

**BRENTHOUSING
PARTNERSHIP**

Building on Excellence

Our Delivery Plan

2010 - 2011



Our new mission
statement for the
next five years

**Building on
Excellence**

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I. Introduction

The management agreement between BHP and Brent Council defines how we will operate and deliver services to council tenants and leaseholders and this includes the production of an annual 'Delivery Plan'. We work closely with Brent Council to ensure that our plans meet their requirements and ensure that we deliver services in accordance with the council's strategies and policies on housing.

BHP's Delivery Plan is the tool we use to monitor and report on progress against our business priorities. Sitting above the Delivery Plan is BHP's five year Business Plan 2008-2013 which sets out the strategic business objectives for the company. The Delivery Plan aligns itself

to Brent Council's Housing Strategy 2009-2014 and focuses on clear outcomes for tenants.

The Delivery Plan also details the financial resources employed which enable BHP to deliver and perform its services.



2. BHP's Core Values

Our mission statement “Building on Excellence” reflects the overall goal for the organisation, striving to continuously improve services for the benefit of council tenants and leaseholders.

We have Customer Service Charters in place covering all key areas including repairs, tenancy management, estate services, housing support and leasehold management. These Customer Service Charters set out the standards all our customers can expect to receive from us and are in the process of being updated

in consultation with residents which is one of our ‘Local Offer’ commitments for 2010-2011. BHP's Customer Service Charter is published on our web site at www.bhphousing.co.uk and is available in hard copy from any Brent One Stop Shop or from BHP's Corporate Services Team on 020 8937 2400.



3. Achievements against the Landlord and Strategic Business Objectives 09-10

This section gives an overview of our achievements against the landlord and strategic objectives during the previous year 2009-2010.

We believe that in order to drive our business forward and keep up to date in best practice in housing management, to improve services for tenants and leaseholders, we must continuously review and update our business plans and targets. Detailed performance targets which are linked to the landlord and strategic business objectives for each of our divisions are shown in BHP's 5 year business plan 2008-2013. Performance targets are also contained within 'Service Excellence Plans' for each of the various business departments within each division. A yearly summary of key performance indicators is published in our Annual Report & Accounts, available online on our website

www.bhphousing.co.uk. Further performance information, including how BHP compare against other similar housing providers in Brent and in London generally, has been included in the council's Annual Housing Report 2009-10.

Taking on board the views of residents and the delivery of key performance targets is essential as is being able to demonstrate to our residents that we provide excellent value for money. Resident Involvement, Performance Management and Value for Money are all discussed in more detail in other sections of this Delivery Plan.



Detailed below are the results of BHP's performance against the landlord and strategic business objectives for 2009-2010:

Provide an excellent service which meets the requirements of the Government's housing regulators and customer demand

Resident Involvement

Targets for 2009-2010	Outcome
Produce an annual training brochure for tenants and leaseholders.	During the year we successfully delivered an in house residents training programme covering a range of topics including 'chairing and meeting skills' and computers for beginners.
Encourage more residents to become block champions; carry out block champion training and produce a block champions brochure.	We increased the number of block champions from 16 in the previous year to 37. We produced and published a block champions brochure and provided training for all block champions.
Consult and produce a 'Menu of Options' brochure for resident involvement.	A 'Menu of Options' brochure detailing the various ways in which residents can participate in the management of their homes was produced and widely circulated.
Book at least three residents on the accredited Resident Inspectors external training course.	We organised and ran an accredited Quality Inspector training course for tenants in partnership with Stadium Housing, Barnet Homes, Ealing Homes and Origin Housing. 12 tenants (including 3 from BHP) received the Quality Inspector Level 2 Housing award from the Chartered Institute of Housing.
Implement a Youth Editorial Board who will contribute towards articles in BHP's quarterly residents magazine 'Partnership News'.	A Youth Editorial Panel was set up and a special youth section has now been incorporated into Partnership News.
Provide training to residents on the implementation of the Environmental Quality Standards 'Pictorial Guide'.	Training on the implementation of the 'Pictorial Guide' for environmental standards took place with residents across the borough.
Identify and support new community facilities for the St Raphael's estate.	The refurbishment of a community centre was completed during the year with an opening ceremony planned during the later part of 2010.

Rent collection and maximising income

- We achieved 97.73% rent collection during 2009-2010 which was an improvement on the previous year and just short of the top 25% figure of 98%
- Rent arrears of current tenants as a proportion of the rent roll reduced from 2.3% in 2008-2009 to 2.0% in 2009-2010 and was well within the top 25% of housing organisations performance of 2.5%

Tenancy Management

- During 2009-2010 the Tenancy Management Team worked closely with the council's Audit & Investigation Department and managed to obtain 30 county court possession orders for illegal subletting of council homes.

Brent Direct Leasing Scheme

- The BDL scheme generated £221,660 additional surplus for our organisation during the financial year 2009-2010. The scheme has now achieved a total surplus of £1,152,867 since the start of the contract.

Housing Support

- The loss of the Older People Services, our biggest Supporting People contract saw the loss of our six Elders Services Officers. In response to this, the team had to quickly adapt and implement innovative approaches to provide a minimal but effective 'safety net service' to vulnerable residents by offering them community safety alarms facilities. Our Gardening Support Scheme, designed to assist those not able to maintain their garden due to infirmity or elderly with no support mechanisms, saw 80 vulnerable residents receive a gardening service
- Seven staff from across a number of service areas were trained and qualified as Trusted Assessors, following the loss of the Elders Services Officers. This has allowed us to maintain the processes that allow vulnerable residents access to minor adaptation services within a relatively short period from assessment to works being carried out.

Responsive Repairs

- The percentage of repairs for which appointments were made and kept, excluding emergencies reduced slightly from 100% during 2008-09 to 99.5% in 2009-2010
- Percentage of tenants satisfied with the repairs service which is a new indicator for 2009-2010 was 99%
- A new Opti-time appointment system is being developed and due to be implemented during 2010-2011 which will improve the percentage of repairs completed 'right first time'.

Leasehold Management

- Two leasehold forums were held on 20 May 2009 and 23 September 2009
- 107 % of service charges was collected
- £860,840.26 was collected in respect of major works carried out.

Procurement

Insurance claims management

- This was a re-tender for a service provider to administer and manage the housing insurance portfolio on behalf of BHP. The main role of the claims administrator is to manage claims relating to property damage, housing related liability, Right to Buy, individual leased properties, and public liability claims. The contract was retained by Uftons.

Fire Services

- This was a retender for a contractor to maintain and repair fire equipment in communal areas and to carry out Fire Risk Assessments. It was awarded to Connaught Compliance Services.

Brentfield external refurbishment

- This contract was the subject of an EU procurement notice. Properties in Conduit Way, Brentfield, Russell Close, Sunny Crescent, Durand Way, Wyborne Way and North Circular Road are being refurbished.

Approved list for refurbishment work

- Chief Officers approved setting up an approved list for refurbishment works. 7 contractors were appointed and will be invited to tender for a number of contracts for refurbishment works each under £3m over the next 5 years. In 2009, 15 contracts were tendered using this List.

Energy Efficient Insulation Programme

- Sustain have been appointed to install energy efficiency measures (loft and cavity wall insulation) to up to 5000 properties in order to improve our overall energy efficiency, for which they will obtain government funding.

Housing Development Joint Venture

- BHP aims to identify sites and bid for Social Housing Grant to build new housing and it was decided that we need a joint venture partner who will bid with us for housing development opportunities, fund the initial cost of the construction of new housing and design and build it. BHP will then purchase it on completion with Social Housing Grant and by borrowing against the future rental stream. Durkan were appointed as our housing development joint venture partner.

