

Brent Housing Partnership

Delivery Plan 2005-2006

1. Business Objectives

Update on 2004-2005 objectives

- BHP has achieved the majority of its objectives set out in the 04/05 Delivery Plan as follows:
 1. **4198 properties will receive works and will become or remain decent by March 2005 i.e. 3272 tenanted and 926 leasehold.**
 - a. The actual figure will not be available until April 2005 but the predicted out turn for the year ending March 2005 is a total of 6247 properties becoming or remaining decent. The forecast for the remaining number of non decent properties at the end of March 2005 is 1111.
 2. **Consult with tenants and leaseholders about the service and issues affecting their homes.**
 - a. Tenants have been actively involved in all stages of the Decent Homes Programme including selection of contractors, selection of the range of materials to be used across all contracts, and tenants have been given the opportunity to plan the new layout of their kitchens to suit their individual needs.
 - b. Quarterly editions of 'Partnership News' which are delivered to all tenants and leaseholders and available on BHP's website have contained surveys including Fear of Crime & Victimisation, requesting views on BHP's Equality Scheme, requesting information on the level of satisfaction with the One Stop Shop service, gauging the level of under-occupation of council properties, enquiring about the most convenient method for payment of rent and encouraging direct debit payments. The rates of response varied (despite offering prizes on some surveys for the return of questionnaires) but nevertheless residents' view were taken into account in planning improvements to our service provision i.e. the subsequent One Stop Shop review, BHP's anti social behaviour policy, as well as further publicity on encouraging tenants to pay by direct debit and extending rental payment methods to include on-line payments.

- c. Leasehold Forum meetings took place in April and September 2004. In April a guest speaker was invited to talk about the Leaseholders Insurance scheme and in September representatives from the two newly appointed cleaning contractors, Wettons and Connaught, attended to participate in a question and answer session about the cleaning contract and their areas of responsibility.
- d. Leasehold Management send service charge invoices to all Leaseholders by the end of July each year. As part of consultation process, leaseholders are sent details of their communal minor repairs carried out to their properties/blocks. They are also invited to an evening meeting to discuss the repairs with BHP officers on a one to one basis. These meetings take place at BHP offices so we are able to resolve quite a number of enquiries on the spot and the remainder are investigated and responses sent in writing to the leaseholder. Every enquiry is written on a form and a copy of the form is given to the leaseholder who has raised the enquiry. Alternatively, leaseholders are also encouraged to email/telephone to log the repair complaint/enquiry for us to investigate.

3. Perform at least as well or better than the top 25% of London Boroughs in rent collection, repairs and lettings.

Note: the figures shown below are based on the end of year performance report for 2003-2004, and Housing Service Indicators

- a. BHP achieved 96.3% in rent collection, slightly higher than the top 25% which was 96.2%. Brent were ranked 9th out of 32 London Boroughs and 6th out of 15 family/neighbours.
- b. Percentage of repairs completed within government time limits was 93%. The top 25% of London Boroughs was 95% so BHP fell short of their target in this category although this was a significant improvement on the previous year which was 92.0%. This is not reported in the Housing Service Indicators
- c. The average number of days to complete non-urgent repairs was 14 days. This was not within the top 25% at 12 days but was an improvement on the previous year. This is not reported in the Housing Service Indicators.
- d. BHP was better than the top 25% on the percentage of repairs for which appointments were made and kept at 97%. The top 25% in this category was 95%. Brent were ranked 7th out of 32 London Boroughs and 4th out of 15 family/neighbours.
- e. The percentage of repairs finished on first visit is a local target but BHP exceeded the 80% target by ending the

year on 83% which was a significant improvement on the previous year's performance of 78%.

- f. The average time to relet properties was 34 days which was not within the top 25% at 33.41 days although clearly very close to it. This was however an improvement on the previous years performance of 35 days.
- g. The average SAP rating for LA dwellings for BHP was 54. Brent were 30th out of 32 London Boroughs and 14th out of 15 family/neighbours. This is reported on further in the report.
- h. The percentage of tenants' satisfaction with their landlord with the overall service (all tenants) was 75% for BHP. Brent were ranked 5th out of 32 London Boroughs and 3rd out of 15 family/neighbours.
- i. The percentage of tenants' satisfaction for BME tenants was 76%. Brent were ranked 3rd out of 28 London Boroughs and 2nd out of 15 family/neighbours.
- j. The percentage of tenants' satisfaction for non BME tenants was 74%. Brent were ranked 8th out of 28 London Boroughs and 5th out of 15 family/neighbours.
- k. The percentage of LA homes which were non decent at the beginning of the year was 51%. Brent were ranked 17th out of 29 London Boroughs and 8th out of 15 family/neighbours.
- l. The percentage change in the proportion of non-decent homes in the year was 18%. Brent were ranked 10th out of 32 London Boroughs and 5th out of 15 family/neighbours.

4. Reflect and meet the needs of Brent's diverse community.

- a. BHP's Equalities and Diversity sub committee have discussed the government's White Paper which proposes establishing a single Commission for Equality and Human Rights which will replace the Commission for Racial Equality, the Disability Rights Commission and the Equal Opportunities Commission. The new Commission is not expected to come into force until 2006 and it will introduce new approaches to promote, enforce and deliver equality and human rights. In addition to ensuring compliance with all current legislation, which was endorsed by the review of BHP's Equalities Scheme by the Housing Quality Network, BHP is taking a proactive approach in planning for the introduction of new legislation.
- b. A review of BHP's Equalities Scheme in 2004 by the Housing Quality Network found that BHP had made

significant progress in implementing year 1 of the scheme relating to repairs, human resources, governance, neighbour relations management, tenancy management, right to buy, procurement and customer satisfaction. Equalities Impact Assessment training was carried out in December by HQN for relevant managers of services covered by years 2 and 3 of the Equalities Scheme. The HQN report also recommended further equalities training for members of the Equalities/Diversity Sub Committee and the BHP board has agreed that this will be made available to all board members. The training will be scheduled for summer of 2005.

- c. BHP has made significant progress in the exercise to improve record keeping of the ethnicity of tenants. Tenancy records on the 1st Housing database now include ethnicity data on 76% of households, compared to 44% in 2003-04.

