await response

Barnet Homes 'PULSE' Performance Indicator Report

Feb-10



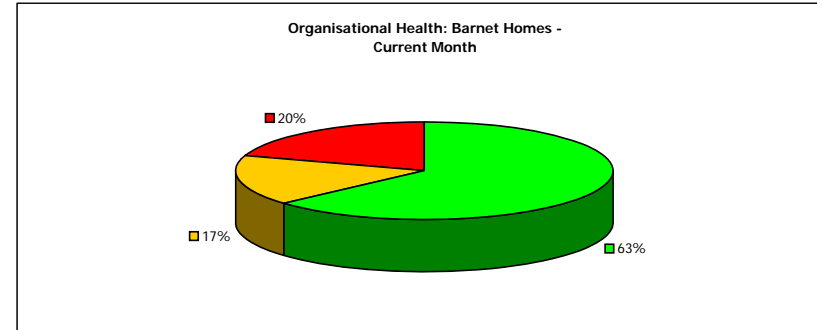
Last Period



- 17 ● Number of Green Lights
- 7 ● Number of Amber Lights
- 6 ● Number of Red Lights
- 1 ■ Number of Unlit Indicators

31 Total Number of Performance Indicators

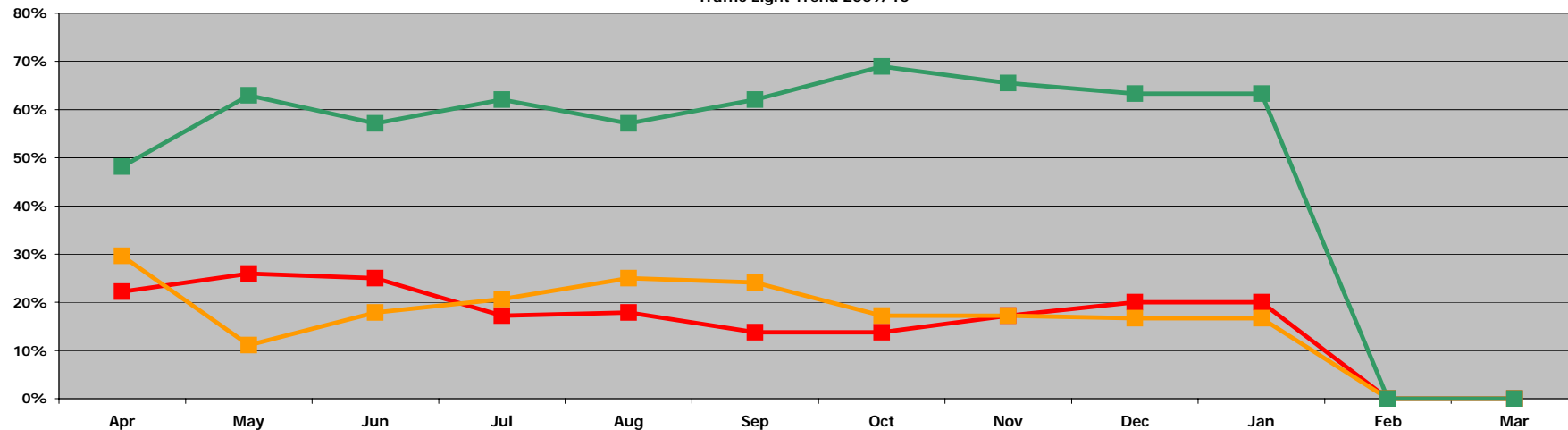
This Period



- 19 ● Number of Green Lights
- 5 ● Number of Amber Lights
- 6 ● Number of Red Lights
- 1 ■ Number of Unlit Indicators

31 Total Number of Performance Indicators

Traffic Light Trend 2009/10



Barnet Homes PULSE Indicator Report Feb-10



REF			08/09 outturn	Top Quartile (London)	Average (London)	2009/10 target	This Month's Results	YTD result	Direction of Travel	Result	
KLOE : Access and Customer Care											
1	Pulse	Average Waiting Time (Call Centre)	33.6 secs	N/A	N/A	Qtr 1 - 30s Qtr 2,3,4 - 25s	28.0	30.7	😊	●	Red
2	Pulse	% Calls Captured (call centre)	94%	N/A	N/A	Qtr 1 - 90% Qtr 2,3,4 - 93%	97%	96%	😊	●	Green
6	Pulse	% Quality Assurance Good or Higher	New PI	N/A	N/A	Tracking Only	0%	75%	😐	Tracking Only	
7	Pulse	Mystery shopping results	New PI	N/A	N/A	85%	0%	74%	😞	●	Red
KLOE : Asset Management - Responsive Repairs											
9	Pulse	% of Properties that have Current CP12 (Gas Servicing certificate)	99.9%	99.6% (BPSA)	98.1% (BPSA)	100%	99.6%	99.6%	😐	●	Red
10	Pulse	Responsive Repair Appointments Made & Kept	97.9%	96.9%	95.7%	98%	99.4%	98.8%	😊	●	Green
11	Pulse	Average Days to Complete Non-Urgent Repairs	6.8	7.8 (BPSA)	9.9 (BPSA)	7.0	6.8	6.2	😞	●	Green
12	Pulse	% Urgent Repairs Completed in Government Time Limits	96.7%	97.96% (BPSA)	94.95% (BPSA)	97.9%	96.9%	97.9%	😞	●	Green

Barnet Homes PULSE Indicator Report Feb-10



REF			08/09 outturn	Top Quartile (London)	Average (London)	2009/10 target	This Month's Results	YTD result	Direction of Travel	Result	
13	Pulse	Repairs Service Satisfaction Survey	96.5%	N/A	N/A	98%	96.8%	98.9%			Amber
14	Pulse	Repairs Completed in Time - Connaughts KPI R3	New PI	N/A	N/A	98.5%	98.5%	98.5%			Green
16	Pulse	Right First Time	New PI	N/A	N/A	Qtr 1,2 - 85% Qtr 3,4 - 90%	94.0%	95.3%			Green
KLOE : Asset Management - Decent Homes											
17	Pulse	Average Waiting Time in Weeks for MAJOR Adaptations - (Cases above £1,000)	33.5	N/A	N/A	26	26.0	12.4			Green
18	Pulse	Average Waiting Time in Weeks for MINOR Adaptations - (Cases up to £1,000)	0.9	N/A	N/A	1.2	1.3	0.7			Green
19	Pulse	Resident Satisfaction with DH works (Partners)	97.6%	N/A	N/A	97%	94.7%	92.5%			Red
20	Pulse	% Non-Decent Homes (NI 158) excl. regen	13.0%	N/A	N/A	9% by Year End	6.8%	6.8%			Green
KLOE : Allocations & Lettings											
21	Pulse	Average Days to Relet Empty Properties (BV212)	28.44	23.8	32.3	28.65	90.79	46.74			Red

Barnet Homes PULSE Indicator Report Feb-10



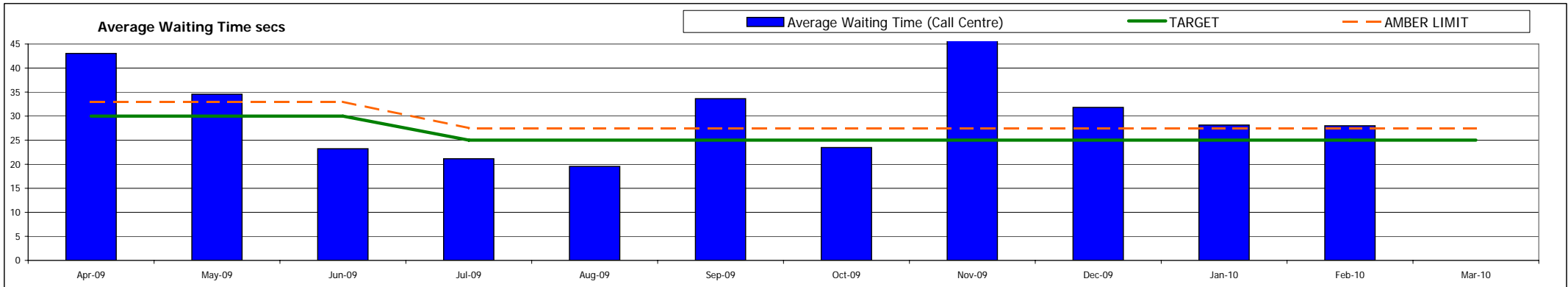
REF			08/09 outturn	Top Quartile (London)	Average (London)	2009/10 target	This Month's Results	YTD result	Direction of Travel	Result	
22	Pulse	Void Rent Loss	1.30%	1.12% HouseMk Q3	1.53% HouseMk Q3	1.4%	2.12%	2.12%			Red
24	Pulse	New Tenant Satisfaction (Property Condition)	85%	N/A	N/A	90%	91.3%	88.5%			Amber
25	Pulse	Trade downs	61	N/A	N/A	70 (6 in Month)	5	66			Green
KLOE : Income Collection - Rents											
26	Pulse	BV66a - Proportion of Rent Collected (including arrears b/f)	98.51%	98.1%	97.3%	98.55%	98.39%	98.39%			Green
27	Pulse	Current Arrears Level	N/A	N/A	N/A	Month Target: £1.331 m	£1.331 m	N/A			Green
29	Pulse	Average Arrears of New Tenants	£199	N/A	N/A	£190	£233	£197			Amber
30	Pulse	Arrears as % Debit	2.35%	N/A	N/A	2.25% (by YE)	2.60%	2.60%			Green
KLOE : Income Collection - Leaseholders											
31	Pulse	% Annual Service Charge collected	105%	N/A	N/A	103% (92% by Feb)	92%	92%			Green

Barnet Homes PULSE Indicator Report Feb-10



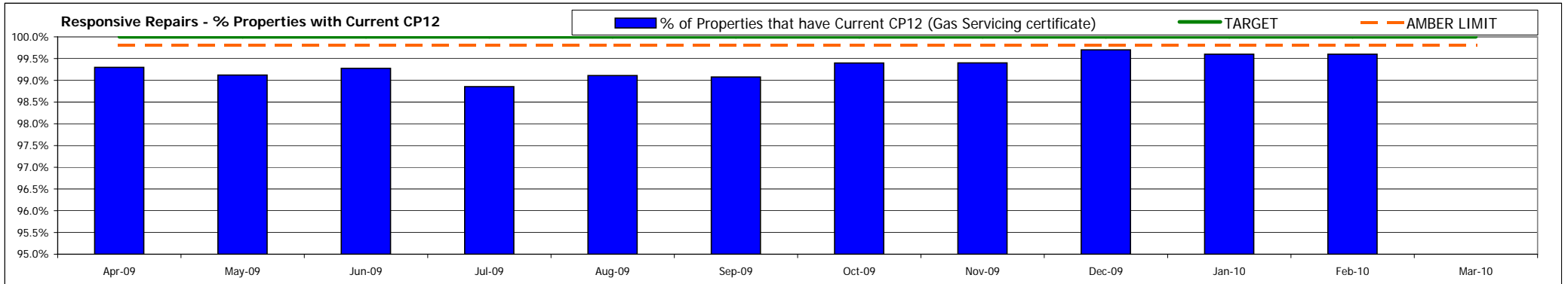
REF			08/09 outturn	Top Quartile (London)	Average (London)	2009/10 target	This Month's Results	YTD result	Direction of Travel	Result	
32	Pulse	Major Works Income Billed	£2.977m	N/A	N/A	£3,240k by Feb	£234,261	£3,240,276	☹️	●	Green
33	Pulse	Major Works Income Collected YTD	£3.469m	N/A	N/A	£3,060k by Feb	£234,260	£3,681,118	☹️	●	Green
KLOE : Tenancy & Estate Management											
35	Pulse	% Estates Achieving 2 Stars or More Following Reality Checks	94.6%	N/A	N/A	96%	100%	95%	😊	●	Amber
36	Pulse	ASB/Harassment Enforcement Actions Achieved	163	N/A	N/A	163 (136 by Jan)	7	112	😊	●	Amber
KLOE : Supported Housing											
39	Pulse	Lifeline Response Time Within 30 seconds	91.4%	N/A	N/A	90%	91.7%	91.8%	😊	●	Green
40	Pulse	Floating Support caseload against target	New PI	N/A	N/A	100 a month	96	100	☹️	●	Green
KLOE : Efficiency											
41	Pulse	Average Days Lost Due to Sickness	9.3	8.3	N/A	8.5 (7.4 by Feb)	0.8	5.9	☹️	●	Green

KLOE 30: ACCESS & CUSTOMER CARE



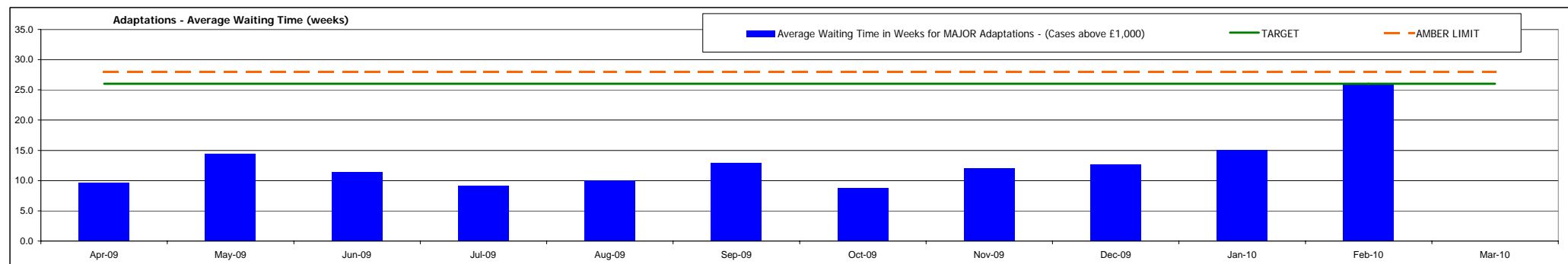
PERFORMANCE INDICATORS	Target	Amber Limit	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	YTD
Average Waiting Time (Call Centre)	30/25s	33/27.5s	43.0	34.6	23.2	21.1	19.5	33.6	23.5	59.1	31.8	28.2	28.0		30.7
% Calls Captured (call centre)	90/93%	86/89%	94.4%	94.8%	96.2%	97.8%	97.6%	96.4%	97.5%	92.6%	96.1%	96.6%	97.0%		96.1%
% Correspondence Answered in 10 Working Days	95%	93.5%	99.5%	97.7%	93.5%	96.3%	96.4%	96.7%	97.2%	98.2%	99.2%	98.9%	96.1%		97.2%
% Stage 1 Complaints Responded to in 10 Working Days	95%	93.5%	95.5%	96.6%	89.6%	84.1%	98.5%	94.7%	98.7%	97.7%	100%	100%	98.4%		95.9%
% VIPs Enquiries & Complaints Answered in 10 Working Days	98%	96.5%	98.4%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%		99.8%
% Quality Assurance Good or Higher	Tracking Only for Qtr 1		64.6%	62.5%	100.0%	80.0%	100.0%	78.6%	72.7%	75.0%	-				74.8%
Mystery shopping results	85.0%	75.0%	-	-	76.3%	-	-	-	76.7%	-	68.57%	-			74.5%
Avoidable Contact (NI 14)	Tracking Only for Qtr 1		20.3%	21.7%	19.7%	18.2%	15.4%	11.9%	10.9%	10.9%	9.3%	10.3%	11.8%		14.8%
ACTIVITY INFORMATION/TRACKERS			Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	YTD
Number of Stage 1 Complaints Logged in Month			88	58	77	82	67	95	78	86	70	102	128		931
Number of Stage 1 Complaints Logged in Month (Regen)			24	12	14	18	19	19	21	16	13	14	25		195
Justified Complaints (Stage 1 Only)			17	8	10	13	18	29	16	22	25	36	42		236
% Stage 1 Justified Complaints			19%	14%	13%	16%	27%	31%	21%	26%	36%	35%	33%		25%
Number of Correspondence Items Logged in Month			375	348	308	324	309	276	316	276	240	267	231		3270
Total Calls Presented (call centre)			10,829	8,635	9,931	9,663	7,394	9,592	8,533	9,128	7,214	8,433	8,644		97,996
Total Calls Handled (call centre)			10,226	8,190	9,557	9,446	7,218	9,251	8,321	8,456	6,931	8,148	8,388		94,132
Total Calls with NI14 Data			10,226	8,190	9,557	9,446	7,218	9,251	8,321	8,456	6,931	8,148	8,388		94,132
VIPs Responded to In Time			62	48	87	89	64	61	59	70	29	41	50		660
VIPs Received			63	48	87	89	64	61	59	70	29	41	50		661
Quality Assurance Sample Size			11	16	6	5	4	14	11	4					71
Mystery Shopping Sample Size					24				18		14				56
2008/09 Comparisons:	Target		Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	YTD
Average Waiting Time (Call Centre)	20 secs		26 secs	27 secs	24 secs	21 secs	20 secs	22 Secs	28 secs	27.7 secs	37.6 secs	88.9 secs	44.4 secs	37.3 secs	33.6 secs
% Calls Captured (call centre)	94%		92%	95%	96%	96%	94%	96%	95%	95%	94%	83%	93%	93%	94%
Total Calls Presented (call centre)			13,931	11,062	11,496	11,897	9,939	12,412	11,926	9,950	9,417	12,212	9,791	11,201	135,234
% Correspondence Answered in 10 Working Days	94%		97%	96%	97%	93%	96%	95%	90%	95%	94%	96%	97%	96%	95%
% Stage 1 Complaints Responded to in 10 Working Days	94%		94%	98%	97%	94%	90%	96%	91%	89%	89%	96%	95%	93%	94%
Number of Stage 1 Complaints Logged in Month			190	111	180	143	126	141	137	101	118	90	89	76	1,502