District Heating

- This was a retender for a contractor to maintain and repair communal heating systems and the contract was awarded to T A Horn.

Pest Control

- We retendered the pest control service for all the properties managed by BHP including a front line diagnostic service and treatment services. The contract will be for 5 years, commencing April 2010, with the possibility of annual extensions based on performance against KPI's up to a maximum of 10 years in total. This contract was retained by Brent Direct.

We carried out some procurement for other organisations on a fee basis:

CTR Tenant Management Organisation (TMO)

- We managed an EU compliant tendering process for a small TMO in Newham for a housing services contract. The new contract started in March 2010.

Ongoing procurement processes:

Travellers site- Site management

- We are currently completing the process to appoint an organisation to manage the council's Travellers Site.

Surveying Framework

- We are setting up a Framework of 3 surveying consultants to manage refurbishment, redecoration and other projects as needed. A range of professional services may be required such as building surveying, party wall surveyors, clerks of works, CDM coordinators, quantity surveyors, employer's agent.

Disabled Adaptations

- We took over responsibility from the council for disabled adaptations to council properties last year and set up an interim arrangement to deal with them. We are now tendering a new contract for carrying out these works.

Stock Condition Survey

- We are in the process of tendering for a surveying consultant to carry out a stock condition survey of approximately 15% of the council's housing stock to value the long term investment requirements of housing stock for the purpose of stock options appraisal.

Lift refurbishment for Craik, Crone and Winterleys

- The lifts in these three blocks in South Kilburn are approximately 30 years old and we have advertised a contract to refurbish them.

Richmond Housing Partnership

- We are currently assisting Richmond Housing Partnership to retender their Tree Maintenance Contract, on a fee basis.

Communications

- A residents' newsletter 'Partnership News' is produced by BHP's Communications Team every quarter and delivered to all council tenants and leaseholders. Articles for inclusion in the magazine are agreed by an Editorial Board which is facilitated by the Communications Team but whose membership is mainly council tenants and leaseholders. The Team have had a number of successes during 2009-2010 including:
 - Establishment of youth editorial board
 - National press coverage regarding BHP's first 'Green' estate
 - Successful national award entries for the Housing Heroes Awards, National Federation of ALMOs Awards and TPAS Awards;
 - BHP listed as 75 Best Places to Work in the Public Sector coverage in press and prominent coverage in the Sunday Times
 - Launch of BHP's purchase of over 100 newly built homes - Granville New Homes in November 2009 which received front page coverage in the local press.

Provide an effective, efficient service which contributes to the investment needs of the housing stock and maintains service quality

- BHP last reviewed its Asset Management Strategy in 2009. In 2007, BHP supplied the council with a detailed view of the investment requirements over the next 30 years to both maintain the housing stock above the Decent Homes Standard and meet its statutory and legal responsibilities

- This highlighted a significant funding gap and was the catalyst for Brent Council to undertake a housing options review led by Tribal Group, a leading consultant in the field. Tribal submitted an initial report in December 2008. Tribal completed a gap analysis of stock data that BHP based the investment requirements upon in September 2009 which recommended that a sample stock condition survey be undertaken. This recommendation was agreed and the stock condition survey was undertaken by Savills in the summer of 2010. Results from the survey are expected to be available by the end of 2010
- BHP will update existing stock information with the information collected through this survey and use it to plan and prioritise future investment in the housing stock.

Achieve efficiency savings on operational budgets during 2009-2010

- BHP were able to use its surpluses from previous years (£930,983 in 2008-2009) to assist the council in the purchase of 110 properties in South Kilburn by entering into a loan agreement
- £400,000 has been set aside to fund expected costs of redundancies during 2010-2011.

Provide a service which is planned around the needs of Brent's diverse community and ensure BME satisfaction is as high or higher than non-BME

- In response to the Equality Bill, BHP continued to develop data profiles for vulnerable residents as part of the framework of our revised Equality & Diversity Strategy and Action Plan. An enhanced system, of flagging vulnerable cases on BHP's database by providing a visual

indicator to ensure vulnerable residents receive responsive services in consideration of their special needs, was introduced

- Comprehensive equality checks are carried out on all tenders procured by BHP prior to contracts being signed
- BHP is preparing for changes to Equalities legislation and these changes are expected to be implemented during 2010-2011.

Encourage regeneration in priority neighbourhoods

- South Kilburn is a major regeneration area within the borough and during 2009-2010 BHP assisted the council by carrying out a number of projects to design out crime and improve the overall appearance of external communal areas of various blocks

Project	Amount
Carlton House – demolition of wall to deter anti social behaviour.	£5,435.00
Hereford House – refurbishment works and lighting underneath podium.	£5,246.52
John Ratcliffe House – security works due to anti-social behaviour.	£3,380.00
Masefield House – internal communal decorations due to ASB.	£5,778.00
Stuart Road – installation of fencing and gates due to anti-social behaviour.	£3,148.50
Stuart Road – installation of lighting in communal areas.	£1,500.00
Wordsworth House – renew pavement at front entrance and rear exit.	£1,500.00
Total Spend.	£25,348.02

- The contracts for the second phase of external works in South Kilburn was completed in May 2010. The works included carrying out cyclical repairs and decorations to a mixture of street properties and low rise blocks. Additional works were also included to improve the thermal efficiency

and appearance of specific blocks in South Kilburn to integrate them into the future regeneration of the area. An insulated external render system has been installed to 13 blocks at Carlton House and cavity wall insulation installed to Alpha House, Canterbury Court and Gorefield House

- BHP has assessed the condition of properties in South Kilburn in conjunction with Brent’s regeneration timetable and developed a plan to ensure the properties are maintained to an appropriate standard until they are regenerated. The next phase of works to be carried out is window repairs to the 6 high rise bison blocks which is likely to commence in January 2011
- The BHP Repairs and Voids Team has been working closely with Brent’s Regeneration Team to secure individual properties and buildings at Barham Park before they are handed over to the development partner. We have also been involved in securing properties in South Kilburn
- BHP participates in the South Kilburn Partnership Board and Sub Committee meetings that focus on the regeneration of the area.

Promote community safety and reduce the fear of crime

Partnership working to tackle anti social behaviour

- A number of actions were taken by BHP’s Anti Social Behaviour Team in partnership with Brent Council and the Police in addressing anti social behaviour. Detailed performance in addressing anti social behaviour is shown below:

Legal Action implemented	2009-2010
Evictions.	2
Suspended Possession Orders.	6
Injunctions.	2
Acceptable Behaviour Contracts.	5
Notices of Seeking Possession served for anti social behaviour.	14
Cases referred for Mediation.	2

Neighbourhood Wardens

- The Neighbourhood Wardens Team had another busy year with 1021 phone calls from residents received and 777 emergency call outs attended, and of these over 99% were attended within 30 minutes of the calls being received
- 11,543 hotspot referral patrols and 39,774 regular patrols were undertaken. In addition 126 after school patrols were carried out
- An independent survey of BHP’s Neighbourhood Wardens scheme showed that 86% of tenants were satisfied with the service received.

Support the green agenda

Loft and Cavity Wall Insulation Programme

- During 2009-2010 BHP carried out a programme of loft and cavity wall insulation to 5200 council owned properties in the borough. The entire cost of the programme was £170,000.00.