5. Promote regeneration in priority neighbourhoods

- a. BHP is actively involved in the neighbourhood renewal project for the St Raphael's ,Brentfield & Mitchellbrook Estates having a BHP Board member who sits on the Neighbourhood Renewal Forum Committee and is also attended by a BHP Officer. This Committee has funded a number of local projects including a homes into work project for local unemployed residents, has assisted in the funding of the BHP wardens scheme and has made some significant progress in building bridges and establishing good relationships between a local temple and the local residents many of whom had previously been hostile to the temple organisers.
- b. The ODPM announced in May 2004 that BHP had been successful in their bid for funding under round 4 of the Decent Homes Programme covering the refurbishment of 775 homes in the South Kilburn regeneration area which has since been increased to 943 homes.
- c. Public meetings concerning the refurbishment programme have been held in the area which has been well attended which is in addition to the normal decent homes programme site meetings.
- d. In June 2004 the BHP Board approved the setting up of a 5th Sub Committee specifically for South Kilburn. It was considered important to establish this 5th Sub Committee since it was essential that BHP develop a supportive role in the redevelopment of the area as a whole including formation of good working relationships with the NDC board and officers, and a new relationship with the developers and registered social landlords who are partners in the redevelopment scheme. It was also seen as important to engage with the wider objectives of the

regeneration project including the aspiration of having an integrated housing management provider in the area.

- e. The first meeting of the South Kilburn Sub Committee took place in October 04 and continues to meet quarterly in line with BHP's sub committee timetable. The sub committee comprises 4 members of BHP's board i.e. one independent, one councillor and two tenants members who live in the South Kilburn area, one of whom is also a member of the NDC board. The chair of the South Kilburn Area Housing Board has been co-opted onto the sub committee to ensure a high level of resident involvement and a link with all tenants and residents associations in the area.
- f. Bi monthly officer meetings take place between BHP and the NDC where common interests on issues concerning items such as the progress on the refurbishment programme, information to local residents, and cleaning and grounds maintenance are discussed.

6. Reduce crime and promote community safety

- a. Following the success of BHP's Warden's Scheme which covers the whole borough it was decided to combine the South Kilburn concierge scheme with the warden scheme in the area. A tendering process resulted in a contract being awarded to Initial Security Ltd and all existing wardens have transferred to the new company under the TUPE process.
- b. BHP worked in partnership with the Council and the Police to obtain anti social behaviour orders against seven youths and also successfully defended an appeal from the families of the youths against the subsequent publicity.
- c. BHP working with the Council and the Police has also succeeded in implementing a closure order on a property being used for drug dealing, obtained a committal to prison order on an individual who was using a property for illegal purposes, obtained a post conviction ASBO on an individual who subjected an elderly neighbour to a serious assault and obtained a dispersal order for use on an estate subject to persistent nuisance from groups of youths.

7. Support the Green Agenda by energy-saving and improving the quality of the environment.

- a. As part of the decent homes programme BHP has been installing 'Condensing' boilers in tenant's homes which cuts down on the amount of fuel needed to heat water and ultimately saves on tenant's fuel bills. In addition we have been installing low energy light bulbs in communal areas and aluminium windows which are more

environmentally friendly that the previously used UPVC windows. However for aesthetic purposes the aluminium windows are factory finished to resemble the more modern UPVC windows.

- b.** BHP is planning a programme of loft and cavity wall insulation during 2005/2006. This however will be based on an analysis of cost and tenant need but should the programme go ahead it is envisaged that sustainable materials will be used in the insulation programme.
- c.** BHP's SAP rating has significantly improved during the last two years to an actual figure of 54 in 2003/04 whereas the previous year had been 47 and the expected out turn for 2004/2005 is 55.
- d.** To help improve the local environment BHP embarked on a programme to install litter bins and dog loos in green areas in South Kilburn. In addition we have also carried out improvements to benches and playground areas to encourage people to use these attractive outside spaces.
- e.** In our recently appointed Pest Control Contract we specified that the Contractor must be able to demonstrate that they are working towards implementation of a verifiable system that guarantees compliance with a quality system based on the principles laid down in BS ENISO 140001:1996 (which is the environmental quality standard). BHP will ensure that new contract specifications include specific clauses where appropriate which promote the green agenda and environmental improvements.

8. Supporting children and young people

- a.** During the year BHP teamed up with Brent Youth Partnership to launch a Youth Forum. This gives young people aged 21 and under the opportunity to give their views in a safe, friendly, open environment. We are gathering their views on what and how they would like to see things improve such as housing, facilities for young people, employment opportunities and the environment.
- b.** Following feedback from young people and residents living in Hereford House, South Kilburn, a mural was painted around the pavilion playground. The young people were involved in painting examples of sea life and an alphabet on the wall with the help of BHP and council staff.
- c.** Our Principle Community Initiatives Officers have visited secondary schools after feedback requesting information on what housing is all about. The visits are also used as an opportunity to discuss careers in housing, and the realities of anti-social behaviour.

2005-2006 Objectives

Detailed targets for each of the service areas within BHP are shown in the 5 year perspective of BHP's Business plan 2003-2008. BHP's landlord and strategic objectives for 2005-2006 are listed below:

- i. Provide a service which retains the 3 star excellent rating from the Housing Inspectorate.
- ii. Achieve the Decent Homes Standard across the Borough by 2007 and meet our target to achieve a reduction to 34% of non decent homes during 05/06.
- iii. Provide an effective, efficient service which can be objectively shown as being good value for money and meet the Council's target of 2% efficiency savings on operational budgets during 05/06.
- iv. Provide a service which is planned around the needs of Brent's diverse community and increase tenant satisfaction for BME tenants to 80% during 05/06.
- v. Promote regeneration in priority neighbourhoods
- vi. Reducing crime and promoting community safety
- vii. Supporting the green agenda by improving the quality of the environment and improve our SAP rating to 59 during 05/06.

2. Performance Targets

Performance Indicators

2.1 The following table sets out the performance achieved against the statutory, and local targets in 2002/2003 and 2003/04 including targets for all the top 25% BV performance indicators for 2005/2006.

2.2 Actual figures for 2004/2005 will not be available until after the end of the financial year although we are able to provide predicted out-turns for this period. These indicators also include a number agreed by the National ALMO Bench marking club, which ensures BHP is able to make comparisons against similar organisations.

