



Leasehold Management Strategy



Non Disclosure

The contents of this document are to remain confidential to Barnet Homes and only be circulated to authorised personnel in connection with this particular project and / or initiative. The contents may not be disclosed outside of this remit without the prior written permission of Barnet Homes.

If you find any problems in the documentation, please report them to us in writing. Barnet Homes does not warrant that this document is error-free.

All Documentation remains the intellectual property of Barnet Homes.

©Barnet Homes

Version Control

| Item | Reason for Change | Ver | Author | Date |
|------|-------------------------------|-----|------------|--------|
| 1 | Original strategy developed | 1.0 | Derek Rust | Aug 08 |
| 2 | Strategy reviewed and updated | 2.0 | Derek Rust | Oct 09 |
| | | | | |
| | | | | |
| | | | | |

| | | | |
|--------------------------|--------|--------------------------|---------|
| Last Review Date: | Nov 09 | Next Review Date: | Sept 11 |
|--------------------------|--------|--------------------------|---------|

The most recent version of this strategy is available on the Barnet Homes website.

Contents

| No | Description | Page |
|-----|---|------|
| | | |
| 1. | Why is this a priority for Barnet Homes? | 4 |
| 2. | What are we trying to achieve? | 4 |
| 3. | Background | 4 |
| 4. | Why is there a need to review the strategy now? | 5 |
| 5. | The Leasehold Satisfaction Survey 2008 | 6 |
| 6. | The main objectives and ambitions | 9 |
| 7. | Resources | 12 |
| 8. | Partnership arrangements | 12 |
| 9. | Consultation | 13 |
| 10. | Equalities | 13 |
| 11. | The service improvement plan | 13 |
| 12. | Making it happen | 14 |
| 13. | Appendix 1: Service Improvement Plan | 15 |

1 Why is this priority for Barnet Homes?

Over a quarter of our customers are either leaseholders, freeholders who pay us a service charge, or they live in shared ownership accommodation. Only a third of these customers are satisfied with the overall services that we provide as a landlord. Whilst this is not necessarily unusual in the social housing sector we recognise that is unacceptable and we aspire to achieving significantly higher satisfaction levels amongst our leaseholders. As an organisation committed to the “delivery of excellent services for all our customers¹” providing quality leasehold management services is a significant factor in achieving this organisational aim.

2 What are we trying to achieve?

As part of this strategy it is our aim to ensure that Barnet Homes is an organisation that **fully recognises and responds to the needs of its leasehold customers**. More significantly it is our aim to create a **step change in increased leaseholder satisfaction** with our services over the next 5 years.

3 Background

In September 2008 Barnet Homes adopted our first Leasehold Management Strategy with the stated aim of making our services more leasehold focussed thereby raising leaseholder satisfaction. This was in response to the disappointing Audit Commission Inspection of November 2007 that found leasehold management to be a service with a balance of weaknesses over strengths. Effectively this was a wake up call for the whole organisation to reconsider its approach towards leaseholders, it was also a chance to challenge more widely held myths towards leaseholders.

The first Leasehold Management Strategy identified four themes to support these objectives. These themes were: knowing the customer, changing the organisational culture, consultation and information, income collection and affordability.

Against each of these themes were headline actions and measures of success. One year on our progress against these actions can be summarised as follows:

i) Knowing the customer

- We have captured over 20% demographic information on leaseholders
- We have developed a means of storing this information on Saffron
- We have developed a plan to collect further demographic information
- We have implemented the key findings of the non RTB leasehold focus group

ii) Changing the organisational culture

- The Home Ownership Service have developed their own mission statement
- A Value for Money review has commenced of the Home Ownership Service which will as part of its brief review the services purpose outside of income collection
- We have undertaken an internal perceptions survey of the Home Ownership Service

¹ Barnet Homes Business Plan Planning for Success 2009 - 14

- All Board and Sub group papers now identify relevant leaseholder issues in the decisions sought as part of the report's template
- A total of 7 bespoke briefings have been undertaken across Barnet Homes to raise awareness the leasehold strategy, and a further 3 briefings are being held this autumn to highlight of leaseholder issues
- We have undertaken "Customer journey" mapping exercises through Leasehold Discussion Groups to recognise and respond to the leaseholder perspective towards capital investment, annual service charge processes and responsive repairs.