KLOE 3 : ASSET MANAGEMENT - RESPONSIVE REPAIRS



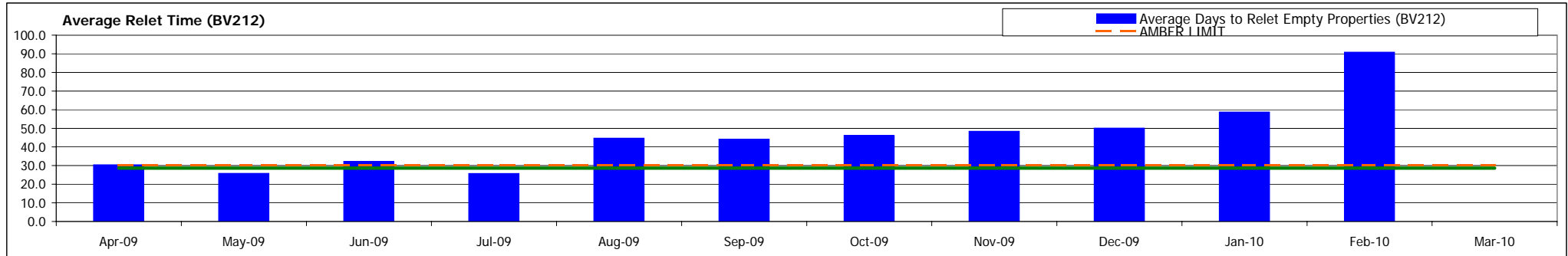
PERFORMANCE INDICATORS	Target	Amber Limit	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	YTD
% of Properties that have Current CP12 (Gas Servicing certificate)	100%	99.8%	99.3%	99.1%	99.3%	98.9%	99.1%	99.1%	99.4%	99.4%	99.7%	99.6%	99.6%		
Responsive Repair Appointments Made & Kept	98.0%	95.0%	98.5%	98.7%	98.1%	99.6%	98.8%	100.0%	98.6%	97.5%	99.1%	98.3%	99.4%		98.8%
Average Days to Complete Non-Urgent Repairs	7.0	7.3	6.6	5.3	7.0	5.9	6.0	6.1	6.5	5.9	5.8	6.1	6.8		6.2
% Urgent Repairs Completed in Government Time Limits	97.9%	96.5%	96.3%	95.1%	96.0%	97.3%	97.9%	98.9%	98.6%	99.0%	99.6%	98.2%	96.9%		97.9%
Repairs Service Satisfaction Survey	98.0%	90%	99.1%	99.1%	99.2%	100.0%	100.0%	99.7%	98.8%	97.2%	98.5%	98.7%	96.8%		98.9%
Repairs Completed in Time - Connaughts KPI R3	98.5%	95%	96.8%	96.6%	98.2%	98.8%	98.9%	98.6%	98.9%	99.2%	99.5%	98.9%	98.5%		98.5%
Repairs Completed in Time - Village KPI B3	98.5%	95%	94.2%	94.9%	96.6%	97.3%	97.2%	97.4%	98.3%	99.4%	99.8%	99.6%	99.3%		98.1%
Right First Time	85/90%	80/85%	88.7%	90.2%	95.3%	99.4%	97.0%	96.3%	90.4%	99.0%	98.9%	96.6%	94.0%		95.3%
ACTIVITY INFORMATION			Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	YTD
Total Completed Jobs Surveyed			319	328	594	325	267	335	330	217	132	151	372		3,370
Number of Tenants Satisfied With Completed Job			316	325	589	325	267	334	326	211	130	149	360		3,332
Total Number of Repair Orders - Urgent/Emergency/Standby/Gas and Routine			2,701	2,401	2,617	2,913	2,416	3,187	3,121	3,179	3,319	3,336	3,163		32,353
Number of Repair Orders - Emergency (U Orders)			455	444	504	534	505	578	491	543	602	581	520		5,757
Number of CP12s Outstanding			63	79	65	103	80	83	54	46	29	40	39		
Gas Servicing Profile			1,238	1,500	1,500	1,500	1,000	700	500	200	100	100	205	450	8,993
2008/09 Comparisons:			Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	YTD
% of Properties that have Current CP12 (Gas Servicing certificate)	100%		99.9%	99.7%	99.0%	99.4%	99.4%	99.2%	99.3%	99.1%	99.4%	99.3%	99.5%	99.9%	99.9%
Number of CP12s Outstanding			11	30	27	53	54	68	60	81	54	60	69	11	578
Responsive Repair Appointments Made & Kept	98.1%		97.4%	98.6%	98.1%	98.9%	98.0%	98.2%	97.5%	98.4%	99.2%	98.6%	99.3%	100.0%	97.9%
Average Days to Complete Non-Urgent Repairs	7 days	8 days	7.5	7.1	6.8	7.1	6.9	7.1	6.9	7.0	5.7	6.3	6.6	7.2	6.8
% Urgent Repairs Completed in Government Time Limits	98.3%		97.7%	98.1%	98.3%	97.1%	95.9%	98.0%	98.4%	98.4%	96.3%	93.1%	93.6%	94.5%	96.7%
Repairs Service Satisfaction Survey	98%		98%	97%	98%	97%	98%	96%	97%	93%	94%	96%	95%	95%	96.4%

KLOE 3 : ASSET MANAGEMENT - DECENT HOMES



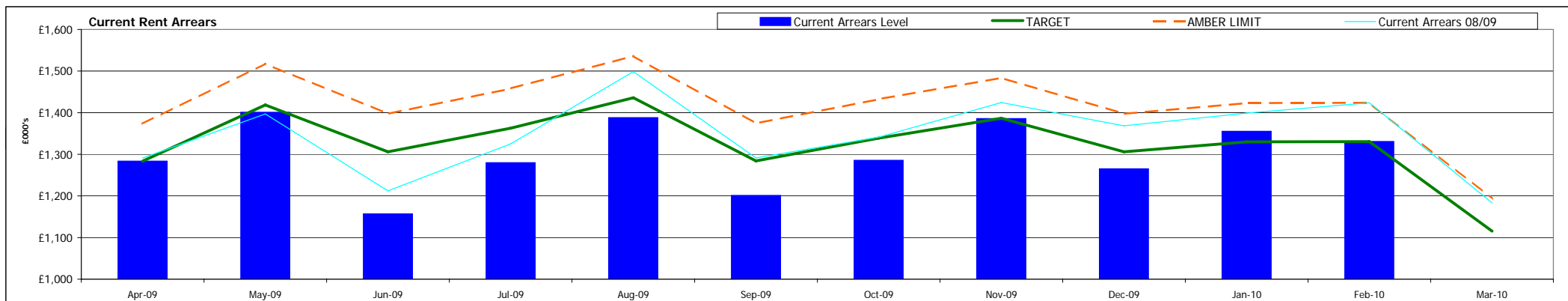
PERFORMANCE INDICATORS	Target	Amber Limit	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	YTD
Average Waiting Time in Weeks for MAJOR Adaptations - (Cases above £1,000)	26	28	9.6	14.4	11.4	9.1	10.0	12.9	8.8	12.0	12.6	15.0	26.0		12.4
Average Waiting Time in Weeks for MAJOR Adaptations - (Cases above £1,000) YTD	26	28	9.6	12.0	11.8	11.1	10.9	11.2	10.9	11.1	11.1	11.5	12.4		
MAJOR Adaptations (Over £1000) - Number on Waiting List			66	59	65	57	47	40	54	53	55	62	51		
Average Waiting Time in Weeks for MINOR Adaptations - (Cases up to £1,000)	1.2	1.4	0.3	0.6	0.4	0.5	0.4	0.3	0.4	0.9	1.0	1.6	1.3		0.7
Average Waiting Time in Weeks for MINOR Adaptations - (Cases up to £1,000) YTD	1.2	1.4	0.3	0.5	0.4	0.5	0.5	0.4	0.4	0.5	0.5	0.6	0.7		
MINOR Adaptations - Number on Waiting List			28	30	21	12	5	10	4	15	13	30	2		
Resident Satisfaction with DH works (Partners)	97%	96.5%	95.6%	94.6%	91.7%	89.6%	95.6%	90.4%	91.1%	93.3%	93.1%	95.0%	94.7%		92.5%
% Non-Decent Homes (NI 158) inc. regen	29% (at year end)		32.60%	34.56%	31.11%	30.91%	30.16%		29.27%	29.27%	27.50%	26.2%	25.1%		
% Non-Decent Homes (NI 158) excl. regen	Q1-15%, Q2-13%, Q3-11%, Q4-9%		16.59%	14.84%	14.00%	14.01%	13.49%	12.50%	12.36%	12.36%	10.30%	8.6%	6.8%		
ACTIVITY INFORMATION			Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	YTD
MAJOR - Average Wait Time for those on Waiting List								11.2	10.4	11.5	12.3	15.0	14.1		
MINOR - Average Wait Time for those on Waiting List								0.0	7.0	14.6	7.4	16.8	13.6		
Capital Programme - Actual Spend Against Actual Anticipated			123%	62%	119%	116%	109%	80%	78%	95%	142%	66%	0%		0%
Number of Completions			341	341	140	224	133	223	131	94	91	52	41		1810
Number of Starts on Site in Month - MAJOR Adaptations			14	14	22	16	16	14	11	18	4	13	9		151
Number of Starts on Site in Month - MINOR Adaptations			18	35	36	33	28	47	24	26	16	31	17		311
Number of New MAJOR Adaptation Referrals			13	16	17	13	9	13	27	18	8	17	11		162
Number of New MINOR Adaptation Referrals			23	32	36	31	33	47	29	23	15	27	16		312
Response Size - DH Partners			78	38	48	52	30	86	69	46	26	8	30		511
Number of Non-Decent Homes (Inc regen)			3587	3472	3422	3400	3318		3220	3220	3021	2879	2763		
2008/09 Comparisons:			Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	YTD
Average Waiting Time in Weeks for MAJOR Adaptations	30	0	48.0	47.6	46.7	46.0	44.8	43.2	39.0	35.8	36.2	33.9	35.8	33.5	
Average Waiting Time in Weeks for MINOR Adaptations	1.3 wks	1.4 wks	0.3	1.4	1.3	1.3	1.3	1.2	1.1	1.1	1.0	1.0	1.0	0.9	
Resident Satisfaction with DH works (Partners YTD)	97%	96%	100%	91%	97%	97%	100%	99.5%	96.1%	98.3%	95.8%	100.0%	96.2%	96.0%	97.6%
Capital Programme - Actual Spend Against Actual Anticipated (YTD)				110%	113%	108%	107%	99%	88%	86%	98%	91%	92%	101%	
Number of Starts on Site in Month - MAJOR Adaptations			36	14	3	8	2	19	26	27	17	41	21	28	242
Number of Starts on Site in Month - MINOR Adaptations			28	29	59	38	30	31	28	47	16	30	23	38	397
Number of New MAJOR Adaptation Referrals			19	19	13	29	19	24	14	7	18	17	15	20	214
Number of New MINOR Adaptation Referrals			30	37	45	35	25	30	38	37	18	31	23	39	388

KLOE 7: ALLOCATIONS & LETTINGS



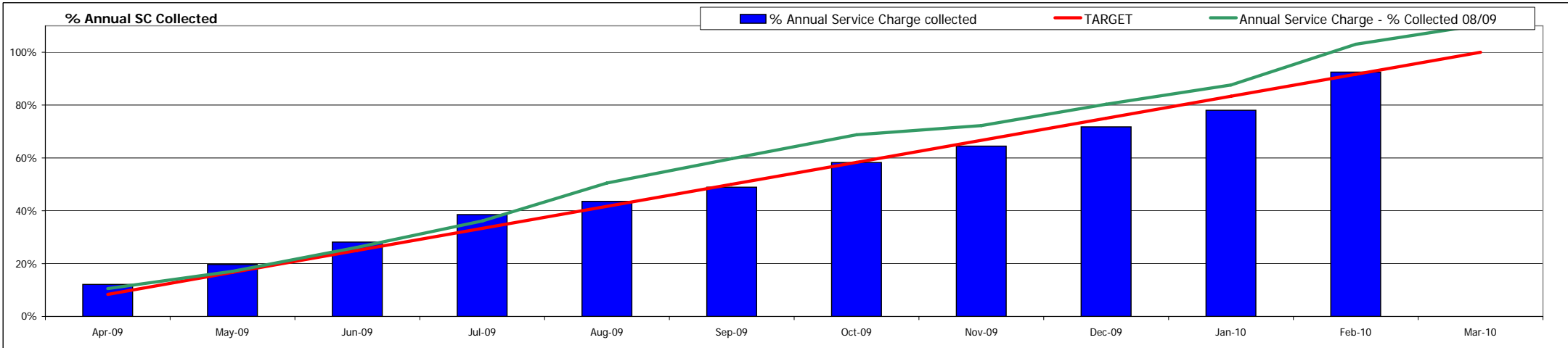
PERFORMANCE INDICATORS	Target	Amber Limit	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	YTD
Average Days to Relet Empty Properties (BV212)	28.65	30.0	30.35	25.77	32.20	25.69	44.60	44.10	46.11	48.33	50.03	58.64	90.79		46.74
Void Rent Loss	1.4%	1.5%	1.5%	1.8%	1.9%	1.9%	2.0%	1.9%	2.0%	2.0%	2.1%	2.1%	2.1%		
Average Cost of Voids	£2,500	£2,750	£2,705	£3,141	£3,117	£3,502	£3,260	£2,998	£2,900	£1,885	£2,800	£2,720	£2,121		£2,829
New Tenant Satisfaction (Property Condition)	90%	85%	89%	96%	77%	93%	95%	85%	80%	94%	85%	90%	91%		88.5%
New Tenant Satisfaction (Property Condition) - Regen only	90%	85%	67%	100%	50%	100%	100%	73%	25%	-	80%	80%	93%		79.0%
Trade downs	70 (6 per month)	48 (4 per month)	7	2	10	9	5	2	5	8	8	5	5		66
Voids as % Stock	Tracking Only		1.9%	2.1%	2.1%	2.0%	2.0%	1.9%	2.0%	2.2%	2.1%	2.0%	1.8%		
ACTIVITY INFORMATION / TRACKERS	Target		Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	YTD
Average Days to Re-let incl MWs - Non-Regen (CBL)			28	21	30	20	33	28	36	48	33	29	37		32
Average Days to Re-let incl MWs- Regen			42	56	57	27	96	89	123	123	97	135	173		114
Average Days to Re-let incl MWs- Hostels			30	26	32	25	43	44	45	48	49	58	91		47
Average Days to Re-let excl MWs - Non-Regen (CBL)			35	34	45	30	45	35	55	60	40	48	52		45
Average Days to Re-let excl MWs- Regen			42	56	63	33	103	89	123	123	97	135	177		117
Average Days to Re-let excl MWs- Hostels			44	32	42	54	51	51	49	42	44	34	31		43
Number of Lettings in Month			37	66	84	59	77	63	54	76	39	45	98		698
Number of properties made void in month			76	85	77	73	72	58	62	72	55	50	66		
Average Days Void for Outstanding Voids			34	44	59	62	76	84	88	97	122	111	93		
Voids (Routine and Major) outstanding at month end			204	233	223	216	212	207	215	237	226	218	191	0	
Number of Ready to Let Voids (Status C, A or O)			29	9	7	4	5	3	4	9	11	20	10		
Number of Ready to Let Voids (Status C, A or O) - REGEN			15	5	9	6	3	2	1	3	7	11	9		
Number of Voids (Average Void Cost)			52	41	57	46	50	45	53	51	43	39	47	0	524
Response Size - New Tenants - All BH			18	24	31	15	38	28	27	33	20	29	23		286
Response Size - New Tenants - Regen Only			3	4	4	2	4	11	4	0	5	10	15		62
2008/09 Comparisons:	Target		Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	YTD
Average Days to Relet Empty Properties (BV212)	26.5		28.72	28.44	37.11	26.95	29.23	29.51	23.28	25.15	25.12	34.65	26.79	30.53	
Void Rent Loss			1.13%	1.14%	1.20%	1.33%	1.47%	1.35%	1.39%	1.46%	1.49%	1.41%	1.43%	1.45%	
Average Cost of Voids			£2,967	£2,974	£2,418	£2,565	£2,207	£2,622	£2,187	£2,545	£3,249	£3,365	£2,807	£2,471	£2,643
New Tenant Satisfaction (Property Condition)	97.00%		86%	65%	75%	84%	85%	86%	80%	93%	92%	89%	86%	83%	85%
Number of Lettings in Month			48	48	53	63	72	86	74	60	78	52	53	72	759
Voids (Routine and Major) outstanding at month end			111	105	128	136	134	140	134	136	138	132	135	160	1589