Solar Panels

- During 2009-2010 BHP installed solar panels in 115 council owned properties in the borough.

Environmental Improvement Works across Brent

- BHPs Neighbourhood Services team carried out a total of 91 environmental projects across council estates in Brent during 2009-2010 mainly comprising improvements to estate roads and pavements. The total spend on the 91 projects was £469,316.05

- 2088 local environmental quality inspections were carried out on estates during 2009-2010 checking estate standards including cleaning, grounds maintenance, graffiti removal, abandoned vehicles and litter
- 54 estate walkabouts with residents were carried out
- 3014 communal repairs were completed and 258 post inspections of communal repairs were carried out.

Cleaner, Safer, Greener Neighbourhoods

- In January 2009 BHP were the first ALMO in London to receive the Keep Britain Tidy Exemplar Quality award for environmental services to Wembley and North Kilburn. In February 2010 we also achieved the Exemplar status for environmental services for the remaining estates in Brent in South Kilburn, Harlesden/Brentfield and St Raphael's.



4. Landlord and Strategic Objectives for 2010-11

Although the structure of BHP will change during the summer or early autumn of 2010 following a whole organisation review to mitigate stock loss and government cuts in public expenditure, we will not lose sight of our main objective which is to be an organisation continuing to improve services for the benefit of council tenants and leaseholders.

BHP's landlord and strategic objectives for 2010-2011 are listed below:

- Provide an excellent service which exceeds the requirements of the regulators
- Encourage more residents to participate and be at the heart of our organisation, influencing and shaping service delivery
- Provide a value for money service which contributes to the investment needs of the housing stock and maintains service quality
- Achieve efficiency savings on operational budgets
- Provide a service which is planned around the needs of Brent's diverse community
- Contribute to the council's plans for regeneration in priority neighbourhoods
- Add value through the development and acquisition of new homes
- Promote community safety and reduce the fear of crime
- Support the green agenda.



5. Performance Management

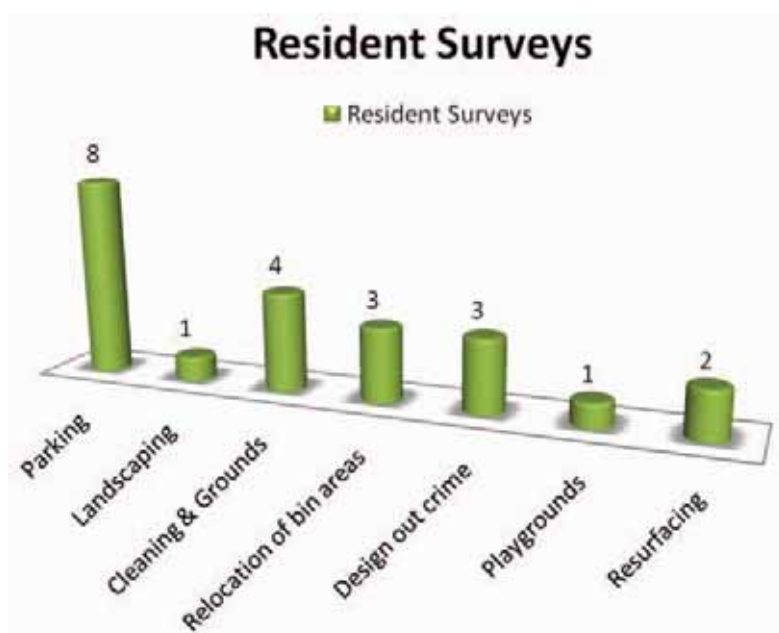
Technical Indicators	2006-07 actual	2007-08 actual	2008-09 actual	2009-10 actual	Direction of travel
Percentage of homes non Decent at the end of the financial year.	-	1.3%	0.88%	0.25%	↑
% of decent Council Homes.	-	100%	99.11%	99.75%	↑
Average SAP (energy efficiency rating) of dwellings (annual).	67	69	65	68.4	↑
Tenant satisfaction with major works.	95%	94%	94%	94%	↔
Tenants satisfied with the repair and maintenance service provided by their landlord.	68%		72%	Bi annual	-
The proportion of planned repairs and maintenance expenditure on HRA dwellings compared to responsive maintenance expenditure on HRA dwellings.	58%	63%	63%	63%	↔
	42%	37%	37%	37%	
Percentage of repairs for which appointments were made and kept (excluding emergencies).	98%	98%	100%	99.5	↓
Percentage of repairs finished on first visit.	95%	92%	95%	93%	↓
Average number of days taken to relet council housing.	31	27	26	27	↓
Ready to Let time (days).	16	22	19	19	↔
Percentage of new tenants satisfied with the property.	88%	92%	89%	95%	↑
Percentage of properties with a gas appliance that have a valid gas certificate.		99.0%	99.2%	99%	↔
The proportion of CPI2 (gas servicing certificates) outstanding at the end of 12 months at 1 April.	88/88	92/92	0.8%	0.9%	↔

Housing Management Indicators	2006-07 actual	2007-08 actual	2008-09 actual	2009-10 actual	
Rent collected by the local authority as a proportion of rent arrears owed on HRA dwellings.	97.4%	98.03%	97.70%	97.73%	↑
The percentage of local authority tenants with more than seven weeks of (gross) rent arrears as a percentage of the total number of council tenants.	12.10%	10.41%	9.14%	9.29%	↑
Percentage of local authority tenants in arrears who have had Notices Seeking Possession served.	1,332	1033	1,486	2,479	↑
	28.38%	27.23%	36.87%	63.99%	
Percentage of local authority tenants evicted as a result of rent arrears.	38	48	68	57	n/a
	0.42%	0.53%	0.75%	0.64%	
Rent arrears of current tenants as a proportion of the rent roll.	3.3%	2.8%	2.3%	2.0%	↑
Percentage rent loss through void properties.	1.4%	1.5%	1.4%	1.5%	↓
Number of racial incidents reported and percentage which resulted in further action.	100% (11/11)	94.44% (17/18)	100% (4/4)	100% (9/9)	↔
The number of racial incidents reported to the Local Authority, and subsequently recorded, per 100,000 population.	18	18	4	2	n/a
Number of ASB cases responded to within time scale (5 days).	95.9% (94/98)	97.62% (82/84)	100% (109/109)	100% (345/345)	n/a
Percentage of Anti Social Behaviour (ASB) short term cases referred/ resolved within 6 months.	100%	100% (56/56)	100% (84/84)	100% (87/87)	↔
Percentage of vulnerable tenants contacted in compliance with 6 monthly visit programme.	98%	99%	99%	100%	↑
Percentage of assessed service users that have a 'person-centred plan' in place.	97%	98%	100%	99%	↓
Percentage of assessed service users reviewed at least once every six months.	70%	91%	98%	91%	↓
Percentage of Housing Support clients satisfied with the overall level of support.	95%	93%	98%	96%	↓
Percentage of tenants who have completed the the floating support programme.		new for 08/09	100%	100%	↔