2.3 In relation to BV184 it should be noted that the provisional out-turn while accurate using the current basis for calculation (4116 non decent in ALMO stock) is likely to change as BHP is intending to re-calculate the original level of non decent homes with outturn from the first 2 years of the programme. This will also be increased as information

from the properties not in the current works programme is included. The revision will be available in mid April.

2.4 The targets provided for BV184 for 2005-2006 are targets set after completion of the Building Cost Model which was based on a 4 year programme. This again may be subject to alteration once the details for the 3rd and 4th phase of the programme are agreed. The outturn reflects the position for the whole of the HRA (including South Kilburn) – about 50% of the non decent stock is in South Kilburn at March 2005.

2.5 The suggested targets for 2005/2006 was discussed and agreed by the BHP Board at their Away Day on 23/24 March 2005.

STATUTORY, ALMO BENCH-MARKING AND LOCAL PERFORMANCE INDICATORS.

		Top 25% For 03/04	2002/03 Actual	2003/04 Target	2003/04 Actual	2004/05 Target Approved by BHP Board and the Council	04/05 Actual	2005/2006 Target
BV74a	The % of all council tenants or representative sample of tenants, stating they are satisfied with the overall service provided by the Landlord	New	New	New	75%	New	75%	80%
BV74b	Satisfaction of tenants with their landlord's service – black and minority ethnic tenants	74%	47%	60%	76%	Outturn plus 5%	78%	80%
BV74c	Satisfaction of tenants with their landlord – non-black and minority ethnic tenants	74%	53%	60%	74%	Outturn plus 7%	74%	80%
C2	Percentage of repairs for which appointments were made and kept (excluding emergencies)	95.0%	94.2%	96.0%	97%	96.0%	97%	97%
C3	Percentage of repairs completed within government time limits	95.0%	92.0%	97.0%	93%	95.0%	93%	95%
C4	Average days to complete non-urgent repairs	12	9.45	11	14	12	15 ave	12
		Top 25% For 03/04	2002/03 Actual	2003/04 Target	2003/04 Actual	2004/05 Target Approved	04/05 Actual	2005/2006 Target

						by BHP Board and the Council		
C5	Percentage of repairs finished on first visit	Local	n/a	80%	83%	85%	83% ave	90%
BV66a	Rent collected by the local authority as a proportion of rents owed on HRA dwellings	96.2%	96.3%	96.3%	96.3%	96.3%	Annual figure	96.4%
BV66b	Number of council tenants with more than 7 weeks gross rent arrears as a % of total number of council tenants.	New	New	New	New	New	New	13%
BV66c	% of council tenants in arrears who have had Notice of Seeking Possession served	New	New	New	New	New	New	15%
BV66d	% of council tenants evicted as a result of rent arrears	New	New	New	New	New	New	0.5%
C7	Rent arrears of current tenants as a proportion of the rent roll	Local	3.84%	3.8%	3.3%	4%	3.2%	3.3%
C11	Percentage of tenants in arrears over 13 weeks	7%	6.45%	8%	8%	7%	7.1% ave	7%
C13	Percentage of stage 1 complaints answered in 15 working days	Local	n/a	85%	85%	85%	79%	85%
C14	New stage 2 complaints as a percentage of stage 1s	Local	n/a	20%	19.2%	20%	20%	20%
C15	Percentage of phone calls answered in 15 seconds	Local	n/a	85%	73%	85%	81%	87%
BV184a	The proportion of LA homes which were non-decent at start of financial year	42.49%	54.6%	53%	51.06%	42.3% programme extended to 4 years	43.96%	34%

		Top 25% For 03/04	2002/03 Actual	2003/04 Target	2003/04 Actual	2004/05 Target Approved by BHP Board and the Council	04/05 Actual	2005/2006 Target
BV184b	The Percentage change in the proportion of dwellings between start and end of financial year	11.25%	6.55%	10.2%	17%	41%	30%	32.7%
BV63	Average SAP rating of Local Authority owned dwellings	54	47	51	54	54	55	59
BV211a	The proportion of planned repairs and maintenance expenditure on HRA dwellings compared to responsive maintenance expenditure on HRA dwellings	New	New	New	New	New	New	75% Planned 25% Responsive
BV211b	Proportion of expenditure on emergency and urgent repairs to HRA dwellings compared to non-urgent repairs expenditure to HRA dwellings	New	New	New	New	New	New	Consult with tenants
BV212	Average time taken to re-let council housing	New	New	New	New	New	New	40 days
BV75a	Satisfaction of council tenants with opportunities for participation in management and decision making in relation to housing services provided by Landlord	New	New	New	73%	New	73%	76%
BV75b	Satisfaction of ethnic minority council tenants with opportunities for participation in management and decision making in relation to housing services provided by landlord	58%	46%	63%	75%	Outturn plus 5%	71%	80%

		Top 25% For 03/04	2002/03 Actual	2003/04 Target	2003/04 Actual	2004/05 Target Approved by BHP Board and the Council	04/05 Actual	2005/2006 Target
BV75C	Satisfaction of non ethnic minority tenants with opportunities for participation in management and decision making processes provided by landlord	58%	55%	47%	71%	Outturn plus 5%	76%	77%
C	Correspondence replied to	Local	New	New	76%	85%	87%	90%
C	Payment of non disputed Invoices	Local	New	New	90%	95%	86% <i>Due end May</i>	Out-turn plus 4%

3. Best value service reviews

2004-2005

- Following the successful implementation of Service Level Agreements, monitoring arrangements were put in place for all services procured by BHP and a schedule of service reviews drawn up. Work on the first phase of reviews commenced in 2003 and the second and third phase in 2004. An update on the review process is shown below:

AGREEMENT	LEAD OFFICER	UPDATE ON REVIEW PROCESS
Environmental Support Services <ul style="list-style-type: none"> ▪ Gully Cleaning 	Monia Jacobs	Review completed. Minor improvements to service delivery to be incorporated into new SLA to be drawn up.
Environmental Support Services <ul style="list-style-type: none"> ▪ Abandoned Vehicles 	Monia Jacobs	Review completed. BHP to evaluate in terms of cost and efficiency two options for improved management of the service i.e. BHP to employ a dedicated officer to authorise removal and payment of the contract or for Streetcare to take over complete management of the contract including responsibility for administration of the system and database. New SLA to be drawn up.
Environmental Support Services <ul style="list-style-type: none"> ▪ CCTV 	Mick Buttle	Review completed. New SLA to be drawn up to include improvements in statistical data provided to BHP, penalties for poor performance and an annual review of costs.