iii) Consultation and information

- We have identified the preferred means of consultation and communication for leaseholders through the 2008 Leasehold satisfaction survey
- We have completed a review of the leasehold Partnership panel with its members with the result that the panel will be replaced by task and finish groups. These groups will meet to discuss/focus on specific issues and be time limited.
- We have published a programme of leaseholder surgeries with particular reference to the location of the Decent Homes programme and give face to face access for leaseholders to a range of services

iv) Income collection and affordability

- We have agreed an approach with the Council to offer service charge loans to leaseholders
- We have reviewed and improved the information provided to leaseholders in advance of major works schemes getting on site including the availability of alternative options such as enfranchisement etc.
- We have developed an early billing pilot for major works schemes
- We have agreed with the Council an incentive scheme for the early full payment of major works bills
- We have implemented a discount cost scheme for leaseholders on regeneration estates with incentives for early payments
- We have developed proposals for more flexible payment options for leaseholders with higher bill levels
- We have reduced the level of actual adjustments to service charge accounts by 30% on 2007/08 levels

Overall good progress has been made over the first year in delivering the tasks of the original strategy.

4 Why is there a need for the strategy to be reviewed now?

Typically we would expect any strategy adopted by Barnet Homes to have a "shelf life" of at least two years in order for the impact of the actions to be felt. However, in this instance it is appropriate to review the strategy in the light of:

- i) New and rich information arising from the 2008 leasehold satisfaction survey that should inform our improvement plans
- ii) A general fall in leaseholder satisfaction measured in that survey

- iii) An economic recession which has specific implications for leaseholders some of whom are facing significant bills for Decent Homes works or major refurbishment

5 The Leasehold Satisfaction Survey 2008

In October 2008 BMG research limited were commissioned by the London and South East ALMOs Group to carry out a postal customer satisfaction survey with leaseholders based loosely on the National Housing Federation's standardised tenant satisfaction questionnaire. The objectives of the survey were:

- i) To assess levels of satisfaction with services provided by Barnet Homes;
- ii) To identify areas of the service which require improvement and examine future needs and aspirations of home owners;
- iii) To enable Barnet Homes, where possible, to benchmark the results of the survey against those of other London boroughs

The survey was carried out between November 2008 and January 2009 with 3,657 questionnaires being sent out. One full reminder was also sent to initial non respondents and the survey was available online. A response rate of 806 or 22% was achieved giving an error rate of around 3.5% at a 95% confidence rate.

Key outcomes of the survey

Overall leasehold satisfaction levels

| Overall satisfaction with... | Satisfied | Dissatisfied | Balance | Neither nor |
|------------------------------|-----------|--------------|---------|-------------|
| Barnet Homes | 31% | 39% | -8% | 30% |
| Home Ownership Services | 26% | 37% | -11% | 38% |

This represents a reduced overall satisfaction rate for Barnet Homes of 6% on 2004 levels².

The following three areas are identified by the survey as being in greatest need of improvement to raise overall satisfaction:

- i) Value for Money for your service charge 63.4%
- ii) Repairs and Maintenance 45.9%
- iii) Taking home owners' views into account 40.6%

Satisfaction with communal repairs and maintenance services

| How satisfied are you with how Barnet Homes deals with... | Satisfied | Dissatisfied | Balance | Neither nor |
|---|-----------|--------------|---------|-------------|
| Communal repairs and maintenance | 30% | 44% | -14% | 26% |

This represents a reduced overall satisfaction rate of 6% on 2004 levels

² 2004 is the last time a comparable postal satisfaction survey was undertaken with leaseholders

The following three areas are identified by the survey as being in greatest need of improvement to raise satisfaction in this area:

- i) Value for money for building and communal repairs
- ii) Satisfaction that views are taken into account – listening, implementing and providing feedback
- iii) Value for money overall service charges

Satisfaction with major works

| Do services provide VfM... ³ | Satisfied | Dissatisfied | Balance | Neither nor |
|---|-----------|--------------|---------|-------------|
| Major works | 16% | 70% | -54% | 13% |

This represents an increased satisfaction rate of 1% on 2004 levels

The following three areas are identified by the survey as being in greatest need of improvement to raise satisfaction in this area:

- i) The level of charge or cost
- ii) The quality of work
- iii) Value for money for building and communal repairs