Other Indicators	2006-07 actual	2007-08 actual	2008-09 actual	2009-10 actual	
Satisfaction of all tenants with their landlord's service.	75%	70%	76%	Bi annual	n/a
Satisfaction of tenants with their landlord's service - black and minority ethnic tenants (BME).	72%	70%	73%	Bi annual	n/a
Satisfaction of tenants with their landlord's service - non-black and minority ethnic tenants (Non BME).	74%	70%	77%	Bi annual	n/a
Percentage of leasehold service charge collected(including arrears).	109%	111%	108%	110%	↑
Number of Right to Buy forms received.	174	126	40	45	n/a
Percentage of stage 1 complaints answered in 15 working days.	84%	86%	88%	93%	↑
Average number of days to respond to stage 1 complaints.	13	13	12	11	↑
Number of Stage 1 complaints received.	955	769	805	829	↓
Number of Stage 2 complaints received from stage 1.		new for 08/09	180	174	↑
Stage 2 complaints as a percentage of stage 1.	21%	19%	22%	21%	↑
% of stage 2 complaints responded to within 20 days.		71%	68%	87%	↑
% of stage 2 complaints upheld.		46%	43% upheld 18% partly upheld	34% upheld 28% partly upheld	↔
Number of new stage 3 complaints received by chief Executive.	66	60	46	52	↓
Number of Stage 3 complaints Upheld.		8	1 fully upheld 15 partially upheld	1 upheld, 25 partly upheld	↓
Percentage of members enquires responded to within 10 days.	70%	79%	78% 233/300	87%	↑
Total number of members enquires.		438	300	441	↓
Percentage of phone calls answered in 15 seconds.	76%	81%	78%	83%	↑
Percentage of domestic violence cases resolved.	95.5% (21/22)	100% (11/11)	100% (10/10)	80% (4/5)	↑
Correspondence answered within timescale.	97%	98%	99%	98%	↓
Invoices paid within 30 days.	96%	95%	92%	97%	↑
% of customers satisfied with standard of building cleaning.		returned for 08/09	94%	92%	↓
% of customers satisfied with standards of grounds maintenance.		returned for 08/09	87%	85%	↓
Working days lost due to Sickness Absence.		8.7	10.0	5.8	↑

6. Resident Involvement

During 2009-2010 BHP carried out 22 separate consultation exercises with residents. The chart below shows the numbers and types of consultation surveys carried out during the year:



Resident Involvement targets for 2010-2011

- Review the borough wide 'Residents' Compact' in consultation with tenant and leaseholder representatives
- Carry out a training needs assessment for tenant representatives
- Organise and implement an annual training programme based on feedback from the residents' training needs assessment
- Increase the number of resident representatives who are actively engaged in influencing decisions on service delivery.

7. Value for Money

Procurement

Value for money was achieved on the re-tender of the Travellers' site contract by saving £50,000 per annum on that paid for the previous contract whilst ensuring quality of service delivery remained a high priority.

The overall cumulative profit made achieved by BHP's Procurement Team on re-tendered contracts (including the Travellers' site) since BHP was set up has amounted to £319,827 at year end March 2010.

Direct Profit on External Income

The Brent Direct Leasing scheme (BDL), whereby houses owned by private landlords are let and managed by BHP as temporary accommodation for homeless families, generated £221,660 additional surplus for our organisation during the financial year 2009-2010. The scheme has now achieved a total surplus of £1,152,867 since the start of the contract.

During 2009-2010 BHP has produced income from other external sources of £603,363 (£615,931 in 2008-2009) from activities including consultancy services and we are focused on seeking other sources of income and new business opportunities.

BHP has achieved a total cumulative figure of £3,475,914.00 since BHP were set up on externally generated income including consultancy fees, the BDL scheme, and treasury management.

Major Works

Although more use was made of external consultants during the year due to the volume of the major works contracts, BHP's in-house team of Surveyors commissioned work valued at £6.1m, saving an estimated £387k in consultants' fees during 2009/10.

The cumulative savings made by the Major Works team since BHP were set up is £1,871,000.00.

Repairs & Voids Team

BHP's in-house Repairs & Voids Team have made a cumulative surplus for BHP of £943,916.00 on providing an in-house service dealing with council owned properties becoming vacant and bringing them back up to a lettable standard.

Restructure and Future planned savings

BHP have been proactive in the need to make savings on staffing costs in line with the government's planned cuts in public expenditure; and to take account of future expected reductions in management fee. Therefore due to a full scale restructure of BHP during 2010 and a programme of voluntary redundancies the projected savings on staffing costs are £50,000 in 2010-2011; £830,000 in 2011-2012 and £830,000 in 2012-2013.

Carbon Emissions Reduction Target Funding and planned savings

In early 2010 Brent Housing Partnership (BHP) planned and prepared a Carbon Emissions Reduction Target (C.E.R.T.) funded loft and cavity wall insulation programme. We anticipate that during this programme approximately 1000 lofts and 1000 cavities will be successfully insulated. Based on the cost of previous insulation programmes and the current secured rate of C.E.R.T. funding we have forecast this programme will cost approximately £650,000.00, and we will obtain approximately £450,000.00 funding via C.E.R.T. leaving a final cost to BHP of £200,000.00 which would represent a saving of approximately 70%.

With the aid of CERT funding BHP have also acquired 38,000 energy saving light bulbs (4 per household) which have been distributed by post free of charge to our residents.

8. Financial Management

Management Accounts

BHP is responsible through the Management Contract for most of the direct service expenditure related to the council's Housing Revenue Account. This expenditure is further analysed through the management/administration of delivering services being separately identified (known as Operational Expenditure and is reflected in the Management Fee that BHP receives) and Services Expenditure which relates to such costs as repairs and utilities.

Accounts are maintained for the operational budget.

BHP exercises its own discretion in setting up sub-accounts and in managing budgets and expenditure. Virements between 'headline' accounts will be made only with the agreement of the Director of Housing.

BHP will continue to prepare a revenue budget in agreed format each year for discussion and agreement with the council. Monthly management accounts are received by BHP's board and managers and significant variances against the budget are explained (significant variances are defined as either £10,000 or more than 10% of a budget line, whichever the smallest). BHP will continue to provide financial information to the council on an agreed basis to enable that body to carry out appropriate financial control.

Budgets

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 prevailing agreements between BHP and the council and as well as upon the forward plan for BHP's management fee and the HRA. BHP recognises the need to ensure that overall budgets are commensurate with the dwellings managed and other factors external to Brent Council such as changes to Housing Revenue Account Subsidy (HRAS) and government rent policy. BHP is acutely conscious of the need to demonstrate continuing value for money and quality services.

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 (for example):

- a) Unforeseen extra costs outside the control of BHP
- b) Additional services being required
- c) Rationalisation of provision of services

Treasury Management and Fee Arrangements

BHP operates four separate bank current accounts as follows:

- i. BHP Operational Current Account
- ii. BHP Service (Major) Contracts Current Account
- iii. BHP Property Portfolio Account
- iv. LBB Service Account Housing Partnership

Surplus funds on the BHP Operational and BHP Repairs and Voids Accounts will be placed in the interest-bearing account and moved to the current account as appropriate.

The LBB Service 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.

BHP will continue to invoice for the Management Fee as equal monthly payments two months in advance; and normally receive payment from the council on the first of each month, one month in advance, which will be paid into the Operational bank account. Funds will be transferred to the interest-bearing account as appropriate.

As payment takes place one month in advance, there should be no cash shortages for revenue expenditure. In the unlikely event of a cash shortage, BHP will seek 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.

Payment Mechanism

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.

BHP will utilise the BHP Major Contracts current account to pay suppliers which BHP has entered into Major Contracts with. BHP will then reimburse this account with the exact amount paid to suppliers from the HMS client account. Reimbursement will only take place when payments have been raised on BHP Major Contracts account and will always exactly match payments raised to suppliers. These transactions are at all times open for scrutiny by the council.

The council (Logica) will continue to pay the staff and will debit the LBB Service Account with the monthly/weekly payroll totals for BHP. These costs will then be transferred to the BHP Operational Account.