KLOE 4 : INCOME COLLECTION - RENTS



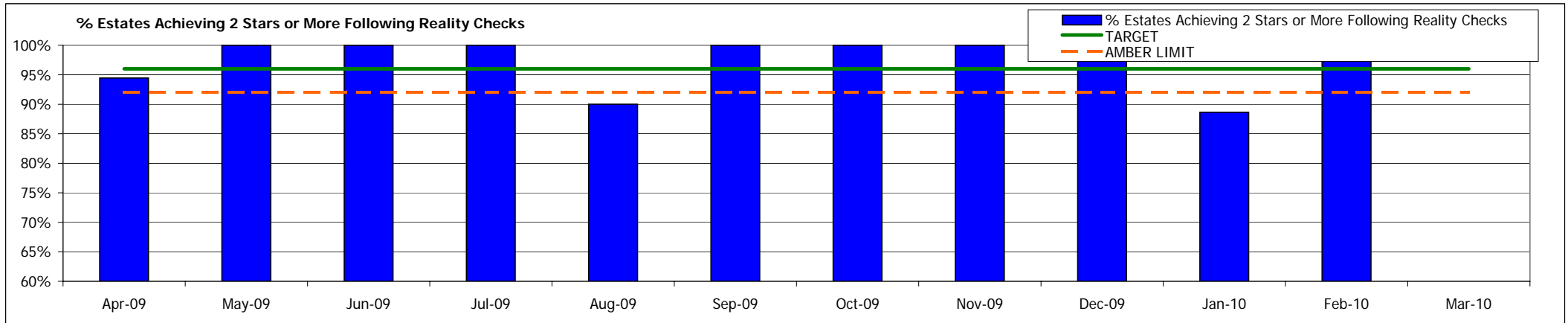
PERFORMANCE INDICATORS	Target	Amber Limit	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	YTD
Current Arrears Level			£1,283,634	£1,400,997	£1,156,939	£1,279,822	£1,388,186	£1,201,258	£1,285,619	£1,385,918	£1,265,085	£1,355,264	£1,330,878		
BV66a - Proportion of Rent Collected (including arrears b/f)	98.55%	97.55%	97.97%	96.25%	97.51%	96.12%	-	98.39%	-	-	98.36%	-	-		
BV66a - Proportion of Rent Collected (excluding Arrears)	100.8%	99.8%	100.09%	98.34%	100.5%	98.25%	-	100.58%	-	-	100.40%	-	-		
BV66b - % of Average Current Tenants with More Than 35 Days Rent Arrears (HRD Only)	5.5%	5.75%	4.89%	4.90%	4.64%	4.56%	4.66%	4.67%	4.70%	4.69%	4.65%	4.65%	4.69%		
Average Arrears of New Tenants	£190	£199	£141	£215	£193	£191	£142	£219	£252	£166	£253	£182	£233		£197
Arrears as % Debit	2.25%	2.67%	2.43%	2.67%	1.79%	2.47%	2.69%	2.33%	2.50%	2.70%	2.48%	2.65%	2.60%		
HB Take up % (no. tenants claiming any HB)	Tracking Only		66.3%	66.4%	66.4%	66.5%	66.5%	66.4%	66.0%	66.3%	66.5%	65.9%	65.8%		
ACTIVITY INFORMATION	Target		Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	
Current Arrears - Illegal Occupants			£75,544	£68,139	£68,856	£67,348	£68,945	£64,531	£73,397	£73,854	£75,658	£82,630	£84,210		
Former Tenant Arrears (exc Write Offs)			£1,444,277	£1,469,820	£1,492,751	£1,496,740	£1,498,975	£1,511,108	£1,455,640	£1,375,013	£1,470,329	£1,388,851	£1,380,294		
Garage Arrears	£4,500		£6,454	£7,149	£5,978	£10,039	£6,273	£2,792	£4,564	£4,755	£4,530	£5,055	£4,083		
Average Days to Process New HB Claims (LBB PI)	30 days		27.3	26.3	23.6	20.8	18.8	20.8	19.6	19.5	18.8	23.5	17.0		
2008/09 Comparisons:	Target		Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	
Current Arrears 08/09	£1.125m		£1,291,157	£1,397,015	£1,212,190	£1,325,090	£1,498,697	£1,291,275	£1,341,068	£1,424,281	£1,368,458	£1,399,082	£1,423,859	£1,183,331	
BV66a - Proportion of Rent Collected (including arrears b/f)	98.00%		91.94%	91.18%	98.58%	96.05%	95.55%	97.48%	97.67%	97.48%	97.07%	98.10%	98.23%	98.51%	
BV66a - Proportion of Rent Collected (excluding Arrears)	101.00%		97.10%	96.70%	101.20%	99.80%	99.40%	99.42%	100.39%	100.27%	98.61%	100.62%	100.62%	101.02%	
BV66b - % of Average Current Tenants with More Than 35 Days Rent Arrears	6.00%		5.10%	5.13%	5.01%	5.00%	5.06%	5.04%	5.02%	5.06%	5.08%	5.13%	5.17%	5.12%	
Average Arrears of New Tenants	£220		229	136	282	134	220	181	137	241	205	184	245	162	199
Arrears as % Debit			2.51%	2.72%	2.36%	2.79%	2.97%	2.56%	2.66%	2.83%	2.72%	2.78%	2.83%	2.35%	
HB Take up %	n/a		65.0%	65.3%	65.7%	65.4%	61.0%	61.2%	64.7%	64.9%	65.0%	65.7%	65.6%	65.8%	

KLOE 12 : INCOME COLLECTION - LEASEHOLDERS



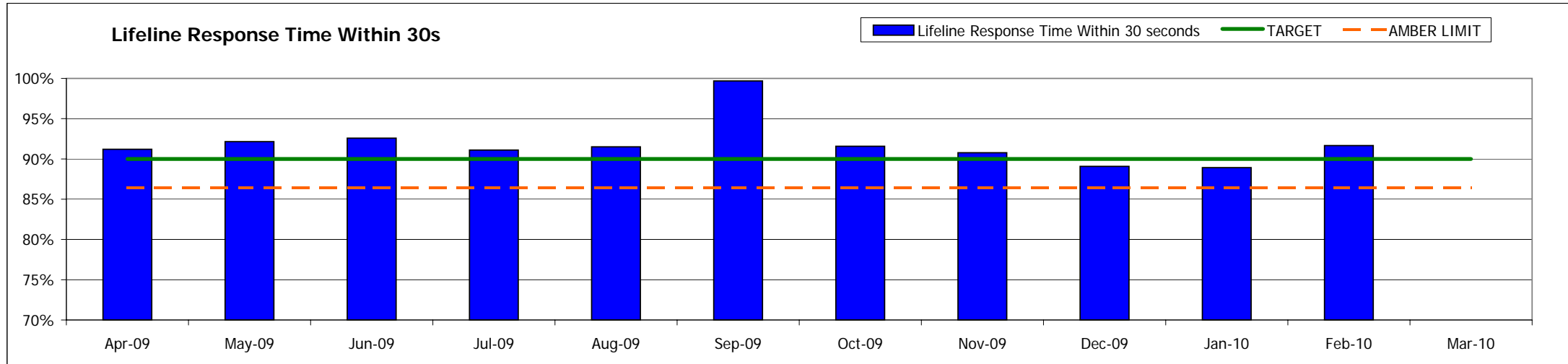
PERFORMANCE INDICATORS	Target	Amber Limit	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	YTD
% Annual Service Charge collected	103%	99%	12%	20%	28%	39%	44%	49%	58%	64%	72%	78%	92%		
Major Works Income Collected Target YTD			£133,842	£331,650	£887,907	£1,152,452	£1,466,966	£1,765,603	£2,058,505	£2,343,921	£2,696,252	£2,846,604	£3,059,915	£3,241,577	
Major Works Income Collected YTD			£300,958	£512,497	£766,399	£1,073,108	£1,600,595	£1,743,782	£2,580,780	£2,869,966	£3,124,268	£3,446,858	£3,681,118		
Major Works Billing Target YTD			£127,930	£972,759	£1,234,164	£1,595,507	£1,925,097	£2,243,216	£2,546,364	£2,983,340	£3,016,359	£3,175,297	£3,270,936	£3,357,113	
Major Works Billing YTD			£55,592	£235,660	£822,931	£1,302,862	£1,580,463	£2,008,314	£2,326,126	£2,542,340	£2,576,489	£3,006,015	£3,240,276		
Capture of leasehold demographic information	Additional 600 (50 in month)	45 in month	66	63	55	24	17	44	62	45	43	44	172		635
ACTIVITY INFORMATION/TRACKERS			Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	
% Annual Service Charge collected (target)			8%	17%	25%	33%	42%	50%	58%	67%	75%	83%	92%	100%	
Annual Service Charge Arrears			£3,618,472	£3,371,772	£3,094,887	£2,756,509	£2,592,312	£2,418,166	£2,112,502	£1,910,893	£1,672,653	£1,468,373	£996,748		
Annual Service Charge Amount Collected	£3,261,120		£394,662	£641,362	£918,247	£1,256,625	£1,420,822	£1,594,968	£1,900,632	£2,102,241	£2,340,481	£2,544,761	£3,016,386		
Major Works Arrears			£2,843,306	£2,811,835	£3,145,203	£3,318,425	£3,068,539	£3,353,203	£2,834,017	£2,761,045	£2,540,893	£2,647,829	£2,550,268		
2008/09 Comparisons:	Target		Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	YTD
Annual Service Charge - % Collected 08/09	105%		10.54%	17.07%	26.2%	36.1%	50.5%	59.7%	68.8%	72.2%	80.3%	87.6%	103.0%	110%	
Annual Service Charge Arrears			£4,136,971	£3,915,304	£3,607,511	£3,269,281	£2,782,266	£2,469,566	£2,162,929	£2,044,669	£1,770,235	£1,524,191	£1,001,033	£752,014	
Total Major Works Income Collected			£400,911	£694,703	£1,029,521	£1,266,371	£1,601,140	£1,969,201	£2,216,578	£2,447,326	£2,575,965	£2,976,887	£3,104,266	£3,468,949	
Total Major Works Billing			£23,116	£519,313	£552,457	£859,126	£1,112,147	£1,394,355	£1,670,788	£1,744,579	£1,908,541	£1,908,541	£2,715,963	£2,976,589	
Major Works Arrears			£3,014,666	£3,080,401	£2,777,862	£2,840,142	£2,551,557	£2,352,193	£2,645,235	£2,476,095	£2,352,735	£2,305,960	£2,638,317	£3,042,011	

KLOE 6 : TENANCY & ESTATE MANAGEMENT



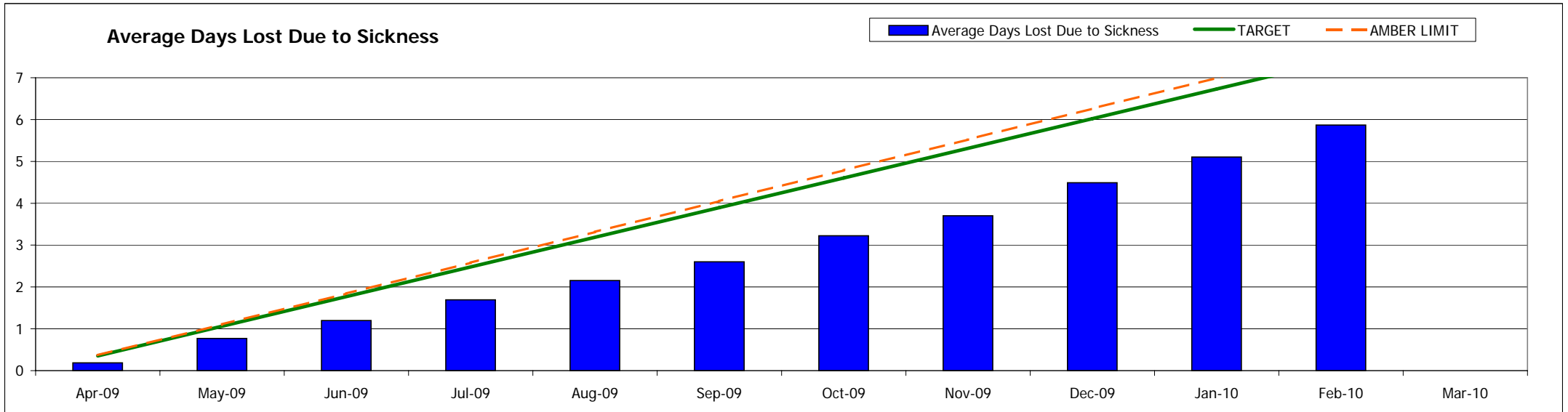
PERFORMANCE INDICATORS	Target	Amber Limit	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	YTD
% Estates Achieving 2 Stars or More Following Reality Checks	96%	92%	94%	100%	100%	100%	90%	100%	100%	100%	100%	89%	100%		95%
% of Estates Achieving 2 Stars or More (Regen)	96%	92%			100%		50%		100%			100%	100%		88%
ASB/Harassment Enforcement Actions Achieved	163 (13.6 per month)	144 (12 per month)	11	8	8	9	22	6	9	9	17	6	7		112
Proportion of new tenants visited within 12 weeks	98%	93%	100%	92%	105%	98%	103%	100%	100%	100%	100%	98%	100%		99.6%
Fire Brigade Income (checks carried out)	360 (30 per month)	324 (27 per month)	42	36	26	36	46	46	50	42	18	10	19		371
ACTIVITY INFORMATION			Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	YTD
Number of Serious ASB and Harassment Cases Opened			8	14	26	16	15	11	9	19	3	21	4		146
Number of Reality Checks Carried Out			18	17	12	3	20	12	9	4	10	44	13		162
Number of Reality Checks Carried Out (Regen Only)			0	0	2	0	2	0	2	0	0	1	1		8
ASB Satisfaction with Case Handling	Tracking Only		57%	60%	100%	60%	85%	85%	90%	100%	67%	100%	100%		69%
ASB Satisfaction Sample Size			7	5	1	10	13	13	10	12	9	6	6		92
2008/09 Comparisons:	Target		Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	YTD
% of Estates Achieving 2 Stars or More	95%		100%	100%	88%	96%	96%	100%	100%	95%	100%	89%	83%	100%	95%
Number of Reality Checks Carried Out			22	20	43	24	23	3	13	38	14	9	24	27	260
Number of Serious ASB and Harassment Cases Opened			22	8	20	16	26	40	30	12	14	14	16	18	236
ASB/Harassment Enforcement Actions Achieved	132		7	11	12	5	11	18	27	18	16	20	12	6	163
Proportion of new tenants visited within 12 weeks			100%	100%	100%	100%	100%	100%	98%	100%	100%	98%	100%	100%	100%

KLOE 11 : SUPPORTED HOUSING



PERFORMANCE INDICATORS	Target	Amber Limit	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	YTD
Lifeline Response Time Within 30 seconds	90%	88.0%	91.2%	92.1%	92.6%	91.1%	91.5%	99.7%	91.6%	90.8%	89.1%	88.9%	91.7%		91.8%
Floating Support caseload against target	100	90	97	98	101	100	103	101	100	100	100	99	96		100
ACTIVITY INFORMATION			Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	YTD
Number of Lifeline clients			2091	2102	2121	2070	2074	2076	2092	2088	2087	2045	2068		22,914
Number of Telecare clients			225	232	246	251	258	260	270	267	268	261	265		2803
Total Calls Received (Lifeline)			5842	5958	5651	5739	6070	5639	5878	5971	6298	6606	5783		65,435
2008/09 Comparisons:	Target		Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	YTD
Lifeline Response Time Within 30 seconds	93.5%		90.3%	93.6%	93.5%	89.0%	88.5%	90.8%	91.5%	91.6%	89.7%	91.5%	95.4%	91.6%	91.4%

EFFICIENCY



PERFORMANCE INDICATORS	Target	Amber Limit	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	YTD
Average Days Lost Due to Sickness	8.5	9.4	0.2	0.6	0.4	0.5	0.5	0.4	0.6	0.5	0.8	0.6	0.8		5.9
Invoices Paid within Timescale	97%	94%	98.3%	97.5%	98.4%	98.4%	99.5%	99.0%	99.3%	99.2%	98.0%	97.0%	99.6%		
Rechargeable Repairs (Incl. Voids) Billed	Tracking Only		No data	£139,723	£153,596	£152,923	£152,861	£152,560	£149,959	£130,017	£132,717	£132,921	£134,762		
Number of Hits to Website	Tracking Only		5,936	5,350	6,682	5,001	4,560	6,047	5,118	5,985	4,466	6,305	6,728		62,178
Take up of Direct Debit - Dwellings	266 (22.2 per month)	240 (20 in month)	-36	82	26	18	53	22	21	6	37	12	3		244
Take up of Direct Debit - Garages	100 (8.3 per month)	90 (7 in month)	-3	30	6	17	-3	4	10	15	7	3	-1		85
Number on Direct Debit - Leaseholders	1000	N/A	952	1209	1252	1282	1332	1343	1335	1340	1323	778	560		1155
ACTIVITY INFORMATION			Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10	Feb-10	Mar-10	YTD
Average Days Lost Due to Sickness YTD			0.2	0.8	1.2	1.7	2.2	2.6	3.2	3.7	4.5	5.1	5.9		
Average Days Lost Due to Sickness (Routine)			0.1	0.5	0.7	0.9	1.1	1.4	1.9	2.3	2.8	3.2	3.7		
Number of people with 20+ days sickness YTD			0	2	3	4	7	7	8	9	13	13	16		
Average Time Spent on Website (secs)			123	121	122	127	128	109	120	113	115	120	191		
2008/09 Comparisons:	Target		Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	YTD
Average Days Lost Due to Sickness	7.0	7.7	0.3	0.7	1.5	2.2	2.9	3.8	4.7	6.0	6.8	7.5	8.1	8.9	9.3