Satisfaction with the neighbourhood

| How satisfied with... ⁴ | Satisfied | Dissatisfied | Balance | Neither nor |
|------------------------------------|-----------|--------------|---------|-------------|
| neighbourhood as a place to live | 62% | 18% | +44% | 20% |

This represents a reduced overall satisfaction rate of 2% on 2004 levels

Two clear areas identified as on balance being the most significant problems in the neighbourhood

- i) Car parking 44%
- ii) Rubbish and litter 40%

Satisfaction value for money for day to day service charges

| | Satisfied | Dissatisfied | Balance | Neither nor |
|---------------------------------|-----------|--------------|---------|-------------|
| Do service charges provide VfM? | 19% | 57% | -38% | 24% |

This represents a reduced overall satisfaction rate of 6% on 2004 levels

The following three areas are identified by the survey as being in greatest need of improvement to raise satisfaction in this area:

- i) Value for money for the overall service charge, building and communal repairs service and major works

³ Variable error rate

⁴ Error rate +/- 3%

- ii) Overall satisfaction with repairs and maintenance
- iii) Listening supporting and involving

Statistically significant direction of travel 2004 - 2008⁵

| Survey area | % movement |
|---|------------|
| Overall satisfaction with landlord | -6% |
| Dissatisfaction with condition of exterior and shared areas | -9% |
| Satisfaction with the neighbourhood | -9% |
| Satisfaction that service charges represent VfM | -6% |
| Dissatisfaction that service charges represent VfM | +18% |
| Understanding information received on service charges | -8% |
| Not understanding information received on service charges | +10% |
| Satisfaction with repairs and maintenance service | -6% |
| Do not rate major works as value for money | +15% |
| Satisfaction with opportunities to participate | -8% |

Benchmarking the results

Leasehold satisfaction surveying, unlike with tenants, is not a requirement of social landlords, nor therefore is there a laid down methodology. One of the advantages of this work undertaken with the London and South East ALMOs is that a similar questionnaire and method of collection enables a greater opportunity for the comparison and benchmarking of results. Previously such comparisons would have been much more ad hoc and less informative.

| Indicator | Barnet Homes | ALMO A | ALMO B | ALMO C | ALMO D | Average |
|-------------------------------------|--------------|--------|--------|--------|--------|---------|
| Satisfied with organisation overall | 31% | 38% | 38% | 30% | 33% | 34% |

Each of these organisations are at a different point in their development and also in the delivery of their Decent Homes programmes. This is an important consideration when interpreting these results.

Overall there is a common trend across the organisations for levels of satisfaction to be significantly lower than recorded for tenants in the STATUS surveys. Barnet Homes has higher levels of neither, nor responses, but also higher levels of very dissatisfied responses too.

Overall perspective on leasehold satisfaction

The overall landscape for leasehold satisfaction is one of relatively low levels of satisfaction with very few exceptions. Even within this limited benchmarking it is probable that an excellent service is only likely to achieve satisfaction levels of 40-50% and this in itself is disappointing. However, this is the step change that we need to set ourselves to make over the next 5 years.

⁵ It should be noted that the plus figures in the table resulted in lower dissatisfaction and therefore are positive results. The minus figures resulted in lower satisfaction and were therefore negative results.

6 The main objectives and ambitions

In order to achieve our aim of fully recognising the needs of our leaseholders as customers and significantly raising their satisfaction with our services we have identified four themes.

i) Taking leaseholders views into account

Taking home owners' views into account is identified as being one of the most important drivers in explaining satisfaction for a range of services. Just 21% of homeowners are satisfied their views are being taken into account with a higher proportion dissatisfied. Other findings in the report suggest that home owners also tend to be dissatisfied with opportunities for participation in decision making and that involving home owners in consultation in future will be critical.⁶ 47% identified taking their views into account as being important to them and 48% identified it as an area to be improved.