Receipts

Invoices will be raised as appropriate and receipts will be banked to the appropriate BHP bank account in line with appropriate accounting practice.

Annual Accounts

BHP will produce Limited Company Annual Accounts and Returns in accordance with the relevant company laws and GAAP. 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. It will ensure that the BHP Board approves

the appointment of external auditors to conduct an audit of BHP's accounts in line with statutory and regulatory requirements.

Surpluses at the year end

Surpluses will be administered in accordance with the Management Agreement and statutory and regulatory requirements relating to limited companies.

Payment for Services provided by or to the council

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 and to administer the process in accordance with proper accounting practice.

Delegated Authority/ Authorised Signatories

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

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.

There are 5 authorised bank signatories for the LBB Services Account and 7 for the BHP bank accounts. Each cheque over £3,000 for the BHP Operational and BHP Property Portfolio accounts and £5,000 for the BHP Major Works and LBB Services account must be signed by at least 2 authorised signatories.

Financial Regulations and Contract Standing Orders

BHP has its own Financial Regulations and Contract Standing Orders to be used as a framework for conducting its business supplemented by advice/guidance issued from time to time by the Director of Finance/ Financial Controller.

Service Standards

BHP will ensure compliance with published accounting standards and with Companies Act requirements.

BHP will alert nominated council officers promptly to any material financial problem emerging during the year from the preparation and review of management accounts and treasury management.

Information supplied to the council

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

9. Capital Programme

2009/10 Capital Programme

BHP continued with the capital programme in 2009/10, successfully completing a number of projects, spending £17m in total and achieving a resident satisfaction rate of 94%. The table

below summarises the main projects that formed the 2009/10 programme including projects carried over from 2008/09.

Project Name	Description
Carlton House & South Kilburn Street Properties.	External repairs and decorations including external insulated render to Carlton House.
Alpha House, Gorefield House, Canterbury Court.	External repairs, decorations and cavity insulation.
Brentfield Estate Warmer Homes.	External repairs, external insulated render, double glazing, roof renewal, solar panels, water harvesting.
Street Properties, Slade Court, Summit Court.	External repairs, decorations, window repairs/replacement.
Brought Forward Projects.	External repairs, external & communal decorations, window replacement, Roof Works/Replacement.
Digital TV Aerial Installation Programme.	Upgrading communal aerials to receive digital TV signal.
Insulation Programme.	Loft insulation and cavity wall insulation.
Electrical Safety Testing Programme to Dwellings.	Electrical safety testing of dwellings and associated remedial works.
Heating.	Replacement boilers or new central heating systems.
Major Works Voids.	Refurbishment of void properties that require significant investment.
Adaptations.	Aids and adaptations to council dwellings.
Environmental Works.	Works to improve external environment in consultation with residents.

Due to the increased quantity of projects in 2009/10, BHP increased its use of consultants to deliver the capital programme. However, the

in-house team still commissioned work valued at £6.1m saving, an estimated £387k in consultants' fees during 2009/10.

2010/11 Capital Programme

The value of BHP's 2010/11 capital works programme is estimated at £13.8 million. This includes prudential borrowing of £6 million, which has been agreed to fund Health & Safety and other required capital works. This is combined with £1.6m Major Works Allowance,

funding for adaptations and funding brought forward from the previous year to fund projects in 2010/11.

The table below summarises the projects that form the 2010/11 programme.

Project Name	Description
Emergency Lighting Installs.	Installation of emergency lighting systems in blocks.
Fire Safety Improvement works.	Installation of signage and other fire related safety works.
Periodic Electrical Safety Tests & Remedial Works (communal).	Electrical safety testing of communal areas and associated remedial works.
Periodic Electrical Safety Tests & Remedial Works (dwellings).	Electrical safety testing of dwellings and associated remedial works.
Asbestos Removal Programme.	Removal of hazardous Asbestos.
District Heating.	District heating repairs.
Stock Condition Survey.	15% sample stock condition survey.
Street Properties.	External repairs, decorations, window repairs/replacement.
Window Repairs to 6 high rise bison blocks.	Necessary window repairs.
Overcrowding.	Extending properties to create extra bedrooms for overcrowded households.
Adaptations.	Aids and adaptations to council dwellings.

In 2010/11, BHP will continue to limit the use of consultants and commission the majority of projects through in-house teams, thus ensuring efficiency savings. The in-house teams will be

commissioning work to the value at £4.7m saving an estimated £279k in consultants' fees during 2010/11.

10. BUSINESS DEVELOPMENT

BHP is engaged in a range of groundbreaking initiatives placing it at the forefront of the ALMO movement, and became a landlord in its own right, by developing and acquiring new homes in 2009.

New Build

BHP bought 110 new build flats at 'Granville New Homes' from Brent Council, and helped some of the residents in the first phase of the South Kilburn Regeneration Masterplan move into the new homes in the autumn of 2009. This scheme was one of the seven finalists for the 2009 Building for Life awards, describing it as:

'A very striking development, which responds successfully to its conservation area context, at the same time as delivering attractive homes and high quality open spaces.'

BHP is one of the first ALMOs to be accredited as an Investment Partner with the Homes and Communities Agency (formerly the Housing Corporation). Our new build development programme begins with 3 new houses starting on site in 2010 at Aldbury Avenue, Wembley. A pipeline of other small sites will follow.

BHP has also formed a development partnership with Durkan Ltd, a leading contractor and provider of social housing, to bid jointly for future new build and regeneration opportunities.

Settled Homes Initiative

BHP was awarded a £10 million grant in April 2009 from the Mayor of London's Targeted Funding Stream (Settled Homes Initiative) to deliver up to 286 homes. The aim of the initiative is to provide settled accommodation for homeless households. BHP is working closely with Brent Council to ensure that the homes we buy meet local housing needs, and are repaired to an agreed standard.

In January 2010, funding for the first phase of acquisitions was agreed through prudential borrowing arranged by the council. BHP already has three homes in management, and has begun to buy others as part of a two year programme.

Market and Intermediate Rent

During 2009, BHP added new tenures to its management portfolio, providing both market and intermediate rented homes. Mixed tenures help us to meet diverse needs, and support sustainable communities in Brent.

II. Governance & Monitoring Arrangements

Governance

BHP have 15 Board Members made up of three constituent groups, 4 council members, 4 independent members and 7 tenant members.

A Tenant Board Member recruitment and interview process took place during 2009-2010 and 5 tenants approved by a panel of Board members to have the necessary skills and experience to stand as Tenant Board Members took part in a ballot of all council tenants and leaseholders. 2576 votes were cast and the results of the ballot were announced at a Special Board Meeting held on 21st October 2009. The three retiring Tenant Board Members were re-elected to the Board.

All Board meetings are open to the public. BHP's memorandum and articles of association, standing orders, Board Members job description, person specification and code of conduct are available on our web site. The web site also contains minutes of all Board meetings and copies of all Board reports (with the exception of those that contain commercially sensitive information and are exempt from publication as defined under the freedom of information act).

BHP's main Board is now supported by 6 sub committees the function of which is the detailed scrutiny and monitoring of BHP performance in defined areas as well as managing routine decisions delegated to the sub committees.

The sub committees are Finance & Audit, Service Delivery, Human Resources, Development, Board Remuneration and New Homes. Their respective terms of reference are attached at Appendix. B

Board Scrutiny

A Board Scrutiny Panel was set to allow more council tenants and leaseholders to have real influence at the highest level. A panel of resident representatives comment upon non confidential Board reports prior to the reports being considered by the Board to allow Board Members to take into account residents' comments prior to making decisions on the reports. This demonstrates BHP's commitment to ensure council tenants and leaseholders are at the very heart of decision making within our organisation.