PULSE PI DEFINITIONS 2009/10



REF	PERIOD	PI	DEFINITION	AMBER LIMIT REASON	PI POLARITY	SMT LEAD	SOURCE	EXTERNAL REPORTING
ACCESS AND CUSTOMER CARE								
1	YTD	Average Waiting Time (call centre)	Based on CISCO report produced monthly by Performance Team. Calls received by call centre only.	10% below target	LOW = GOOD	M DUNSTAN	CISCO	HM
2	YTD	% Calls Captured (call centre)	Based on CISCO report produced monthly by Performance Team. Calls received by call centre only. Aim to raise from 90% end Qtr1 to 93% end Qtr 2	4% below target.	HIGH = GOOD	M DUNSTAN	CISCO	HM
3	YTD	% Correspondence Answered in 10 Working Days	All correspondence inbound (excluding complaints, VIPs, requests for forms) responded to in time.	1.5% below target	HIGH = GOOD	M DUNSTAN	CM report name: Talk2Us Correspondence	-
4	YTD	% Stage 1 Complaints Responded to in 10 Working Days	Based on stage 1 complaints logged in month for all BH	Set 1.5% below target, just below 2008/09 outturn	HIGH = GOOD	M DUNSTAN	CM report name: Talk2Us Complaints	-
5	YTD	% VIPs Enquiries & Complaints Answered in 10 Working Days	Based on VIP correspondence logged in month for all BH	1.5% below target	HIGH = GOOD		CM report name: Talk2Us Complaints	-
6	YTD	% Quality assurance with complaints good or higher	Each person who deals with complaints/correspondence has 1 piece of correspondence QA checked. If this falls below standard, more QA checks to follow.	Tracking Only	HIGH = GOOD	D THOMAS	SMTs to provide data for their team	
7	YTD	Mystery shopping results	ALMO mystery shopping group.	5% below target	HIGH = GOOD	D THOMAS		
8	YTD	Aviodable Contact (NI 14)	The proportion of customer contact that is avoidable. Avoidable contact falls under the following: 1) Unnecessary clarification by the customer 2) Poor sign posting 3) Repeat contact 4) Progress chasing 5) Premature closure	Tracking Only	LOW = GOOD	M DUNSTAN	CISCO	NI14 & HM
ASSET MANAGEMENT - REPAIRS								
9	YTD	% of Properties That Have Current CP12 (Gas Servicing certificate)	BPSA guidance - the proportion of CP12s (gas servicing certificates) completed (i.e. those within last 12 months) expressed as a percentage of the total number of properties in the HRA that require a gas servicing certificate.	Green - 99.8% or 20 cases outstanding (with no more than 5 over 14 weeks old); Amber -99.6% or 40 properties outstanding with no more than 10 over 14 weeks old).	HIGH = GOOD	M DUNSTAN	SAFFRON - Asset Management Merlin Reports - 111 & 112; produced by S Golding	BPSA
10	YTD	Responsive Repairs - Appointments Made & Kept (Ex BV185)	Ex BV185 guidance - the number of appointments made and kept as % of the number of completed responsive repairs that needed access to the property. (exc emergency, communal, exteriors, voids, planned, surveys)	Set in line with Contract KPI amber limit	HIGH = GOOD	M DUNSTAN	"Percentage attended within Time Slot" - Connaughts KPI Data	
11	YTD	Avg Time to Complete Non-Urgent Repairs - Days	BPSA guidance - the average number of (calendar) days between the non-urgent responsive repair being requested and its satisfactory completion (where non-urgent repairs are those excluded from the Right to Repair regulations).	Set at 0.3 days	LOW = GOOD	M DUNSTAN	SAFFRON - produced by S Golding	BPSA
12	YTD	% Urgent Repairs Completed in Government Time Limits	BPSA guidance - total number of urgent repairs (as defined in the Right to Repair regulations) completed within the prescribed time limit during the year, expressed as a percentage of all urgent repairs requested during the year	1.4% below target. Set just below 2008/09 outturn;	HIGH = GOOD	M DUNSTAN	SAFFRON - produced by S Golding	BPSA
13	YTD	Repairs Service Satisfaction Survey	Survey cards left by partners on completion + telephone follow-ups to prompt responses.	Set in line with Contract KPI amber limit	HIGH = GOOD	M DUNSTAN	"Tenant Satisfaction" - both planned and responsive repairs - Connaughts KPI data	
14	YTD	Repairs Completed in Time - Overall		Set in line with Contract KPI amber limit	HIGH = GOOD	M DUNSTAN	"% Calls Completed within Target Time" - Connaughts KPI data	
15	YTD	Right First Time	The percentage of repairs that are complete right first time. "Right" is defined as complete to the satisfaction of the tenant.	Set in line with Contract KPI amber limit	HIGH = GOOD	M DUNSTAN	"% of First Time Completions" - Connaughts KPI data	
ASSET MANAGEMENT - DECENT HOMES								
16	YTD	MAJOR Adaptations Waiting List - Average Waiting Time (Weeks) (Cases over £1,000)	Definition from Commission for Social Care Inspection (CSCI) Self Assessment PI 2.1 PD052. National indicator submitted in combination with LBB. Performance here shown for Barnet Homes only. Total time from referral date to start on site date for cases over £1,000 in value (MAJOR) and up to £1000 (MINOR).	2 weeks below target. Set above 2008/09 outturn	LOW = GOOD	P BUCK	LOCAL DBASE	CSCI 2.1 PD052
17	YTD	MINOR Adaptations Waiting List - Average Waiting Time (Weeks) (Cases up to £1,000)		0.2 weeks below target.	LOW = GOOD	P BUCK	LOCAL DBASE	CSCI 2.2 PD051
18	YTD	Resident Satisfaction with DH works	Partner returns used are from survey cards left at completion. In-house telephone surveys also undertaken on completed properties	0.5% below target.	HIGH = GOOD	A CAMPION	L FORDHAM	
19		% Non-Decent Homes (NI 158) inc. regen	The number of non-decent council homes and the proportion this represents of total housing stock, including regeneration properties earmarked for demolition.	N/A	LOW = GOOD	A CAMPION		
ALLOCATIONS & LETTINGS								
20	YTD	BV212 - Average relet time (YTD) - Calendar Days	BV212 guidance - calendar days between void date and tenancy start date. (major works voids - between first possible let date and tenancy start date).	Set above 2008/09 outturn	LOW = GOOD	K TURNPENNEY	SAFFRON REPORT 51 - USER A40 MENU	BPSA
21	YTD	% Rent Loss from Voids	Ex BV69 definition. Total rent lost as proportion of total rent collectable for HRA properties.	0.1% below target	LOW = GOOD	K TURNPENNEY	SAFFRON RENTS REPORT RAT7219	BPSA
22	QTRLY	Average Cost per Void	KT working on clarifying definition ie re Decent Homes costs. Fluctuations between months makes quarterly reporting more meaningful	Tracking Only	ACTIVITY ONLY	K TURNPENNEY	Kevin Turnpenney	
23	YTD	New Tenant Satisfaction - Overall/Property Condition	New tenants reporting excellent or fair as % all tenants surveyed in period	Set to match 08/09 outturn.	HIGH = GOOD	K TURNPENNEY	IN-HOUSE TELEPHONE SURVEYS	
24	YTD	Trade downs	Number of properties where tenants have chosen to downsize.	2 below target each month	HIGH = GOOD	K TURNPENNEY	Provide by David Carter	

PULSE PI DEFINITIONS 2009/10



REF	PERIOD	PI	DEFINITION	AMBER LIMIT REASON	PI POLARITY	SMT LEAD	SOURCE	EXTERNAL
INCOME COLLECTION - RENTS								
25	EYP AT EACH QTR	BV66a - Proportion of Rent Collected (including arrears b/f) (inc HRA Hostels)	BV66a guidance - income collected as % rent due + arrears b/f. Exc ill occs and apportion out non-rent charges (eg service charge, water rates) for quarterly control accounts.	1% below target. Flexibility allowed in first quarter.	HIGH = GOOD	K TURNPENNEY	CONTROL ACCOUNT PRODUCED BY INCOME TEAM	BPSA
26	EYP AT EACH QTR	BV66a - Proportion of Rent Collected (excluding arrears b/f) (inc HRA Hostels)	BV66a exc arrears brought forward	1% below target. Flexibility allowed in first quarter.	HIGH = GOOD	K TURNPENNEY	CONTROL ACCOUNT PRODUCED BY INCOME TEAM	
27	YTD	BV66b - % of Average Current Tenants with More Than 35 Days Rent Arrears (inc HRA Hostels)	BV66b guidance - arrears divided by weekly gross debit (excludes Illegal Occupants)	0.25% below target.	LOW = GOOD	K TURNPENNEY	RENT.ACCOUNTS EXTRACT FILE (FRIDAYS) RENTS Merlin report 44	
28	YTD	Average Arrears of New Tenants	Avg arrears of tenants after 6 months of those in arrears (excluding illegal occupants)	Set at 2008/09 outturn	LOW = GOOD	K TURNPENNEY	SAFFRON REPORT 143 - USER MENU A40	
29	YTD	Arrears as % Debit	Rent Arrears of current tenants excluding hostels as a % of collectable debit	Set at average of 2008/09	LOW = GOOD	K TURNPENNEY	CONTROL ACCOUNT PRODUCED BY INCOME TEAM	
INCOME COLLECTION - LEASEHOLDERS								
36	YTD	% Annual Service Charge collected	100% of estimate raised for 09/10 + any actual adjustment later in year + additional amount for arrears	Set 2% below target	HIGH = GOOD	K TURNPENNEY	SAFFRON SUNDRY MERLIN REPORT 35 RUN FORTNIGHTLY BY J GARGAN	
37	YTD	MW Income Billed	Cash value of all major works invoices raised in year including non-DH programme. Profile based on 40 working days from estimated completion dates and uses leaseholder estimated contributions for billing value	10% allowed for variance between estimate and actual	HIGH = GOOD	K TURNPENNEY	SAFFRON SUNDRY MERLIN REPORT 35 RUN FORTNIGHTLY BY J GARGAN. INPUT INTO 08/09 INVOICING SPREADSHEET MAINTAINED BY M AKO	
38	YTD	MW Income Collected	Cash value of all mw income collected in year (for current year projects and previous year's projects). All mw projects inc non-DH programme. Profile based on billing schedule with bills becoming due 30 days after issue + historic debt at 1/12 per month	Set at straight line monthly division of target pending completion of 08/09 income profile	HIGH = GOOD	K TURNPENNEY	SAFFRON SUNDRY MERLIN REPORT 35 RUN FORTNIGHTLY BY J GARGAN	
39	YTD	Capture of leasehold demographic information	Number of leaseholders in which new diversity monitoring forms are completed.	10% below target	HIGH = GOOD	K TURNPENNEY	Provided by Deesha Solanki	
TENANCY & ESTATE MANAGEMENT								
34	YTD	% Estates achieving 2 Stars or More Following Reality Checks	Estates 2 or more stars as % of all estates inspected in period by BH senior management team	Set 4% below target	HIGH = GOOD	S OLIVER	REPORTS SUBMITTED BY SMT INSPECTORS	
35	YTD	ASB/Harassment Enforcement actions achieved	Definition to align with Housemark ASB benchmarking		HIGH = GOOD	S OLIVER	ASB Team - SAFFRON ASB Module	
36	YTD	Proportion of new tenants visited within 12 weeks	% new tenants visited as % of all new tenants due to be visited in period	5% below target	HIGH = GOOD	SHEILA OLIVER	ACTIVITY SCHEDULES COMPLETED BY NHTs + REGEN	
37		Fire Brigade Income	Barnet Homes receives £26 from London Firebrigade for each Fire Safety Check carried out. The budget for the year is £9,360 which equates to 30 checks per month.	10% below target	HIGH = GOOD	R HYLAND	Data collected from supported housing in HOPS collection sheet	
SUPPORTED HOUSING								
38	YTD	Lifeline response time - within 30 seconds	Based on Jontek report provided by D Tucker	2% below target	HIGH = GOOD	R HYLAND	LIFELINE SYSTEM REPORT	
39		Loan Worker monitoring take-up		10 below target	HIGH = GOOD	R HYLAND		
40		Floating Support caseload against target		Limit allowed to fluctuate by 3 therefore 97+ = green. Below 95 is amber	HIGH = GOOD	R HYLAND		
EFFICIENCY								
41	YTD	BV12 - Working Days Lost Due to Sickness Absence	BV12 guidance - total working days sickness in period divided by average number of staff (FTEs) over period. Exclude temporary/agency staff.	Set at 2008/09 outturn	LOW = GOOD	G MHONE	SAP	
42	YTD	BV8 - % invoices paid within timescale	BV8 guidance - number of undisputed invoices paid in mutually agreed terms or 30 days as % of all such invoices paid. Time starts from date received by organisation and ends at date dispatched or bacs notified. (if received date not known add 2 days to invoice date).	Set 3% below target	HIGH = GOOD	G PLISKIN	SAP	
43		Rechargeable Repairs (Incl. Voids) Collection	Includes all rechargeable repairs billed excluding those billed within most recent month.	Tracking Only	LOW = GOOD	G PLISKIN	SAP - Anne Kelly	
44		Number of Hits to Website	Number of hits to website in month	Tracking Only	HIGH = GOOD		Supplied by Jonathon Lawn	
45		Take up of Direct Debit - Dwellings	Number of direct debits at end of current month less number of direct debits at end of last month	10% below target	HIGH = GOOD	K TURNPENNEY	Duncan Brown	
46		Take up of Direct Debit - Garages		10% below target	HIGH = GOOD	K TURNPENNEY	Duncan Brown	
47		Take up of Direct Debit - Leaseholders		Tracking Only	HIGH = GOOD	K TURNPENNEY	Kay Williams	

CONTEXT 2009/10



TENANT PROFILE	Non-Regen	Regen	Total	Comment
Number of Tenants	8267	2595	10862	
of which Non-Secure Tenants	26	885	911	
of which Illegal Occupants	20	84	104	
Profile of Tenants ethnicity - White	49.8% (66.3%)	35.9% (46.3%)	46.5% (61.4%)	Figure outside the bracket is % of all 10862 tenants including unknown. The figure inside the brackets is for those tenants who have declared their details excluding the unknown.
Profile of Tenants ethnicity - Asian	5.9% (7.9%)	6.4% (8.3%)	6.0% (8.0%)	
Profile of Tenants ethnicity - Black	10.6% (14.2%)	20.9% (27.0%)	13.1% (17.3%)	
Profile of Tenants ethnicity - Mixed	1.7% (2.2%)	2.5% (3.2%)	1.9% (2.4%)	
Profile of Tenants ethnicity - Other	7.1% (9.4%)	11.8% (15.2%)	8.2% (10.8%)	
Profile of Tenants language - English	57.7% (91.2%)	50.1% (87.4%)	55.9% (90.4%)	
Profile of Tenants language - Non-English	5.5% (8.8%)	7.2% (12.6%)	5.9% (9.6%)	
Profile of Tenants age - Under 18	0.1% (0.1%)	0.5% (0.5%)	0.2% (0.2%)	
Profile of Tenants age - 18-39	22.7% (24.7%)	40.0% (42.8%)	26.8% (29.0%)	
Profile of Tenants age - 40 - 59	34.7% (37.7%)	37.1% (39.8%)	35.3% (38.2%)	
Profile of Tenants age - 60+	34.7% (37.7%)	16.3% (17.4%)	30.3% (32.8%)	
% Tenants Declaring a Disability	29.9% (38.7%)	14.6% (17.8%)	26.3% (33.5%)	
Profile of Tenants faith - Christian	31.0% (62.2%)	25.5% (57.1%)	29.7% (61.1%)	
Profile of Tenants faith - Muslim	5.7% (11.5%)	9.2% (20.7%)	6.6% (13.6%)	
Profile of Tenants faith - Hindu	1.5% (3.1%)	1.0% (2.2%)	1.4% (2.9%)	
Profile of Tenants faith - Other	2.8% (5.6%)	1.8% (4.0%)	2.6% (5.3%)	
SATISFACTION TENANTS				
BV74 Overall Satisfaction	73%	63%	71%	
BV75 Satisfaction with Participation	56%	54%	56%	
LEASEHOLDER PROFILE				
Number of Leaseholders	3586	421	4007	
Number of Service Charge Paying Freeholders	0	287	287	All on Grahame Park
Number of Commercial Leaseholders				
Overall Satisfaction			31%	2008 Survey
STOCK BREAKDOWN				
% Homes Non Decent (BV184a)			17%	
Flats	4755	2250	7005	
Houses	3208	325	3533	
Sheltered dwellings	440	0	440	As at 31/03/09
Lifeline clients				
Garages	1012	320	1332	
REPAIR BREAKDOWN				
STANDBY (S76 Finance Prefix)			2878	Total for 2008/09
GAS Breakdown			8910	Total for 2008/09
U Orders			8219	Total for 2008/09
A Orders			3614	Total for 2008/09
ROUTINE (B/C/D) Orders			16840	Total for 2008/09
INCOME				
Value of Weekly Rent Debit 2008/09	£791,474	£261,703	£1,053,177	Gross Weekly Debit as at 03/04/09
Value of SC Estimate 2008/09			£3,742,262	Total for 2008/09
Number DD Payers - Tenants	1102	242	1344	At 01/04/09
Number DD Payers - Garages			335	At 01/04/10
Number DD Payers - Leaseholders				
Number Accounts in Arrears			3532	At 03/04/09
Number Accounts in Credit			6444	At 03/04/09
STAFF				
Profile of Staff Ethnicity - Non BME			60%	From 2008/09 Report
Profile of Staff Ethnicity - BME			40%	From 2008/09 Report
Profile of Staff Age - Under 25			2%	From 2008/09 Report
Profile of Staff Age - 25 - 45			47%	From 2008/09 Report
Profile of Staff Age - 45 - 65			48%	From 2008/09 Report
Profile of Staff Age - 65 - 70			3%	From 2008/09 Report
Staff Declaring a Disability			2%	From 2008/09 Report
VFM (Housemark 2007/08)				
Unit Cost for Housing Management			£422	
Unit Cost for Back-Office Services			£237	
Void Spend per void			£2,217	
Average Cost per Repair			£109	
Repairs per property			4	

Barnet Homes

Board / Sub Group:	Standards & Asset Management Sub Group
Date:	21 April 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 of February 2010.

Overall it shows that up until the end of February we anticipated the delivery of £21.49m of works based on revised profiles. We have actually achieved £21.62m or 101% year to date against this reprofile. We have spent 81% of our 09/10 of our revised resource profile to date.

