

**BARNET HOMES
BOARD MEETING
21ST MAY 2007
6.45pm – 8.30pm**

AGENDA

ITEM	TITLE	STATUS	PRESENTING
1	Introductions & Apologies <i>6.45pm</i>		
2	Agree Minutes & Matters Arising <i>6.46pm</i>		
3	Declaration of Interests <i>6.55pm</i>		
4	Youth Engagement Strategy <i>6.56pm</i>	Decision	Ingrid Beal
<p>This report sets out the work which has taken place over the past year with young people to understand how best to engage them in making our estates a better place to live. The strategy has been developed with young people and many agencies which work in the borough to deliver services to young people.</p>			
5	Resignation & Board Elections <i>7.00pm</i>	Decision	Cora Vigar
<p>The Board is asked to note the resignation of an Independent Director and also to note the rotation resignations and proposed election process which needs to be completed by October's AGM.</p>			
6	Disability Equality Duty <i>7.05pm</i>	Decision	Peter Headland
<p>This paper provides a summary of Barnet Homes' Commitment to the Disability Equality Duty, outlining residents and employees' involvement in developing the Disability Equality Duty action plan and our proposed approach to monitoring and reviewing its progress. The final draft action plan is included; addressing the key issues identified from the consultation exercises.</p>			
7	Outturn Performance for 2006/7 and Annual Complaints Report <i>7.20pm</i>	Decision	David Thomas/Tim Sims
<p>This report with attachments outlines the performance of Barnet Homes in its Pulse performance areas for the 2006/07.</p>			
8	Forward Agenda Planning <i>7.30pm</i>	Decision	Margaret McPeake

This report sets out proposed agenda items for July and September 2007			
9	Feedback from the Sub-Groups <i>7.35pm</i>	Information	Chairs of the Sub-Groups
These reports provide feedback from the Sub-Group meetings.			
10	Feedback from the Mock Inspection <i>7.45pm</i>	Information/Discussion	Kate Laffan/Derek Rust
11	Any Other Business <i>8.25m</i>		

**BARNET HOMES
BOARD MEETING
19TH MARCH 2007
MINUTES**

Attending:

Directors:

Brian Altman	Yetunde Onifade
Dorothy Badrick	Monroe Palmer
Ingrid Beal	Hugh Rayner
Vi Britchfield	Trevor Renouf (<i>Chair</i>)
Jem Fouweather	Tim Sims
Julie Johnson	Sharon Slotnick

Apologies:

Maria Colaco
Tosin Okuzu

Management & Staff:

Peter Headland	Cora Vigar
Margaret McPeake (<i>CEO</i>)	Mike Wiffen
Derek Rust (<i>Deputy CEO & HoHS</i>)	Marian Dowling (<i>Minutes</i>)
David Thomas	

Guests:

Roger Arkell (Project Director Regeneration – Barnet Council)
John Bryson (Employment Initiatives Manager – Notting Hill Housing)
Chantel Cummins (Vice Chair of BHCP & Chair of Edgware Residents Organisation)
John Lewthwaite (Regional Director – Connaughts)
David Kelly (Managing Director – Village Heating)
David Williams (Ark Consultants)

Apologies:

Pauline King (Chair BHCP)

ITEM	TITLE	ACTION
1	Introductions & Apologies	
1.1	The Chair welcomed the Guests to the meeting and introduced them to the Board.	
1.2	Apologies were noted.	

1.3	John Bryson introduced himself to the Board and gave an update on the training programme, which involves working with Barnet Homes on the Decent Homes works providing trainees working on site with our Contactors. The Board were advised that future detailed reports would be brought to the Board.	
1.4	Contracts were signed.	
2	Agree Minutes & Matters Arising	
2.1	Minutes agreed	
2.2	Matters Arising	
2.3	Item: 2 2.5 Reality Checks Derek Rust advised that a review of reality checking had taken place, the next stage will be looking at how Residents Associations can be involved in the process.	Derek Rust
2.4	Item 2 2.8 Report on LAPN Jem Fouweather advised of the need to review Barnet Homes position on LAPN (in view of a recent court case), and look at some residual issues around the gas contract. It was agreed that this should go back to the Asset Management Sub-Group.	Nigel Reeves
2.5	Item: 4 4.2 Repairs & Maintenance Agenda item	
2.6	Item: 5 5.2 Board Appraisals Some Board appraisals have been completed, further dates are being arranged.	Trevor Renouf/David Sidbury
2.7	Item: 7 Inspection Action Plan The Board were advised that the mock inspection will be taking place in April. [Post meeting note: a schedule of the Inspection is included with the minutes]	

<p>3</p> <p>3.1</p> <p>3.2</p>	<p>Declaration of Interests</p> <p>Councillors Julie Johnson, Monroe Palmer and Hugh Rayner declared their interest as London Borough of Barnet Councillors.</p> <p>Jem Fouweather declared his interest as a member of HQN and Acclaim.</p>	
<p>4</p> <p>4.1</p> <p>4.2</p> <p>4.3</p> <p>4.4</p>	<p>Award of the Housing Repairs & Maintenance Partnering Contract 2007/12</p> <p>David Williams presented the report which provided a summary of the procurement process reported to the Board, at their meeting of the 4th December 2006.</p> <p>Item: 4.3 – Arrangements to allow Connaught to be admitted to the LGPS are due to be completed by the end of week commencing 19th March 2007.</p> <p>John Lewthwaite introduced himself to the Board this was followed by a question and answer session.</p> <p>The Board agreed the recommendation to approve entering into a Term Partnering Contract with Connaught Partnerships Ltd. in the form of the ACA Standard Form of Contract for Term Partnering, TPC2005, on the basis of Connaught's tender dated 10th October 2006, for a period of 5 years from 1st April 2007.</p>	
<p>5</p> <p>5.1</p> <p>5.2</p> <p>5.3</p>	<p>Award of the Gas Servicing & Maintenance Term Partnering Contract 2007/12</p> <p>David Kelly gave an introduction to the Board.</p> <p>The Board noted the decision taken by the Chair of the Asset Management Sub-Group on 14th February 2007 authorising the commencement of discussions with VHL, with the intention of entering into a Term Partnering Contract with them such that they could then take over the delivery of the existing gas servicing and maintenance service with effect from the 1st April 2007.</p> <p>The Board approved the recommendation to enter</p>	

	into a Term Partnering Contract with VHL in the form of the ACA Standard Form of Contract for Term Partnering, TPC2005, and on the basis of VHL's tender dated 04 th January 2007, for a term of 5 years starting on 1 st April 2007.	
6	Progress on Regeneration Estates	
6.1	The report was presented by Roger Arkell who advised the Board that the five headline issues are: <ul style="list-style-type: none"> • Tenant Satisfaction • Non Secure Tenants • Repairs & Maintenance • Value for Money • TUPE 	
6.2	The Board discussed the issues raised particularly around non-secure tenants and leaseholder issues it was agreed that an appropriate mechanism in the context of Barnet Homes needs was required.	
6.3	Roger Arkell advised that more work was needed with partnering arrangements between the Council and Barnet Homes.	
6.4	It was agreed that the Executive would come back to an early meeting of the Board with some proposals.	Derek Rust
	It was requested that representative(s) from the Council attend a future meeting.	Roger Arkell
7	Budget & Performance Review	
7.1	The report outlined the budgetary position of the company at the 31 st January 2007 and the performance of Barnet Homes in its Pulse Performance Indicators for the quarter ending December 2006.	
7.2	The contents of the report were noted and concern was expressed at the low performance on the Decent Homes Programme.	
8	Budget & Business Plan	
8.1	Jem Fouweather requested that:	

	<ul style="list-style-type: none"> • The Board formally advise the BHCP of Barnet Homes response to the consultation feedback (Item: 6.2.1.) • Requested more emphasis on the need to improve the performance on Decent Homes work. • Suggested that the Tenants Compact needed to be “smart” with more measurable targets and milestones. <p>8.2 The Board agreed the draft Budget for 2007/8 and Business Plan for 2007/12.</p> <p>8.3 The Board noted the Housing Revenue Account Budget and Forward Plan, and the Capital Programme.</p> <p>8.4 The Board noted the ten key targets for the Tenant Compact action plan developed by residents.</p> <p>8.5 The Board agreed the Disability Duty action plan.</p>	
<p>9</p> <p>9.1</p> <p>9.2</p> <p>9.3</p> <p>9.4</p> <p>9.5</p>	<p>Forward Agenda Planning</p> <p>Yetunde Onifade asked that the Board consider their response to a recent resignation from an Independent Director. It was agreed that would be referred to the Strategic Steering Group.</p> <p>It was agreed that feedback from the inspection will come back via the Standards Sub-Group.</p> <p>The following agendas were agreed:</p> <p>Monday 21st May 2007</p> <ul style="list-style-type: none"> • Outturn Performance for 2006/07 and Annual Complaints Report • Forward Agenda Planning • Feedback from the Sub-Groups <p>Monday 16th July 2007</p> <ul style="list-style-type: none"> • Audit Inspectors Attending • Draft Self –Assessments • Performance & Budget Review 2007/08 (Quarter 1) • Outcome of IiP Inspection • Forward Agenda Planning • Feedback from the Sub-Groups 	<p>Cora Vigar</p>

	<p>Monday 17th September 2007</p> <ul style="list-style-type: none"> • Draft Annual Report & AGM Notice • Preparation for Inspection • Forward Agenda Planning • Feedback from the Sub-Groups 	
10	Feedback from the BHCP	
10.1	<p>Chantel Cummins advised the Board of the issues raised by the BHCP.</p> <ul style="list-style-type: none"> • More clarification in the Business Plan of what Decent Homes Plus means. • Concerns of the lack of progress on the regeneration estates • Proposed changes to the resident election process to the Board i.e. interviews. • More resident representation on the Board. 	Pauline King/BHCP
10.2	<p>It was agreed that a further report would be brought to the Board outlining the Business Case and reasons for more tenant representation on the Board.</p>	
10.3	<p>The Board all agreed the need to look at and improve resident participation across Barnet Homes.</p>	
11	Feedback from the Sub-Groups	
11.1	<p>The Board noted the reports from the Sub-Group.</p>	
12	Any other Business	
12.1	<p>Yetunde asked for more details on the residential course due to take place on the 11th/12th May.</p>	Gladys Mhone
12.2	<p>The Chair advised the Board that at the Civic Awards presentation held at Hendon Town Hall Pat Sullivan and Brian Altman were awarded for their contribution to Sheltered Housing and Barnet Homes respectively and Pauline King was awarded a Vellum for services to the community. The Chair also received an award for his contribution to Barnet Homes.</p>	
12.3	<p>The Chair advised the Board that Vi Britchfield had</p>	

	<p>attended her first meeting at the Houses of Parliament in her capacity as Leaseholder representative for the London and South East ALMO Area</p>	
12.4	<p>The board was advised that Barnet Homes had raised £505 for comic relief. The chair conveyed his thanks to all staff who had taken part in the fund raising events.</p>	
12.5	<p>The Board was advised that the next Barnet Homes Quiz Night will take place on Wednesday 18th April.</p>	
12.6	<p>There will be a leaving party for the Direct Ops on the 23rd March 2007 at Avenue House.</p>	
12.7	<p>The Board were advised that the Board meeting of the 19th November 2007, has been brought forward to the 12th November 2007.</p>	
	<p>Date & Venue of next Meeting</p> <p>Monday 21st May 2007 6.30pm – 8.30pm 9th Floor Boardroom Barnet House</p>	

1. Statement of Purpose

- 1.1 Barnet Homes aims to meet the needs of all our customers and recognizes that our young people can make a valuable contribution to improving lives. This strategy confirms how this will be done based on our activity to date.

2. Summary

This report sets out the work which has taken place over the past year with young people to understand how best to engage them in making our estates a better place to live. The strategy has been developed with young people and many agencies which work in the borough to deliver services to young people. The Action Plan for the year's activities is attached.

3. Previous reports

- 3.1 **None.**

4. Recommendations

- 4.1 That the Board acknowledge the valuable work which Ingrid Beal has contributed to developing this strategy, note the activities undertaken to engage youth, approve the strategy and advise on how directors would wish to monitor the progress in future.

5. Financial & Risk Management Issues

- 5.1 The Board have approved a budget of £60,000 for projects in 2007/08 and the report details other funding which has been achieved. The working group, Barnet Homes Youth Engagement Panel wish to develop evaluation criteria during the year which will show the costs and value achieved by the projects.
- 5.2 The health and safety of young people involved in projects is very important and risk assessments are carried out for each activity. Staff or agencies employed in any activity are required to meet the legislative standards and an experienced Youth Leader has been employed on a sessional contract to ensure that all our staff and activities are compliant.