Health and Safety	Ryszarda Gago-Patel	Review completed. Annual health and safety audits to be carried out. H&S to provide monthly progress reports. BHP & H&S to set up system of logging all service requests
Payroll	Nick Fairweather	Review completed. BHP to develop a specification for the requirements from a combined HR and payroll system, evaluate the systems currently available and assess the costs and benefits of managing all personnel and payroll records through a single database.
Pensions	Sandra Royer	Cannot be terminated whilst BHP remains scheduled body.
Corporate Property	Sam Werder	Review in progress. The draft review report is due to be forwarded to the service area for consultation in early March, subject to the outcome of the consultation with the DMT and will be presented to the Board in April.
IT & Telephones	Mike Dwyer	Review completed. Agreed to assess options for direct provision by BHP of website management and consider cost/benefits and to investigate options for external hosting of Internet and e-mail. A review of the management arrangements for Housing System Support Officers will take place in March 2005 to consider whether resource should remain within ITU or be brought in-house by BHP. Agreed that Brent Council to devolve separate ITU budget to BHP.
Pest Control	Linda Footer	Review completed. Agreed to issue a six month termination notice and that a tendering exercise would be under-taken which has now been completed and contract awarded to a company called Brent Direct Ltd. Contract to start on 4 th April 2005. A leaflet informing council residents of the new service sent out to residents end February. Info on the changes now on both the Council and BHP website.

Corporate Support Services	Herman Lewis	Review in progress. Following consultation with the DMT, the review report has been forwarded to the service manager and comments have been received. Clarification has been sought from the service manager on issues arising from his comments on the report. These issues concern clarification of budget and staffing issues that relate to the report recommendations. It is anticipated that these issues will be clarified by the end of February and that the review findings will be reported to the April meeting of the board.
Audit	Peter Holmes	Review in progress. The review team has met twice and is considering the baseline data needed for the review. A consultation exercise with internal users is being carried out, as well as a benchmarking exercise with external organisations.
Investigations	Janis Robert-Edwards	Review in progress. A draft review report was considered by the Directorate Management Team (DMT) in January and referred back to the review chair for amendment. A further draft is being prepared and is scheduled to be submitted to the DMT in February. Once agreed by DMT, the review report will be forwarded to the service manager for consultation and on completion of the consultation process the findings from the review report will be presented to the board.
One Stop Services	Linda Footer	Review in progress. A draft review report was considered by the Directorate Management Team (DMT) in February and following some minor changes has been forwarded to the service director for comments which will be incorporated into the final version to be submitted to the Board in April.
Community Safety	Christian Longdon	Review completed. Agreed that all forms of arrangement for the provision of the service shall be based on a trading arrangement rather than a recharge arrangement
Complaints	Helen Evans	Review in progress. A briefing meeting with the service manager took place on 2 nd February 05 and the first review team meeting is planned for late February.
Legal Services	Sam Werder	Review completed. Agreed some changes to working practices, to continue to use Legal Services to deal with BHP's disrepair cases but to carry out a further review within 12 months

Personnel	Sandra Royer	Review completed. The Board agreed that the majority of human resources services be delivered by BHP, to issue six months termination notice and to purchase consultancy services from the Council's Personnel Dept on a trading basis.
Committee Services	Carol Stephenson	Review completed. The Board agreed to issue a six month termination notice and the servicing of Area Housing Boards has now been brought in house which commenced December 2005.
Aids & Adaptations		Review in progress. The review group have had two meetings on 24.1.05 and 25.2.05. They are currently going through the consult and compare processes. Estimated completed is May 2005.

4.0 Financial Management

4.1.1 BHP operates an Operational/Services split. The management/ administration expenditure (e.g. salaries and associated indirect expenses) is allocated to the Operational side, while expenditure on the service delivery (e.g. repairs, utilities, etc.) goes to the Services side.

4.1.2 The Operational budget is funded by the BHP fee. BHP will run the Services budget on behalf of the council.

4.1.3 A formal chart of headline accounts is shown below:

<u>Pro Forma Headline Accounts</u>	
ALMO Budget	
Income	
Contract Fee	
Other Income	
	0
Operating Expenditure	
Total	

Services Budget	
Repairs	
Non-Repairs	
Total	0

- 4.1.3 BHP will continue to exercise its own discretion in setting up sub-accounts and in managing budgets and expenditure within these, but will not vire budgets between headline accounts without the agreement of the Director of Housing.
- 4.1.4 BHP will continue to prepare a revenue budget in agreed format each year for discussion and agreement with the Council. Monthly management accounts are produced for BHP's board and managers and significant variances against the budget are explained.

4.2 Budgets

- 4.2.1 The Director of Finance will liaise in August to November with Council Officers to prepare BHP's Revenue Budgets for the following year. This will be based on the BHP budget for the previous year.
- 4.2.2 The Budgets will be based on current costs adjusted for inflation and stock loss. They will be further adjusted for the following if applicable:
- a) Extra costs outside the control of BHP
 - b) Additional services being required
 - c) Rationalisation of provision of services
- 4.2.3 During the year the budgets can be amended by agreement between the Council (Director of Housing) and BHP (Managing Director). This process will be triggered by the following:
- a) Unforeseen extra costs outside the control of BHP
 - b) Additional services being required
 - c) Rationalisation of provision of services

4.3 Treasury Management and Fee Arrangements

- 4.3.1 BHP will continue to operate three separate Current bank accounts one for the Operational one for BHP Service Contracts and one for the Services (Council bank account) side. Surplus funds on the Operational Account will be placed in the interest-bearing account and moved to the current account as appropriate.
- 4.3.2 The HMS Client Bank Account will continue to be used to pay for BHP Services. This account is in the Council's name and funding arrangements will be agreed between BHP's Director of Finance and the Council's Housing Finance Manager.
- 4.3.3 BHP will continue to receive the Management Fee as equal monthly payments two months in advance from the Council on the first of each month, which will be paid into the Operational bank account. Funds will be transferred to the interest-bearing account as appropriate.
- 4.3.4 As payment takes place two months in advance, there should be no cash shortages for revenue expenditure. However, in the unlikely event of a cash shortage, BHP will arrange a loan from the council and subsequently produce a report explaining why there is a shortage and how and when the loan is to be repaid.

