

**BRENTHOUSING
PARTNERSHIP**

Building on Excellence

Our Delivery Plan

2011 - 2012



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Foreword by the Chair and Chief Executive of Brent Housing Partnership

Welcome to Brent Housing Partnership's (BHP's) annual Delivery Plan for 2011-2012. This is our ninth Delivery Plan forming part of the current governance arrangements within BHP and has two main aims; firstly to set out for the year to come our strategic objectives (determined by the Board of BHP and linked to the Council's housing strategy) and performance targets (set by the Board and the Council) giving staff a clear direction and set of goals to work to, and secondly for the benefit of council residents, and partners, provides the opportunity to give an in depth and honest analysis of how we have performed against our objectives and targets during the previous year.

Following an independent review earlier this year of the future arrangements for the ownership, investment and management of the Council's housing stock, the Council's Executive have recently agreed to consult residents on an 'optimised ALMO' model for the ongoing management of the Council's remaining stock. The review demonstrated that BHP was performing very well and showed high level of satisfaction compared with other London ALMOs and other London providers generally including housing associations operation in the capital.

The 'optimised ALMO' model will involve BHP and the Council looking at the best possible ways to achieve greater efficiencies whilst at the same time driving through continuous performance improvement.

We are fortunate to have so many hard working and dedicated staff, totally committed to improving the services we deliver to council residents. We realise that to continue to be a top performing housing organisation we must adapt to change, listen, learn and act on what residents tell us and encourage even more residents to be at the heart of decision making and performance management within BHP.

I. Introduction

BHP manages 9,500 tenanted and 3,500 leasehold properties on behalf of the Council. BHP is a company 'limited by guarantee' meaning there is only one Shareholder, Brent Council. There is a management agreement in place between BHP and the Council which defines how we will operate and deliver services to council tenants and leaseholders. The relationship between the Council and BHP is that of a mutually respectful and effective partnership.

BHP's core business is the management and maintenance of Council owned housing stock. 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 and also details the financial resources employed which enable BHP to deliver and perform its services. Sitting above the Delivery Plan is BHP's five year Business Plan 2008-2013 which sets out our longer term business objectives for the company and aligns itself to the Council's Housing Strategy 2009-2014. Our five year business plan will be reviewed and updated once the 'efficiency review' of BHP has been completed.

2. Our Mission Statement, Vision and Values

Our mission statement “**Building on Excellence**” reflects the overall vision for BHP - to be the best housing organisation in the UK for the benefit of Brent council tenants and leaseholders.

Our core values:

Our core values are at the heart of the business, and are the principles and standards that influence the way we work and behave. They make a difference by giving us a sense of pride and belonging at work, and show we care and are committed to people and the work we do.

- P**ride in the services we deliver
- R**espect for each other, our differences and what we all contribute
- I**nvesting in homes, communities and people
- V**aluing council tenants, leaseholders our staff and our partners
- I**nclusion of tenants, leaseholders, staff and partners in what we do and how we do it
- L**istening and learning from each other and from excellence elsewhere
- E**quality of access and reflecting diversity in what we deliver
- G**reen, energy efficient and sustainable
- E**fficient, value for money service delivery

We think it's a privilege to work for Brent council tenants and leaseholders in a such a diverse and dynamic borough.



3. How we performed against the Landlord and Strategic Business Objectives during 2010 - 11

This section gives an overview of our performance measured against the landlord and strategic objectives during the previous year 2010-2011.

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 Plans' for each of the various departments within each division. Further performance information is published in the Councils/BHP's Annual Report for Residents 09-10, available online at our website www.bhphousing.co.uk. The Annual Report includes information on how BHP compare against other similar housing providers in Brent and in London generally. The Annual Report for Residents 10-11 is due to be published in October 2011.

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 2010-2011:

Strategic Objective 1.

Provides an excellent service which exceeds the requirements of the regulators

Rent collection and maximising income

- We achieved 98.0% rent collection during 2010-2011 which was an improvement on the previous year. This was due in part to a number of initiatives we undertook during the year, such as evening and weekend working.
- Rent arrears of current tenants as a proportion of the rent roll for 2010-2011 was 2.1%. This was a slight decrease in performance of 2.0% in 2009-2010 but well within the top 25% of housing organisations' performance of 2.5%.
- During the year 137 tenants were referred to the local Citizens Advice for money advice.

Tenancy Management

- The Tenancy Management team worked closely with the Council's Audit & investigation Department and managed to recover 33 properties due to illegal subletting/fraud of council homes. This compared to 30 recovered properties in the previous year.
- Brent Direct Leasing Scheme
- The BDL scheme whereby BHP provides Housing Management Services for properties leased to the Council by private landlords continues to provide additional income. We re-tendered and won the contract again in September 2010. The scheme generated £275,508 additional surplus for our organisation during the financial year 2010-2011 compared to £221,660 during 2009-2010. The scheme has now achieved a total surplus of £1,428,375 since the start of the contract.
- BDL exceeded their collection target of 98% for the third consecutive year with a collection for 2010-2011 of 98.65.