6. Resident Consultation and Equalities Issues

- 6.1 This strategy is developed in response to residents feedback and residents have been consulted on the content through BHCP. The strategy also meets the policy objectives of the Equalities Policy by seeking to include young people in our service development.

7. Background Information

- 7.1 The attached strategy sets out how Barnet Homes wishes to engage with young people in the future. The strategy is based on the council's key aims for young people whom we wish to support and contribute to the delivery of.
- 7.2 Some very good work has already taken place over the past year and we have a lot of support from the tenants and key agencies working with young people. Not all of our projects have been successful, as can be seen from the outcomes expressed in the attached document under What we have learned, but we can learn from these and build up our expertise from the position of an inclusive landlord.
- 7.3 It is proposed that a panel is set up to monitor and direct the work to achieve this strategy. The terms of the group are yet to be agreed but will include as members young people from the Forum, a Board Director, a finance officer and community participation officer.
- 7.4 If the Board agree the strategy, the proposal is to launch it at the Barnet Homes Open Day at Cophall Stadium on 30 June 2007.

Author: Ingrid Beal/ Margaret McPeake/ Peter Headland

Date: 14 May 2007

Chief Executive Officer Approved:

Date:

BARNET HOMES

YOUTH ENGAGEMENT STRATEGY

1. The aim of this strategy

To work alongside young people to find out how they would like to be involved in decision making and service development about services and communities - and ensure that Barnet Homes fully contributes to achieving this.

2. Foreword by Ingrid Beal, Barnet Homes Director

“Children should be seen and not heard” – that was a phrase often used in my childhood and I am delighted to say that it is one which we, at Barnet Homes, believe belongs firmly in the past.

We recognise young people have a right to a say in the decision-making process about activities and facilities near their homes. Often they have given plenty of thought to what is in their own best interests and simply need someone in authority to listen to and consult with them.

It was this thinking which galvanised us into working with young people over the last two years. Successful initiatives included the Youth Forum, careers advice, a drama project on knife crime, a summer play scheme, a radio-station and much more.

We have worked with young people and our partners to develop our first Youth Engagement Strategy. It will develop our communications, encourage active citizenship and ensure they do feel a part of their community,

We will be using every opportunity to raise awareness that young people do have a voice and we should support them in making themselves heard.

3. Introduction

3.1 In response to the request of tenants and young people, Barnet Homes is developing a youth engagement strategy to address the following key issues:

- The lack of youth involvement in housing service decision making
- The lack of activities and facilities for young people on estates

- To make the best of opportunities which Barnet Homes could offer young people
- 3.2 The strategy takes as its priorities the five outcomes from Every Child Matters¹. For children and young people, these are:

Be Healthy
Stay Safe
Enjoy and Achieve
Make a Positive Contribution
Achieve Economic Well-being

- 3.3 To play our part and deliver this strategy we will be working closely with young people, tenants, the Council's Youth Service and other agencies so that our service effectively meets the needs of young people and communities on local housing estates. The strategy also dovetails with the Sustainable Communities strategy for Barnet Homes.
- 3.4 By developing a youth engagement strategy Barnet Homes acknowledges the contribution young people can make to developing modern, effective and efficient services and sustainable communities.

4. **Demographics**

- 4.1 Our strategy covers all young people from 8 - 18 years and includes children of our tenants, young care leavers and other young vulnerable tenants.
- 4.2 Barnet Council has identified that there are significant areas of deprivation, particularly in the wards of Burnt Oak, Colindale, West Hendon and Underhill. These four wards between them are home to 21% of Barnet's children and young people. They are also areas of high concentrations of council housing.

¹ Every Child Matters: Parliamentary Green Paper September 2003



5. Background

- 5.1 In 2004, the Housing Inspectorate recommended that Barnet Homes should develop a more strategic approach to work with young people. Also, a review of the Resident's Participation framework showed that very few younger people were participating in service shaping and delivery. To develop our approach we undertook the following:
- A survey was commissioned to find out more about the issues of importance to young Barnet Homes' residents
 - Specialist youth workers were employed to make contact with young people and get a better idea of local community needs and wants
 - Since then, more work has been done with young people through estate based activities and
 - A youth forum was held
- 5.2 We have also collected the views of other tenants. From the 2006/07 Face2Face Survey, Barnet Homes found that 75% of tenants were satisfied with the service. Tenants were concerned about their environment, particularly graffiti, rubbish and litter as well as youth and anti social behaviour.
- 5.3 Feedback from the budget 2007/08 consultation, confirmed that tenants wanted more resources made available to provide services for young people. A review of the Residents Participation framework showed that few younger people were represented in participation arrangements.
- 5.4 The feedback from both young people and adults is very similar. Crime and anti social behaviour was the biggest concern for both followed by environment and lack of play, youth and sports facilities.

5.5 The young people on the youth forum were asked to prioritise their needs if they had £1000 to spend. Their feedback was:

Play

- Play facilities including apparatus for bigger kids
- A drop in centre where students and older groups can meet, have fun and receive advice and support
- A skate ramp, goal posts, basketball court, tennis court, somewhere to play live music
- Funding for a dance club for ages 7-15
- Trips out

Environment

- Plant trees, flowerbeds in communal areas, remove graffiti, install CCTV

Other suggestions:

- Make youth aware that carrying knives is not going to make you safe
- Raise more awareness about AIDs and STD
- Libraries for PC's and books
- Clothes and books

5.6 All of these fit within the five outcomes for Every Child matters.

5.7 Over the past two years we have provided a range of activities and learned a lot about what works. Mostly, we have concentrated our activities on the larger estates which match the clusters of deprivation on the map above (with the exception of Brunswick ward and Abercorn Road area which are areas of social housing managed by a Housing Association).

5.8 So far we have achieved:

Borough wide:

- Mapped provision with the help of all the stakeholders
- Held a Youth Forum
- Gave careers advice at 6 schools
- Provided work experience for 6 students
- Employed 4 apprentices/trainees

Stonegrove:

New Solutions Youth Project

- Made a video and developed a business plan which successfully received funding for two youth workers on Stonegrove estate
- Formed a Youth Forum on the estate
- Ran a drama project on knife crime and urban living for young people
- Organised a family fun day
- Safer Neighbourhood funding for youth shelter

The Grange:

- 2 youth workers funded from Safer Sustainable Communities
- Homework club

Burnt Oak:

- Raised £2000 for equipment for Watling Avenue Youth Club in a joint project with the local church and police
- Hendon and Edgware Residents Organisation ran a summer playscheme

Grahame Park:

- Set up a radio project – Xpress FM
- Young people performed at Grahame Park Festival
- Collaborated with partners to provide street dance, self defence and homework classes
- Provided parent and toddler facilities at the refurbished Mike Cohen Centre

Finchley:

- Secret gardening project at Durisdeer House, designed by a child of a tenant on the estate

Childs Hill:

- Halloween Party organised with local residents

Colney Hatch

- Question time and dance event at Alexandra Road Community Centre in partnership with a local community group

Dollis Valley:

- The estate has the Rainbow youth centre

6. What we have learned

6.1 Although not all our projects have been as successful in raising involvement as we had wished, we learned a great deal from them to use in future projects.

Lessons learned included:

- Projects always take longer to get going and young people lose interest with the formalities. Quick wins are essential
- Appropriate staffing and budgets must be provided for the duration of the project
- Local focused projects which meet the expressed needs of the young people work best
- Work with partners, making all resources contribute to success
- Know when to stop a project which is not working and have an exit strategy which leads to another opportunity for those who wish to continue to be involved
- Make more use of the Youth Board and Schools Council
- Professional support is required for youth workers

7. Resources

7.1 Accessing external funding is important to develop projects for young people and we have successful track record of this. In 2006/7 we obtained almost £150,000 funding from the following organisations:

- Safer Communities
Grange youth workers £30k
Burnt Oak youth club £4K
- John Lyons Trust
Funding for youth workers at Stonegrove £60k(over 2 years)
- Metropolitan police
Youth shelter at Stonegrove £10,500
- Neighbourhood Renewal Fund
XpressIt FM radio project £45k

7.2 In addition to this, the Board of Barnet Homes responded to the views of residents about making more resources available for young people and has agreed a budget of £60,000 for youth work projects in 2007/08. Projects will be invited and decisions on these by the Barnet Homes Youth Involvement Panel (BHYIP).

8. Delivering the Strategy

8.1 We now have a track record, a list of the young people interested in being involved, information on tenants' priorities and a budget to fund this strategy. We need to keep the young people on board to deliver lasting results. The future plan needs to learn from our experience and to build on the good work which is underway on the estates. We are committed to:

- Ensuring proper communication with young people and encourage active citizenship
- Raising awareness at officer level of the range of activities available and the opportunity to do more for young people
- Making more of partnership working, sharing information and where appropriate adopt a joint approach to consultation
- Increasing the active lifestyle of young people by improving access to leisure and involving them in planning, designing and delivering service which young people want
- Targeting services to areas of greatest need by sharing information, good practice and resources
- Developing the youth strategy to support Barnet Homes business and achieve excellence
- Communicating and coordinating the work plan with the stakeholders
- Measuring the success of the strategy through agreed outcomes and publish the results annually

9. Monitoring and Impact Assessments

9.1 During 2007/08, the BHYIP will develop an approach to monitoring the outcome of all our activities with young people and report it to both tenants and young people.

9.2 We have set targets for 2007/08 for performance on the following:

Performance Indicators	06/07	07/08
Work Experience	6	4
Careers Advice/Schools Project	6	8
Young people involved in activities	tbc	tbc
Area Plans	1	5
Apprentices/trainees	4	4

10 Consultation

10.1 This draft strategy was sent for consultation to:

- Barnet Homes Consultative Panel & other Panels
- Barnet Council
- Youth Forum

10.2 Update after feedback from consultation

The strategy has been discussed at BHCP who are supportive of the content. The Finchley Panel have also confirmed their support and we await comments from the other panel. The Council's comments are also awaited.

10.3 The strategy will be launched at the Open Day at Cophall Stadium on 30 June 2007.

Barnet Homes Youth Strategy Action Plan (Draft 20.02.07)

Item: 4

Activity/Objective	What Youth Want	What Barnet Homes has done 2006/07	What Barnet Homes will do 2007/08	Target Date	Lead Officer
Be Healthy	Play facilities, a skate ramp, goal posts, basketball court, tennis court, apparatus for bigger kids	Play equipment at Watling	Mini Olympic theme for Barnet Homes Open Day	30/06/07	Events Team
			Play area to be provided under Decent Homes environmental programme	30/03/08	Kieran Ryan
	A drop in centre to meet, have fun, advice and support	Play agreed in partnership with the Old Barn, East Finchley	A shelter is to be provided at Stonegrove Youth Club set up at Stonegrove	30/04/07	YF
	Funding for a dance club for ages 7-15		Easter Play Scheme in Barnet Area	12/04/07	JJ
	Trips out		To be agreed with Youth Services and other agencies	By Summer 2007	TB/WB
	Events	Halloween Party, Childs Hill	Mini Olympics Tenant Awards at AGM	06/07/07	WB
	Health Awareness		Develop initiatives to raise awareness with 331 and other Youth agencies	30/09/07	WB/TB

Activity/Objective	What Youth Want	What Barnet Homes has done 2006/07	What Barnet Homes will do 2007/08	Target Date	Lead Officer
Stay Safe Young people enjoy a safe, stable environment	Concerns about personal safety for young people	Drama project on knife crime and urban living	Self defence and urban living projects for large estates	30/09/07	WB
	Housing Support for vulnerable young care leavers		Successful Tenancies Policy	30/06/07	DR
	Plant Trees, flower beds in communal areas Remove graffiti Install CCTV	Gardening project, Childs Hill Clean Up Burnt Oak	Programmed works for 2007/08 Successful Communities Strategy Clean up at Burnt Oak	30/06/07	SRO
Enjoy and Achieve Achievement through formal and informal learning opportunities	Young people want more activities and are willing to help organise them Place to play live music	Barnet area holiday scheme	HERO parents group set up	30/06/07	JJ
		Funding gained for 2007 Grange project	Match funding for borough wide youth projects	30/09/07	WB
		Xpress It FM	Sponsorship funding for music borough wide youth projects	30/09/07	KC
		Careers advice given at 6 schools	Programme of careers advice at 6 schools	30/04/08	GM
Make a Positive Contribution	Involvement in decision making	Youth forum set up	Train and develop BHYIS group	30/06/07	WB/LB

Activity/Objective	What Youth Want	What Barnet Homes has done 2006/07	What Barnet Homes will do 2007/08	Target Date	Lead Officer
Make a Positive Contribution cont.	about homes and environment	Community Texting Innovation Grant awarded	Publicity – Space on website and in Athome for young people and voluntary agencies.	31/07/07	YF
	Communication with young people		Community texting project		JN
	Opportunities to be involved		Work experience schemes with Trident	30/04/07	GM
			Access for Training and development for family members of council tenants	30/09/07	HC
			Construction Training Initiative	30/04/07	CW
			Volunteering Opportunities	30/09/07	GM
			4 Trainees/apprentices	Apprenticeship/ trainee programme	31/03/08

GM = Gladys Mhone
JJ = Jacqui Jones
LB = Liz Bird
OM = Owen Matthews
KC = Keith Chilvers
WB = Wendy Bohan
YF = Youth Forum
TB = Tim Blanc
HC = Hughie Clark

1. Statement of Purpose

- 1.1 Barnet Homes is committed to achieving effective governance and ensuring that we deliver our objectives and commitments to target. Resident involvement underpins all of our Business Plan aims.