Key issues to be addressed

- Implementing leaseholders preferred means of consultation and communication, in particular to develop electronic means of communication with reference to the website, email and texting
- Main stream the ongoing use of Leasehold Discussion Groups [LDGs] as task and finish groups for key issues in this strategy and in services before decisions are made
- To review our approach to all consultation in the light of recent LVT determinations [see also theme 3 below] including acknowledging when we get it wrong
- To review information we provide to leaseholders in advance of major works projects [see also theme 3 below]
- Improve the transparency and the accuracy of estimating service charges for leaseholders including leaseholder involvement [see theme 2 below]
- To consider the development of a dedicated leaseholder helpline
- Developing a network of key leaseholders

Measures of success

| Measure | 2008 position | 2011 target | 2013 target |
|--|--------------------|-------------|-------------|
| Satisfied that views are taken into account | 21% Average 25% | 25% | 35% |
| Good at Keeping home owners informed | 52% Average 55% | 55% | 60% |
| Satisfaction with opportunities to participate | 22% Average 28% | 28% | 35% |
| To increase the number of leasehold customer email addresses | 800 [20%] | 30% | 50% |

⁶ Page 8 - 1.3.2 BMG leasehold satisfaction report 2008

ii) Value for Money, Affordability and New Business

Satisfaction with value for money is relatively low at 18% and is far outweighed by dissatisfaction with this aspect of service provision from Barnet Homes. Improved satisfaction of the individual services that the overall service charge pays for should help to increase value for money perception. Analysis shows that valued for money for service charges in a number of areas are impacting on each other so Barnet Homes will need to demonstrate a cultural and holistic approach to providing value for money.⁷ 75% identified it as one of the most important services to them and 76% felt it was an area in need of improvement.

Key issues to be addressed

- Improve our approach, the transparency and the accuracy of estimating service charges for leaseholders including leaseholder involvement [see theme 1 above]
- To review the early billing, service charge loans and the early payment incentive pilot
- To develop and review new and more flexible payment methods
- To review and test value for money of key areas of the services provided to leaseholders including service charges, management fee, repairs and maintenance, major works
- To review the level of our service charges in comparison to other peer landlords
- To review how information is provided to leaseholders to enable them to assess value for money
- To consider options for providing additional services to leaseholders in line with survey findings

Measures of success

| Measure | 2008 position | 2011 target | 2013 target |
|--|--------------------|------------------|------------------|
| Satisfaction with value for money of service charges | 18% Average 25% | 25% | 33% |
| Accuracy of annual service charge estimates | | | |
| (a) Total billing | + 3% | +/- 2.5% | +/- 2% |
| Individual leaseholders bills | Not known | +/- 10% | +/- 8% |
| Number of leaseholders purchasing additional services via Barnet Homes or its partners | 5 | 50 | 100 |
| Number of leaseholders taking up new payment options for major works | To be determined | To be determined | To be determined |

iii) Major Works, Repairs and Maintenance

Repairs and maintenance is a key driver for overall satisfaction with Barnet Homes with 59% identifying it as the most important service to them. 55% identified it as an area most in need of improvement. Coupled with this we know that delivering the Decent Homes programme since 2004 has had an impact on leasehold

⁷ Page 8 – 1.3.1 BMG leasehold satisfaction report 2008

satisfaction with Barnet Homes. This has resulted in concerns over our approach to consultation, levels of charges incurred and in some instances quality.

Key issues to be addressed

- To improve the quality of information given to tenants as a break down with specific reference to repairs [see also theme 1 above]
- To review our approach to consultation in the light of recent LVT determinations [see also theme 1 above] including acknowledging when we get it wrong
- To review information we provide to leaseholders in advance of major works projects [see also theme 1 above] and afterwards on the products
- To review our approach to major works in the light of the findings of the survey
- To review and improve the communal repairs service offered to residents including quality and client control
- To review the approach to insurance backed guarantees for works undertaken by contractors

Measures of success

| Measure | 2008 position | 2011 target | 2013 target |
|--|--------------------|-------------|-------------|
| Satisfaction with value for money of building and communal repairs | 22% Average 26% | 26% | 33% |
| Satisfaction with consultation on major works | 27% Average 35% | 35% | 40% |
| Satisfaction with quality of major works | 34% Average 31% | 40% | 45% |
| Satisfaction with value for money of major works | 16% Average 17% | 20% | 30% |

iv) Knowing the customer and improving the environment

As an organisation we hold significant levels of information on council tenants and have been able to shape our services accordingly. With leaseholders our levels of knowledge are significantly lower and as result many myths remain such as that leaseholders are ex RTB purchasers or are non resident cash rich investors. By gaining greater levels of demographic information on leaseholders we will be able to both challenge these myths and develop more appropriate services. In addition we will aim to develop the estate environment around the issues raised by leaseholders and echoed by tenants as well.