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Housing Support

- During 2010-2011 we expanded the community safety alarms facilities for vulnerable residents who met qualifying criteria. We adopted a common assessment framework in partnership with partners in the west London Alliance to deliver support services. This ensured that the regulators of support services, Brent Supporting People, are provided with performance reports on a quarterly basis for both local and national standards. The residual housing related support services delivered by BHP for mental health and Young People and Care leavers continues to achieve top-quartile Quality Assurance Framework (QAF) scores.

Responsive Repairs

- The percentage of repairs for which appointments were made and kept, excluding emergencies reduced slightly from 99.5% during 2009-10 to 99.1% in 2010-2011.
- Percentage of tenants satisfied with the repairs service following telephone post inspections was 96.33% during 2010-2011 compared to 99% during 2009-2010.
- A new Opti-time appointment system was implemented earlier this year and has already had an impact on the number of repairs completed 'right first time' – 93% of repairs were finished on first visit in 2009-2010 compared to 94% in 2010-2011.
- End to end time for all repairs undertaken has significantly improved from 12.3 days in 2009-2010 to 9.5 days in 2010-2011

Building Services

- Achieved 100% compliance on annual gas safety inspections
- Completed Digital TV Compliance Programme
- Completed individual electrical testing 1st phase
- Installation of new water tanks at Avenue House and Fountain House.

Leasehold Management

- During the year April 2010 to March 2011 two Leasehold forums were held in May and September.
- 109.29 % of service charges was collected
- 151.68% of major works cost has been collected in this financial year.

Procurement

- Contracts above the EU threshold are tendered in full compliance with the EU procurement regulations. Lower value contracts are tendered in compliance with BHP's standing orders and financial regulations.
- All major contracts have been tendered using the award criteria of "most economically advantageous tender" which takes account of quality as well as price.

The contracts that have been awarded in 2010/11 are:

Travellers site- Site management

- We completed the procurement process and in August 2010 appointed Oxfordshire and Buckinghamshire Gypsy and Travellers Service to manage the Council's Travellers Site

Surveying Framework

- We set up a Framework of 3 surveying consultants to manage refurbishment, redecoration and other projects as needed. The consultants appointed to the Framework which will run for 4 years are John Rowan Partnership, Frankham and Baily Garner

Disabled Adaptations

- We took over responsibility from the Council for disabled adaptations to Council properties in 2009 and set up an interim arrangement to deal with them. We have now tendered a new contract for carrying out these works and appointed Effectable Construction Services.

Stock Condition Survey

- We tendered 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. Savills Commercial Ltd were appointed and have completed the surveys

District Heating

- T A Horn were awarded this contract in December 2008 but in February 2010 they invoked the 13 week break provision in their contract. As the contract is very low value it was agreed by the Board that there were good operational and financial reasons for not carrying out a formal tendering process and that the District Heating Contract be given to one of the term contractors for one year initially with the possibility of extending if they perform well. Both contractors were invited to tender and the contract was awarded to Oakray Ltd.

Lift refurbishment for Craik, Crone, Winterleys, Canterbury Court and Gorefield House

- We originally advertised a contract to refurbish the lifts in Craik, Crone and Winterleys but a decision was made to include Canterbury Court and Gorefield House and it was readvertised. PDERS have been appointed to carry out these works. This contract will achieve efficiency savings on operational budgets by reducing the need for responsive repairs and will improve the service for residents.

Estate Cleaning

- A Framework contact for Estate Services was set up in 2008 and Wettons appointed as the sole contractor. In September 2010, following a review of the service, a contract for cleaning the South of the Borough was called off, to continue until August 2013

Asbestos Consultants Framework

- Asbestos consultants are used by BHP to conduct asbestos management surveys in all void properties, to carry out sampling of suspect materials and for air monitoring after asbestos removal works have been carried out. In addition all communal areas in blocks are surveyed every 2 years. An EU-compliant process was carried out resulting in the appointment of 3 consultants to the framework – ESG Asbestos Ltd, Armstrong York Environmental Services, and Invicta Analytical Services Ltd.

Asbestos Removal Contractors Framework

- A 3-contractor framework was tendered. The day to day work will be carried out by one contractor, and if asbestos removal work with a value of over £5000 is required, BHP will have a mini competition between all 3 contractors in order to decide which contractor will provide best value for money. Trinitas, Ductclean and AA Woods were appointed as the Framework contractors following a competitive tendering process.