We are 6% above the year to date profile on the Decent Homes programme. The Balfour Beatty programme has been adjusted for savings and also the delaying of payments on Silk House and Shoelands until final accounts have been verified. The Apollo Sheltered Programme has been adjusted for savings. Our year end Decent Homes target of 9% non decency has been achieved with only 7% of our retained stock not reaching the standard.

We have also been developing our 2010/11 capital programme. This is the final year of the Decent Homes Programme but our commitment to the major repairs needs of our stock continues 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 £1.6m with more investment in outstanding boiler renewals, roofing works and electric upgrades.

Recommendations:

1. That the Sub-group notes the content of this report.
2. That the Sub-group comments on the content of this report.

Report Author:	Andy Campion	Date:	06 April 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 February 2009 Review of the Capital programme

2.3 The information in *Table 2* below details actual spend on the capital programme to the end of February 2010. Overall it shows that up until the end of February we anticipated the delivery of £21.49m of works based on revised profiles. We have actually achieved £21.62m or 101% year to date against this reprofile.

2.4 We have spent 81% of our 09/10 of our revised resource profile to date.

Table 2: Actual Spend to end of February 2010

Programme	May report	2009/10 February Forecast £,000	Year to February Profile £,000	February Actual £000	Variation £000	Variation against profile (%)
United House	12,534	11,271	8,634	9,755	1,121	113
Balfour Beatty	10,130	7,799	7,026	6,837	-189	97
Apollo	1,100	686	725	649	-76	90
Partnering Total	23,764	19,756	16,385	17,241	856	105
Adaptations	1,630	1,630	1,495	1,372	-123	92
Extensions and Deconversions	360	75	60	41	-19	68
Regeneration	1,639	1,639	1,385	1,002	-383	72
Repairs and Maintenance Capital	765	765	702	680	-22	97
Estate Environmental	0	225	0	0	0	0
Voids	300	700	622	616	-6	1
Digital TV	500	0	0	0	0	0
Cavity Wall Insulation		500	250	0	-250	0
Salaries (included in above figures)	500	580	539	539	0	100
Other	0			127		
Total Other	5,694	6,114	5,053	4,377	-676	87
Total	29,458	25,870	21,438	21,618	180	101

2.5 We are 6% above the year to date profile on the Decent Homes programme. However, please note salaries have now been extracted from these figures.

2.6 The Balfour Beatty programme has been adjusted for savings and also the delaying of payments on Silk House and Shoelands until final accounts have been verified. The Apollo Sheltered Programme has been adjusted for savings.

- 2.7 Our year end Decent Homes target of 9% non decency has been achieved with only 7% of our retained stock not reaching the standard. We have completed 1810 properties up to the end of February.
- 2.8 The completion achieved so far 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
 - 507 properties with new kitchens
 - 146 properties with new bathrooms
 - 302 properties with new central heating or boiler replacement
 - 479 properties with full or local rewiring.
- 2.9 We are currently examining the adaptations budget to ensure that there will be no overspend on the allocation of £1.6m. However, we also need to assess what effect this could have on meeting need and our own performance through the HAMP review.
- 2.10 Adaptations delivered to the end of November:
- 135 showers (walk-in and overbath)
 - 23 Extensions or external works
 - 15 Lifts
 - 36 ramps or hoists
 - 17 extensive internal alterations (bathrooms etc.)
 - 19 crossovers/hardstands
- 2.11 We are awaiting final confirmation of receiving Extensions and Conversions funding for some of our adaptation extensions that also meet the overcrowding criteria.
- 2.12 We have also been developing our 2010/11 capital programme. This is the final year of the Decent Homes Programme but our commitment to the major repairs needs of our stock continues 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 £1.6m with more investment in outstanding boiler renewals, roofing works and electric upgrades.

2.13 **Table 3 Draft 2010/11 Capital Programme**

Item	Budget (£,000)
Balfour Beatty (retentions)	397
Aeroville	450
United House	8,796
Transport For London Properties	150
Sheltered	75
Granville Rd	3,600
Capital works / Renovations/modernisations	173
Extensions/Conversions	415
Adaptations	1,000
Regeneration	1,200
Miscellaneous	1,225
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	300
Lift renewals	450
Water tank renewals	275
Front entry doors	25
Cavity wall insulation	1,500
Total	23,011

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 We have seen an incremental increase in satisfaction levels on the Decent Homes programme since the year low of 89.6% on July. The figures for January and February were 95% and 94.7% respectively. We will continue the work with United House reported in the October update to continue the improvement towards target levels. Specifically, we are using the United House quality forum to monitor and deliver key actions to improve performance in this area. Through analysis of the returns we have already identified some service issues such as loud music being played on site, a poor attitude from some of the operatives. We have stressed the need for improved site management to ensure that high standards are established and maintained. We have also discussed improvements in communication an issue from recent complaints. Key information will be provided in packs to

the partners' subcontractors to ensure that our customers frequently asked questions can be answered by any site operative. A contact list will also ensure that our residents to channel issues to the right people more efficiently. Further United House have now moved a key resource to manage these aspects of the contract.

- 3.3 Consultation with leaseholders for 2009/10 has mostly 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 to some concerns expressed by English Heritage. This project will now be put out separately to tender and not be completed by Balfour Beatty.
- 3.5 We will provide an update on the outcome of the Leasehold Valuation Tribunal for Silk House and Shoelands Court in the next report.

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.

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 Appendix 1 Capital Programme Profiles.

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



Date: 8 April 2010

Appendix 1 Capital Programme Profiles

Partnering Profiles 2009/10

Partnering Programme		April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	Anticipated Outturn
United House (Barnet and Finchley) Reprofiled 3rd quarter	Profile	0	714	687	457	941	1,067	1,044	1,120	1,004	600	1,000	2,530	11,374
	Cum Profile	0	714	1,401	1,858	2,799	3,866	4,910	6,030	7,034	7,634	8,634	11,164	
	Actual	2	697	741	533	1,023	1,102	1,253	1,173	2,171	53	1,007		
	Culm actual	2	699	1,440	1,973	2,996	4,098	5,351	6,524	8,695	8,748	9,755		
Balfour Beatty Hendon/Edgware	Profile	234	525	757	591	600	1,200	1,400	1,200	1,000	533	853	1,753	8,779
	Cum Profile	234	759	1,516	2,107	2,707	3,907	5,307	6,507	7,507	6,173	7,026	8,779	
	Actual	511	26	981	646	510	601	759	909	866	534	494		
	Cum Actual	511	537	1,518	2,164	2,674	3,275	4,034	4,943	5,809	6,343	6,837		
Sheltered	Profile	0	44	185	148	20	95	195	100	51	75	50	100	825
	Cum Profile	0	44	229	377	397	492	687	787	600	675	725	825	
	Actual	2	51	338	58	21	36	0	43	52	44	4		
	Cum Actual	2	53	391	449	470	506	506	549	601	645	649		
Partnering Total	Profile	234	1,283	1,629	1,196	1,561	2,362	2,639	2,420	2,004	1,133	1,853	4,283	20,978
	Cumulative	234	1,517	3,146	4,342	5,903	8,265	10,904	13,324	15,328	14,482	16,335	20,618	
	Actual	515	774	2,060	1,237	1,554	1,739	2,012	2,125	3,089	631	1,505		
	Cum Actual	515	1,289	3,349	4,586	6,140	7,879	9,891	12,016	15,105	15,736	17,241		

Other Programme Profiles

Other programmes		April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	Total
Adaptations	Profile	0	272	136	136	136	136	136	136	136	136	135	135	1,630
	Cum Profile	0	272	408	544	680	816	952	1,088	1,224	1,360	1,495	1,630	
	Actual	0	57	44	240	219	386	148	91	94	45	48		
	Cum Actual	0	57	101	341	560	946	1,094	1,185	1,279	1,324	1,372		
Extensions and Deconversions	Profile	50	10	0	0	0	0	0	0	0	0	0	15	75
	Cumulative	50	60	60	60	60	60	60	60	60	60	60	75	
	Actual	0	0	40	0	0	0	1	0	0	0	0		
	Cum Actual	0	0	40	40	40	40	41	41	41	41	41		
Regeneration	Profile	35	0	0	0	50	200	255	55	230	255	305	255	1,640
	Cumulative	35	35	35	35	85	285	540	595	825	1,080	1,385	1,640	
	Actual	0	44	16	51	85	28	77	219	171	118	193		
	Cum Actual	0	44	60	111	196	224	301	520	691	809	1,002		
Miscellaneous	Profile	64	64	64	64	64	64	64	64	64	63	63	63	765
	Cum Profile	64	128	192	256	320	384	448	512	576	639	702	765	
	Actual	0	67	44	93	85	25	95	52	46	138	35		
	Cum Actual	0	67	111	204	289	314	409	461	507	645	680		
Digital TV	Profile	0	0	0	0	0	0	0	0	0	0	0	50	50
	Cum Profile	0	0	0	0	0	0	0	0	0	0	0	50	

Other programmes		April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	Total
	Actual	0	0	0	0	0	0	0	0	0	0	0		
	Cum Actual	0	0	0	0	0	0	0	0	0	0	0		
Voids	Profile	25	25	25	25	25	25	25	25	25	25	75	78	700
	Cum Profile	25	50	75	100	125	150	175	200	225	547	622	700	
	Actual	0	64	16	33	65	39	132	62	42	94	69		
	Cum Actual	0	64	80	113	178	217	349	411	453	547	616		
Cavity Wall Insulation	Profile	0	0	0	0	0	0	0	0	0	0	250	250	500
	Cum Profile	0	0	0	0	0	0	0	0	0	0	250	500	
	Actual	0	0	0	0	0	0	0	0	0	0	0		
	Cum Actual	0	0	0	0	0	0	0	0	0	0	0		
Salaries	Profile	49	49	49	49	49	49	49	49	49	49	49	41	580
	Cum Profile	49	98	147	196	245	294	343	392	441	490	539	580	
	Actual	49	49	49	49	49	49	49	49	49	49	49		
	Cum Actual	49	98	147	0	245	294	343	392	441	490	539		
Estate Environmental	Profile										100	125	125	350
	Cum Profile										100	225	350	
	Actual									0	0	0		
	Cum Actual									0	0	0		
Other	Profile													
	Cum Profile													
	Actual									80	26	21		
	Cum Actual										106	127		

Other programmes		April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	March	Total
Other Total	Profile	223	420	274	274	324	474	529	329	504	528	877	887	6,290
	Cumulative	223	643	917	1,191	1,515	1,989	2,518	2,847	3,351	4,276	5,153	6,040	
	Actual	49	281	209	466	503	527	502	473	482	470	415	0	
	Cum Actual	49	330	539	1,005	1,459	2,035	2,537	3,010	3,492	3,962	4,377		
Grand Total	Profile	457	1,703	1,903	1,470	1,885	2,836	3,168	2,749	2,508	1,661	2,730	5,170	27,268
	Cumulative	457	2,160	4,063	5,533	7,418	10,254	13,422	16,171	18,679	18,758	21,488	26,658	
	Actual	564	1,055	2,269	1,703	2,057	2,266	2,514	2,598	3,571	1,101	1,920		
	Cum actual	564	1,619	3,888	5,591	7,648	9,914	12,428	15,026	18,597	19,698	21,618		

Chart Capital Programme Profiles

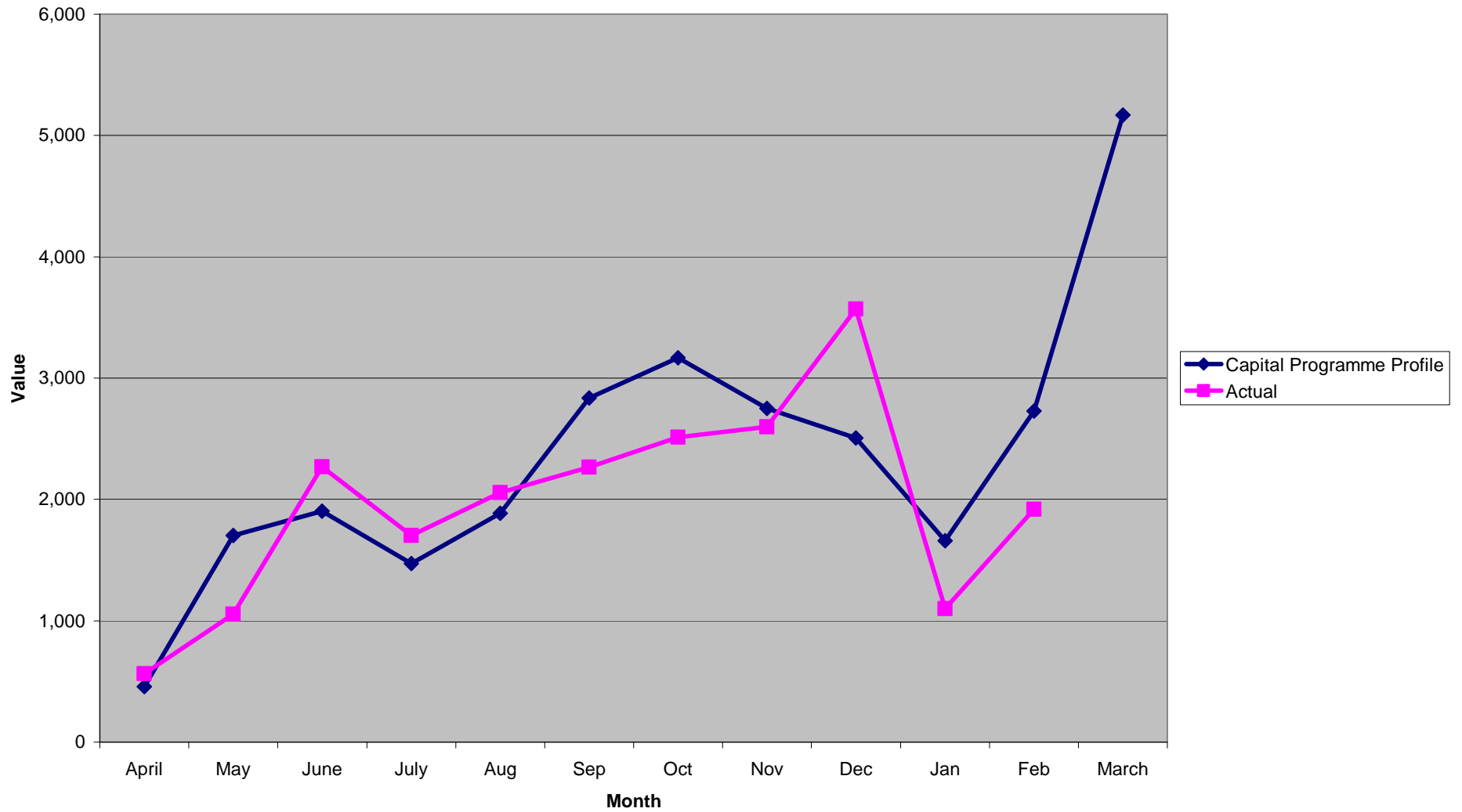
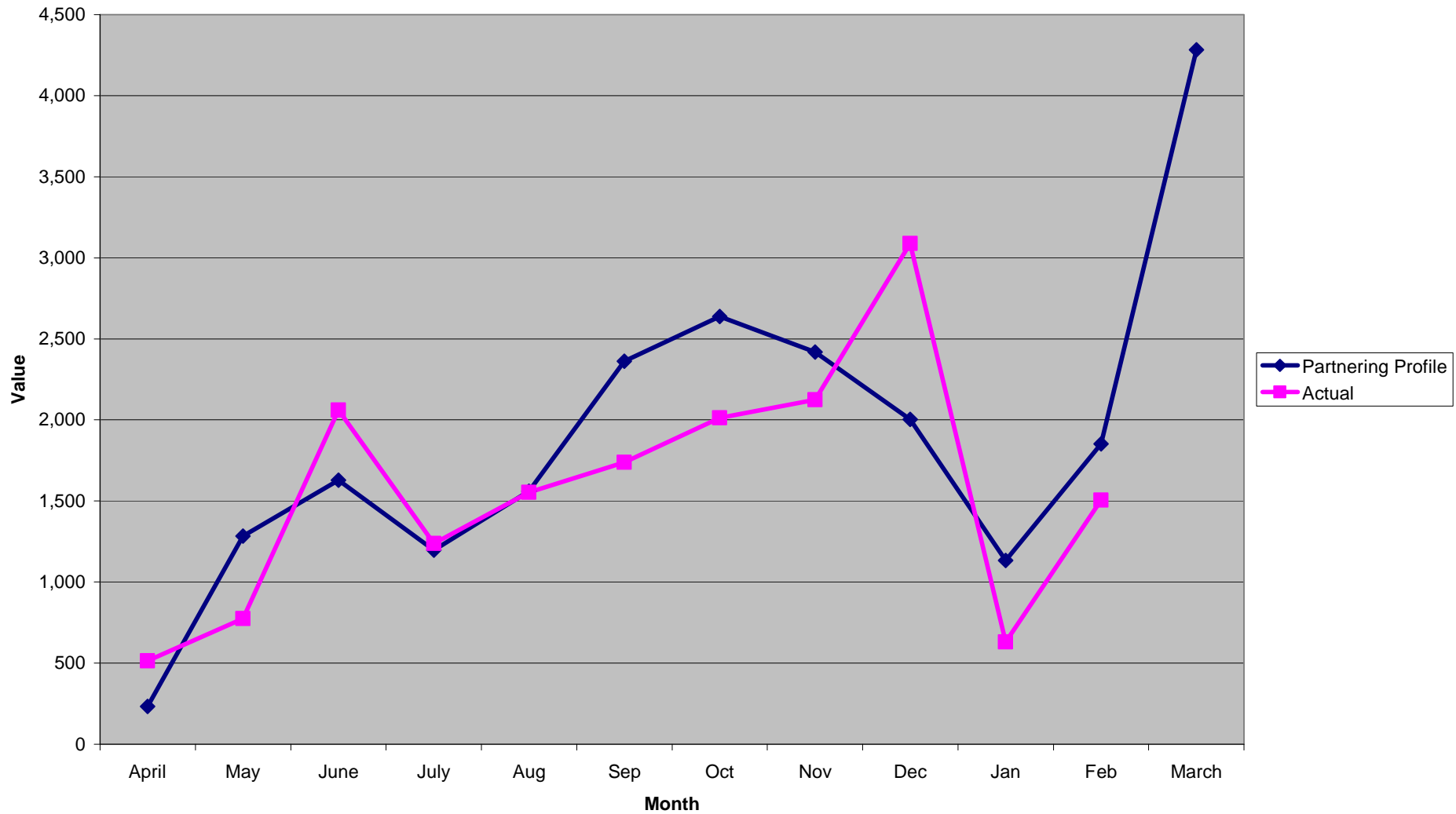


Chart Partnering Programme Profiles



Barnet Homes

Board / Sub Group:	Standards & Asset Management Sub Group
Date:	21 April 2010
Title of Report:	Update on future procurement strategy for asset management.
Purpose of Report:	To update Performance and Standards Sub Group on progress on the development of the future procurement strategy.
Classification: General Release / Exempt (if exempt state relevant ground)	General Release

Report Summary:

We last reported to Sub Group on the development of the procurement strategy in December. Following that meeting we now provide an update on the progress of the strategy:

- i. We have begun work with CYNTRA on the development of a new strategic procurement model. This will enable members to procure long term contracts post Decent Homes that satisfy leasehold consultation requirements as well as EU legislation.
- ii. Echelon will be supporting us the development of the procurement strategy.
- iii. We have arranged detailed sessions for key internal staff in April to set out the scope of the service and options. This will include a review of the benefits of rolling on the current repairs and maintenance contract.
- iv. A Barnet Homes 'Hearts and Minds' Workshop has been arranged. This will provide an open discussion for staff on the scope and procurement options.
- v. Dates for further workshops for stakeholders and service specific groups e.g. leaseholders will be arranged following this initial activity.
- vi. A Core Group will be formed which we hope to include residents and Council Officers.
- vii. A Sharepoint site is currently being developed which will provide an information point for those involved in the procurement.
- viii. A questionnaire has been drafted to carry out a soft market testing exercise.