4.4 Payment Mechanism

4.4.1 BHP will use its own purchase ledger and bank accounts to make cheque payments to suppliers. Payments for expenditure on the Operational side will be made from the BHP operating bank account, while payments on the Services side will be made from the Council bank account.

4.4.2 The Council (ITNET) will continue to pay the staff and will debit the HMS Client Account with the monthly/weekly payroll totals for BHP. These costs will then be transferred to the BHP Operational Account.

4.5 Receipts

4.5.1 Invoices will be raised as appropriate and receipts will be banked to the appropriate BHP bank account.

4.6 Annual Accounts

4.6.1 BHP will produce Limited Company Annual Accounts and Returns in accordance with the relevant company laws and statements of Accounting Practices. It will also produce the relevant information for the BHP Services Account to be amalgamated into the Council's statutory HRA Accounts in a format and to a timetable agreed with the council each year.

4.7 Surpluses at the year end

4.7.1 Surpluses will either be used to improve the service in a plan agreed by the BHP board or will be paid back to the Council (as agreed with the Council)

4.8 Payment for Services provided by or to the Council

4.8.1 BHP will receive invoices from other Council departments for services provided. It will pay for the invoices from the appropriate bank account. Similarly BHP will invoice council departments for services provided.

4.9 Delegated Authority/Authorised Signatories

4.9.1 BHP will maintain its own scheme of delegated authorities, authorised signatories and associated procedures, in respect of contractual commitments undertaken in its own name.

4.9.2 BHP will follow the Council's scheme of delegated authorities in respect of contractual commitments on behalf of the Council. BHP operates budgetary control with budgets devolved to individual managers. These managers have delegated authority to purchase out of their own budgets.

4.9.3 There are 5 authorised bank signatories for each bank account. Each cheque over £1000 for the Operational side and £5000 for the Services side must be signed by at least 2 signatories.

4.10 Financial Regulations and Contract Standing Orders

4.10.1 BHP has its own Financial Regulations and Contract Standing Orders to be used as a framework for conducting its business.

4.11 Service Standards

- 4.11.1 BHP will ensure compliance with Accountancy Professional Standards and with Companies Act requirements.
- 4.11.2 BHP will alert nominated Council officers promptly to any financial problem emerging during the year from the preparation and review of management accounts and treasury management.

4.12 Information Supplied to the council

- 4.12.1 The Financial Monitoring Arrangements were agreed in February 2003 – these are shown as Appendix 1. BHP will provide any other financial information needed by the Council within agreed timescales.

5.0 Capital Programme

- 5.1.1 The programme has continued to progress satisfactorily overall. Fourteen year one contracts are now complete.
- 5.1.2 Some difficulty was encountered where six leaseholders have refused to grant access to allow the installation of new windows but consultation meetings and advice to leaseholders which is continuing has resolved many cases. Recovery of costs from leaseholders will commence in the summer of 2005 following submission of agreed final accounts from contractors.
- 5.1.3 Partnering arrangements based on NEC contracts were entered into with four contractors for years 2 and 3 of the programme. Approximately 3000 properties will have received “decent Homes” type works during the first two years of the programme and approximately £54.6 million has been spent on capital works overall.
- 5.1.4 Partnering arrangements were entered into with two contractors for internal works to the 777 properties added to the ALMO stock in South Kilburn. Works began in September 04 and will be completed by September 05.
- 5.1.5 A feasibility study for external works to South Kilburn properties has been completed and consultation with residents and the South Kilburn Residents steering group is in progress. Procurement of appropriate contractors to undertake these types of works will be completed by the end of March and external works are scheduled to start in October 2005.
- 5.1.6 Resident consultations regarding security works to three blocks in South Kilburn have been completed and work is to commence on site shortly.

5.2 Financial Matters

- 5.2.1 BHP will prepare a capital programme each year.
- 5.2.2 BHP will prepare a Capital Investment cash flow Forecast each year following agreement of its programme. Capital cash flow statements will be prepared on a quarterly basis.
- 5.2.3 BHP will submit a monthly capital report to the Council each month in a format agreed with the Council.

5.2.4 BHP will produce a capital return each year to a timetable and in a format agreed with the Council.

6.0 Resident Involvement and Satisfaction

6.1.1 Residents have played an active part in all stages of the Decent Homes programme including

- Selection of year one contractors
- Materials panel – selection of the range of materials to be used across all contracts
- Selection of year two contractors

6.1.2 Consultation with South Kilburn residents was undertaken via a residents steering group, established in April 2004. The steering group have been involved in the schemes' development, procurement and progress.

6.1.3 All tenants who are part of the Decent Homes Programme have been given a choice of internal finishes from a wide range of taps, kitchen units, floor and wall tiles and other internal finishes to their home and to the common parts of the blocks. Tenants have also been given the opportunity to plan the new layout of their kitchens to suit their individual needs within the guidelines of the storage space requirements and the building's existing structure.

6.1.4 The end of year performance report for BHP for 2003/04 found over 75% of black and minority ethnic tenants and almost 80% of non black and minority ethnic tenants were satisfied with opportunities for participation. This was far above our set target of 60% and places us in the top 25% of performing ALMOs or local authorities.

6.1.5 The end of year performance report for BHP for 2003/04 found 76% of black and minority ethnic tenants and 74% of non black and minority ethnic tenants were satisfied with their landlords service. This is a significant improvement on 2002/03 where the end of year figures was 47% and 58% respectively.