Monitoring

It is BHP's Board of Directors who have overall responsibility to monitor the performance of BHP against the landlord and strategic objectives shown in section 4 and performance targets shown in section 5. This is done via reports to the main Board and also delegated functions of the Board's sub committees as shown below:

Finance sub committee

Monitors BHP financial performance to ensure we meet the council's efficiency targets and remain a value for money organisation.

Service Delivery sub committee

Monitors the performance of the capital programme including energy efficiency measures, key performance targets to ensure we perform as well or better than the top 25% of London boroughs, and the wardens scheme.

Personnel-Remuneration sub committee

Reviews human resources policies and procedures and monitors staffing remuneration packages. In addition this sub-committee annually reviews staff training and development arrangements.

Development sub committee

Monitors the implementation of the development plan and related business initiatives.

New Homes sub committee

Reviews the operational performance of BHP's directly owned homes, including service delivery, ongoing financial viability, and delivery against the business plans.

Board remuneration sub committee

Approves annual payments to Board Members based on a policy and terms of reference agreed by the main Board.

In addition to the monitoring and scrutiny carried out by the main Board and its sub committees, the senior management team have responsibility for monitoring specific areas as detailed in the table overleaf:



Objective/Standard	Key tasks to achieve objective	How achievement of objective will be assessed
Effective Governance Lead Officer – Linda Footer	<ul style="list-style-type: none"> Governance review to take place during 2010-2011. 	The effective operation of the Board and all committees and feedback from Board Members.
Health and Safety Lead Officer – Linda Footer	<ul style="list-style-type: none"> Health and Safety policies and procedures up to date and effectively implemented. 	Successful outcome of British Safety Council 5 star audit in February 2011.
Achieve top 25% performance in rent collection Lead Officer – Janis Robert-Edwards	<ul style="list-style-type: none"> Achieve rent collection rate of 98% during 2010/2011. 	Regular review of performance by Senior Management Team and by Service Delivery Sub Committee.
Capital programme Lead Officer – Gerry Doherty	<ul style="list-style-type: none"> Achieve the required spend against budget on the capital programme during 10-11. 	Regular review of programme by Service Delivery Sub Committee and spend against budget.
Service Excellence/Three star plus plan Lead Officer – Gerry Doherty	<ul style="list-style-type: none"> Progress towards top 25% performance indicators in all key areas Improved satisfaction rates in all areas. 	Regular review of performance by Service Delivery Sub Committee, and S.M.T and review against annual out turn.
Managing Diversity effectively Lead Officer – Linda Footer	<ul style="list-style-type: none"> Ensure effective implementation of equalities action plan and establishing BHP as best practice in this area. 	Review of progress against action plan and improving satisfaction rates amongst BME communities – Service Delivery Sub Committee and SMT.
Consultation and Participation influences service Lead Officer –Janis Robert-Edwards	<ul style="list-style-type: none"> Ensure BHP residents are able to effectively influence service provision. 	Increase in the number of residents actively involved and the effective implementation of Board Scrutiny Panel.
Customer satisfaction with estates services is improved Lead Officer – Linda Footer	<ul style="list-style-type: none"> Develop improved monitoring arrangements for estates services. 	Customer surveys, Local Environmental Quality statistical results and out turn for BVPI environmental cleanliness.
Support the wider corporate agenda Lead Officer – Linda Footer	<ul style="list-style-type: none"> Develop plans for supporting the key aspects of the corporate agenda of relevance to BHP. 	Review of activity and projects at year end. Review of stakeholders views on BHP at year end confirms BHP are making a contribution.
Effective management of financial resources Lead Officer – Gary Chase	<ul style="list-style-type: none"> Review finance teams structures and staffing Agree and implement audit plan Ensure effective financial information available to Board Service reviews undertaken on all external service providers. 	Year end review of Operational services and capital out turns. Implementation of recommendations for each service review to be monitored through DMT.
Business Growth Lead Officer – Gerry Doherty	<ul style="list-style-type: none"> Implementation of special projects to develop and improve the business Ensure funding bids are submitted to sustain and develop the business New business opportunities are investigated and costed. 	Review of activity through SMT and through Finance Sub Committee.

Appendix A

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 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. Financial Regulations of both Brent Housing Partnership and the Council will form a framework for this arrangement.
- 1.3. 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 documents 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 (HMS Client) and the BHP Operational Account.

- 2.2. The Monitoring Pack will contain the following sections:

- 2.2.1. BHP Services Account (headline details and variance disclosure)
- 2.2.2. BHP Operating Account (variance disclosure)
- 2.2.3. BHP Capital Account (headline details and variance disclosure)
- 2.2.4. BHP Repairs and Voids (variance disclosure)
- 2.2.5. Service Charges
- 2.2.6. External Decorations
- 2.2.7. Mortgages/Rents

- 2.3. The content and format of the monitoring documents can be determined by agreement between BHP and Housing Finance. The sections set out in 2.2 above can be amended or added to by agreement.

- 2.4. 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.

- 2.5. Housing Finance will be notified promptly of any virements to budgets managed by BHP where these virements occur between Repairs and Non-Repairs sections of the BHP Services Account.
- 2.6. 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.
- 2.7. 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.
- 2.8. 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.
- 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 documents 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 Financial Controller 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).

APPENDIX B.

Service Delivery Sub Committee

Terms of Reference

Number of Board Members	Minimum 3
Quorum	2
Frequency of Meetings	Quarterly

1. To consider and make recommendations to the Board on any internal or external best value reviews or other external performance inspections.
2. To report to the Board any proposals to make significant changes to the activities or structure of Brent Housing Partnership i.e. affecting 20% or more of the staff, significant customer interface or likely to result in redundancies.
3. To consider and recommend to the Board any new housing management or maintenance policies referred by the Senior Management Team.
4. To monitor performance, key targets and business objectives contained in the Delivery Plan and Business Plan, determine corrective actions necessary to address any adverse trends and report to the Board on any serious service delivery failures or concerns.
5. To agree an annual review of BHP strategy which outlines key aims and objectives and projects to achieve their implementation. To refer to the main Board strategic issues of major importance.
6. To monitor complaints about Brent Housing Partnership's performance on an annual basis and assess the effectiveness of the Complaints Policy and Procedure. To monitor the outcome of Stage 3 complaints.
7. To monitor the progress and performance of the capital works programme.
8. Monitor the operation of tenant participation to ensure that tenants have an opportunity for effective participation in the delivery of the housing management and maintenance service and are formally consulted on any issue that significantly affects the management or maintenance of their homes, in accordance with clauses 4.0 to 4.4 of the Management Agreement.

Performance Reviews

Activities/ Structure

New Policies

Deliver Plan

Business Plan

Strategy

Complaints

Capital Works programme

Tenant Participation

9. Review and monitor to ensure that non-discriminatory policies are pursued at all times by the active implementation and continuous review of Brent Housing Partnership's Equal Opportunities Policy and compliance to clauses 3.0 to 3.3 of the Management Agreement.
10. Develop, review and monitor Brent Housing Partnership's Race Equality Scheme in line with guidance produced by the Commission for Racial Equality's statutory code of practice on the duty to promote race equality.
11. Monitor to ensure compliance with the Code of Practice under the Race Relations Amendment Act 2000.
12. Monitor and report on the progress in achieving compliance with the checklists produced by the Audit Commission in their publication 'Equality & Diversity'.
13. Monitor the publication of Brent Housing Partnership's ethnic monitoring results annually.