Key issues to be addressed

- To increase the level of demographic information held on both resident and non resident leasehold customers
- To have undertaken analysis of the data collected to produce customer profile information by age, ethnicity, disability and financial hardship etc.
- To have undertaken a data matching exercise identifying sublet leaseholders (individuals, companies and institutions) and formalising these arrangements
- To develop a Barnet Homes "Excellent Neighbourhoods" strategy that responds to tenant and leaseholder issues with the environment
- To develop and evaluate a pilot parking initiative in the Hendon area with a view to wider targeted implementation

- To undertake a value for money review of grounds maintenance services

Measures of success

| Measure | 2008 position | 2011 target | 2013 target |
|--|--------------------|---------------------------------------|-------------|
| Satisfied with organisation overall | 31% Average 34% | 38% | 50% |
| Satisfaction with the neighbourhood | 61% Average 63% | 65% | 70% |
| Demographic information on leaseholders | 15% | 60% | 100% |
| Car parking as a big or fairly big neighbourhood problem | 44% | 5 parking control schemes implemented | 35% |

7 Resources

As at November 2009 the Home Ownership Team consisted of 18 staff. The team is primarily split into 3 main service areas which are:-

- Right to Buy and Cash Incentive
- Major Work consultation and Invoicing
- Leaseholder Management which primarily focuses on the administration and collection of service collections, which includes major works

The current budgetary value of this service alone is just over £1million.

A value for money review of the service took place in 2009 which will result in the declining Right to Buy work being assimilated into the leasehold housing officer post.

A 2nd stage of the review will take place in late 2010/11 as we near the conclusion of the Decent Homes works. This is likely to result in a reduction of managers from 4 to 3.

In addition, many staff across Barnet Homes contribute to the delivery of services to leaseholders outside of this team and those costs are not included in the budget sum identified above.

8 Partnership arrangements

Statutory partners

Barnet Council, Communities and Local Government and Leasehold Valuation Tribunals

External or voluntary partners

Catholic Housing Aid Society, Judge and Priestly, Countrywide, Citizens Advice Bureau, London & South-East ALMO Benchmarking Group, London Home Ownership Officers' Forum, Leasehold Advisory Service, Chartered Institute of Housing and Housing Quality Network

9 Consultation

Formal consultation relating to the appointment of our Decent Homes' Partner Constructors, Balfour Beatty and United House took place in 2004. Formal consultation relating to the appointment of our Maintenance Partner Constructor, Connaught PLC, took place in 2006. Prior to Major Works being carried out, further consultation is carried out in relation to the cost and nature of the works.

All consultation regarding decent homes and estate environmental works also includes a drop-in surgery for leaseholders. This gives leaseholders an opportunity to discuss issues relating to the works with both Barnet Homes and Constructors' staff on a face to face basis.

We have also started a series of Leaseholder Discussion Groups to discuss a series of specific issues with leaseholders who have expressed an interest in those issues. Three such groups have met, with more to follow. The next will look at a review of the leasehold management fee.

Working Group 1 is looking at a number of actions relating to consultation and taking leaseholders views into account.

10 Equalities

Central to the delivery of this strategy is the collection of greater demographic information to improve our knowledge of the leaseholder customer. This information will be used to redefine the services that we offer to customers over the coming two years.

This strategy will be the subject of a separate Equalities Impact Assessment which will be used to further inform the improvement plan.