2. Summary

- 2.1 The Board is asked to note the resignation of the Independent Director Tosin Okuzu and also to note the rotation resignations and proposed election process which needs to be completed by October's AGM

3. Previous reports

- 3.1 None.

4. Recommendations

- 4.1 That the resignation of Tosin Okuzu on 9 May 2007 is noted.
- 4.2 That the Board expresses its thanks to Tosin for her contribution to the Board since Barnet Homes was established in 2004.
- 4.3 That the Board also notes the proposed rotation resignations and election process for this year.
- 4.4 That the Board considers the approach to filling the current Independent vacancy.

5. Financial & Risk Management Issues

- 5.1 Resident participation is an Audit Commission Key Line of Enquiry (KLOE). Excellent performance in this area will be a key element in achieving 3 stars at the next inspection.

6. Resident Consultation and Equalities Issues

- 6.1 Resident Board directors will be elected by the constituencies they represent.

7. Background

- 7.1 Our company Memorandum of Association require that at this year's Annual General Meeting, the Council will make new Council nominations to the Board. In addition, one Independent and two Tenant Board Members shall also retire (the longest in office). This means:

- Tosin Okuzu (who served since 15/3/04 and recently resigned – will serve as the Independent retirement)

- Maria Colaco (from the Barnet Area who has served since 20/12/2004)
 - Ingrid Beal (Regeneration estates who has served since 17/10/2005)
- 7.2 We will clarify the process regarding new Council appointments with the Council's Legal Services Directorate to ensure that this is completed in time for the AGM (29th October).
- 7.3 A resident election will be organised in the two resident "constituencies". This process will commence with an article in the next edition of AtHome due to be sent out late May/early June.
- 7.4 The Board are also invited to consider the approach to filling the current Independent vacancy.

Author: Cora Vigar Head of Corporate Services and Peter Headland (Service Development Manager)

Date: 15th May 2007

Chief Executive Officer Approved:

Date:

Barnet Homes' Commitment to the Disability Equality Duty (DED)

1. Statement of Purpose

- 1.1 Equality and diversity practice is integral to Barnet Homes' mission to "achieve excellence by delivering high quality and improving services to all residents", with 3 of our business aims reflecting our commitment:
- To provide excellent services driven by customer involvement.
 - To provide services that meet the needs of all our diverse and vulnerable customers.
 - To develop safe sustainable and cohesive communities through partnership.

2. Summary

- 2.1 This paper provides a summary of Barnet Homes' Commitment to the Disability Equality Duty, outlining residents and employees' involvement in developing the Disability Equality Duty action plan and our proposed approach to monitoring and reviewing its progress. The final draft action plan is included; addressing the key issues identified from the consultation exercises.

3. Recommendations

The Board is requested to:

- 3.1 Note progress the action plan which will become embedded in the overarching Equality and Diversity Action Plan and monitored through the business plan monitoring process.

4. Financial & Risk Management Issues

- 4.1 Section 2 of the Disability Discrimination Act 2005 (DDA 05) places a legal duty on local authorities and public organisations to respond to the Disability Equality Duty with a specific duty to publish a Disability Equality Scheme. Barnet Homes as an ALMO is subject to the general duty.
- 4.2 Over one third of our tenants (35%) have a long lasting illness or disability; failure to publish a commitment to the Disability Equality Duty may have cost implications either in terms of generating higher levels of customer dissatisfaction or increased volume of complaints and contacts from disabled customers, which will then generate a requirement for additional resources.
- 4.3 A key theme of equalities and the Audit Commission's Diversity Key Lines of Enquiry (KLOE 32) is "knowing who our customers are and meeting their needs" – this underpins good customer care. The Audit commission additionally stresses the need to deliver a fair and equal

service; the DED action and commitment paper will contribute to provide evidence of best practice of how we are meeting the needs of disabled customers by the inspection in November 2007.

- 4.4 The Disability Rights Commission (DRC) has the power to take legal action where authorities (and by extension departments and agents of authorities) fail to carry out their responsibilities, and in addition authorities may be subject to judicial review by interested parties. As our main stakeholder we have a duty to partner with LBB in meeting the duty.

5. **Staff and Resident Consultation and Equalities**

Covered within the report.

6. **Background**

An overview of the Disability Equality Duty

- 6.1 The Disability Discrimination Act 2005 imposes a number of specific statutory duties on public authorities intended to assist them in meeting the General Duty of Disability Equality. This new law requires organisations across the public and voluntary sector to be proactive in ensuring that disabled people are treated fairly.

- 6.2 There are two levels of duty under the Disability Discrimination Act; a General Duty and a Specific Duty. The core elements of the specific duties are:

- The preparation and publication of a Disability EQUALITY Scheme
- Implementation of the Disability Equality Scheme via an action plan in the scheme
- Monitoring and reporting

As an ALMO, Barnet Homes is subject to the general duties but not subject to the specific duties. However, as a partner (managing agent) of a local authority, London Borough of Barnet, Barnet Homes consider it good practice to state our commitment to the Disability Equality Duty and develop an action plan in support of the council's specific duty to publish a Disability Equality Scheme.

- 6.3 The specific duty proposes that public authorities when carrying out their functions must have due regard to the following six main strands:

- **promote equality of opportunity between disabled people and other people**
- **eliminate discrimination that is unlawful under the Disability Discrimination Act**
- **eliminate harassment of disabled people that is related to**

their disability

- promote positive attitudes towards disabled people
- encourage participation by disabled people in public life
- take steps to meet disabled people's needs, even if this requires more favourable treatment.

7. Disability among Barnet Homes' customers and staff

7.1 Profile of disabled Tenants and Leaseholders

Just over three tenants in every 10 (35%)¹ have longstanding limiting illness/disability compared to the whole Borough's proportion of disabled residents at 14.6%². However the Barnet Homes figure (35%) reflects the high proportion of elderly tenants (those aged 60 years and over).

7.2 Types of disabilities/impairments³

- The most prevalent illnesses/conditions experienced by tenants and their household members included physical incapability (**65%**) as follows:
 - Inability to lift (**37%**)
 - Lack of breath (**34%**),
 - Debilitating pain (**27%**)
 - Reduced Mobility (**27%**) and therefore use walking aids
 - Artificial lower limbs (**4%**)
 - Difficulty with muscular control (**4%**).
 - Cerebral Palsy (**1%**)
 - Multiple Sclerosis (**1%**)
- More than one in ten tenants or a member of their household use a wheelchair **18%**; **7%** use a wheelchair outside the home and **4%** sometimes outside of the house while **1%** use the wheelchair in the home all the time. This figure represents information gathered through various face to face surveys and appears rather high relative to reality. As we continue to build diversity profile information on our tenants though monitoring we expect to have a more accurate presentation in the near future.

¹ Grossed up analysis of a representative sample of 2247 tenants participating in four waves of face to face surveys.

² Data taken from London Borough of Barnet population census 2000.

³ Data from Face to face survey 2007 with a sample of 249 reporting as having a disability/long term illness

- **15%** had **mental health** issues

The following represents the proportions with **sensory impairments**:

- Partial loss of sight (**6%**)
- Total loss of sight (**2%**)
- Partial loss of hearing (**5%**)
- Total loss of hearing (**3%**)
- Speech impairments (**4%**)
- **6%** disabled tenants had diabetes, a further **3%** have terminal cancer in remission
- For **learning difficulties**, **1%** had autism and dyslexia respectively.

7.3 Ethnic Profile of disabled Tenants

	Disabled	Total Barnet Homes
White British	69%	75%
Black	10%	13.1%
Asian	4%	7.9%
Mixed	Not available	1.3%
Chinese/Other	4%	3.1%

Asians (almost half the figure) and blacks (slightly) are under represented in the profile of Barnet Homes' disabled tenants.

7.4 Age profile of disabled tenants

Age***	Disabled %	Barnet Homes %
16-24	1	1.5
24-44	14	37.5
45-59	4	24.6
60-64	34	5.6
65+	46	30.8

7.5 Type of accommodation occupied

39% of tenants with disabilities/long term illnesses live in a property with adaptations. **14%** of these tenants live in sheltered accommodation. The remaining **56%** of tenants with disabilities/long term illnesses live in general needs accommodation

7.6 Profile of Barnet Homes Disabled Staff

7% of Barnet Homes staff have declared themselves as having a disability, however this figure may be an under representation considering the reluctance to declare as identified during the staff focus group discussion on the Disability Equality Duty.

8. Resident and Staff Involvement in development of DED action plan

In compiling this action plan we have involved residents and staff in determining what are the critical and most important issues that should be addressed, while being informed by the six main strands that have been highlighted by Disability Rights Commission (refer to Para 3.3 above) and reflecting our business aims where applicable. We have outlined the resident and staff involvement activities for the DED action plan as follows:

8.1 Focus Group Discussions

We initiated a series of 5 focus group discussions (4 groups with a total of 34 tenants) and staff (1 group of 12 employees) in August and September 2006; the reports were submitted to the Barnet Homes Strategic Steering Group and Resources Sub group respectively. We also gave feedback on key issues of concern arising out of the focus group discussions to residents at the mini launch of the DED during the "Celebrating Diversity Programme" on 30th November 2006.

8.2 Face to face Surveys

In October 2006 we carried out a face to face survey, with a special component on disability issues. The survey targeted a representative sample of 625 tenants out of whom 247 said they were disabled or had a long-term illness which adversely affected their day to day lives. This provided the opportunity for Barnet Homes' tenants with a disability/long-term illness to participate in the consultation exercise and 247 disabled tenants responded to the disabled tenants' face to face interview.

8.3 Involving Community Groups

We involved the Disability Action for Borough of Barnet (DabB) in the development of the focus group moderator's guide and the questionnaire for the face to face survey. They were also represented at the launch of the Barnet Homes' DED commitment celebrating diversity programme, described in paragraph 4.1 above. We will continue to engage with our partners and

community groups such as the Barnet Homes' Area Panels, DabB and MIND as critical friends offering challenges to our DED action plans.

8.4 Joint Work with Barnet Council

The Disability Rights Commission (DRC) has the power to take legal action where authorities (and by extension departments and agents of authorities) fail to carry out their responsibilities, and in addition authorities may be subject to judicial review by interested parties. As our main stakeholder we have a duty to partner with LBB in meeting the duty.

We will continue to identify specific disability issues as part of our action plan and carry out consultation on the proposals. We will work jointly with the London Borough of Barnet to develop the plan.

8.5 Final Consultation on the action plan

This action plan reflects mainly key issues of concern identified from both the focus group discussions and face to face survey. We involved residents in round table discussions to seek feedback on the draft action plan at the Vulnerability Forum. It was also subject to further consultation with the Barnet Homes Board, our staff and relevant stakeholders and partners, namely the DabB and the Barnet Housing Consultative Panel.

9. Publication, Implementation and Monitoring of the DED Commitment Statement and Action Plan

The Commitment Statement and Action Plan will be published on the Barnet Homes Internet Website and leaflets printed for residents. The Barnet Homes Officers Equalities Group will monitor the implementation of the action plan, which will be embedded within the overarching Equalities and Diversity Action Plan, and progress will be reported to the various Board Sub Groups through the business plan monitoring process.

We will also consider options for resident involvement mechanisms which would act as critical partners in monitoring the plan. The focus groups expressed interest in a Housing Disability Forum to meet two or three times a year. The action plan identifies this as a task to launch this partnership forum, part of whose remit will be to help monitor progress of the DED action plan.