On completion of these actions the draft strategy will be presented to Board for comment at the end of July 2010.

Recommendations:

1. That the Sub-group notes the content of this report.
2. That the Sub-group comments on the content of this report.

Report Author:	Andy Campion	Date:	7 th April 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 ensuring that any future procurement strategy achieves all 3 of our business aims to:

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

2. Outline of the issue

2.1 In December 2009 we presented Sub Group with an update on the development of the procurement strategy. We reported that we:

- i. had developed a 10 year plan of asset need and from this developed our draft 3 year capital programme;
- ii. were exploring options to extend existing contracts;
- iii. had begun exploring procurement options;
- iv. were seeking ways to ensure residents and key stakeholders including the Council were central to the development of the procurement strategy ;
- v. were concerned about the ambitious timetable and were considering the use of an external resource to facilitate and support the development of the strategy and highlight the latest best practice

2.2 Following that meeting we now provide an update on progress of the development of the strategy.

2.3 We have begun work with CYNTRA on the development of a new strategic procurement model. This will enable members to procure long term contracts post Decent Homes that satisfy leasehold consultation requirements as well as EU legislation. In supporting CYNTRA on this we have provided information on our current and future service provision and costs. This work will feed into the development of our procurement strategy as part of the option appraisal.

2.4 The procurement of the Granville Road Tower Block scheme has provided much of the focus for the procurement officer over the last few months. Echelon will provide support in the development of the strategy.

2.5 The consultant will facilitate a review of current delivery through detailed one to one sessions with relevant staff and desktop analysis. This will look at our current workstreams and processes and performance levels. This will include examine the supply chain, the involvement of our customers and IT development and integration. It will also examine:

- i. cost models
- ii. contract length
- iii. contract size and numbers of contractors
- iv. client role and responsibility
- v. performance management issues.

In tandem our Executive Team will review the benefits of rolling on the current repairs and maintenance contract.

- 2.6 Following this in May we will facilitate a Barnet Homes 'Hearts and Minds' session which will seek to gain views on service delivery and future procurement from a wide range of staff. Dates for further workshops will then be arranged for stakeholders and service specific groups e.g. leaseholders.
- 2.7 To enable the effective flow of information we are also in the process of setting up a Sharepoint site. This will provide a place to find key information and share views and issues.
- 2.8 We are also seeking to form a Core Group which will include resident representation and Council Officers.
- 2.9 Over the next month we also intend to carry out a soft market testing exercise with selected contractors. A draft questionnaire has been produced and the information will provide a valuable insight into what the market is capable of providing. We will be examining all procurement options and contracts and the packaging of multiple service areas. This information will then feed into a comprehensive Invitation to Tender Document and a review of service standards.
- 2.10 In the Capital Programme Report which forms part of the papers for this Sub Group we provide our draft 2010/11 programme. Part of this programme will require transitional procurement arrangements until a new partner contractor is in place.
- 2.11 We now aim to deliver a draft procurement strategy for review by Board by the end of July 2010.

3. Tenant & leaseholder implications

- 3.1 We consult widely on the delivery of our major, planned and responsive repairs including validation surveys, satisfaction surveys and focus groups. This ensures that we are delivering the appropriate services in the appropriate way.
- 3.2 A robust future procurement strategy for repairs and Decent Homes will need the active participation of both tenants and leaseholders.

4. Equality & Diversity Implications

- 4.1 The development of a future procurement strategy for repairs and Decent Homes will include an Equalities Impact Assessment.
- 4.2 The detailed profile of our residents is vital to ensuring that we provide the services that they need at the standards they expect. We know already that we have a significant elderly and disabled profile of residents. This means that Barnet Homes has to consider the areas and the level of investment required. For example, over the last 4 years we have invested heavily in our adaptations service because the need exists. In areas of high ethnic diversity we may also need to consider how we provide our services e.g funding interpretation services which enable greater access.

5. Financial & Risk Management Implications

- 5.1 The development of a future procurement strategy for repairs and Decent Homes will have a financial impact and detailed financial analysis and the identification of risks and appropriate management actions will need to take place.

6. Other impacts (if applicable)

- 6.1 N/A

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: 12 April 2010

Barnet Homes

Board / Sub Group:	Standards & Asset Management Sub-Group
Date:	21 April 2010
Title of Report:	Short Notice Inspection (SNI) – self assessment and inspection action plan
Purpose of Report:	To provide assurance that Barnet Homes is prepared in the event of a SNI
Classification: General Release / Exempt (if exempt state relevant ground)	General Release

Report Summary:

Our self assessment very much emphasises successful outcomes for residents through the resident and landlord relationship. We have viewed self assessments from elsewhere to ensure we are following best practice. We have included some additional 'standards' to those set by the Tenant Services Authority (TSA) such as including leaseholders and a section on regeneration.

The Audit Commission's 'Key Lines of Enquiry (KLOEs)' that set the outcomes required for services to be scored as 'excellent' are being updated in Summer 2010. It is proposed the self assessment is refreshed to take account of the new KLOEs and is then reported back to this Sub-Group.

ALMOs can be inspected at short notice from 1 April 2010. The action plan provides assurance that a framework is in place to prompt the different actions required to ensure a smooth inspection. It also provides a framework in the event inspection leads are on annual leave during an inspection. The plan covers 13 different trigger points (with named staff shown for each task) from receiving notification of inspection through to meeting the deadline for submitting the improvement plan.

Recommendations:

That the Sub-Group notes the self assessment and action plan are in place along with agreeing the timing of future updates to this group.

Report Author:	Duncan Brown	Date:	8 April 2010
Telephone:	020 8359 6082	Email:	duncan.brown@barnethomes.org

1. Policy context/Business Aim

- 1.1 The Tenant Services Authority (TSA) standards very much focus on business aim one being delivering excellent services for tenants. There is also a specific standard for 'value for money' that relates directly to business aim two. A SNI will seek evidence of outcomes showing how the lives of customers are being improved as well as seeking real examples of how we are meeting our three business aims.

2. Outline of the issue

- 2.1 From 1 April 2010, the TSA could direct the Audit Commission (AC) to complete a Short Notice Inspection of Barnet Homes. At the 25 January 2010 Board meeting a request was made to present a self assessment (that would be provided at a SNI) to the Board. The Chief Executive's report to the Board on 15 March 2010 confirmed it was subsequently agreed to include an item on the self assessment at the Standards and Asset Management Sub-Group.
- 2.2 A staff group met in February 2010 to agree a template for common items to include for each of the different parts of the self assessment. This has ensured consistency throughout the self assessment. Examples of good practice have been obtained from the Corporate Planning Manager attending conferences regarding SNI. While ALMOs have not yet been subject to SNI, one ALMO being Brent Housing Partnership was part of the pilot for SNIs and they have shared their self assessment with Barnet Homes.
- 2.3 The different sections of our self assessment mirror the TSA's new standards applicable from 1 April 2010. In addition to the set standards, a staff workshop on 2 March 2010 discussed whether additional aspects should be included. The outcome was a decision to include sections for Home Ownership Services (leaseholders); Regeneration; Sheltered Housing, Supported Housing and Assist; and ensure Health & Safety is cross cutting in all standards.
- 2.4 At the point of being given notice of a SNI (notice is usually around four working days), we have 24 hours to provide five statutory documents to the AC. In addition to these five documents, providing a self assessment is optional. However, we recommend that we provide this document as it is another opportunity to 'sell' our successes.
- 2.5 The five additional documents include an emphasis on performance data so, to avoid repetition, the self assessment very much focuses on presenting successful outcomes for customers. This is given emphasis through practical examples of successful outcomes from the resident

and landlord relationship. The five additional documents are:

- a) most recent performance report to the Board
- b) copy of the most recent performance report sent to tenants. Note:
In this respect, Barnet Homes includes an Annual report in Athome magazine
- c) a copy of the most recent performance progress report
- d) relevant information used to manage performance
- e) copy of the most recent equality impact assessment for the services being inspected.

2.6 The TSA have published the fact that in 2010/11 SNIs will be targeted at the worst performers. While we are very low risk for an inspection in 2010/11, it is still appropriate to refresh the self assessment on a rolling basis. The AC and TSA are currently revising the AC's 'Key Lines of Enquiry'. New guidance regarding what an organisation should provide to ensure excellent services is expected to be announced in July 2010. Therefore, it is proposed that after this guidance is issued, the self assessment is refreshed and reported back to the Standards and Asset Management Sub-Group.

2.7 The self assessment covers many operational aspects and is available on request.

3. Inspection Action Plan

3.1 While we are low risk for an inspection and a SNI removes the need for much of the detailed planning required for a 'traditional' two week on-site inspection, it is still important to have an action plan. Having a plan means nothing obvious is overlooked and will help ensure the two or three day on-site inspection runs smoothly. An action plan is also required in case key inspection staff leads are on leave before and/or during the inspection.

3.2 The action plan shows who the leads are. It covers 13 different trigger points from receiving notification of inspection through to meeting the deadline for submitting the improvement plan, which is two months after the on-site inspection is completed.

3.3 The action plan covers many operational aspects and is available on request.

4. Tenant & leaseholder implications

4.1 Leaseholders (except for shared ownership) have not been included as part of the TSA's regulation. However, Barnet Homes have proposed to consult leaseholders as part of the joint work with residents required to agree the specific detail of the standards. While discussing the 'value for money' standard at the 4 March 2010 Business and Resources Sub-

Group, this approach to consulting leaseholders was endorsed. Leaseholders have also been included within our self assessment thus reflecting the fact we are treating these residents with equal importance to tenants.

5. Equality & Diversity Implications

5.1 Diversity is included as a section within the self assessment and is a cross cutting element of the TSA standards. Therefore, evidence of taking into account diversity is reflected throughout our self assessment.

6. Financial & Risk Management Implications

6.1 None arising

7. Other impacts (if applicable)

7.1 None arising

8. List of Appendices

8.1 There are no appendices with this report

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



Date: 8 April 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:
<p>The report summaries our services in relation to supporting victims of domestic violence with recently published "best practice".</p> <p>Identified areas for improvement include:</p> <ul style="list-style-type: none"> • 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. <p>Typically we are dealing with around 30 cases of domestic violence at any one time.</p> <p>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.</p> <p>We work in partnership with the Police, the Domestic Violence Support Service, local support agencies etc.</p>

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: 8 April 2010

Good practice advice	Current position	Action	Target Date
<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>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 MARAC. Arrangements in place for referrals to Social Services, Children and Families, if appropriate. Information on good practice and latest briefings is shared with Housing officers.</p>	<p>Issue of sharing information on moves will be raised with partners at MARAC as potential gap</p>	<p>April 2010</p>

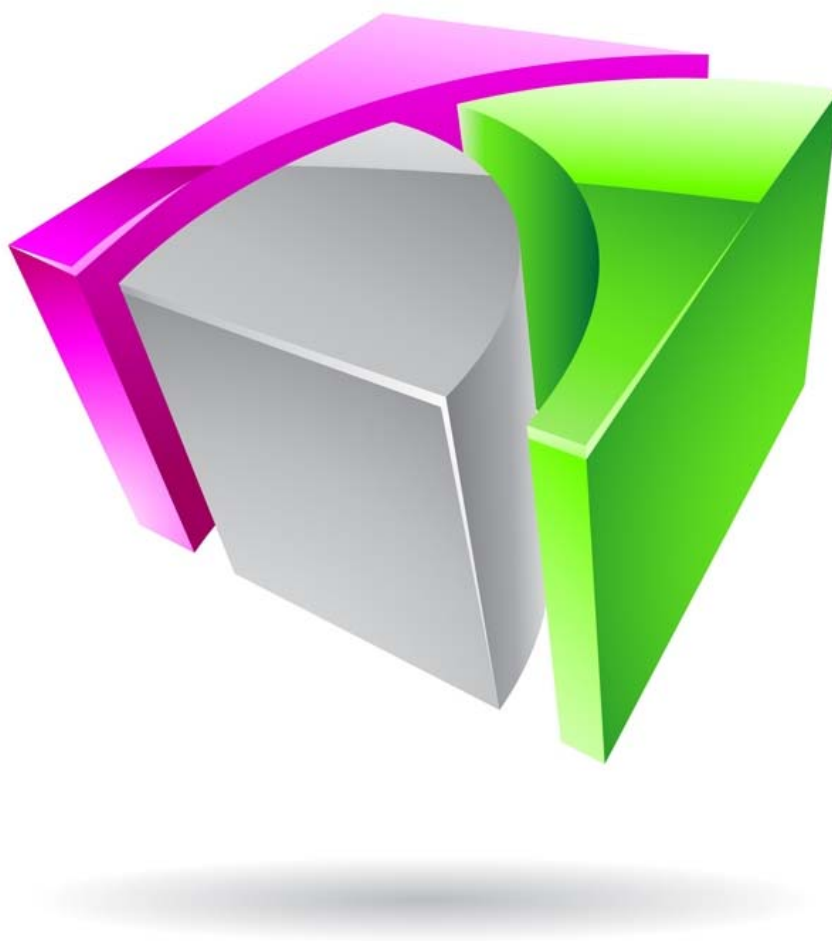
<ul style="list-style-type: none"> • Have a champion within the organisation for domestic abuse issues and cases 	<p>Lead officer responsibility shared between 2 Managers who represent Barnet Homes at the Domestic Violence Forum and at MARAC</p>		
<p>Publicity and Information</p> <ul style="list-style-type: 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 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>Support for Victims</p> <ul style="list-style-type: none"> • Arrangements to support victims meet best practice – to include victims safely staying put • Contribute to the cost of sanctuary schemes 	<p>Barnet Homes Domestic Violence 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</p>		

<ul style="list-style-type: none"> • 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>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>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>

Violence against women and girls

JANUARY 2010

Tim Horsley



About the author

Tim Horsley spent over 20 years in local government housing management in central London and the West Midlands. He is an associate consultant who is experienced in writing strategies, policies and procedures; mock inspections; service reviews and health checks. Specialist areas include anti-social behaviour management; ASB in a community safety setting; homelessness services; hostel management; temporary accommodation and leasing schemes; and allocations and lettings. Tim has also written several briefings and toolkits on managing ASB, homelessness, neighbourhood management and the practical aspects of housing law as well as developing and delivering training on ASB policies and procedures.

Introduction

During 2009 two strategies have been published that are intended to take a holistic approach to responding to violence against women and girls. For Scotland, *Safer Lives: Changed Lives: A Shared Approach to Tackling Violence Against Women in Scotland* (SLCL) and for England and Wales *Together We Can End Violence Against Women and Girls: a Strategy* (VAWG).

“Traditionally, government effort has been concentrated on providing support services once women have been victimised. This strategy outlines our plans to campaign actively to challenge attitudes around violence; to promote healthy relationships by working with young people in schools and with adults; and to support training in the early identification of abuse.” (*Together We Can End Violence Against Women and Girls: a Strategy*)¹

“Violence against women has a high cost – it costs lives, literally; it blights lives and restricts opportunity. It perpetuates inequality and prevents the achievement of potential. It affects all of us in Scotland, not only the women and children who directly experience it or those that fear it, but also their families, communities and our economy. It must be eradicated if we are to have the Scotland to which we aspire.” (*Safer Lives: Changed Lives: A Shared Approach to Tackling Violence Against Women in Scotland*)²

Both documents adopt a cross-departmental, inter-governmental and partnership-with-the-voluntary-sector approach. This briefing explores some of the key messages that may influence housing providers and housing advisers in their approach to working with victims of abuse and violence and, as employers, their approach to gender equality.