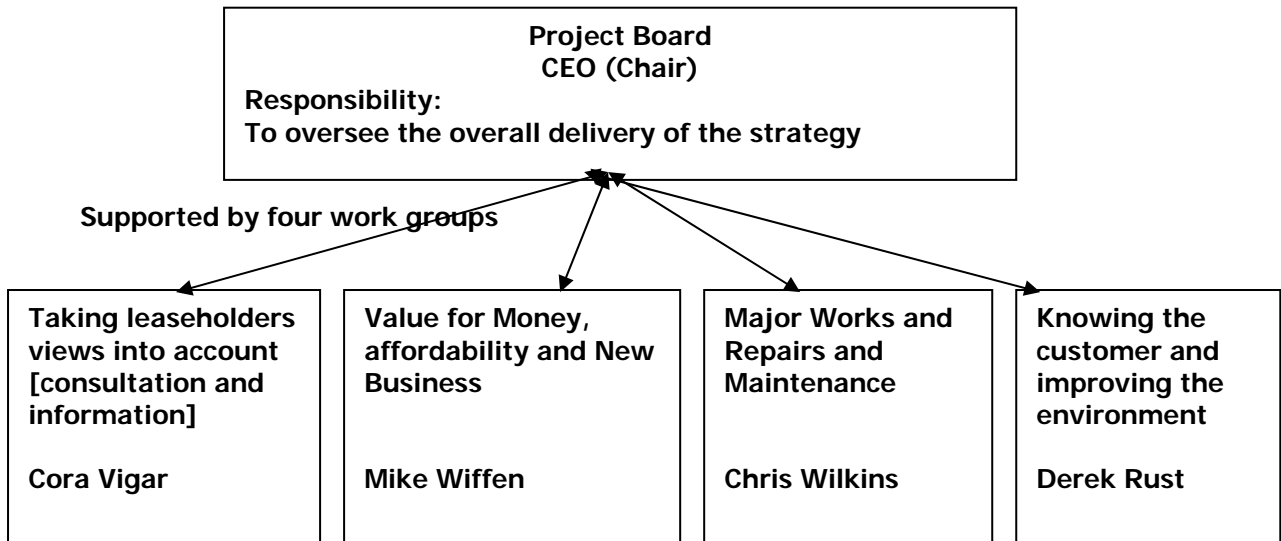
11 The service improvement plan

The projects to deliver this ambition are attached in the service improvement plan at Appendix 1.

12 Making it happen

To support and monitor the progress of this project a Project Board will be established and chaired by the Chief Executive.

Project structure



The project improvement plan will be monitored on a bi monthly basis and will be the subject of an interim progress report to Standards and Asset Management Sub group in around 9 months time.

**i) Taking leaseholders views into account
Corporate lead Cora Vigar (Head of Corporate Services)**

| Desired Outcome | Headline Actions to Address | Milestone | Lead Resource | Status | Latest Update / Evidence of Completion | Measure of Success |
|--|---|---------------------------------------|---------------------------------|------------------------|--|--|
| Improved and more consistent approach to major works consultation and delivery | Develop and implement a checklist for major works surgeries | October 2009 | JN/ IM | IP | | Increased leaseholder satisfaction with major works Fewer LVTs |
| Improved information on payment options and assistance available | Develop information material to promote loans/ payment incentives and extended payment options | Nov 2009 | JL | IP | | Increased leaseholder satisfaction with major works Improved recovery of major works charges |
| Improved and more consistent approach to major works consultation and delivery | Map out and communicate proposed timeline for Granville Road major works consultation | Feb 2010 | KR (supported by working group) | NS | | Improved internal co-ordination of consultation and communication required Increased leaseholder satisfaction with major works Fewer LVTs |
| Knowing the Customer | Email to all leaseholders with known email details to explain the extended payments option and any other news, asking them to email us back if they don't want to receive further updates Article in December's Athome asking leaseholders if they want to be contacted by email in future, and asking them to email us if so Consider Communications survey to go out with estimates | Nov 2009 Dec 09 Feb 10. | JL JL JL | NS NS NS | | Increased information held about our customers Better targeted communication and information Increased leaseholder satisfaction with communication |
| Greater transparency of costs | Support lessees in accessing earlier and improved information on | tbc | SRO tbc | NS | | Improved service charge recovery/ VfM |