Sarah Osei-Menya - Acting Senior Service Development Officer

Date: 11th May 2007

Chief Executive Officer Approved:

Date:

Action Plan for the Disability Equality Duty

Task	Outcome (recommendations from involvement activities)	DED Strand it relates to: 1, 2, 3, 4, 5, 6 ⁴	Lead officer	Target date
1. Business Aim : Providing excellent services driven by customer involvement				
1.1 Ensure disabled people have access to menu of opportunities for both formal and informal involvement methods to support inclusion.	Barnet Homes will engage with disabled people pro-actively to identify their needs and put strategies in place to meet them.	1, 2,3,4,5,6	Peter Headland	On-going
1.2 Implement improvements /changes recommended in the reviewed adaptations policy.	Improved response times for processing and responding to adaptations requests.	1, 2, 4, 6	Cam Finnie/ Sue Tomlin	
1.3 Develop and organise a forum for people with disabilities where they meet twice a year to discuss their needs.	Residents with disabilities have a forum where they meet on a regular basis to identify issues of concern to them regularly.	1, 4, 5,	Anne Denison	
1.3 Use forum to provide feedback on the progress achieved with the DED Action Plan; providing participants with the opportunity to discuss and input.	Disabled residents are involved in the monitoring and implementation of the DED action plan.	1,4,5		
2. Business Aim: Bringing all homes up to decent homes standards by 2010				
2.1 Prioritise and provide adaptations	Promote independent living and	1,2,4,6	Mandy Dunstan	On-going

⁴ See page 9 for the strands and numbered

to meet the needs of disabled tenants whose homes are included in the decent homes programmes.	improved quality of life for disabled people.		Ramsay Hood	
2.2 Improve physical access to shop on Dollis Valley for people with mobility impairments/disabilities * This action lies outside of the scope of Barnet Homes, however the issue has been raised with the council but no feedback has been received.	Improved physical access to shops for residents with restricted mobility/ wheel chair users.	1,2,4,6	Barnet Council Property Services	
3. Business Aim: Providing services that meet the needs of all our diverse and vulnerable customers				
3.1 Review Tenancy Agreements to reflect the limiting capabilities of people with physical disabilities regarding their responsibilities for maintaining their home and gardens.	Tenancy Agreements contain provisions that reflect the limiting capabilities of people with disabilities by offering them appropriate level of support in maintaining their home and gardens.	1,2,4,6	Sue Osborne/ Sheila Oliver	Sep 2007
4. Business Aim: Developing a safe sustainable and cohesive communities				
4.1 Put in place strategies to support people with mental disabilities who are perpetrators of anti-social behaviour.	ASB perpetrators who have mental health issues receive the right level of support if they offend.	1,2,3,4,6	Ed Wischhusen	September 2007
4.2 BH to work with the council to offer improved access to housing for disabled people	Disabled people receive the right level of support when bidding for properties, CBL process should address needs of disabled people	1,4,6	Sue Tomlin and Caroline Mudd	Sep 2007

4.3 Barnet Homes to develop a strategy that promotes a co-ordinated approach in service delivery for disabled people.	A policy on vulnerability to capture a co-ordinated approach to delivering services to the vulnerable (including people with disabilities) towards sustaining tenancies.	1,2,3,3,6	Rita Hyland	Sep 2007
5. Developing a highly skilled, motivated and satisfied workforce, which is reflected in high quality services to residents				
5.1 Disability Awareness training should be offered to employees for whom knowledge and/or skill gaps have been identified.	a) All Barnet Homes employees should exhibit good understanding and knowledge of disability issues and the needs of disabled people.	1,2,3,4,6	Gladys Mhone	On-going
5.2. Use Key Competency "Valuing Diversity" in monitoring the performance of employees on their appreciation and understanding of disability issues.	b) Customers with disabilities should feel valued and respected by how Barnet Homes' employees deliver services to them.	1,2,3,4,6	Gladys Mhone	
5.3 HR to write up an article in the staff newsletter promoting equality of opportunity and advocating the benefits of disclosing any disability for example - ability to obtain funding through access to work.	Staff with disabilities should feel encouraged to disclose their disability, if they have one.	1,2,3,4,5,	Catherine Solomon	Dec 2007
5.4 Develop proposals to achieve status/accreditation as a positive employer of disabled people.	Barnet Homes' should achieve positive about disabled people accreditation.	1,2,3,4,5,6	Catherine Solomon	April 2008

Disability Equality Duty (DED) Strands

- promote equality of opportunity between disabled people and other people - 1
- eliminate discrimination that is unlawful under the Disability Discrimination Act - 2
- eliminate harassment of disabled people that is related to their disability - 3
- promote positive attitudes towards disabled people - 4
- encourage participation by disabled people in public life - 5
- take steps to meet disabled people's needs, even if this requires more favourable treatment.- 6

21 May 2007

Out turn Performance for 2006/ 2007 and Annual Complaints Report

1 Statement of Purpose

- 1.1 The Barnet Homes mission statement commits us “to achieving excellence by delivering high quality and improving services to all residents.” This report sets out the performance against our key targets for the year and compares this with performance in 2003/04.

2 Summary

This report with attachments outlines the performance of Barnet Homes in its Pulse performance areas for the 2006/07. The report will be presented to the Standards Sub Group on 15 May 2007 and the Chair will give a verbal feedback to the Board. The Annual Complaints Report is also attached.

3 Recommendations

- 3.1 The Board note the out turn figures for 2006/07 and the detail which has been provided for the Standards Sub Group meeting on 15 May 2007.
- 3.2 That the Board note the comparisons which have been made with other London housing authorities, 3 star London ALMOs and Round 3 ALMOs and the conclusions .
- 3.3 That the Annual Complaints Report is noted
- 3.4 That the Board comment on the content of this report.
- 3.5 That the Performance Manager and the Governance and Improvement Manager report to the next Standards Sub-Group with an improvement plan and timetable for its delivery, taking account of the Board's comments.

4 Financial & Risk Management Issues

- 4.1 Provision of quality services is fundamental to achieving a 3 star rating from the Housing Inspectorate. The risk registers for Housing and the Asset Management Service identify the need to ensure that front line services are adequately resourced and deliver value for money quality services that meet resident needs. These are subject to regular review in line with Barnet Homes business objectives.
- 4.2 Good performance and continuous improvement against targets is essential for a 3 star rating.

5 Resident Consultation and Equalities Issues

- 5.1 Performance information is reported in the tenant newsletter "At Home" and posted on the Barnet Homes website. The aim is to maximise the transparency and contribution of all residents to developing the services of Barnet Homes. Feedback from these sources will be made where appropriate within reports. Resident involvement in the Complaints Panel has been an added advantage this year.

6 Background Information

- 6.1 The performance for 2006/07 when compared with 2003/04, the year immediately prior to inception, shows improvement on over 75% of the indicators. The year on year comparisons are set out below with the overhead arrow showing the direction of travel.
- 6.2 Although these figures are yet to be audited and the proportion of rent collected is not confirmed (Rent BV66a) the out turn shows that at least 15 performance indicators have improved.

Of the 5 that have not :

- 1 remains the same
- % rent collected is unconfirmed but is likely to be marginally less than 2003/04 but an improvement on 2005/06
- % non decent has increased due to newly arising need in the intervening years, which was expected.
- Responsive repairs, appointments made and kept (BV185) performance was affected by the end of the contract in March 2007 and the appointment of Connaught from April. We had anticipated that this performance would dip.
- The average weekly cost of management is higher than in 2003/04 which reflects the cost of improved services, the Almo costs and general inflation costs.

Comments on specific performance are shown on the attached Standards Sub Group Report.

Barnet Homes Direction of Travel Comparison 2003/04 to 2006/07

SAP RENT RENT RENT RENT

↑ ↓ ↑ ↑ ↑

BVPIs	BV 63	BV 66a	BV 66b	BV 66c	BV 66d
2006/07	69.25 (est)	96.94	6.82	41.09	0.33
2005/06	68	96.43	15.01	43.41	0.39
2004/05	66	97.04	New in 2005/06		
2003/04	64	96.99			

TENANT SATISFACTION (STATUS)

↑ ↑ ↑ ↑ ↑ ↑

BVPIs	BV 74a	BV 74b	BV 74c	BV 75a	BV 75b	BV 75c
2006/07	71	65	73	56	58	55
2005/06	-	-	-	-	-	-
2004/05	-	-	-	-	-	-
2003/04	67	60	70	54	52	54

DECENT HOMES DECENT HOMES RELETS REPAIRS

↓ ↑ ↑ ↓

BVPIs	BV 184a	BV 184b	BV 212	BV185
2006/07	46.5 (est)	11 (est)	27.37	97.0
2005/06	59	10.5	30.06	98.7
2004/05	53	6.4	New in 2005/06	98.3
2003/04	41	5.4		98.6

↑ ↑ ↔ ↑ ↓

CPA	% of planned to responsive repairs	Urgent Repairs in time	Avg. time non urgent repairs	Avg Relet times (BV68) (days)	Avg weekly management cost
2006/07	64 (est)	99%	8	25.9	23 (est)
2005/06	74	98%	8	27.1	22.82
2004/05	62	99%	8	28.9	25.18
2003/04	62	98%	8	29.4	20.57

Comparison with other London Housing Authorities and ALMOS

- 6.3 While we have improved performance over all, our performance is not as good as we would have wished at this point when compared to other London housing authorities. The Performance Manager prepared a summary for staff recently, based on the 2005/06 audited figures. Of 14 key performance indicators (BV63 – BV212) and 4 CPA Indicators
- 3 were in the top quartile,
 - 10 were in second quartile,
 - 3 were in the third quartile and
 - 3 were in the bottom quartile

A copy of the analysis and comment is attached as Appendix 1.

- 6.4 We have also compared our performance with London 3 star ALMOs and Round 3 two star ALMOs who, like us are also to be inspected this year. The results are shown on Appendix 2. When compared with the **3 star ALMOs**, we have
- out performed them on 3 indicators
 - ranked second on 3
 - ranked fourth on 5 and
 - ranked fifth on 8

When compared with **Round 3 ALMOs** we have

- out performed them on 5 indicators
- ranked second on 9
- ranked third on 2
- ranked fourth on 3

7 Conclusion

- 7.1 This analysis shows that there has been continuous improvement since 2003/04 and our performance compares favourably to other Round 3 ALMOs. The performance indicators for 2007/08 have been set to reflect continuous improvement and move to the top quartile in 50% of indicators.
- 7.2 The areas which need special attention include:

BVPI 74a, b and c (Resident Satisfaction with the landlord)

This performance indicator is based on a postal survey in 2006 and is significantly lower than we expected. When we analysed the findings of the survey (shown below) we see that tenants on the regeneration estates are 22% less satisfied with the service than other tenants and 11 % are more dissatisfied with the service. If the regeneration areas were excluded from the survey then our performance at 75% satisfied

would have been greater than that achieved by the 3 star ALMOs and a top quartile performance in London.

Overall satisfied with landlord

	Non Regen	Regen
Satisfied	75%	53%
Neither Sat nor Diss	12%	23%
Dissatisfied	13%	24%

BVPI 75a, b and c (Satisfaction with Participation Opportunities)

This performance is disappointing, and as can be seen from the figures below, both groups are expressing low levels of satisfaction. The regeneration areas are 10% lower. The area of greatest concern is the high numbers who are neither satisfied nor dissatisfied. On regeneration areas, the percentage represents one third of the tenants. This is an area where we need to work for an immediate improvement and we are recruiting a dedicated worker now.

Opportunities for participation

	Non Regen	Regen
Satisfied	57%%	47%
Neither Sat nor Diss	29%	33%
Dissatisfied	13%	19%

BV66a,b,c and d (Rent Collection)

The performance on rent collection has been disappointing in that it has not improved over the past two years even though a considerable amount of effort has been put into improving the process and procedures. The staff have had two years of IT renewal which has had an adverse effect on performance but should now be bedded in and produce much improved performance. The target for the collection performance indicator (BVPI 66a) has been set to achieve top quartile in London this year. The figure quoted for BVPI 66b (% of tenants more than 7 weeks in arrears) was wrongly calculated for the 2005/06 figures at 15.01. It has been correctly calculated for 2006/07, is in the top quartile and the target set to maintain top quartile in 2007/08. BVPI 66c (% of tenants served with a Notice Seeking Possession) is still in the bottom quartile even though it has been reduced by 20% for 2007/08. BVPI 66d(% of tenants evicted for rent arrears)The outturn is still high but will be improved in 2007/08 with the launch of the

Successful Tenancies Policy which is aimed at providing advice and support for tenants in financial hardship or vulnerable in other ways.

- 7.3 From the review of our performance and comparison with others, it is clear that we can learn from others and improve our performance. The Governance and Efficiency Manager and I intend to bring an improvement plan to the next Standards Sub Group which will bring together the improvements needed to achieve better performance on the indicators and the outcome of the mock inspection.
- 7.4 The Annual Report on complaints prepared by the Customer Care Manager is attached. The complaints handling target has been reached in this year. An improvement target has been set for 2007/08. The report lists lessons learnt and the service developments which will be introduced.