Key points


- Consultation in England and Wales launched in March this year engaged with over 10,000 people
- Nearly one million women experience at least one incident of domestic abuse each year (British Crime Survey [BCS] self-completion questionnaire, 2007/08)
- Close to 10,000 women are sexually assaulted every week (BCS self-completion questionnaire, July 2008)
- At least 750,000 children a year witness domestic violence (Department of Health, 2002)
- The minimum expectation on housing providers and strategists on domestic abuse is to (see the Conclusion for more detail):
 - Get involved with Multi Agency Risk Assessment Conferences (MARACs)
 - Know who their Independent Domestic Violence Advisers (IDVAs) are
 - Have a sanctuary scheme
 - Get Women's Aid in to advise
 - Train all frontline staff including all contractors/DLOs
 - Confirm all of these in a policy document which also sets out the approach to supporting victims and dealing with perpetrators.
- VAWG calls for a phased timetable for implementation, working towards having key elements of the strategy in place by April 2011, which focuses on:
 - **Protection** – delivering an effective criminal justice system: investigation; prosecution; victim support and protection; perpetrator programmes
 - **Provision** – helping women and girls to continue with their lives: effective provision of services,

advice and support; emergency and acute services; refuges and safe accommodation

- **Prevention** – changing attitudes and preventing violence: awareness-raising campaigns; safeguarding and educating children and young people; early identification/intervention and training.

 SLCL focuses on the 4Ps:

- **Prevention** – to prevent, remove or diminish the risk of violence against women and its impacts on children and young people
- **Protection** – to protect women from victimisation, repeat victimisation or harassment by perpetrators and protect the children and young people affected
- **Provision** – to provide adequate services to deal with the consequences of violence against women and children to help them to rebuild their lives
- **Participation** – to ensure policy-making and practice development around violence against women is shaped by the experiences, needs and views of those who use services.

 The government has also published a consultation document:

*Mainstreaming the commissioning of local services to address violence against women and girls*³ focuses on the need for partnership and the role of social and health services in providing a holistic approach. The consultation applies to England only, with a closing date for comment of 15 March 2010.

Background

Definition

“Gender-based violence is a function of gender inequality, and an abuse of male power and privilege. It takes the form of actions that result in physical, sexual and psychological harm or suffering to women and children, or affront to their human dignity, including threats of such acts, coercion or arbitrary deprivation of liberty, whether occurring in public or private life. It is men who predominantly carry out such violence, and women who are predominantly the victims of such violence. By referring to violence as ‘gender-based’ this definition highlights the need to understand violence within the context of women’s and girls’ subordinate status in society. Such violence cannot be understood, therefore, in isolation from the norms, social structure and gender roles within the community, which greatly influence women’s vulnerability to violence.”

Global Platform for Action

Both strategies build on international calls for action against violence towards women and girls, in particular the **United Nation’s Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)** and the **Global Platform for Action** supported by the UK government.

Gender-based violence includes physical, sexual and psychological violence occurring in the family, within the general community or in institutions, including:

 Domestic abuse

- Rape, incest and child sexual abuse
- Sexual harassment and intimidation at work and in the public sphere
- Commercial sexual exploitation, including prostitution, pornography and trafficking
- Dowry-related violence
- Female genital mutilation
- Forced and child marriages
- Honour-based violence.

The prevalence of violence towards women and girls is staggering:

- Women are more likely than men to experience all forms of intimate violence
- Younger women are more likely to be victims than older women
- There are no significant differences in domestic violence, sexual violence and stalking between urban and rural areas
- Black and ethnic minority and refugee women are more likely to experience female genital mutilation (FGM) and forced marriage and so-called honour-based violence (HBV)
- Around 10,000 women are sexually assaulted, and 2,000 women are raped, every week. 34% of all rapes recorded by the police are committed against children under 16 years of age
- The UK Action Plan on Tackling Trafficking 2007 estimated that some 4,000 women might be trafficked into and within the UK per annum
- There were 49,655 incidents of domestic abuse in Scotland recorded in 2007/08 (an increase of just under 2% on the previous year)
- In 2008 the Forced Marriage Unit⁴ received over 1,600 calls to its helpline
- There are no published statistics on numbers of 'honour' crimes in the UK, but it is widely quoted that there are around 12 honour murders a year
- There are estimated to be around 80,000 people involved in prostitution in the UK. As well as being at risk of exploitation, they are particularly likely to be the victims of violent or sexual crime
- Of the 88% of young people in an intimate partner relationship, 33% of girls reported some form of sexual partner violence
- More than one in four women in England and Wales (4.8 million) since aged 16 has experienced at least one incident of domestic abuse
- Every year one million women experience at least one incident of domestic abuse – nearly 20,000 women a week
- The annual cost of DV is estimated at £20 billion.

VAWG estimates 750,000 children a year witness domestic violence. In England and Wales, the Adoption and Children Act 2002 amended the definition of significant harm provided by the Children Act 1989, adding a new category of 'impairment suffered from, seeing or hearing the ill-treatment of another'. Police and other public services should be notifying children's services when they know children have been exposed to domestic violence. However, a recent NSPCC report⁵ reviewed 251 cases of DV involving at least one child and found the

majority of cases were not reported to children's services; and of those that were, 85% did not receive an assessment or support. Where there was intervention it was more likely to be short-term safeguarding, rather than long-term family support.

In England and Wales support is provided through:

- 127 Specialist Domestic Violence courts
- 225 Multi Agency Risk Assessment Committees (MARACs)
- 700 Independent Domestic Violence Advisers (IDVAs)
- 29 (to be 45) Sexual Assault Referral Centres
- Specialist training for police, NHS and local authority staff
- Special measures in court, such as screens and live video links, should enable victims to give their evidence.

And in Scotland by:

- Investing over £44m to drive forward work to tackle violence against women in 2008-11
- Enabling women and children to access frontline support through funding 73 projects across Scotland tackling violence against women
- Funding for Scottish Women's Aid and Rape Crisis Scotland
- Supporting the network of rape crisis centres
- Funding the Scottish domestic abuse and rape crisis help lines

- Improving the process for dealing with perpetrators and supporting victims of domestic abuse through the domestic abuse court in Glasgow and providing dedicated support for victims
- Increasing the support for courts across Scotland by the provision of a toolkit on domestic abuse which draws on the learning from the domestic abuse court in Glasgow
- Supporting 15 training consortia and the provision of national training co-ordinators
- Supporting the development of the first Sexual Assault Referral Centre in Scotland
- Addressing the issue of forced marriage by first consulting stakeholders and interest groups about what needs to be done
- Working with the Violence Reduction Unit to embed violence against women into their work programme, eg, their campaign during late 2009 to improve police response to domestic abuse.

Prevention

“It has been easier over time to determine what is required to provide resources and activity to support women and children experiencing violence and abuse. It has been harder to focus on and take forward measures to **prevent** violence and abuse.” (SLCL)

Attitudes and communication

“In the past, most campaigns have focused on providing information for women experiencing violence rather than on educating the general public as to the reality of the problem. Campaigns at local and national levels need to challenge social attitudes and the secrecy that surrounds VAWG to bring it into the public domain.” (VAWG)

Both strategies seek to prevent as well as respond and support. The keys to this appear to be opening up the discussion about gender-based violence and changing attitudes. Perception surveys among young people in relationships rings alarm bells about the acceptance of violence; in particular among boys. Hence the emphasis on a national communication strategy and work in schools:

- There will be a campaign in early 2010 targeting violence within teenagers’ relationships, run by the Home Office with support from Department of Health and the NSPCC
- Gender equality and violence against women will be included in the school curriculum for Personal, Social and Health Education and Sex and Relationship Education
- The Training and Development Agency for Schools will address VAWG in initial teacher training and

continuing professional development (CPD).

The SLCL also highlights raising public awareness and adopts a **shared approach** with these guiding principles:

- Promoting equality between men and women is a key element in tackling violence against women
- Socialisation of boys and girls from an early age is important and should emphasise equality and respect
- Solutions are best achieved through partnerships and collaborative working.

Across the UK the White Ribbon Campaign⁶ seeks 'to ensure men take more responsibility for reducing the level of violence against women.' Both prevention strategies emphasise the part all men can and should play in taking a stand against violence.

The government has published *A Guide to Good Practice Communications*⁷ linked to the delivery of VAWG that provides useful detail on the types of attitudes and advice on how methods of addressing them through effective communication.

Early identification and intervention

Early intervention to reduce violence and abuse against both adults and children protects victims and can reduce:

- The number of people requiring treatment for mental health problems such as depression
- Risky health issues such as alcohol and drug abuse and smoking, as well as obesity
- Gynaecological and sexual health problems
- Incidence of family breakdown

- Number of looked-after and missing children

- Incidence of teenage pregnancy

- Poor educational attainment and behavioural problems, absenteeism and school drop-out.

"A clear message from our consultation responses was that frontline professionals including teachers, medical staff, social workers, UK Border Agency (UKBA) staff and housing professionals need more support with this work. This should include training that focuses on identifying and responding to VAWG, assessing and managing risk, and making it clear to all women and girls that they will be supported if they disclose violence." (VAWG)

The Department for Children, Schools and Families (DCSF), with the support of the Home Office, the Department of Health and the Ministry of Justice, is to increase investment in Family Intervention Projects (FIPs) leading to an increase in the number of families supported from 2,700 to 10,000 per year by 2010/11 (an HQN briefing on vulnerable families and FIPS is due later this year).

The National Safeguarding Delivery Unit is to develop guidance as part of a larger piece of work on referral and assessment systems for children affected by domestic violence to help ensure information is automatically shared with children's services, and that referrals are always made where there is a significant risk of harm to children as a consequence of adult violence.

The Department of Health, DCSF and the Youth Justice board (YJB) have committed £16m over four years from 2007/08 to 2010/11 to fund ten pilot sites of the standard Multi-systemic Therapy

(MST)⁸ programme. The MST programme targets young people aged 11-17 and their families, where the young person is at risk of custody or entering care due to offending or anti-social behaviour. MST therapists work with families to reduce domestic violence, including violence between partners and violence from young people towards their parents or carers, often mothers.

DCSF is to consult on the implementation of a framework for early intervention and support within schools. Schools and colleges have a crucial role to play in helping children and young people to develop healthy relationships. The framework includes:

- Dealing with emotions and challenging the way in which some young men behave towards young women
- Reviewing what is taught in the classroom, the school's values and ethos
- The way a school deals with bullying and inappropriate behaviour can all have an important impact
- Early identification of exposure to violence in the home through behaviour and attitudes in school
- Including VAWG in the school curriculum and existing inspection arrangements
- Supporting schools with guidance and training for teachers and other members of the schools workforce
- Offering support for children and families outside the classroom.

Increasingly across the UK multi-agency teams or meetings based in schools can enable housing providers and advisers to contribute to or benefit from this type of support.

Jobcentre Plus is to enhance training to improve its response to victims of VAWG with a view to:

- The effect on performance and absenteeism
- Work being seen as a place of safety unless perpetrators know where their victims work
- Employers taking positive steps to protect their employees who are victims
- Recognition that public bodies have a specific gender equality role.

A review of women's safety will be published in January 2010 and will include measures to increase women's safety in public spaces:

- Development of accreditation criteria and systems for bus stations similar to the Secure Rail Stations Scheme
- Establishing a dedicated stalking/harassment helpline
- A named single point of contact in each police basic command unit for all matters relating to stalking and harassment
- Establishing a dedicated stalking and harassment helpline to offer advice and guidance to victims or those concerned for the safety of others
- Steps to improve safety on public transport – a key area of concern for many women.

Response and provision

“Whilst some support is available, it is clear from the limited evidence available that women from different backgrounds and with diverse needs may not have access to the same support. There is a need to establish what is required and how to realise this in a climate with limited resources.” (SLCL)

Survivors of violence who responded to the VAWG consultation consistently said that their ideal service is one that:

- Listens to and believes them
- Treats them with dignity and respect
- Helps them be safe
- Is accessible and available when women need support.

At a minimum every victim needs:

- A **voice** so her views can be taken into account
- **Support** to enable her to recover from violence
- **Information** to be able to make meaningful choices
- **Protection** from a violent situation, and redress through the criminal justice system (CJS)
- Easily accessible advice about where to go for help and support, available 24 hours a day
- Frontline staff trained to ask about the early signs of violence and respond appropriately
- Acute care in the immediate aftermath of violence

- Independent, personalised advocacy and support to help each victim make the right choices about next steps
- Follow-up and support for those needing longer-term help
- Safe emergency accommodation for those who need to leave their homes to escape abuse.

The VAWG consultation resulted in strong support for requiring staff in statutory services to undergo specialist training on violence against women, especially if they were to undertake a specialist VAWG role within their organisation. “This covered the range of staff relevant to the needs of VAWG victims, including CJS staff, teachers, social workers, healthcare staff, Jobcentre staff and housing professionals.”

Housing providers are particularly encouraged to train staff in identifying the indicators of domestic abuse. A recent Inspection of Calico Housing⁹ in Lancashire highlighted ‘frontline repairs staff trained on domestic violence and dealing with vulnerable people to ensure they are able to respond appropriately and signpost if necessary.’

Nationally the government is seeking to establish a directory of VAWG services, a sexual violence helpline for victims and an online resource centre bringing together government guidance and other VAWG-related material.

Information-sharing

The Department of Health is promoting a minimum dataset which covers all victims of violence and records type, time and location of assaults for sharing between hospitals and with Crime and Disorder Reduction Partnerships (CDRPs). The data can provide a better picture of

violence in an area and to inform plans to address violence.

Sharing the personal information from the dataset requires both a recognised protocol and, wherever possible, consent of the victim. There may also be circumstances where information needs to be shared when it is not possible to obtain consent; however, this is likely to be exceptional. The Department of Health is currently revising the guidance on the public interest element of the NHS Code of Practice. In addition, the Health Taskforce on VAWG will consider whether a clearer framework for sharing information about vulnerable women is required. An update on this will be included in an HQN briefing on information-sharing later this year.

Needs assessment

The Local Government and Public Involvement in Health Act 2007 requires PCTs and local authorities to produce a Joint Strategic Needs Assessment (JSNA) of the health and wellbeing of their local community. This involves understanding the current and future needs of their local population, informing the priorities and targets set by LAAs and leading to agreed commissioning priorities that will improve outcomes and reduce health inequalities. So far, few areas have incorporated needs relating to VAWG into their JSNA processes.

Indicators and standards

Take-up of the national indicators for VAWG has been patchy, with 79 partnerships selecting the indicator related to repeat victimisation for MARAC cases for their LAAs, and four choosing the indicator for sexual violence. The government is exploring the development of a new national indicator covering all forms of VAWG, as well as looking to mainstream VAWG into other relevant indicators.

The government is working with Women's Aid¹⁰ with advice from the Audit Commission¹¹ to develop national service standards for support services outside of the NHS. It will be piloted with areas before deciding the best way to roll-out nationally.

Local strategies

To help inform decisions on the scale of the response required, the government has introduced a 'ready reckoner'¹² which uses data from the British Crime Survey to estimate the need for local services for domestic violence, sexual violence and stalking in an area.

In England and Wales the government will:

- Encourage a local champion at a senior level 'who is able to work across the partnership structures of the local area (eg, LSPs, Children's Trusts, and CDRPs) in a way that best meets local circumstances'
- Encourage a locally driven co-ordinated approach to VAWG services in every area with the aim of encouraging every area to have a co-ordinated VAWG strategy in place for April 2011
- Look for local strategies to take into account specific local needs for different types of victim (eg, human trafficking, HBV, etc)
- Continue funding safe accommodation for victims of trafficking for a further two years and is prepared to work with local authorities to improve provision in their own areas
- Use the Comprehensive Area Assessment (CAA), because it includes all national indicators, to monitor response to the VAWG: "The

CAA will take the LAA as its starting point. But it will look more widely at outcomes for local people, including those likely to be affected, but specifically those who are in vulnerable circumstances. The assessment will evaluate their experience by examining a range of evidence, including views of service users, the national indicator set and findings from inspection, regulation and audit work."

Emergency accommodation

"When women and their families are forced to flee their homes as a result of violence, safe and secure alternative accommodation is essential." (VAWG):

- Approximately 50,000 women have been referred or have self-referred into refuges and other emergency safe accommodation since the National Domestic Violence Helpline estimates that started in December 2003
- In 2008/09, 1,760 households were accepted by local housing authorities in England as being owed a main homelessness duty because a household member was vulnerable as a result of having to flee domestic violence (3% of total homeless acceptances in England)
- The VAWG highlights new research, commissioned by CLG, examining the current provision of housing and support for people who seek help from a local authority because they are homeless having fled domestic violence.

The Housing Act 1996 supports those fleeing their home because of violence or the risk of violence. Housing authorities must ensure that suitable accommodation is available for people who are accepted as owed the main homelessness duty;

the duty ends when a settled home can be offered.

Significant resources have been invested in ensuring that accommodation and support will be available for victims of domestic violence, including a £61m capital investment in refuge provision¹³ since 2003. In 2007/08 local authorities spent over £64.5m of their Supporting People¹⁴ programme funding on housing-related support services for women at risk of domestic violence. VAWG states any future support plan drawn up under Supporting People should take full account of the risk to a person fleeing domestic violence and have reasonable safeguards in place to protect them from ex-partners.