| | | | | | | |
|---------------------------------------|--|------------|--------|----|--|--|
| | ordered/completed repairs: <ul style="list-style-type: none"> - Investigate pilot for posting communal job orders raised on estate inspections on noticeboards | | | | | Increased leaseholder satisfaction with repairs and VFM |
| Improved communication and engagement | Explore opportunities for expanding and improving communications with lessees: <ul style="list-style-type: none"> - improve information on the website - consider e-bulletins and community texting | April 2010 | JL | IP | | Increased leaseholder satisfaction with communication and involvement Efficiency savings achieved on printed material |
| | | Dec 2010 | JL | NS | | Improved service charge arrears recovery |
| Improved communication and engagement | Investigate the benefits of a dedicated leaseholder helpline or re-brand the existing contact arrangements | Mar 2010 | JN/JG | NS | | Increased leaseholder satisfaction with Home ownership service |
| Improved leaseholder involvement | Ensure leaseholders' needs are fully incorporated in the resident involvement strategy and engage leaseholders in the most appropriate way e.g. programme of task and finish discussion groups, possible leaseholder themed HUB event in 2010, lessees who want to be inspectors, opportunity for lessees to apply to join the Performance Advisory Group reporting to the Hub | April 2010 | TB/JJM | IP | | Increased leaseholder satisfaction with involvement opportunities |
| Improved leaseholder involvement | Identify key leaseholders who could be involved as a potential group in developing the long-term procurement strategy | Nov 09 | TB | IP | | Increased leaseholder satisfaction with involvement opportunities More effective delivery of new procurement strategy |
| Learning from complaints | Ensure feedback and learning from leaseholder complaints is incorporated into customer feedback analysis and reporting and that this also tracks through to "you said we did" | From Q2 | DT | IP | | |
| | | Sept 09 | JL | NS | | |
| | | ongoing | | | | |

ii) Value for Money, Affordability and New Business
Corporate Lead Mike Wiffen Head of Financial Services

| Desired Outcome | Actions to Address | Milestone | Lead Resource | Status | Latest Update / Evidence of Completion | Measure of Success |
|---|---|---------------------------------------|---------------|--------|--|--|
| Greater accuracy of service charge bills and more consistency between estimates and actuals | Analyse major variations for key elements of charges on estate by estate basis. Key elements (e.g. caretaking, grounds maintenance, repairs and electricity) to be compared over last 3 years. | February 2010 (for 2010/11 estimates) | JG/GP | NS | Accuracy of individual bills and overall billing within target percentages | Increased leaseholder satisfaction |
| VFM & comparisons | Review management fee Identify what fee actually pays for | February 2010 (for 2010/11 estimates) | GP/JG/KT | IP | Fees cover estimated costs | Increased leaseholder satisfaction Leaseholders understand basis of calculation |
| VFM & comparisons | Compare examples for other ALMOs, LAS and private sector landlords for examples of good practice | December 2009 | JG/JJM | NS | Any changes agreed with leaseholders | Increased leaseholder satisfaction |
| VFM & comparisons | Review audit reports for Southwark, Lambeth & KCTMO | March 2010 | JG/KT | NS | | |
| New Business | Offer gas servicing as an option for leaseholders per satisfaction survey feedback | March 2010 | KT | IP | Only 5 l/h have taken advantage of this existing service. To be promoted via At Home and via direct mailshot in late 09 early 10 | Increased take up |
| New Business | Offer key repairs as an option for leaseholders per satisfaction survey feedback | March 2010 | KT/ES | IP | Top 10 internal repairs identified. Discussion to take place with Connaught | Service in place and being accessed |
| New Business | Offer managing sub let properties as an option for leaseholders per satisfaction survey feedback | Sept 2010 | KT/JG | NS | | |
| Payment Options | Implement new extended payment (loan) scheme as approved by Council | Ongoing | KW/SW | IP | | Increased leaseholder satisfaction |
| | Explore other options for payment | Ongoing | KW/SW | IP | | Increase in income collection and reduction in arrears |

| | | | | | | |
|--|--|------------|----|----|--|--------------------------------------|
| Improved leaseholder understanding of how service charges are spent and comparison with other social landlords | Review all information sent out to leaseholders with estimates and actuals | End 2009 | JL | IP | | Increase in leaseholder satisfaction |
| | Review information on and access to website for leaseholders | March 2010 | JL | IP | | |

iii) Major Works, Repairs and Maintenance
Corporate lead Chris Wilkins (Head of Asset Management)