Author(s):
David Thomas
Performance Manager
Date: 14 May 2007

Chief Executive Approved:

Date:

Best Value Performance Indicators 2005/06 Results and Comparisons

What are Best Value Performance Indicators (BVPIs)?

BVPIs are national measures of performance which enable us to compare ourselves against other ALMOs and housing providers. They are subject to audit and therefore make a robust means of benchmarking performance.

When are they submitted?

We submit our results in May of each year. The Audit Commission will scrutinise and audit them and publish confirmed results the following December/January.

What about 2006/07 results?

Performance Team are preparing the results for this year and will be producing a report for all staff in May

<i>BVPI</i>	<i>2005/06 Result</i>	<i>Barnet Homes Quartile</i>	<i>Comment</i>	<i>Lead SMT Manager</i>
BV63 – Average SAP (energy efficiency) rating (scale of 1-100)	68	Second	Top quartile in London was 69 which we should achieve in 06/07	Mandy Dunstan/Ramsay Hood
BV66a - % of rent collected (including current tenant arrears)	96.43%	Third	Performance has improved in 06/07	Kevin Turnpenney
BV66b - % tenants more than 7 weeks in arrears	15.01%	Bottom	Performance has improved significantly in 06/07 and we are close to Top quartile	
BV66c - % tenants in arrears served with Notice Seeking Possession	43.41%	Bottom	We serve Notices as a key part of our arrears recovery procedure We are aiming to improve performance in the 2007/08 through our new Successful Tenancies policy together with targets for numbers of notices served and arrears levels at which Notices served.	
BV66d - % tenants evicted for rent arrears	0.39%	Second	This equates to 44 evictions (including HRA Hostels). In 06/07 we completed fewer evictions (36). In 07/08 we will launch a new policy called Successful Tenancies to help keep vulnerable tenants in their homes.	
BV74a – Overall Satisfaction with Landlord	71%	Second	These results are based on Postal surveys which give usually give lower satisfaction than Face to Face surveys. These results are an improvement on the last postal surveys done in 2003/04.	Peter Headland
BV74a – Overall Satisfaction with Landlord (BME)	65%	Second		
BV74a – Overall Satisfaction with Landlord (non BME)	73%	Second		
BV75a – Satisfaction with Participation Opportunities	56%	Second		
BV75a – Satisfaction with Participation Opportunities (BME)	58%	Second		
BV75a – Satisfaction with Participation Opportunities (non BME)	55%	Second		

BV184a - % of homes non-decent at 1 April 2005	59%	Bottom	We were always aware that our programme for delivering Decent Homes meant we would not start to show improvements until after April 2006 with a decline in properties non-decent from then until the programme is completed.	Mandy Dunstan/Ramsay Hood
BV184b - % change in homes non-decent between 1 April 2005 and 31 March 2006	10.5%	Third		
BV212- Average time to relet empty homes	30 days	Second	Performance has improved significantly in 06/07 and is down to 27.37 days	Kevin Turnpenney

Other Performance Comparisons – 2005/06

<i>Indicator</i>	<i>Result</i>	<i>Barnet Homes Quartile</i>	<i>Comment</i>	<i>Lead SMT Manager</i>
Satisfaction of Leaseholders with Overall Service (2006)	49%	N/A	An improvement of 12% on our last survey in 2004	Kevin Turnpenney
% Annual Leasehold Service Charges Collected	86%	Third	When compared to the ALG Benchmarking Club for 18 London local authorities and ALMOs. Performance improved in 06/07 to 91%. We aim to improve further and have identified areas for action in 07/08	Kevin Turnpenney

HIP Business Plan Annual Monitoring – audited results for 2005/06 which also feed into the Council's Comprehensive Performance Assessment

<i>Indicator</i>	<i>Result</i>	<i>Barnet Homes Quartile</i>	<i>Comment</i>	<i>Lead SMT Manager</i>
Average Management Costs per week per property	£22.82	Second	A key value for money indicator and the best of all London ALMOs!	Gary Pliskin
Proportion of Planned Repairs to Responsive Repairs	75:25	Top	This is excellent performance and amongst the best in London.	Mandy Dunstan
% Urgent Repairs Completed in Time	98%	Top		Mandy Dunstan
Average Days to Complete Non-Urgent Repairs	8 days	Top		Mandy Dunstan

NB. Quartile means a grouping of 25%, so Top Quartile means top 25% etc. (We are compared against all London boroughs and ALMOs unless noted). BME means Black and Minority Ethnic

If you have any questions on performance results or how we compare to other ALMOs or local authorities please contact Performance Team (9th floor Barnet House):

David Thomas - Performance Manager ext 4949
Lorna Allum - Performance Officer ext 4476

2005/06 BVPIs Audited Results - Barnet Homes Compared to London ALMOs

	BV 63	BV 66a	BV 66b	BV 66c	BV 66d	BV 74a	BV 75a	BV 74b	BV 74c	BV 75b	BV 75c	BV 184a	BV 184b	BV 212
Barnet Homes 2005/06 Result	68	96.43	15.01	43.41	0.39	71	56	65	73	58	55	59	10.5	30
3 Star ALMOs														
Brent Housing Partnership	67	98.44	5.31	10.58	0.45	74	70	73	74	70	67	28*	57.0	33
Hounslow Homes	68	97.22	6.64	39.50	0.25	74	62	72	75	67	60	21	94.1	51
K&C TMO	68	96.52	8.17	12.97	0.28	72	66	69	74	64	67	36*	16.3	21
CityWest	83	96.21	10.37	32.83	0.19	69	66	69	71	65	69	19	50.8	31
Barnet Homes Ranking	2	4	5	5	4	4	5	5	4	5	5	5	5	2
2 Star Awaiting 07/08 Inspection														
Ealing Homes	68	96.21	8.94	28.83	0.55	79	69	76	79	69	66	40	13.9	28
Hammersmith & Fulham	62	92.96	11.52	21.04	1.25	65	56	61	65	52	53	23	9.7	50
Homes for Islington	63	97.80	10.04	26.52	1	64	54	60	67	55	53	55	11	26
Barnet Homes Ranking	1	2	4	4	1	2	2	2	2	2	2	4	3	3
Barnet Homes 2006/07 Results	69.25	96.94	6.82	41.09	0.32	71.00	56.00	65.00	73.00	58.00	55.00	46.50	11.00	27.37
Barnet Homes 2007/08 Targets	70.00	97.62	5.90	32.00	0.29	79.00	69.00	-	-	-	-	40	12	26.5

* - indicates that doubts were expressed about the reliability of the data during the audit process

NB. BV66a, BV66b and BV66d outturns also include performance for LBB Hostels team

Key

BV63 Average SAP (energy efficiency) rating of local authority owned dwellings – high is good

BV66A rent collected as proportion of rent due (including arrears) – high is good

BV66B % tenants in more than 7 weeks arrears – low is good

BV66C % tenants served with Notice Seeking Possession – low is good

BV66D % tenants evicted for rent arrears – low is good

BV74A Tenant satisfaction - overall service with landlords – high is good

BV74B Overall service with landlord - black & minority ethnic satisfaction – high is good

BV74C Overall service with landlord - non black & minority ethnic satisfaction – high is good

BV75A Tenant satisfaction – opportunities to participate – high is good

BV75B Opportunities to participate - black & minority ethnic satisfaction – high is good

BV75C Opportunities to participate - non black & minority ethnic satisfaction – high is good

BV184A % homes which were non-decent at 01/04/05 – low is good

BV184B % change in proportion of non-decent homes. – high is good

BV212 Average calendar days taken to relet empty homes – low is good

2005/06 CPA Indicators Audited Results - Barnet Homes Compared to London ALMOs

	% Planned to Responsive	Avg Mgt Cost	Non-Urgent Repairs Days	% Satisfaction with R&M (STATUS)	% Urgent Repairs in Time
Barnet Homes 2005/06 Result	75	22.82	8	74	98
3 Star ALMOs					
Brent Housing Partnership	56	25.63	9.00	77	98
Hounslow Homes	67	29.77	15.64	90	98
K&C TMO	54	34.33	11.00	87	94
CityWest	31	25.81	10.94	61	99
Barnet Homes Ranking	1	1	1	4	2
2 Star Awaiting 07/08 Inspection					
Ealing Homes	N/A	N/A	N/A	N/A	N/A
Hammersmith & Fulham	19	33.34	11	92	82
Homes for Islington	41	31.84	8.00	48.00	99
Barnet Homes Ranking	1	1	1	2	2
Barnet Homes 2006/07 Results	64	23.00	8	76	99
Barnet Homes 2007/08 Targets	75	23.00	7	77	99



Complaints

Annual Report

2006/2007

Foreword

I have pleasure in presenting the 2nd Barnet Homes Annual complaint report for the period 1st April 2006 to 31st March 2007.

The complaint handling process was centralised in August 2006, when the Complaints Team was formed as part of the restructured Customer Care and Quality team. The team have worked tirelessly with the support of colleagues across the organisation, to achieve the target of 90% of complaints responded to in time for 2006/7.

The period 1 August 2006 to 31st March 2007 has seen the implementation of many new initiatives aimed at improving performance on complaint handling; these are covered in more detail in the body of the report. A great deal of work has also been done to raise the profile of complaints internally and externally part of which has been aimed at removing the 'fear' factor.

The 'fear' factor for residents is around *I don't want to complain it might affect my status or I might be penalised in some way for complaining*. Our challenge has been to demonstrate that we genuinely welcome complaints as they allow us to recognise and address any shortcomings in the process or develop services to better meet customer needs.

Conversely the 'fear' factor for staff is around making the step change from blame culture to a learning orientation; recognising that dealing with complaints is not enough we need to learn from them by using the technology available to us to carry out root cause analysis and identify trends.

We are pleased, but not complacent, with our achievements to date and are confident we have now laid the foundations to allow us to get it right first time, to continuously improve our record on complaint handling and to generally raise customer satisfaction levels.

Jacky Nelson
Customer Care and Quality Manager

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Introduction

Barnet Homes as an Arms Length Management Organisation is committed to achieving excellence by delivering high quality and improving services to all residents and to ensure that its services are easily accessible.

Complaints provide us with feedback from our residents on how we are performing and also receive suggestions on how we can improve service delivery. This report will help us to devise better ways of meeting the needs of our service users and focusing on our service delivery outcomes.

2006/2007 Complaint Figures

During the period 1st April 2006 to 31st March 2007, we received a total of 1592 complaints showing an increase of 68% compared to last year's figure of 959. This increase reflects the success of the various initiatives undertaken to raise awareness of complaints, and that we now have a robust and consistent mechanism for capturing complaints.

Prior to 2006/07, complaints were recorded on stand-alone systems managed by various teams across the organisation. However, the success of the Complaints Road-show phase I completed in July 2006, can be demonstrated by the raised awareness of complaints and the importance of recording them centrally.

The chart below shows the number of complaints received from April 2006 – March 2007 compared with the number received April 2005 – March 2006.

2006/07 Complaints Figures

Subject	2006/07	Justified	% Justified	2005/06	Justified	% Justified
Talk2Us Stage 1	1529	891	58	931	632	68
Talk2Us Stage 2	44	16	36	25	8	32
Talk2Us Stage 3	19	6	32	3	0	0

Although we received an increased number of complaints in 2006/07, we are now able to analyse the data to see how the initial complaint could have been avoided, and how escalated complaints could have been handled better and thereby resolved at the first point of contact.

Actions taken include:

- Informing staff through the road show the importance of answering every complaint point raised
- Making sure that responses are timely and professional.

The information below illustrates the escalation rate at each stage of the complaints procedure:

Total No of Complaints	2006/07	Escalation Rate (%)	2005/06	Escalation Rate (%)
Stage 1	1529	3%	931	3%
Stage 2	44	43%	25	12%
Stage 3	19	N/A	3	N/A

These figures show what appears to be an alarmingly high escalation rate from stage 2 to stage 3 for 2006/07 compared to the previous year. However, this is a further indication of our success in terms of raising awareness of the process both internally and externally.