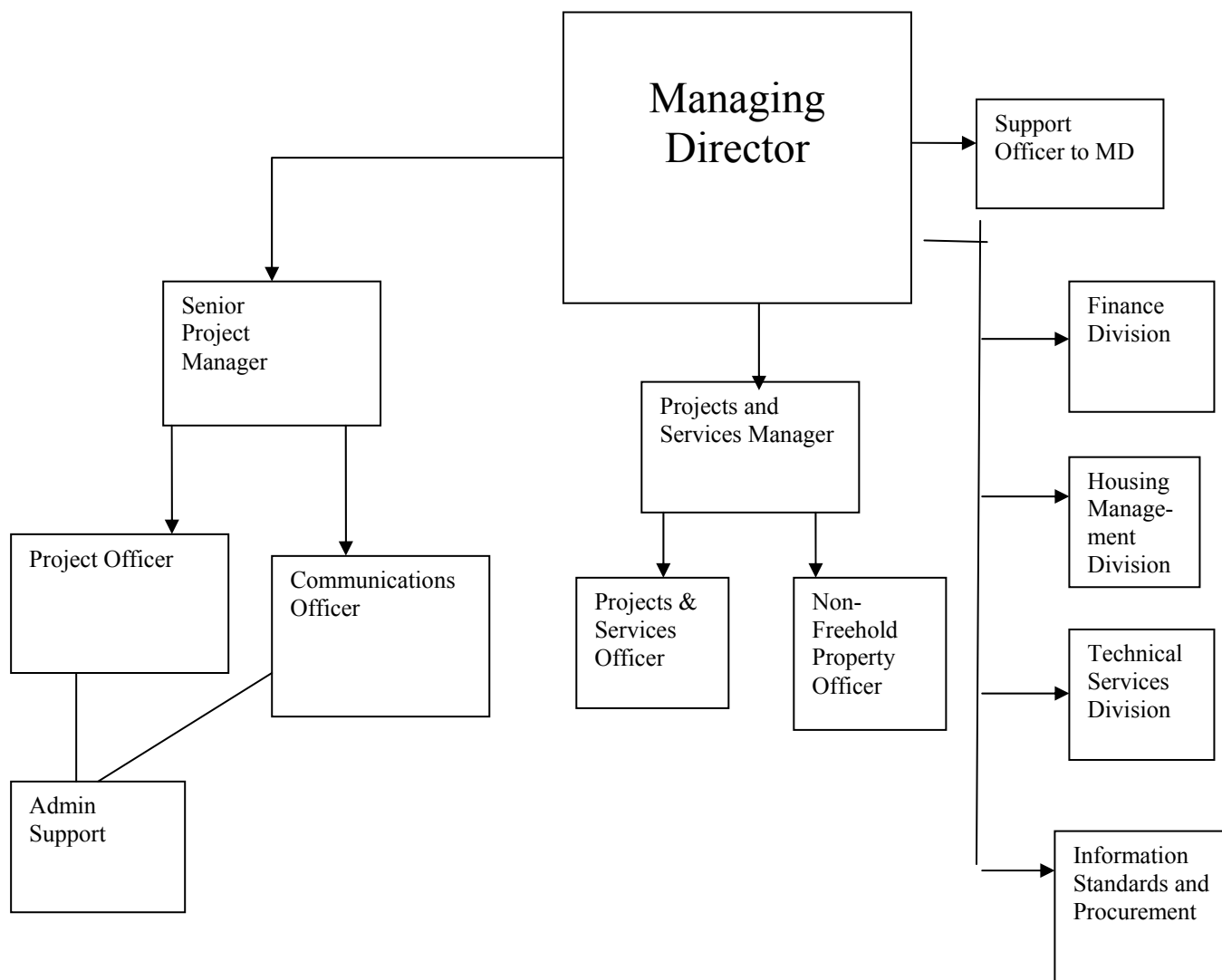
6.1.6 A quarterly edition of BHP's magazine 'Partnership News' is delivered to all council tenants and leaseholders. An editorial board comprising officers of BHP and residents meet to discuss and agree the contents of each edition.

6.1.7 BHP was considered to be the best in the country for tenant involvement in an award ceremony hosted by Inside Housing in 2004.

7. Resources

7.1.1 Organisational Structure

7.1.2 There have been no changes in the organisational structure during 2004/2005 which is shown below.



7.1.3 It remains Brent Housing Partnership's intention to reduce the impact of stock loss by developing new business opportunities. BHP was successful in the tendering of a contract for the management of a private leasing scheme following a successful pilot. BHP's 'New Business' group continue to explore opportunities which will allow the business to diversify and develop into new areas, obviously subject to approval from both the Council and BHP's main board.

8. Efficiency/Value for Money

8.1 Following recommendations laid down by the Audit Commission in their KLOEs and also as a result of the Gershon Report on the need for efficiency and value for money in public services, BHP is working in line with the Council's corporate efficiency statement to achieve the required 2% efficiency savings in operational budgets. BHP is now very much focused on ensuring that value for money is assessed in all areas of our work.

8.2 BHP carried out its first value for money review as a pilot scheme on our Tenancy Services department at the beginning of 2005. The methodology and analysis of this review was checked by Housing Quality Network who are happy with the criteria being applied. We have now drawn up a planned programme of value for money reviews covering all services within BHP which is now in progress and is due to be completed by the summer of 2005.

- 8.3 In addition BHP is embarking on a value for money benchmarking exercise with other similar housing organisations in order to further test the results of our reviews and the results from these benchmarking exercises will be fed into the overall value for money report which will be submitted to the BHP board in June 2005.

9. Quality Standards

- 9.1.1 Brent Housing Partnership has been registered with British Standards Institute since 1996 our present registration to BS EN ISO 9001:2000 was granted on the 19th December 2003 and was presented with certificate number FS34587 by British Standards Institute.

- 9.1.2 The scope of the registration with BSI covers the Quality Management System for the following scope

The provision of housing management services to Brent Council, including
Income Collection and Rent Recovery
Rent Collection and Rent Accounting
Management of Empty Properties
Management of Estate Services Contractors
Management of Day to Day repair contractors and planned maintenance
Tenancy Management, tenancy issues, enforcing conditions of tenancy
Leasehold Management Services

- 9.1.3 BSI carries out a continuous assessment of the services provided by Brent Housing Partnership through planned monitoring arrangements. BSI carries out twice yearly visits to Brent Housing Partnership, which totals six days, assessing our compliance with quality systems. BSI continues to review compliance during 2005/2006

- 9.1.4 In addition to the formal monitoring of systems and procedures by BSI. BHP has an established internal audit process which involves both programmed and random audits of all our services. Brent Housing Partnership has an annual Internal audit schedule for 2004/2005 which can be viewed by contacting the Customer Service Manager for Brent Housing Partnership.

9.2 Customer Requirement Reviews

- 9.2.1 BHP, as part of its quality assurance system, will continue to ensure that the views of its customers are taken into account in developing and improving services. In 2004/2005 a number of surveys were undertaken i.e. a telephone and postal surveys on the quality of the OSS which was part of the OSS service review, survey of tenant satisfaction generally which shows a marked increase in the general level of tenant satisfaction for both BME and non BME tenants, working in partnership with the Council's Housing Resource Centre in surveying residents to gauge the level of under-occupation of council properties, and surveying tenants about the most convenient method for payment of rent and encouraging direct debit payments. The outcome of these surveys and other feedback data collected has assisted in shaping improvements to services and will continue to do so during 2005/2006.