**Equal
Opportunities
Policies**

**Race Equality
Scheme**

**Race
Relations
Amendment
Act 2000**

**Audit
Commission**

**Ethnic
Monitoring**



Personnel-Remuneration Sub-Committee

Terms of Reference

Number of Board Members	Minimum 3
Quorum	2
Frequency of Meetings	Quarterly

1. To review annually the staffing establishment of Brent Housing Partnership and consider any proposals for significant change.
2. To approve appropriate terms and conditions of service for Brent Housing Partnership staff within the parameters of TUPE regulation.
3. To review annually staff training, learning and development arrangements including performance management systems.
4. To monitor health and safety structures within BHP.
5. To (when necessary) appoint or dismiss the Managing Director and contribute information to the Chair of the Board for the purposes of annual appraisal.
6. To participate in recruitment and selection panels for senior management posts (1st Tier). To participate in recruitment and selection panels for other posts by arrangement.
7. To consider and review Brent Housing Partnership employee relations' machinery, and approve agreements reached with staff representatives in relation to groups of staff or terms and conditions.
8. To sit on employment appeals panels as necessary.
9. To formally agree the grading for senior posts where they have been evaluated and agree an exceptional arrangements in relation to remuneration.
10. To review staff remuneration packages and benefits as necessary.
11. To annually review Human Resources Policies and procedures as the need arises taking into account developments in good practice, employment legislation and business and service objectives.
12. To monitor and review human resources practices and activity across Brent Housing Partnership in the following areas on a quarterly basis:
 - Workforce monitoring reports and information including gender, ethnicity and disability data across all functions
 - Sickness absence reports
 - Gender, ethnicity and disability statistics for disciplinary, grievance and change management (reorganisations) by unit/team

- Staff turnover figures by unit/team
 - Recruitment and selection activity
 - Training, learning and development plan
 - Appraisals and performance management
 - Succession and workforce planning
 - Health and Safety Activities and Accident statistics.
13. To participate by arrangement in any staff forums or consultative groups.
14. To develop and promote Brent Housing Partnership's Equalities and Diversity Policy through regular monitoring and reviewing of performance indicators affecting all its employment policies and procedures.



Finance & Audit Sub-Committee

Terms of Reference

Number of Board Members	Minimum3
Quorum	2
Frequency of Meetings	Quarterly

1. To approve the annual budgets and any proposed variations.
2. To monitor the budgets of Brent Housing Partnership by reviewing regular management accounts, and out-turn forecasts.
3. To consider Brent Housing Partnership's audited annual accounts and balance sheet in accordance with the instructions in the CHT Governance Guide and any future recommended practice guide for ALMOs and to make recommendations thereon to the Brent Housing Partnership Board.
4. To ensure that there is an effective and consistent framework of financial regulations and procedures for Brent Housing Partnership and that they are regularly and comprehensively Reviewed.
To consider contract and financial matters which arise between meetings of the main Board and make decisions for ratification by the main Board.
5. To approve the list of authorised signatories and bank mandates for Brent Housing Partnership.
6. To consider the appointment of the External Auditor and the audit fee. Make recommendations on these to the Board. To comply with clauses 44.1 to 44.2 of the Management Agreement.
7. To review the external auditor's final report and to advise the Board of any necessary response and/or action.
8. To consider the appointment of the Internal Auditor and make recommendations to the Board.
9. To review the internal audit programme on an annual basis, ensuring that the function is properly resourced. To ensure that there is co-ordination between the External and Internal Auditors.

Annual Budgets

Budget Monitoring

Accounts

Financial Regulations

Authorised Signatories

Appointment Fee /External Auditors

External Auditors Report

Appointment of Internal Auditor

Internal Audit Programme

10. To receive all final reports from the Internal Auditor regarding the internal audit programme. To consider and make recommendations on the finding of internal investigations to the Board.

Internal Audit Reports

11. To report annually to the Board on the audit programme and any issues arising from it.

Audit Report to Board

12. To ensure compliance the Management Agreement regarding the reporting of fraud clauses 33.1 to 33.5. To monitor the entries in Brent Housing Partnership's Register of attempted and detected fraud.

Fraud

13. To monitor the implementation and operation of Brent Housing Partnership's hospitality policy in accordance with clauses 34.1 to 34.6 of the Management Agreement.

Hospitality Policy

14. To monitor the implementation and operation of Brent Housing Partnership's Whistleblowing Policy.

Whistleblowing Policy

15. Ensure organisation is resourced to meet its obligation in terms of equality and diversity.

Equalities & Diversity



Ethics & Standards (Part of Finance & Audit Sub Committee)

Terms of Reference

NUMBER OF BOARD MEMBERS	MINIMUM 3 (ONE FROM EACH FORM OF MEMBERSHIP)
QUORUM	3 (CAN REDUCE TO 2 AT ANNUAL REVIEW OF STANDARDS MEETINGS ONLY)
FREQUENCY OF MEETINGS	MINIMUM YEARLY AND AS AND WHEN NECESSARY

1. Review and consider all the evidence of the Investigator ensuring the Board Member has the opportunity to present his/her version of events with the aide of a friend, colleague or other representative **Reviewing evidence**
2. Reach decision and notify each Board Member in writing via the Company Secretary of the recommendation of the Sub Committee. **Notifying Board Members**
3. Where a complaint or allegation is about the conduct of a council Board Member and that council Board Member may also be in breach of the council's Code of Conduct, the investigation shall be postponed pending a decision in respect of the council's Code. **Postponement of investigations**
4. Where decision to recommend to Board to invoke Article 18(6) is reached i.e. removal of board member, notify Company Secretary of decision advising whether a resolution will be sought verbally or in writing from three quarters of all members. **Written resolution**
5. In consultation with Company Secretary, review, develop and monitor Brent Housing Partnership's Code of Conduct and any other relevant ethics or standards documents. **Review Code of Conduct**

Development Sub-Committee BHP

NUMBER OF BOARD MEMBERS	MINIMUM 4
QUORUM	3
Co-optees	2 (Board Members must be in the majority at meetings)
FREQUENCY OF MEETINGS	QUARTERLY (OR MORE FREQUENTLY AS REQUIRED)

Terms of Reference

The main purpose and role of the Development Sub-committee is to approve the BHP development strategy and to monitor the implementation of the development plan and related business initiatives.

Specific Roles

1. Bring to the attention of the Board, and make recommendations on, the policies and objectives relating to BHP's development programme.
2. Approve the content of the BHP development strategy.
3. Approve the submissions for the National Affordable Housing Programme (NAHP) and any Funding Conditions which the funding authority may require reporting performance and delivery implications for ratification by the main Board.
4. Agree the annual development plan.
5. Approve the design, location, dwelling mix, cost estimates, grant rates and rents for individual schemes.
6. Make recommendations to the Finance Sub-committee for funding and loan approvals.
7. Approve the purchase and acquisition of properties and sites.
8. Approve arrangements for entering into partnerships with other organisations including joint venture and other delivery vehicles for schemes.
9. Approve the appointment of external consultants and contractors as required under standing orders.
10. Monitor the delivery of the programme of works and receipt of grant funding in the annual development plan and report progress to the main Board.
11. Review the content of performance assessments by the Housing Corporation and recommend action.
12. Monitor compliance with approved Codes of Practice, regulation and inspection, and containment of risks, and make recommendations on compliance and controls.
13. Approve policy and practice and arrangements for resident consultation and involvement in scheme design and development, and that this meets the needs and aspirations of Brent's diverse community.
14. To consider contract and financial matters which arise between meetings of the main Board and make decisions for ratification by the main Board.