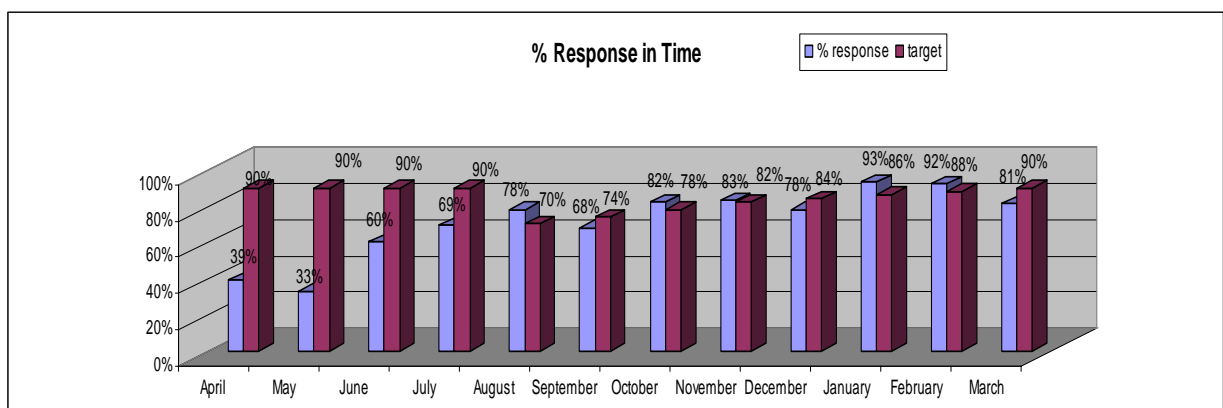
The following actions have been taken to address this trend:

- Stage 2 complaints that are complicated in that they involve several issues or more than one service area now require all involved parties getting around a table to make sure everything that needs to be taken into account has been and that the matter has been dealt with on a holistic basis.
- All stage 2 responses are QA checked before going out by a member of the Customer Care group

Outstanding Complaints – We have carried over a total of 162 complaints from 2006/7 to 2007/08.

Complaints Breakdown by Response Time

Complaints received are acknowledged within two working days and full response provided within a ten working day target period. If for any reason we are not able to meet the 10 working days deadline, a holding reply is sent out. Below is the breakdown of the response within time against the monthly targets.



Prior to August 2006, we had a 90% response in time target for complaints. However the target was not met. Shortly after the completion of the Complaints Road-show phase I, an incremental monthly target was put in place and monthly

performance measured. Since then a number of initiatives have been introduced to help achieve the set targets.

The graph above illustrates a general upward trend in the rate of response from July although there was a slight dip in December 2006. This was mainly due to complaints going out of date due to seasonal leave and measures have been put in place to ensure that this doesn't occur in the future.

Performance picked up in January and February but slipped again in March reflecting the Asset Management restructure and the disengagement of the outgoing responsive repairs contractors in the lead-up to the new contract with Connaught plc.

NB. This graph shows complaints *logged in period* not *due in period* throughout

Response Breakdown by Service Areas

Stage 1

	Received	Response in Time	Response out of time	% in time	Justified	% Justified
Housing Services						
Anti-Social Behaviour	18	14	4	78	3	16.7
Caretaking	27	14	13	52	20	74.1
Estate Services	40	24	16	60	23	57.5
Finance	1	0	1	0	0	
General Leasehold Management	23	14	9	61	14	60.9
General Tenancy Management	9	8	1	89	4	44.4
Housing Customer Service CC	5	5	0	100	3	60.0
Housing Performance	1	0	1	0	0	0.0
Neighbourhood Management	24	15	9	63	10	41.7
Regeneration	27	23	4	85	13	48.1
Rental Income	9	9	0	100	8	88.9
Resident Participation	1	1	0	100	1	100.0
Sheltered Housing	3	2	1	67	3	100.0
SMT	2	2	0	100	1	50.0
Supporting People	2	1	1	50	1	50.0
Voids and Lettings	7	7	0	100	2	28.6
Sub Total	199	139	60	70	106	53.3
Asset Management						
Communication	1	1	0	100	0	0.0
Customer Care	6	5	1	83	1	
Gas	64	53	11	83	48	75.0
General Repairs	881	616	265	70	505	57.3
Investment Programme	295	189	106	64	185	62.7
Maintenance Surveyors	31	26	5	84	15	48.4
Standby	15	14	1	93	7	46.7
Voids	37	28	9	76	24	64.9
Sub Total	1330	932	398	70	785	59.0
TOTAL	1529	1071	458	70	891	58.3

COMMENT:

58% of all complaints for the period relate to responsive repairs and 19% to the investment programme [all other service areas represented less than 10% each].

Stage 2

	Received	Response in Time	Response out of time	% in time	Justified	% Justified
Housing Services						
Anti-Social Behaviour	6	6	0	100	0	0.0
Estate Services	2	1	1	50	2	
General Leasehold Management	6	6	0	100	3	50.0
General Tenancy Management	1	1	0	100	0	
Neighbourhood Management	4	4	0	100	0	0.0
Regeneration	2	2	0	100	0	
Supporting People	1	1	0	100	1	100.0
Sub Total	22	21	1	95	6	27.3
Asset Management						
General Repairs	16	8	8	50	4	25.0
Investment Programme	3	3	0	100	3	
Voids	3	0	3	0	3	100.0
Sub Total	22	11	11	50	10	45.5
TOTAL	44	32	12	73	16	36.4

Stage 3

	Received	Response in Time	Response out of time	% in time	Justified	% Justified
Housing Services						
Anti-Social Behaviour	2	2	0	100	0	0.0
General Leasehold Management	4	3	1	75	2	50.0
General tenancy management	2	2	0	100	1	50.0
Neighbourhood Management	1	1	0	100	0	0.0
Regeneration	1	0	1	0	0	0.0
Voids & Lettings	1	1	0	100	1	100.0
Sub Total	11	9	2	82	4	36.4
Asset Management						
Customer Care	1	0	1	0	0	0.0
General Repairs	5	4	1	80	1	
Investment Programme	2	1	1	50	1	50.0
Sub Total	8	5	3	63	2	25.0
TOTAL	19	14	5	74	6	31.6

COMMENTS:

The Stage 3 Complaints panel sat for the first time in January 2007. Since then they have met on two further occasions hearing a total of 10 cases. Whilst we are very pleased with this initiative and feel it has worked extremely well to date, our focus will continue to be on ensuring that complaints are dealt with effectively at stage 1 removing any need for escalation to the later stages.

Breakdown by Complaint Types

2006/07 Breakdown by Service Areas and Complaint Types

Stage 1

Housing Services	Actions and Attitude of staff	Cost	Customer Care	Delay in Service	Lack of Response	Missed Appointment	Policy	Quality of Service	Quality of work	Total	Justified	% Justified
Anti-Social Behaviour	7	0	3	1	3	0	1	3	0	18	3	16.7
Caretaking	3	0	1	8	2	1	0	11	1	27	20	74.1
Estate Services	6	0	2	13	0	0	1	7	11	40	23	57.5
Finance	0	0	0	0	0	0	0	1	0	1	0	0.0
General Leasehold Management	6	2	0	0	6	1	4	4	0	23	14	60.9
General Tenancy Management	2	0	0	0	1	0	1	5	0	9	4	44.4
Housing Customer Service CC	2	0	0	0	0	2	0	1	0	5	3	60.0
Housing Performance	0	0	1	0	0	0	0	0	0	1	0	0.0
Neighbourhood Management	5	0	3	1	9	0	2	4	0	24	10	41.7
Regeneration	11	1	1	3	5	0	2	3	1	27	13	48.1
Rental Income	5	0	0	0	0	1	1	2	0	9	8	88.9
Resident Participation	1	0	0	0	0	0	0	0	0	1	1	100.0
Sheltered Housing	2	0	1	0	0	0	0	0	0	3	3	100.0
SMT	1	0	0	0	1	0	0	0	0	2	1	50.0
Supporting People	0	0	0	0	0	0	0	2	0	2	1	50.0
Voids and Lettings	3	0	1	0	1	0	1	1	0	7	2	28.6
Sub Total	54	3	13	26	28	5	13	44	13	199	106	53.3
Sub Total %	27.1	1.5	6.5	13.1	14.1	2.5	6.5	22.1	6.5	100.0	53.3	
Asset Management	Actions and Attitude of staff	Cost	Customer Care	Delay in Service	Lack of Response	Missed Appt	Policy	Quality of Service	Quality of work	Total	Justified	% Justified
Communication	1	0	0	0	0	0	0	0	0	1	0	0.0
Customer Care	3	0	2	0	0	1	0	0	0	6	1	16.7
Gas	3	0	2	13	3	14	2	15	12	64	48	75.0
General Repairs	99	3	21	214	128	138	9	153	116	881	505	57.3
Investment Programme	27	1	11	25	36	8	5	47	135	295	185	62.7
Maintenance Surveyors	1	0	2	6	8	6	1	7	0	31	15	48.4
Standby	2	0	1	4	4	1	1	1	1	15	7	46.7
Voids	1	0	2	3	1	0	0	3	27	37	24	64.9
Sub Total	137	4	41	265	180	168	18	226	291	1330	785	59.0
Sub Total %	10.3	0.3	3.1	19.9	13.5	12.6	1.4	17.0	21.9	100.0	59.0	
Total	191	7	54	291	208	173	31	270	304	1529	891	58.3
Grand Total %	12.5	0.5	3.5	19.0	13.6	11.3	2.0	17.7	19.9	100.0	58.3	

COMMENTS:

The report for this period shows 9 complaint categories this has been reduced to 6 from 1st April 2007. *Quality of service* and *quality of work* are the main areas of dissatisfaction, followed by *actions/attitudes of staff and contractors*.

14% of all complaints related to lack of response so this is another area in which we will be paying particular attention to in the coming months.

Recent investment in Mary Gober customer service training for front line staff emphasised the importance of the Service Excel Mindset™. Feedback from staff who attended has been very positive and we look forward to seeing this reflected in the way complaints are handled in the future.

The Complaints Road-show phase II due to take place between May and August 2007, will be used as a vehicle to further imbed the importance of providing excellent service in the lead-up to our forthcoming Audit Commission inspection. The inspectors will be looking for evidence that we meet the needs of our service users, and the service delivery outcomes.

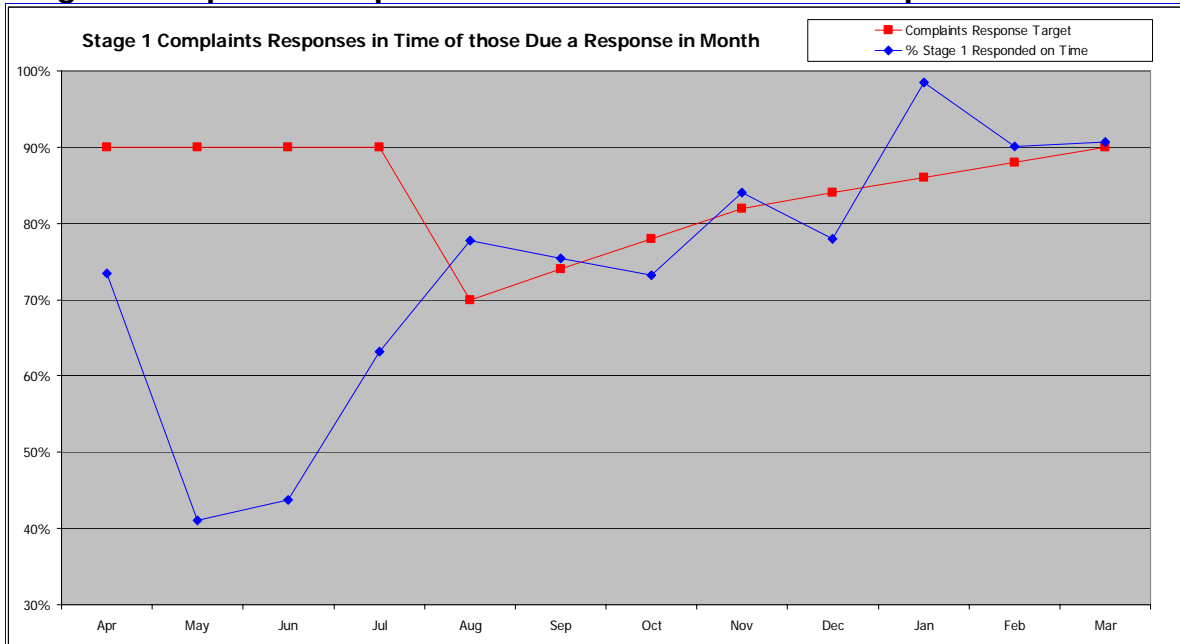
Stage 2

Housing Services	Actions and Attitude of staff	Cost	Customer Care	Delay in Service	Lack of Response	Missed Appt	Policy	Quality of Service	Quality of work	Total	Justified	% Justified
Anti-Social Behaviour	2	0	0	0	0	0	3	1	0	6	0	0.0
Estate Services	0	0	0	0	2	0	0	0	0	2	2	100.0
General Leasehold Management	0	0	1	0	1	0	0	3	1	6	3	50.0
General Tenancy Mgt	0	0	0	0	0	0	0	1	0	1	0	0.0
Neighbourhood Management	0	0	0	1	0	0	2	1	0	4	0	0.0
Regeneration	0	0	1	0	1	0	0	0	0	2	0	0.0
Supporting People	0	0	0	0	1	0	0	0	0	1	1	100.0
Sub Total	2	0	2	1	5	0	5	6	1	22	6	27.3
Asset Management	Actions and Attitude of staff	Cost	Customer Care	Delay in Service	Lack of Response	Missed Appt	Policy	Quality of Service	Quality of work	Total	Justified	% Justified
General Repairs	1	0	2	3	2	0	2	6	0	16	4	25.0
Investment Programme	0	0	0	0	0	0	0	1	2	3	3	100.0
Voids	1	0	0	0	0	0	0	0	2	3	3	100.0
Sub Total	2	0	2	3	2	0	2	7	4	22	10	45.5
Total	4	0	4	4	7	0	7	13	5	44	16	36.4