9.3 Charter Mark

- 9.3.1 Charter Mark is valued by BHP as demonstrating excellence in public service. It was BHP's intention to apply for Charter Mark during 2004/2005 but felt it

was important to concentrate our efforts on only one large project a year so instead we focused attention on our IIP assessment.

- 9.3.2 Officers from BHP attended a seminar in 2004 along with officers from various council departments to seek information about the new criteria for the Charter Mark assessment. BHP has now contacted CMAS (Charter Mark Assessment Services) to gain more clarification on the assessment process. This will be considered by BHP's Directorate Management Team in March/April 2005 who will consider BHP's application with a view to achieving this award for the organisation as a whole during 2005/2006.

9.4 Investors in People

- 9.4.1 BHP was delighted to learn on 4th March 2005 of our success in achieving the Investors in People Status.

10. Governance & Monitoring

- 10.1 BHP's annual report and audited accounts 2003/2004 for the period ending 31.3.04 was filed on time at Companies House. The annual report and accounts for 2004/2005 will be filed at Companies House within the required timescale for a filing date of 29.01.06.
- 10.2 Annual returns and quarterly statistical returns during 2004/2005 in respect of BHP's business activities have been submitted on time to both Companies House and the Office for National Statistics.
- 10.3 BHP's second Annual General Meeting held in October 2004 at the Quality Hotel in Wembley which was attended and approved by the Council's representative was well attended by tenants and leaseholders. BHP's Managing Director together with the Directors of Finance and Technical Services presented information to residents on BHP's financial performance and progress to date with the Decent Homes Programme. Residents also had the opportunity to meet the Directorate Management Team and discuss any issues with them on a one to one basis.
- 10.4 Due to the volume of reports which required attention by the Board it was decided during 2004 to increase the frequency of main board meetings from quarterly to bi monthly. In addition to sub committees for personnel/remuneration, equality/diversity, finance/audit, operational, ethics & standards it was decided to establish a further South Kilburn sub committee ensuring a link with the wider regeneration scheme in the area. Our sub committees will continue to meet on a quarterly basis during 2005/2006. BHP's main board and sub committee calendar for 2005/2006 are shown in the following table:

**BRENT HOUSING PARTNERSHIP BOARD
AND SUB-COMMITTEES CALENDAR
2005-2006**

Date	Meeting	Venue	Time	Reports to be checked for financial implications by Finance Director by	Reports to be submitted to Company Secretary by	Papers Despatched
Thursday 9th June 2005	Operations Sub Committee	Helen Evan's Office Dyne Road	5.00 p.m.	13th May 2005	25th May 2005	27th May 2005
Wednesday 8th June 2005	Personnel/Rem. Sub Committee	Sandra Royer's office MGH	6.00 p.m.	13th May 2005	25th May 2005	27th May 2005
Wednesday 15th June 2005	Equality/Diversity Sub Committee	Mike Dwyer's office MGH	4.00 p.m.	27th May 2005	1st June 2005	3rd June 2005
Thursday 16th June 2005	South Kilburn Sub Committee	CRC Building, Albert Rd	6.00 pm	27th May 2005	1st June 2005	3rd June 2005
Tuesday 28th June 2005	Finance/Audit Sub Committee	Peter Holmes's office MGH	6.30 p.m.	N/A	15th June 2005	17th June 2005
Thursday 30th June 2005	Main Board Meeting	North West London College	6.30 p.m.	10th June 2005	15th June 2005	17th June 2005
Thursday 1st September 2005	Operations Sub Committee	Helen Evan's Office Dyne Road	6.00 p.m.	19th August 2005	25th August 2005	26th August 2005
Tuesday 6th September 2005	Personnel/Rem. Sub Committee	Sandra Royer's office MGH	6.00 p.m.	19th August 2005	25th August 2005	26th August 2005
Wednesday 7th September 2005	South Kilburn Sub Committee	CRC Building Albert Rd	6.00 p.m.	19th August 2005	25th August 2005	26th August 2005
Thursday 8th September 2005	Equality/Diversity Sub Committee	Mike Dwyer's Office MGH	4.00 p.m.	19th August 2005	25th August 2005	26th August 2005
Tuesday 13th September 2005	Finance/Audit Sub Committee	Peter Holmes's office MGH	6.30 p.m.	N/A	31st August 2005	2nd September 2005
Thursday 15th September 2005	Main Board Meeting	North West London College	6.30 p.m.	25th August 2005	1st September 2005	2nd September 2005
Thursday 24th November 2005	Annual General Meeting	North West London College	6.30 p.m.	N/A	N/A	N/A

Date	Meeting	Venue	Time	Reports to be checked for financial implications by Finance Director by	Reports to be submitted to Company Secretary by	Papers Despatched
Thursday 1 st December 2004	Operations Sub Committee	Helen Evan's office Dyne Road	6.00 .m.	16 th November 2005	22 nd November 2005	23rd November 2004
Tuesday 6 th December 2005	Personnel/Rem. Sub Committee	Sandra Royer's Office MGH	6.00 p.m.	10 th November 2005	23rd November 2005	25th November 2005
Wednesday 7 th December 2005	South Kilburn Sub Committee	CRC Building Albert Rd	6.00 p.m.	10 th November 2005	23 rd November 2005	25 th November 2005
Thursday 8 th December 2005	Equality/Diversity Sub Committee	Mike Dwyer's office MGH	4.00 p.m.	11 th November 2005	23rd November 2005	25th November 2005
Tuesday 13 th December 2005	Finance/Audit Sub Committee	Peter Holmes's Office MGH	6.30 p.m.	N/A	8th December 2005	9th December 2005
Thursday 15 th December 2005	Main Board Meeting	North West London College	6.30 p.m.	22 nd November 2005	1 st December 2005	2nd December 2005
Thursday 23rd February 2006	Main Board Meeting	North West London College	6.30 p.m.	3 rd February 2006	9 th February 2006	10 th February 2006
Thursday 2nd March 2006	Operations Sub Committee	Helen Evan's office Dyne Road	6.00 p.m.	10 th February 2006	15 th February 2006	17 th February 2006
Tuesday 7 th March 2006	Personnel/Rem. Sub Committee	Sandra Royer's office MGH	6.00 p.m.	13 th February 2006	22 nd February 2006	24 th February 2006
Wednesday 8 th March 2006	South Kilburn Sub Committee	CRC Building Albert Rd	6.00 p.m.	13 th February 2006	22 nd February 2006	24 th February 2006
Thursday 16 th March 2006	Equality/Diversity Sub Committee	Mike Dwyer's office MGH	4.00 p.m.	21 st February 2006	1 st March 2006	3rd March 2006
Tuesday 28 th March 2006	Finance/Audit Sub Committee	Peter Holmes's office MGH	6.30 p.m.	N/A	12 th April 2006	14 th April 2006
Thursday 20 th April 2006	Main Board Meeting	North West London College	6.30 p.m.	1st April 2006	5 th April 2006	7 th April 2006