In the consultation particular concern was expressed about the situation of women with no recourse to public funds. This applied not just to women on spousal/partner visas, but also to refugees and asylum-seekers. To address these concerns the government is piloting a three-month scheme to provide up to 40 days' accommodation and living support to victims of domestic violence who entered the UK or had an extension as a spouse, unmarried partner or same sex or civil partner, but have had to flee their home as a result of violence within their two-year probationary period. This would allow sufficient time for a victim to complete and submit their Indefinite Leave to Remain application and for the UKBA to make a decision, provided that the necessary information was received with the application. UKBA has made substantial changes to guidance and application forms with the aim of significantly improving the domestic violence application process to underpin the scheme.

The Sojourner Project¹⁵ is a pilot scheme run by Eaves Housing for Women and funded by the Home Office, and operational from Monday 30 November

2009 until the end of February 2010. Eaves will be working in partnership with a range of other voluntary providers to co-ordinate support, accommodation and subsistence for women and their dependants throughout the country. A full evaluation will be conducted, which will also take on board lessons from previous attempts to address this issue, to help inform the government's next steps in developing a long-term solution.

Under asylum rules, gender is recognised to constitute a 'particular social group' and it is recognised that there are forms of harm that are more frequently or only used against women and which will in individual cases amount to persecution. Gender issues should therefore be taken into account in the assessment of asylum claims and this is emphasised in the training and guidance given to decision-makers. Information is provided at the point of application setting out the claim process. If a woman is included as a dependant on her spouse's application, she will be specifically asked if she wishes to claim asylum in her own right.

The government has invested £5.8m in the POPPY Project¹⁶ to provide high-level specialist support for victims trafficked into sexual exploitation, and is providing a further £3.7m investment over the next two years (until 2010/11) to extend specialist services for victims of sexual exploitation.

Wherever possible victims should be kept safe in their own homes, with the perpetrator, not the victim, having to leave the home. Preventing victims of VAWG from becoming homeless is therefore a key strand of housing policy. The government is encouraging the use of a proportion of the funding for preventing homeless to support victims of domestic abuse, for example through the provision of Sanctuary Schemes.¹⁷ These schemes provide security measures such as panic alarms, security bars and

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toughened doors to allow those experiencing domestic violence to remain in their own accommodation where it is safe for them to do so.

Specialist provision and integrated approaches

The VAWG indicates that mainstreaming of some services will not diminish the need for specialist services provided by the third sector. The government says it recognises the need for consistency in funding and is committing to three-year funding arrangements. It wants to work with national umbrella groups to provide 'capacity-building work' that will lead to consistency across areas:

- Through black, Asian and minority ethnic (BAME)-specific workshops, Project Jyoti¹⁸ in Bradford has raised awareness about rape and sexual abuse and provided information about support services in BAME communities in Bradford. The project's services include free counselling, helpline support, and drop-in sessions in community settings to increase access to services and services offered in Punjabi, Urdu, Mirpuri, Hindi and English.
- In rural Staffordshire, Rural Reachout¹⁹ provides awareness-raising of domestic abuse in rural communities; specialist domestic abuse outreach support; help for women to make positive choices, avoid homelessness and live independently; emotional support, counselling, advocacy and advice; referrals to agencies such as health and the police, and training and awareness for agencies to enable them to respond appropriately to domestic abuse.

The Ministry of Justice is investing £15.6m over two years to divert from custody those vulnerable women who are

not serious or dangerous offenders. In November 2009 the Ministry of Justice announced funding for 31 voluntary organisations to provide women's community projects.²⁰ These projects will provide extra and enhanced community support to vulnerable women offenders and women at risk of offending, which includes women who have been victims of domestic and/or sexual violence. This is done through a range of on-site services and support, or referrals to other agencies, in order to help tackle problems in a holistic way, including mental health, accommodation, education and employment and childcare.

In recent years the Scottish Government has addressed various aspects of sexual exploitation, such as street prostitution, adult entertainment/lap dancing and pornography. This public debate has increased awareness of commercial sexual exploitation as a form of gender-based violence and organisations are beginning to look at how they could/should address this within their work. The Women's Support Project²¹ works on a broad range of issues including sexual violence, child sexual abuse and incest; support for women whose children have been sexually abused; domestic abuse; prostitution, and other forms of commercial sexual exploitation.

The SLCL highlights priorities for Scotland around provision that includes:

- Continuing to explore the options for women with no recourse to public funds
- Implementing a substantial programme of activity to address the needs of children and young people experiencing domestic abuse with young people participating in the process

- Improving the identification of violence against women as part of the routine inquiry system with the NHS system in Scotland
- Ensuring that children and young people across Scotland affected by domestic abuse have support through a network of children's workers
- Building the links between work with children experiencing domestic abuse and Getting it right for every child²² through four pathfinders across Scotland.

Protection

For housing providers and advisers working with victims of gender-based violence the first response is critical; there is a need to make victims aware of the options available and build 'confidence in how their cases are being managed'. There should be specially trained officers capable of breaking down reporting barriers and training for first response staff on the frontline.

A Multi Agency Risk Assessment Conference (MARAC) is a multi-agency meeting that focuses on the safety of high-risk domestic violence victims. MARACs share information to build a picture of the victim's situation and jointly devise a risk management plan to reduce the harms faced by the victim and their families. Housing providers are increasingly involved and expected to be involved in the MARAC process.

The government is committed to ensuring that there is a MARAC in every geographical area by 2011. There are now over 225 in operation. In the 12 months to July 2009, over 29,000 cases were brought to a MARAC, with over 40,000 children considered in the safety planning as well. By 2011 the government wants MARACs to be protecting at least 50,000 victims a year, with victims supported by independent domestic violence advisers (IDVAs). It is supporting this with a further £3.5m in funding and will be consulting in 2010 about putting MARACs on a statutory basis.

The idea of Domestic Violence Protection Orders (DVPOs) was widely welcomed by victims and stakeholders during consultation. The notice would be confirmed by a court within 48 hours, which will then be able to compel an offender to stay away from the victim for up to 28 days. Support will be offered to the victim to decide on next steps, including longer-term protection through a civil injunction application. Legislation is included in the Crime and Security Bill,

which was introduced to Parliament in November.

The Ugly Mugs²³ scheme promotes information-sharing between the police and local projects. It will also facilitate rapid identification of offenders and improve early identification of repeat and mobile offenders across regions of the UK. The scheme is currently operating in a number of voluntary sector projects. The Home Office will fund a feasibility study into a national roll-out of Ugly Mugs.

Strathclyde Police²⁴ has recently established a Domestic Abuse Task Force, the first of its kind in Scotland. The team of specialist officers will actively target the most persistent offenders, sending out a strong message to perpetrators whilst also providing protection and support for victims. The pro-active team targets offenders who have been identified by divisions as presenting the most significant risk of harm to victims and their families. Officers use a variety of skills and investigation methods such as intelligence-gathering, surveillance capabilities and family liaison and crime scene management experience to target the most dangerous offenders.

A range of accredited offending behaviour programmes²⁵ for both sexual and domestic violence have been developed both in prison and for offenders being supervised in the community. Over a quarter of male offenders under probation supervision, and 17% of male prisoners, are domestic violence perpetrators. Accredited domestic violence programmes have been available in all probation areas since April 2006 and all probation areas should have access to one of four accredited sex offender programmes.

There are a number of requirements that can be attached to community sentences

or custodial licences, in addition to a supervision requirement, which may be effective for domestic abuse offenders. Domestic abuse issues can be addressed on an individual basis supported by a probation officer (offender manager) as well as within a domestic abuse programme. Any intervention with an offender should be completed within a framework of inter-agency collaboration and protection of known victims

As of November 2009, two projects have received accreditation, with more expected to follow in the next six months. Respect²⁶ hopes to develop a network of accredited services to provide effective interventions with perpetrators of domestic violence across England and Wales.

The Home Office has contributed funding in 2009/10 to Respect's four-year research project which will find out how, and to what extent, perpetrator programmes improve women's and children's safety and reduce men's violence. Interim reports will be published in November 2010 and November 2011, with publication of the final report in June 2012.

Respect has also established a helpline²⁷ for men worried about their violent behaviour and wanting help. The helpline which is funded by the Home Office is open five days a week.

The National Offender Management Service (NOMS)²⁸ is developing a domestic abuse strategy to provide a framework for prison and probation staff to work with domestic abuse perpetrators and victims. It will promote:

- A co-ordinated approach to the management of domestic abuse perpetrators, encompassing the assessment and management of risk of serious harm, access to

interventions and inter-agency working

- The delivery of an effective, consistent and high-quality service to victims of domestic abuse
- A sufficiently robust and sensitive approach to respond to and actively manage staff who may themselves be victims or perpetrators of domestic abuse.

The Healthy Relationships Programme²⁹ in use in prisons aims to identify and address the reasons for domestic violence offending and to work with offenders to reduce the risk they pose.

The Woman's Safety Workers project works with the victims and current partners of men undertaking domestic violence programmes in order to promote the safety of women and children.

Other protection priorities in England and Wales include:

- Providing end-to-end support for all victims through the criminal and civil justice system, from report to court
- Bringing more offenders to justice by improving reporting and conviction rates
- Continuing to invest in local non-statutory support services for rape victims – with £2.25m central funding available in 2010/11 including from a surcharge on offenders
- Additional funding is also being made available for SARCs
- Working with Rights of Women³⁰ to ensure its handbook *From Report to Court* is made available to all victims of rape reporting to the police
- Improving the way in which victims are notified by the Crown Prosecution

Service if their case does not proceed to court

- Ensuring that victims' property seized as evidence is returned promptly and any delays fully explained
- A cross-government FGM co-ordinator was appointed in September 2009 to provide a single point of contact for stakeholders in and out of government, and lead on work on FGM, including the development of guidance and a standardised training package for practitioners dealing with FGM
- Online training for frontline practitioners about forced marriage is in development
- An honour-based violence police training DVD launched September 2009.

In Scotland they include:

- Informing the work of the Violence Against Women Training Consortia so that support can be given to agencies and bodies in taking forward work on violence against women
- Developing work with the Convention of Scottish Local Authorities (COSLA)³¹ and local government so that appropriate guidance and information can be provided
- Supporting the Violence Against Women Multi-Agency Partnerships to engage with local authorities and Community Planning Partnerships on local provision and strategies
- Encouraging providers and key third sector organisations to consider closer collaboration and opportunities for greater integration of responses to different forms of violence

- Ensuring greater cross-government collaboration across relevant policy interests which translates into integrated responses on the ground
- Ensuring further development of joint work with Violence Reduction Unit to enable consistent messages about violence against women to be promoted.

Conclusion

In December 2009 the government published consultation guidance, *Mainstreaming the commissioning of local services to address violence against women and girls*³², which applies to England only with a closing date for comment of 15 March 2010.

The consultation poses a number of pertinent questions for housing providers and strategists as well as emphasising the need to work in partnership:

- What is the best way to build a joint commissioning platform across areas such as adult social services, children and young people services, housing, community safety, health and crime, upon which a coherent response to VAWG can be marshalled?
- What is the best way to engage victims affected by VAWG?
- What can be done to influence and encourage mainstream services to work together to provide the most effective mix of services to support victims of VAWG?
- Which community-based interventions and services are effective in preventing violence and providing support to those affected by violence? How should they be best nurtured, supported and commissioned?
- What can be done at the local area level to build multi-agency efforts to prevent VAWG from happening in the first place?
- Who do you propose to nominate as your director-level champion working across partnership structures to encourage areas to make arrangements that best suit the local circumstances to drive the strategy forward?

- Do you know of examples of best practice in your local area around preventing VAWG and providing a service to those affected by violence?

Recent Audit Commission inspection reports provide guidance on what housing providers should be doing in response to domestic abuse in areas where they work:

- Ensuring there are clear guidelines and training for staff on how to identify and support victims
- Accessing target hardening and tenancy support and other initiatives provided by partners specialising in the area
- Ensuring publicity, including the website, promotes support available and raises awareness of unacceptable behaviour
- Ensuring arrangements to support victims also meet this best practice
- Effectively publicising the support available
- Delivering ambitious plans for staff training
- Support mechanisms that include safely staying put as well as moving to a safe place
- Being positive about evicting perpetrators of domestic abuse
- Multi-agency awareness of who is receiving support
- Making other agencies aware if a victim is moving.

Domestic abuse advisers have also provided guidance on how housing providers and advisers can support their work:

- Need to address the full range of domestic abuse, not just violence
- Needs a holistic approach focusing on all those affected
- Training and awareness raising needs to be mandatory for all who come in contact with residents (including contractors)
- As a major cause of homelessness there is a need to be trained to look for the signs and develop confidence to report concerns
- Need to consider child's perspective and how to protect them
- Access to MARAC and a common risk assessment process
- Use of supportive and appropriate signposting
- Try to get victim to stay in the property while ensuring security
- Not to trouble victims with bills for damage caused by the perpetrator or the police
- Not to introduce hurdles like clearing arrears when rehousing is the only option
- Be aware that rent arrears and other breaches of tenancy condition may in themselves be an indicator of domestic abuse
- Offer sanctuary schemes and offer them whether or not there is a threat of homelessness
- Be prepared to contribute to the cost of sanctuary schemes
- Have a champion within the organisation for domestic abuse issues and cases

- Include prevention information in the sign-up checklist
- Support victims to get perpetrators out
- Provision of a small number of dispersed tenancies can ensure support without resorting to homelessness route
- Consider restricting where perpetrators can be rehoused if at all
- Tenancy conditions need to include domestic abuse to enable the use of injunctions and exclusion orders
- Ensure lettings are taking into account sensitivity around domestic abuse
- Staff need to be empowered to make the right decision for the victim.

¹ <http://www.homeoffice.gov.uk/documents/vawg-strategy-2009/>

² <http://www.scotland.gov.uk/Publications/2009/06/02153519/0>

³ <http://www.homeoffice.gov.uk/documents/cons-2009-mainstreaming/index.html>

⁴ <http://www.fco.gov.uk/en/global-issues/human-rights/forced-marriage-unit>

⁵ http://www.nspcc.org.uk/Inform/research/Findings/children_experiencing_domestic_violence_summary_wdf68552.pdf

⁶ <http://www.whiteribboncampaign.co.uk/faq.html>

⁷ http://www.equalities.gov.uk/news/vaw_guidance.aspx

⁸ http://www.cabinetoffice.gov.uk/social_exclusion_task_force/multi_systemic.aspx

⁹ <http://www.calicohousing.co.uk/>

¹⁰ <http://www.womensaid.org.uk/>

¹¹ <http://www.audit-commission.gov.uk/Pages/default.aspx>

¹² <http://www.crimereduction.homeoffice.gov.uk/domesticviolence/domesticviolence072.htm>

¹³ <http://www.communities.gov.uk/publications/housing/hostelscapitalimprovement>

¹⁴ <http://www.spkweb.org.uk/>

¹⁵ <http://www.eaves4women.co.uk/Sojourner/Sojourner.php>

¹⁶ http://www.eaves4women.co.uk/POPPY_Project/POPPY_Project.php

¹⁷ <http://www.communities.gov.uk/publications/housing/optionssetting>

¹⁸ <http://www.bradford.gov.uk/NR/rdonlyres/9151CB2B-1CCF-46AF-86F0-170FE6F43EA0/0/DomesticAbuseDirectoryofServices.pdf>

¹⁹ <http://lsp.sstaffs.gov.uk/pdf/Leaflet%20A4.pdf>

²⁰ <http://www.justice.gov.uk/publications/docs/gov-report-women-criminal-justice-system.pdf>

²¹ <http://www.womenssupportproject.co.uk/>

²² <http://www.scotland.gov.uk/Topics/People/Young-People/childrenservices/girfec>

²³ <http://www.crimestoppers-uk.org/how-we-help-our-partners/community-partners/making-communities-safer/ugly-mugs>

²⁴ <http://www.strathclyde.police.uk/>

²⁵ <http://www.crimereduction.homeoffice.gov.uk/workingoffenders/workingoffenders3.htm>

²⁶ <http://www.respectphonenumber.org.uk/pages/about-respect-phone.html>

²⁷ <http://www.respectphonenumber.org.uk/pages/help-and-advice.html>

²⁸ <http://www.noms.homeoffice.gov.uk/>

²⁹ <http://www.hmprisonservice.gov.uk/adviceandsupport/beforeafterrelease/offenderbehaviourprogrammes/>

³⁰ <http://www.rightsofwomen.org.uk/>

³¹ <http://www.cosla.gov.uk/>

³² <http://www.homeoffice.gov.uk/documents/cons-2009-mainstreaming/index.html>

Standards and Asset Management Sub Group
21 April 2010
Forward Agenda Planning

Issue	22 June 2010	18 Aug 2010	19 Oct 2010	15 Dec 2010		Comments
Standard Agenda Items						
Matters Arising (Denise Ashley)	✓	✓	✓	✓		
Pulse Performance Report (David Thomas)	✓	✓	✓	✓		
Priority Performance Analysis /Improvement Planning (Various)	✓	✓	✓	✓		
Capital Programme Report (Andy Champion)	✓	✓	✓	✓		
Information & Update Report (Derek Rust/Chris Wilkins)	✓	✓	✓	✓		
Forward Agenda Planning (Denise Ashley)	✓	✓	✓	✓		
Meeting De-brief (Derek Rust)						
Main Agenda Item						
Fire Risk Assessments Update	✓					
Successful Tenancies initiative progress report (Derek Rust)	✓					
Status survey preparation and feedback on the Tenant satisfaction improvement project (David Thomas/Mandy Dunstan/Sheila Oliver)	✓					
Customer Service Theme (Derek Rust)		✓				
Customer feedback (David Thomas)	✓					
Disrepair and legal procurement	✓					
Other Agenda Items						

V = verbal update

Author:

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



Date: 8 April 2010