Stage 3

Housing Services	Actions and Attitude of staff	Cost	Customer Care	Delay in Service	Lack of Response	Missed Appt	Policy	Quality of Service	Quality of work	Total	Justified	% Justified
Anti Social Behaviour	1	0	0	0	0	0	1	0	0	2	0	0.0
General Leasehold Management	0	0	1	1	1	0	0	1	0	4	2	50.0
General Tenancy Management	1	0	1	0	0	0	0	0	0	2	1	50.0
Neighbourhood Mgt	0	0	0	0	0	0	1	0	0	1	0	0.0
Regeneration	1	0	0	0	0	0	0	0	0	1	0	0.0
Voids & Lettings	0	0	0	0	0	0	1	0	0	1	1	100.0
Sub Total	3	0	2	1	1	0	3	1	0	11	4	36.4
Asset Management	Actions and Attitude of staff	Cost	Customer Care	Delay in Service	Lack of Response	Missed Appt	Policy	Quality of Service	Quality of work	Total	Justified	% Justified
Customer Care	0	0	0	0	0	0	0	1	0	1	0	0.0
General Repairs	0	0	1	0	0	0	0	4	0	5	1	20.0
Investment Programme	1	0	0	0	0	0	0	1	0	2	1	50.0
Sub Total	1	0	1	0	0	0	0	6	0	8	2	25.0
Total	4	0	3	1	1	0	3	7	0	19	6	31.6

Stage 1 Complaints responses in time of those due a response in month



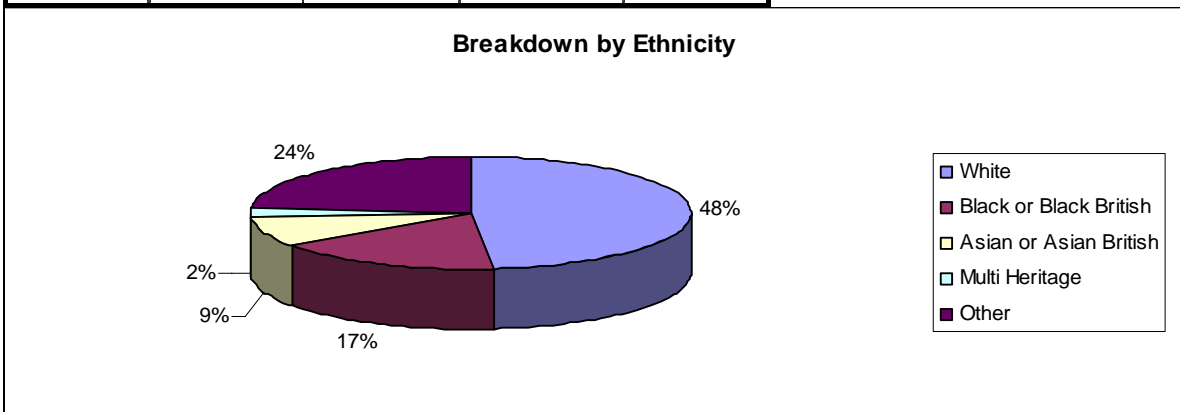
	Target	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
% Stage 1 Responded on Time	90%	73.39%	41.03%	43.69%	63.19%	77.78%	75.40%	73.23%	84.06%	78.00%	98.47%	90.10%	90.65%	72.92%
Stage 1 Responded To On Time		80	64	45	103	119	95	87	116	78	129	91	97	1104
Stage 1 Complaints With Reply Due		109	156	103	163	153	126	127	138	100	131	101	107	1514

Note: A continuous improvement approach to targets was agreed on 6th September, with phased 'month on month' targets being implemented, in order to reach 90% by end of year (as agreed in Complaints Action Plan).

The chart above shows the monthly responses in time compared to responses due in each month

Complaints Breakdown by Ethnicity

White	Black or Black British	Asian or Asian British	Multi Heritage	Other
457	156	85	23	223



Ombudsman Investigations – We received a total of 21 Ombudsman enquiries during the year. This information has been collated manually as the process has only recently been developed on CM

Compliments – We do not currently have a report to show the compliments we received for the period. This will be taken forward by the Super-user group who have it recorded as a target development area for the coming year. However, we are pleased to report that a steady stream of compliments continues to come through.

VIPS – A total of 64 VIP enquiries were received between August 2006 and the 31st March 2007. VIP enquiries were not recorded on Contact Manager at the beginning of the year. We continue to witness an upward trend in the number of VIP enquiries we receive. For 2007/08 we plan to produce more detailed information on these enquiries.

Complaints Resolution Satisfaction Surveys – We commenced this process in the latter part of the period in response to the last Face to Face survey that highlighted low levels of satisfaction with the way we deal with complaints. For 2007/8 the Complaints team have a target of carrying out satisfaction surveys for 20% of all stage 1 complaints.

Lessons Learned and Improvements – A mandatory *Lessons Learned* field has now been added to CM to help us record the things we could/should have done differently to avoid repeating the same mistake. Examples of lessons learned include:

- The Choice Based lettings advert to be amended to:-
 - a) reflect the maximum number of people who can accept a Housing Association property
 - b) advise residents that they will be expected to move quickly.
- Leaseholder Team Leader to ensure that:
 - a) Leasehold Officers keep Leaseholders informed of delays in dealing with their enquiries
 - b) There is no delay of outstanding issues when responsibilities are passed between officers
- The United House *Bags of Apology* initiative. They have labelled their refuse sacks with a message aimed at managing residents expectations - along the lines of we acknowledge that this is our rubbish and will be collecting it at the end of the day please accept our apologies in the meantime.

Complaint Initiatives during 2006/2007

1. **Complaints Road-show** – We started the complaints road show in January 2006 and completed in July of the same year. The aim of the first

phase was to promote complaints and raise the awareness of the procedure. We also included a basic Contact Manager training session; how to record complaints, compliments, suggestions, correspondence etc.

The road-show resulted in an increased in the volume of complaints logged and responded to within time. Phase II of the road-show will commence in May 2007. We are looking to consolidate the items discussed during the first phase and also build on it with a focus on the coming inspection.

2. **Complaint Link to the Audit Commission's Key Line of Enquiry (KLOE)** – The Audit Commission's KLOE 30.4 is focused on complaints. It covers the following:

- a. Is the complaints service well publicised and easy to access?
- b. Are complaints handling standards high?
- c. Are complaints results publicised to customers resulting in improved services
- d. Are customers reasonably satisfied with the responses to their complaints?
- e. Are recommendations by the Ombudsman implemented promptly

The road-show phase I covered some of these areas with particular emphasis on ensuring that staff fully understand the complaints procedure and can advise residents on the various ways they can complain. Phase II will place a greater emphasis on the KLOE's.

3. **Improved Contact Management (CM) system** – One of our major challenges for the period was to eliminate the use of stand alone systems used by the various service areas to record complaints. This has now been completed.

We are now able to share information effectively and efficiently across the organisation; indeed towards the latter end of the period we began to scan incoming correspondence helping to achieve our paper-light environment target.

The CM Super-user group was established with a representative from each service area. The super-users have been responsible for identifying and resolving faults on the system as well as developing it to meet the needs of all users. This in turn has helped to increase confidence in and usage of the system.

4. **Service Failure / Complaints Logging on CM** – We have been aware for some time that we log and therefore report complaints far more meticulously than other *//ke* organisations. This has highlighted the need for us to be able to differentiate between a service failure (or a failure to deliver on the promise given to the customer), and a true complaint (or an expression of dissatisfaction made to Barnet Homes, by whatever means,

about the standard of service, actions or lack of actions by Barnet Homes affecting a member or group of members of the public).

We now have the ability to make this differentiation which will enable us to provide the full range of data for the service area to aid their continuous improvement, but only report on true complaints to BHCP (Barnet Housing Consultative Panel) and above.

5. **Generic Complaints Team** – August 2006 saw the merging of the Technical Services (now Asset Management) and the Housing Management complaints teams to become the generic Barnet Homes Complaints Team. This has resulted in a more efficient customer focussed service, thereby removing duplication, giving greater consistency and economies of scale which has led to reduced costs.
6. **Complaints Chase Report** – To help improve the complaint response rate we send out two weekly reports. One covers the overdue items (those that have that have exceeded the target date but still require a response); is sent out weekly. The second is the *due within 7-days* report which is sent out 3 times a week and is intended to ensure we meet target response times.
7. **Complaint Progress Chasers** – The service areas that generate the highest volume of complaints investment delivery and responsive repairs each appointed a progress chaser during the period. The officers concerned work with their own team members to ensure that responses are provided on time.
8. **Stages 2 and 3 Changes** – Stage 2 complaints are now dealt with by the Head of Service for the service area concerned while stage 3 complaints by the stage 3 Panel. The Panel consists of 2 residents, 2 board members and a Head of Service.

The panel gives residents the opportunity to have an input in the way we respond to complaints. This helps to demonstrate our commitment to the Audit Commission's Key Line of Enquiry requiring customer involvement in our complaints procedure. To prepare the pool of residents we have identified for this important responsibility we provided training which was delivered by an external consultant who also fulfils the role of independent arbitrator when required.

9. **Quality Assurance checks for letters and email** - To improve the quality of our correspondence weekly Quality Assurance checks are carried out by the Customer Care team. Line Managers will also be carrying out quality checks on the correspondence sent to customers by their team members. These checks will identify where additional training is necessary.
10. **Cost of Complaints** – We are now evaluating the cost of complaints to the organisation using a formula devised by the Finance team. Whilst this is in

the early stages we have been able to identify that a relatively straightforward stage 1 complaint costs in the region of £120 (depending on the seniority of the officer dealing with it). More information on this aspect of complaints will be shared in the Complaints Road-show Phase II commencing in May 2007.

11. **Bimonthly Complaints Newsletter** – The first edition of the bimonthly complaints newsletter was recently launched. Through this medium we are looking to update staff on new developments within the complaints team, share important information on complaints and get some feedback on how we can improve the services provided by the team.
12. **Impact on Customer Satisfaction levels with complaint handling** – We will be looking into the effect the complaints initiatives have on the outcome of the next round of customer Face 2 Face surveys.
13. **Compensation** – During the last period we have become far more proactive in the way we compensate residents when our actions or the lack of have resulted in them suffering unnecessary distress and inconvenience. In 2007/8 we will be able to monitor this information through CM generated reports.

How Complaints are Monitored – The monitoring is carried out as follows:

- Monthly review by the Senior Management Team, Complaints Review Panel, Barnet Council Head of Housing
- Quarterly review by Board of Directors at the Standards Sub-Group
- Half yearly review by the Council's Tackling Crime and Housing Overview and Scrutiny Committee
- Annually by the Barnet Homes Board

The customer care team will be monitoring the timeliness of responses to ensure that we hit the target set for 2007/08. PI's (performance indicators) will be established for all service areas to ensure that quality assurance checks take place and that this leads to continuous improvement.

Raising Awareness of the Complaints process – Over the period we communicated our complaints handling process in the following ways:

- Newly updated Talk2Us leaflet
- Articles on complaints featured in publications sent to tenants and leaseholders (At Home for example)
- Complaints Road show
- Ensuring that each complaint response letter sent to residents guided them to next stage of the process in the event that they weren't satisfied.

Summary of Service Improvement Plan for 2007/08 – The following actions are planned for the coming year:

- Detailed information on:

- Ombudsman enquiries
- VIP enquiries
- Compliments
- More robust information on the Complaints Resolution Satisfaction surveys
- Completing the Complaints Road show by August 2007
- Regular surveys carried out for VIP enquiries
- Reducing the complaint type categories to six
- Information on compensation from Contact Manager

The following targets have been set for 2007/08:

- Response time for Stage 1 complaints – 94%
- Response time for VIPS – 99%
- Satisfied Complainants – 80%

Conclusion

Our complaint handling performance has improved greatly in the period since the last inspection. Based on more detailed information we are able to identify our strengths and the areas needing improvement, we are continually reviewing the lessons learned from our complaints, the ease of the process and how our customers perceive our handling of their complaints.