8.1 BHP's main board meetings are held at the North West London College which has convenient transport links and has disabled access to the building. Main board meetings and sub committee meetings will continue to be open to the public. The advertising of board and sub committee meetings will continue

through BHP's web site and through posters in all One Stop Shops and to the chairs of all tenants and residents associations. It is not intended to change the location of sub committee meetings since both MGH and Dyne Road have disabled access and meeting room facilities and can accommodate the numbers of members of the public who would be expected to attend such meetings.

- 8.2 BHP gained approval from its main board in April 2004 that tenant members (and independents who are affected by the same rule) are allowed a period of three years in office in order to maintain stability on the board. This decision by the Board was made on the basis of a reduction in the expenditure on the election process which is approximately £20,000 for a full advertising campaign and a ballot of all tenants. Following Board approval a request was made to Brent Council to agree the relevant changes to BHP's Articles of Association. The new rules mean the retirement of two independent members at BHP's AGM in 2005 and the retirement of three tenant members the following year which is then repeated on a three year cycle.

APPENDIX 1

Financial Monitoring Arrangements between Brent Housing Partnership Ltd and Housing Finance of the London Borough of Brent

1. Aims and Goals

- 1.1. This agreement proposal aims to avoid any duplication of work in the monitoring arrangements between Brent Housing Partnership and the London Borough of Brent Housing Finance Department and provide value for money within the HRA.
- 1.2. Brent Housing Partnership is not a service unit of the London Borough of Brent, but a separate Limited Company wholly owned by Brent Council. Following that, there is no reason to assume that any previous monitoring arrangements are best practice. It therefore seems to be best to ignore previous monitoring arrangements and start with a blank sheet to agree new monitoring arrangements. However the Financial Regulations of both Brent Housing Partnership and the Council will form a framework for these new arrangements.
- 1.3. Starting with a blank sheet, it is proposed that a framework with obligations for both teams be set out. The change in status requires a change in attitude from all parties. The over all underlying aim is for both teams to work together in partnership
- 1.4. This document applies to the HRA functions managed by BHP. The monitoring arrangements for the Travellers site (General Fund) will remain the same.

2. Content

- 2.1. The content and format of the Monitoring Pack will be determined by the extent to which disclosure of detail is necessary. A differing level of detail will be necessary in the two major accounts, the BHP Services Account and the BHP Contractor Account.
- 2.2. The Monitoring Pack will contain the following sections:
 - 2.2.1. BHP Services Account
 - 2.2.2. BHP Operating Account
 - 2.2.3. Service Charges
 - 2.2.4. External Decorations
 - 2.2.5. Mortgages/Rents
 - 2.2.6. BIRT/BBC
 - 2.2.7. MRA
- 2.3. The content and format of the Monitoring Pack for 2003/2004 can be determined by agreement between BHP and Housing Finance at a later date. The sections set out in 2.2 above can be amended or added to by agreement. For the remainder of the year the same Returns will be provided to Housing Finance as in the last few months.
- 2.4. Monitoring arrangements will also be required for the Capital Program. Details of this can be agreed at a later date.
- 2.5. Both BHP and Housing finance will respond to ad hoc requests for information in a reasonable and professional manner. A reasonable length of time shall be given to anyone to respond to such requests.
- 2.6. Housing Finance will be notified promptly of any virements to budgets managed by BHP.
- 2.7. BHP fee negotiation and the setting of the Services Budget will be agreed each year within the framework set up in the Delivery Plan and the Management Agreement.
A draft timetable for the budget setting will be produced by Housing Finance. Both parties will then agree a final timetable.
- 2.8. A draft timetable for the production of the HRA Final accounts will be produced by Housing Finance. A detailed timetable will then be agreed by both parties.
- 2.9. The VAT / CIS Returns for Housing finance will continue to be produced by BHP in accordance with the Council's procedures and deadlines.

3. Timetable

- 3.1. Timing of submission of the monitoring pack to Housing Finance is determined by conflicting demands of timeliness vs. accuracy of the information provided. To determine this we have to examine what information is provided and why it is provided.
- 3.2. It is suggested that returns as agreed between Housing Finance and BHP will be submitted to Housing Finance 12 working days after the end of the period. Any queries from Housing Finance should be received within 3 working days of submission of the Monitoring Pack or 15 days after the end of the period whichever is later.

4. Meetings

- 4.1. Periodic (monthly) meetings regarding monitoring of BHP by Housing Finance as well as other financial matters should take place between members of the Housing Finance Team and members of the BHP Finance Team with a rotating chair. The primary points of contact for these meetings should be the Finance Operations Manager for BHP and the Principal Accountant for Housing Finance.
- 4.2. Periodic (monthly) meetings should take place between the Director of Finance of Brent Housing Partnership and the Housing Finance Manager of the London Borough of Brent, to discuss finance arrangements generally and specifically all matters relating to monitoring arrangements and any possible amendments to them as well as operational matters that could not be solved in meetings as described in 4.1 above.
- 4.3. Additionally, it is proposed that ad hoc meetings take place when required between the Director of Finance of Brent Housing Partnership and the Housing Finance Manager, to discuss any matters that could not be solved in the regular team meetings, or to make any amendments to the monitoring arrangements.
- 4.4. One member of Brent housing Partnership Finance will attend the Housing Finance Monitoring Group meetings. These meetings will not be used as monitoring meetings for any of the accounts set out in 2.2. (Travellers site monitoring will still be discussed at HFMG meetings.)