Board Members Remuneration Panel (Agreed by Board 17.07.08)

TERMS OF REFERENCE

NUMBER OF BOARD MEMBERS

MINIMUM 4

QUORUM

3

FREQUENCY OF MEETINGS

ANNUALLY AND AS REQUIRED

1. To make recommendations to Brent Council on the award of an annual payment up to a limit of £5000 to each Board Member and £7000 to the Chair of the Board so long as the total amount paid to a council board member including payments in respect of council duties does not exceed that which would be permitted to be paid to a registered social landlord (e.g. should not exceed a maximum of £25,000 under Housing Corporation rules), such payments to be reviewed at least annually.
2. To consider and determine the pro rata amount for any board member joining the board after 1st April in any year.
3. To consider and determine the pro rata amount for a Chair appointed after 1st April in any year taking into account any annual payment which may have already been made to that person.
4. When making such decisions as described in 1. and 2. above, to take into account where payment would be a disincentive to the Member remaining on the Board.
5. When making such decisions as described in 1. and 2. above, to take into account the personal contribution that the Board Member under consideration makes to the Board in terms of attendance at meetings (to be supplied by the Company Secretary).
6. When making such decisions as described in 1. and 2. above, to take into account the financial viability of the organisation as a whole and to consider whether payments to Board Members would have an adverse effect on the financial viability of the organisation.
7. To consider suspension or cessation of payment to any Board Member or Chair where any of the following occur in accordance with Clause 18(1) of BHP's Articles of Association:
 - (1) shall for not more than six consecutive months have been absent from meetings of the Board held during that period.
 - (2) in any period of 12 months, he shall have been absent from at least 60% of the meetings of Board Members held during that period and the Board Members resolve that his office be vacated.

BRENT HOUSING PARTNERSHIP - REMUNERATION COMMITTEE INTRODUCTION

The Remuneration Committee is responsible for determining a payment levels policy for BHP Board Members which is transparent, fair, and based on the principle of proportionality. Its overriding objective is that payment levels should be appropriate for the nature of the position and the weight of responsibility; the Committee may properly decide that the Chair of BHP may be awarded a higher level of remuneration than other Board Members to reflect the additional responsibility that role entails.

POLICY OBJECTIVE

Whilst the Remuneration Committee recognises that BHP Board Members contribute to the success of the organisation in a variety of ways, all Board Members shall be treated in the same way when determining levels of remuneration this takes into account:

- The contribution each Board Member has made to the key roles of BHP's Board
- Each Board Member's individual circumstances and the effect that any remuneration may have upon them.

It is the policy of the Remuneration Committee not to determine a level of remuneration where a Board Member would be disadvantaged.



BHP NEW HOMES

MANAGEMENT COMMITTEE

TERMS OF REFERENCE

Number of Committee Members:	7
• Officers	3
• Board members	4
Co-optees	1
Resident Representative	1
Quorum (2 x Board + 1 x Officer)	3
Frequency of Meetings	Quarterly

Terms of Reference

The main purpose of the management committee is to review the operational performance of BHP's directly owned homes, including service delivery, ongoing financial viability, and delivery against the business plan(s).

Specific Roles

1. Monitor performance against indicators and targets, and agree action to correct underperformance and adverse trends, reporting any serious service delivery concerns to the BHP Board.
2. Review customer satisfaction and feedback from complaints, and make recommendations for service review.
3. Review the arrangements for service delivery, including staff structures, and agree proposals to make alterations or improvements to service standards, or vary the staffing structures within budgets.
4. Approve the appointment of external consultants and contractors in accordance with standing orders.
5. Approve the arrangements for resident involvement and consultation.
6. Receive and review the content, findings and recommendations of audit and inspection reports and approve action to address any issues identified.
7. Monitor income and expenditure against budgets, and agree action to redress imbalances, reporting any serious overspend or adverse trends to the BHP Board.
8. Monitor loan repayments against the loan drawdown profile, the provisions of the loan agreement, and in the context of income and expenditure, reporting any concerns regarding the ability to meet loan debt repayment to the BHP Board.
9. Approve the capital works and cyclical maintenance programme.

Translations

This is Brent housing Partnership's Delivery Plan for 2010-2011. If you would like this document translated please tick the language you want and return the form to the address below.

- Albanian Ky eshte Plani i Shperndarjes se BHP per 2010/2011
Në qoftë se do ta donit këtë dokument të përkthyer, lutemi zgjidhni gjuhën që doni dhe dërgoheni këtë formular në adresën e mëposhtme.
- Arabic هذه هي خطة BHP لعامي 2010 \ 2011
إذا كنت ترغب بالحصول على هذه الوثيقة مترجمة الى لغة اخرى. نرجو منك اختيار اللغة التي تريد وارسال الطلب اليها على العنوان المبين ادناه.
- Farsi این طرح تحویل برای سال 2010/11 است
اگر شما نیاز به این نوشته دارید لطفاً زبان مورد نیاز خود را انتخاب نموده و این فرم را به نشانی ذیل عودت دهید.
- Gujarati આ વર્ષ 2010/2011 માટેનો બી.એચ.પી.નો ડિલિવરી પ્લાન (સેવાઓ પૂરી પાડવાની યોજના) છે.
જો તમને આ દસ્તાવેજનું ભાષાંતર કરાવેલું જોઈતું હોય, તો કૃપા કરીને તમને જોઈતી ભાષા પસંદ કરો અને આ ફોર્મ નીચેના સરનામે પાછું મોકલી આપો.
- Punjabi ieh bl At pl (brlt hwaist p)trnriS-p) dl sll 2010/2011 dl fil vrl Xj nw h[
j y qh nllies dsqvz dw Anvwd cwhldw hvy qll ah BwSw cK ky Aqy ies Pwrm nllhjtW id-qy pqy qy
vllps Bj idE[
- Somali Kani waa Keenida Qorshaha BHP ee 2010/2011.
Haddii aad doonayso in xaashadan lagu turjumo, fadlan xulo luqadda aad doonayso ka dibna ku soo celi foomkan cinwaanka hoose ku yaal.
- Tamil 2010/2011 k BHP d t p f s ; t l k ;
, ej Mtz k ; nkhongah f f ggl Ntz Lnk d e b f s ; t l Ukg d h y ; j a T n r a J
c q f S f F Ntz b a nkhopi aj ; nj h p T n r a J , e j g ; g b t j i j f b f f h Z k ;
K f t h p f F m D g g p i t A q f s ;
- Urdu یہ 2010/2011ء کے لیے برینٹ ہاؤسنگ پارٹنرشپ (BHP) کا ڈیلیوری پلان ہے۔
اگر آپ کو ان دستاویزات کا ترجمہ درکار ہو تو براہ کرم اپنی مطلوبہ زبان پر نشان لگا کر فارم درج ذیل پتے پر واپس کر دیں۔

Brent Housing Partnership, Chancel House, Neasden Lane, Neasden, London NW10 2UF

Name

Address

Postcode

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www.bhphousing.co.uk

Brent Housing
Partnership
Chancel House
Neasden Lane
Neasden
London
NW10 2UF

T 020 8937 2356

F 020 8937 2021

E info@bhphousing.co.uk