| Desired Outcome | Actions to Address | Milestone | Lead Resource | Status | Latest Update / Evidence of Completion | Measure of Success |
|---|--|-----------|-------------------------|--------|--|---|
| Review of resident consultation in major works projects | <p>Elmhurst – pilot getting leaseholders involved at an early stage and their views taken into account.</p> <p>Increase Face to Face communication. Eliminate the 'eternal email chain'</p> <p>Tailor make consultation plans for each programme.</p> | June 2010 | JN/RH | IP | | <p>Improve communication with residents used to shape and deliver our major works contract.</p> <p>Increase satisfaction with the service and reduction in complaints/expressions of dissatisfaction.</p> |
| Review information we provide to leaseholders | <p>Improve information on Website. Tie in communication and consultation schedule together.</p> <p>Communication to Leaseholders to be corporate branded.</p> <p>Sampling Exercise - To review descriptions in Omfax</p> <p>Sending out leasehold information booklet with each new consultation. Add keep under review and alter content post decent homes to suit these programmes</p> | June 2010 | JN/RH/ MD/ JLawn | IP | | Improve satisfaction. |
| Review approach to delivering Major Works. | Major Procurement exercise has commenced which will assess and determine how Barnet Homes intend to deliver major works post 2010. | June 2010 | Asset Management senior | IP | | Achieve VfM, good quality work, high level of satisfaction. Increase leaseholder satisfaction by |

| | | | | | | |
|--|--|------------------------------------|-----------------------------|---------------------|--|--|
| | <p>Carry out re-checks on roles and responsibilities matrix.</p> <p>Re-assess for value for money material specified.</p> <p>Increase level of 'client' desktop and site inspection until confidence in quality of work, costs and information restored.</p> | | managers / CW | | | <p>5%.</p> <p>Increased leaseholder confidence/satisfaction in the process and products.</p> |
| Review Communal Repairs service | <p>Carry out Journey Mapping Exercise.</p> <p>Produce quarterly reports for repairs works</p> | <p>Sept 2009</p> <p>March 2010</p> | <p>MD</p> <p>MD/ JN</p> | <p>IP</p> <p>NS</p> | | <p>Demonstrate VfM and efficiency and good quality work on our estates.</p> <p>Improve customer satisfaction on communal repairs</p> |
| Review the Approach to Insurance Backed Guarantees | Produce a briefing paper outlining the options. | June 2010 | RH | IP | | To ensure VfM and reduce costs. |

iv) Knowing the customer and improving the environment

Corporate lead Derek Rust (Head of Housing Services and Deputy Chief Executive)

| Desired Outcome | Actions to Address | Milestone | Lead Resource | Status | Latest Update / Evidence of Completion | Measure of Success |
|--|---|-----------|---------------|--------|--|--|
| To improve knowledge and awareness of leaseholders | To collect demographic information on both resident and non resident leasehold customers | June 2010 | DR | IP | | To have achieved at least 60% coverage of leaseholders [including prefer not to give] |
| To improve knowledge and awareness of leaseholders | To have undertaken analysis of the data collected to produce customer profile information by age, ethnicity, disability and financial hardship etc. | Sept 2010 | DR | NS | | Report outlining findings of the data analysis completed and adopted |
| To have developed services in response to the profiles collected | To demonstrate that we have reviewed and amended how we provide services based on the customer profile information analysis | Mar 2011 | JJM | NS | | Evidence supporting how services have changed in response to customer profile information analysis |
| To develop a revised | Undertaking a data matching exercise | | | | | Policy towards sub letting |

| | | | | | | |
|-----------------------------------|--|--------------|-----|----|--|---|
| approach towards sub letting | identifying sublet leaseholders (individuals, companies and institutions) and formalising these arrangements | Mar 2011 | JJM | NS | | leaseholders reviewed and numbers sub letting confirmed |
| To improve the estate environment | To develop an "Excellent Neighbourhoods" strategy that responds to tenant and leaseholder issues with the environment. | October 2009 | DR | IP | | Strategy adopted by Standards and Asset Management Sub Group |
| To improve the estate environment | To develop and evaluate a pilot parking initiative in the Hendon area with a view to wider targeted implementation | March 2010 | SRO | IP | | Pilot implemented and evaluation undertaken |
| To improve the estate environment | To undertake a value for money review of grounds maintenance services | April 2011 | tbc | NS | | Review completed and revised proposals put in place |
| To improve the estate environment | To increase the number of gardening clubs in Barnet | April 2011 | SRO | IP | | To have developed 3 more resident led gardening clubs across Barnet |
| To improve the estate environment | To roll out caretaking services to non caretakered blocks | Dec 2009 | SRO | IP | | Caretaking introduced to five new locations with resident support |