In the coming year we aim to gather more feedback from our residents on how we have dealt with their complaints and implement where possible their suggestions on how we can improve things.

1. Statement of Purpose

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

2. Summary

- 2.1 This paper sets out the proposed future agenda items for Barnet Homes Board.

3. Recommendations

- 3.1 That the Board's views are sought on the proposed agenda

4. Financial & Risk Management Issues

- 4.1 Not applicable

5. Resident Consultation & Equalities Issues

- 5.1 Not applicable

6. Background Information

6.1 Monday 16th July

- Audit Commission
- Draft Self Assessments
- Performance & Budget Review 2007/08 (Quarter 1)
- Outcome of IiP Inspection
- Forward Agenda Planning
- Feedback from the Sub-Groups

6.2 Monday 17th September 2007

- Draft Annual Report & AGM Notice
- Preparation for Inspection
- Forward Agenda Planning
- Feedback from the Sub-Groups

6.3 Monday 29th October 2007

- Barnet Homes AGM

6.4 Unscheduled Reports

- Regeneration Estates
- Hills Report

Author: Marian Dowling

Date: 10th May 2007

Chief Executive Officer Approved:

Date:

1. Statement of Purpose

- 1.1 This report aims to support the Board in its strategic role of maintaining an overview of work undertaken by the different Sub-Groups.

2. Summary

- 2.1 This paper gives feedback on the Sub-Group meetings held since the last Board meeting.

3. Recommendations

- 3.1 That the report is noted.

4. Financial & Risk Management Issues

- 4.1 None arising

5. Resident Consultation and Equalities Issues

- 5.1 None arising

6. Background

- 6.1 Since the last Board meeting of the 19th March 2007 the following meetings have taken place:

- Asset Management Sub-Group – 25th April 2007
- Business Sub-Group – 5th April 2007 – 3rd May 2007
- Standards Sub-Group – 13th March 2007 – 17th April 2007
- Resources Sub-Group – 2nd April 2007
- Strategic Steering Group – 16th April 2007
- Remuneration & Nomination Committee – 28th March 2007

Feedback from these meetings is provided in the attached appendices excluding the Remuneration & Nomination Committee, which will be reported verbally.

Author: Cora Vigar Head of Corporate Services

Date: 11th May 2007

Chief Executive Officer Approval:

Date:

This report updates the Board on the last two meetings of the Asset Management Sub-Group.

14th March 2007

Attended by Jem Fouweather (Chair), Tim Sims, Maria Colaco, Trevor Renouf and Vi Britchfield.

Issues Discussed:

Repairs & Maintenance Mobilisation Update

A proposal on resident involvement will be brought back to the Group on the 25th April 2007.

It was agreed that results from the Focus Groups will be reported to the Asset Management Sub-Group (operational & development of the service) and the Standards Sub-Group as a BVPI.

No Access Policy

The Group were advised of the three areas where access is required, health & safety, legislative purposes e.g. gas servicing and to carry out maintenance works. It was proposed that where no access can be made the properties will be added to the Decent Homes programme. Decent Homes works 2007/8 onwards will include an over programme of works to allow for no access.

Technical Services Restructure Update

The Group were updated on the latest progress on the restructure, the deadline for completion is the end of June 2007.

Operational Plan 2007/8

It was proposed that the Group should review the performance of programme, performance indicators, balanced scorecard to include PIs and key activity from the PIs and Business Plan.

Repairs & Maintenance Budget Monitoring – January 2007

£550k predicted underspend for 2006/7

Performance Management & Partnering Update

An estimated spend of £25.2M predicted for end of year, further spend to be achieved where possible. No access to properties has contributed to low spend level along with external works being moved into 2007/8.

The group were updated on the current position of the partnering programme.

Confidential Item

Procurement of New Gas Servicing and Maintenance Contracts
Village Heating Limited (VHL) appointed.

IT interface will not be completed prior to 1st April 2007, an alternative process has been put in place.

25th April 2007

Attended by Jem Fouweather (Chair), Ingrid Beal, Maria Colaco and Tim Sims

Repairs and Maintenance Mobilisation Update

Problems have been experienced in the first weeks of the contract, Connaughts have brought in additional resources and action is being taken to resolve any outstanding issues.

It was noted that performance levels will drop for the month of April, but it is too early at this stage to report on further performance indicator outcomes.

Repairs and Maintenance Budget Monitoring

The group were advised of a predicted underspend of £500K, the main area of overspend is in void management, it was agreed that the implications of this would be reviewed on this years budget.

Resident Involvement Strategy

The Group were advised of the proposals on how Barnet Homes intend to implement the involvement of residents in the planning and delivery of the Asset Management services.

Review of the Decent Programme and Action Plan

The Group were updated in the efficiency savings achieved to date and the action that is being taken to ensure that the budget is managed.

The provisional outturn on the capital budget is £25.6M this is £400k above what was previously projected. Efficiencies to date for 2006/7 are in line with the predicted 3.25%.

A further report in June 2007 will be brought to the group this will include a more detailed review of the programme and the efficiency savings.

Confidential Item

Procurement of New Gas Servicing and Maintenance Contracts

The Group were updated on the action taken by the Asset Management Team in regards to the mobilisation of the gas contract.

Confidential Item

Technical Services Restructure Update

The group were updated on the restructure of Technical Services.

Author: Jem Fouweather – Chair of the Asset Management Sub-Group
Date: 11th May 2007

1. The Business Sub-Group has met twice since the May meeting of the Board and a summary of the main issues discussed is set out below.
2. Directors attending were (both meetings unless stated) David Sidbury, Tim Sims, Monroe Palmer, Trevor Renouf, Dorothy Badrick and Vi Britchfield (April).
3. Budget and Finance
 - 3.1 The Sub-Group received its usual monthly reports on the budgetary position which remains healthy. Draft accounts for the last financial year will be available at our next meeting.
 - 3.2 We agreed two allocations from contingency funds to address areas of concern in relation to performance – these were additional support for the rental income team and in improving resident involvement on regeneration estates. We also received a final report on the former tenant arrears pilot and noted some success in reducing some arrears and agreed proposals for providing an additional resource in this area.
 - 3.3 We considered a report on the assumptions to be made in the FRS17 statement to be included in the 2006/7 accounts.
4. Value for Money
 - 4.1 We agreed Annual Efficiency Statements for 2007/8 for Housing Management and Maintenance and Capital Works. The former anticipates efficiency gains of around £1million, including £135,000 non-cashable, while for the latter gains of around £2.85 million are forecast, of which £350,000 are non-cashable. The Statements were submitted to the Council for inclusion in their overall submission, and we will monitor progress on a regular basis.
 - 4.2 The review of ICT is now complete and we are due to receive a report at our next meeting. We considered a draft executive summary at our April meeting and it is clear that any future IT strategy needs to be closely aligned with our accommodation strategy.
5. Internal Audit
 - 5.1 We received the first annual report from Tribal Business Assurance, our internal auditors and noted that the reviews carried out indicate that the company has procedures in place that are designed and operated to provide effective control.

6. Business Continuity Plan

6.1 We received an update and noted that Phase 2B of the project was now complete.

Author: David Sidbury

Date: 14 May 2007

The Standards Sub-Group has two updates to bring to the Board 13th March 2007 and 17th April 2007.

The Standards Sub-Group will have met again on the 15th May 2007 the update from this meeting will be presented at the July Board.

13th March 2007

Attended by:

Brian Altman, Dorothy Badrick, Trevor Renouf, David Sidbury, Tim Sims (Chair) and Sharon Slotnick.

Aids & Adaptations

The Group were given an update on Aids & Adaptations which included waiting list costs, VfM and benchmarking.

Performance Monitoring

The report outlined the performance of Barnet Homes in its Pulse Performance areas for January 2007. Discussion took place around Rental Income collection which had fallen below target. The Group were advised of the proposal to shift resources within the existing structure to the Rental Income Team for a period of one year initially. This will be closely monitored for VfM and will be reviewed after the first quarter.

Inspection Issues

The Group were given a presentation "Update on Preparations for Inspection 2007" which gave information on:

- Mock Inspection – Phase 1 – Programme
- Mock Inspection – Phase 2 – Tasks
- Key dates

17th April 2007

Attended by:

Brian Altman, Vi Britchfield, Trevor Renouf, Tim Sims (Chair) and Sharon Slotnick.

Aids & Adaptations

The Group were given an update on awarding priority for adaptations and funding for adaptations. It is proposed to bring forward proposals for consultation with residents by the end of April 2007, with publication of the standards by June 2007. An action plan outlining proposals for dealing with the backlog of Aids & Adaptations work will be produced by May 2007. A further report will be coming to the Group in June 2007.

Performance Monitoring

The report outlined the performance of Barnet Homes in its Pulse Performance areas for February 2007. The key issues discussed were rent arrears collection and work around identifying the profile of tenants who get into rent arrears. Leasehold arrears were also discussed and it was agreed that more work should be carried out in profiling leaseholder debt.

Inspection Issues

The Group were advised that the Document Request List had been delivered to HQN. This had been a significant piece of work, which had shown up some issues to be addressed around Judgement 2: Ability to Improve & Ability to Deliver on Plans.

The Group were also updated on the decision of the Strategic Steering Group to delegate some of the key inspection issues to the Standards Sub-Group:

Business Plan Monitoring

The Group were advised that Business Plan Monitoring would be replaced by the Balanced Scorecard.

The Group asked for an interim report in three months time with a full report in six months time and any major changes to be reported back to the Group with immediate effect.

Tenancy Agreement

The Group were updated on the progress of the new tenancy agreement. All queries raised in the consultation period are being discussed with the Council's Legal Department. A final report will go to Cabinet in June 2007. A final notice of variation will be served which will detail all the amendments that have been made in draft response to tenants comments.

Author: Tim Sims - Chair of the Standards Sub-Group
Date: 9th May 2007

Present:

Vi Britchfield (chair), Yetunde Onifade, Tim Sims and Trevor Renouf

Apologies:

Julie Johnson

1) Development of a Future Resourcing Strategy

The Sub-group received a presentation from Gladys Mhone on the review of recruitment and selection which include trialling of on-line assessment and competency based interviewing. Consideration is also being given to developing an on-line application process as part of the current website review. The Sub-group considered that competency based selection methods should also extend to board recruitment.

2) Health & Safety update

Bambos Kakouratos gave a report and presentation on current H&S issues and projects. The Sub-group raised questions on existing policies on fire safety and H&S and requested that these should be incorporated in Barnet Homes' wider policies on Decent Homes and estate management; also to raise residents awareness on these issues through regular H&S features in At Home.

3) Union Facility Agreement

The Sub-group approved the proposed new facility agreement developed in discussion with the Unions.

4) HR Statistics

Sickness absence in particular for long-term absence, has continued to increase. The Sub-group were updated on recent discussions of the Remuneration and Nomination Committee on proposed measures for reducing sickness absence. A significant increase in the number of disciplinary and grievance cases was also highlighted and is felt to be due to managers starting to tackle performance issues more proactively.

5) HR News and Updates

The Sub-group received updates on TUPE (R&M Contract), HR SLA, Learning & development, Union issues, regeneration estates, review of car allowances, AGM 2007, IiP update and on the Asset Management restructure.

6) Next Sub-group Meeting

Given the proximity of the next meeting to the residential Ashridge board event, it was agreed to change the date of the next Sub-group meeting to 24th May 2007.

Author: Vi Britchfield – Chair of Resources Sub-group

13/4/2007

The Strategic Steering Group last met on the 16th April 2007 and was attended by Vi Britchfield, Jem Fouweather, Trevor Renouf (Chair), David Sidbury and Tim Sims

Issues discussed;

Board Training

The Group were updated on the outputs agreed at the Board workshop held on the 15th November 2006 and the training which has since taken place.

There was agreement that there was a need in due course to look at the overall governance arrangements to ensure that the Board is fit for purpose. This will be looked at in conjunction with the decision of the Council on the future of Barnet Homes.

These issues will be discussed at the Board training event on the 11th May 2007.

Resident Participation

The report was presented in response to Directors concerns about resident participation issues.

The Group asked for a further report to go to the Standards Sub-Group with proposals for achieving 3* including resident involvement in complaints and project/service planning, with further consideration to the proposed VfM review.

Barnet Homes Response to the Hills Report

The Group agreed that Jem Fouweather would work with the CEO to bring a report to the Board on Barnet Homes response to the Hills Report.

Confidential Item:

The Future of Barnet Homes

It was agreed that this should be discussed by the whole Board and agreed that this would be brought to the Board Training Event for further discussion.

Author: Trevor Renouf – Chair of the Strategic Steering Group
Date: 10th May 2007-05-10