Ongoing procurement processes:

Contracts using the Approved list for refurbishment work

- In 2010/11 12 external refurbishment contracts were tendered using the Approved List

Communal Water Services Contract and Water Mains Contract

- These were originally one contract which expires this year. Officers decided that better value for money could be obtained by splitting the contracts and they have been retendered. Following leaseholder consultation these should be able to be awarded in May 2011

Fire Services

- The contract that was awarded to Connaught Compliance Services in 2009 was terminated in February 2011 following the takeover of Connaught Compliance by Santia. An interim arrangement is in place with the previous contractor, Fire Alarm Fabrication Services Limited, while the contract is retendered. This will be for servicing, maintenance and responsive repairs of fire safety installations only as the Fire Risk Assessments will be carried out in house.

Roof Top Safety Works

- Roof top safety assessments were carried out to a number of blocks managed by BHP that were deemed to be of higher than normal risk when carrying out works at height (eg for water tanks, lift rooms, extractor fans, lightning protection, television aerials, communal electrics, etc) and it was agreed that works were needed to provide roof top edge protection and general health and safety measures to flat roofs such as guard rails and signage to ensure the safety of contractors working at height. A tender process has been undertaken and a contractor recommended, subject to leaseholder consultation which is being undertaken.

Small works contractors

- BHP's list of pre-approved contractors who can be used for small works under £150,000 in value on a quotation basis has been reviewed and is being revised to ensure fairness and transparency and with more effective work procedures.

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.
- Our Youth section in Partnership News 'Our Say' has been a great success and has now become a permanent feature in Partnership News.

Communications during 2010-2011 include:

- Publication of 4 editions of "Partnership News" resident magazines
- Publication of 4 editions of "Our Say" youth magazines and interviews with Amir Khan (Boxer), Sir Ian McKellen and AJ King from Kiss FM
- 2 of the BHP Youth Editorial Board appointed as Brent Youth Parliament members
- July 2010: The Communications Team had a work experience students for 2 weeks
- July 2010: Brentfield Estate Opening, local press attended the event

- September 2010: Organised for BHP Warden to take part in Sky 1 TV series "Kung Fu TV"
- BHP listed as "One to Watch Status" in the Sunday Times 75 Best Place to Work in the Public Sector
- Dec 2010: 15 BHP staff and teams nominated for the Brent Council Staff Achievement Awards
- December 2010: Produced a booklet about BHP called "Tenants at the Heart: The First 8 years"
- 2 award nominations for Housing Heroes Awards 2011 in the categories of "Best Development Team of the Year" and "Most Inspirational Board Member of the Year"
- BHP a member of the ALMO Communications Group Network
- Part of the South Kilburn Partnership Editorial Board
- March 2011: Launch event at Aldbury Avenue Wembley (BHP New Homes)

New Homes

- During 2010-2011, BHP became a Registered Provider with the Tenant Services Authority.



BHP Wardens

- The Neighbourhood Wardens team had another busy year with 1,255 phone calls received from residents regarding anti-social behaviour and 956 call-outs attended, and of these over 98.01% were attended within 30 minutes of the calls being received.
- 10,209 hotspot referral patrols and 32,386 routine patrols were undertaken. 833 patrol reports of incidences were received and in addition 115 after school patrols were carried out.
- An independent survey of BHP's Neighbourhood Wardens scheme showed that 90% of tenants were satisfied with the service received.

Estate Services

- 3541 estate inspections were carried out
- 4577 communal repairs were completed
- 1194 health and safety repairs on estates were completed
- Internal communal areas in blocks of flats cleared of rubbish, and obstructions daily

Strategic Objective 2.

Encourage more residents to participate and be at the heart of our organisation, influencing and shaping service delivery

- BHP want to make sure we consult residents about issues that affect the area in which they live. We want to involve residents in decisions that affect them and their neighbourhood. For example, residents are involved in specifying contracts, in the evaluation of tenders and in the selection of the preferred contractor.
- We want to know about the things that really interest and involve residents in a way that suits them. We have a variety of ways in which tenants can get involved and in addition to several training courses for residents held throughout the year, have delivered a successful 'Resident Inspector' course in partnership with other housing organisations. We have produced a booklet 'Menu of Options' detailing the various ways in which residents can participate in influencing and shaping service delivery.

Targets for 2010-2011	Outcome
Review the borough wide 'Residents' Compact' in consultation with tenant and leaseholder representatives	The Residents' Compact has been superseded by 'The Local Offer' which is a section contained in the Annual Report to Residents published in October each year. All Housing Providers are required by government to produce a 'Local Offer' detailing priorities for service improvements set against the Tenants Services Authority (TSA) standards. In order to find out residents' priorities for improvements, consultation took place with council tenants during the summer of 2010 at 16 venues across the borough. A review of our performance against residents' priorities together with new priorities for action for 2011-2012 will be detailed in the next Annual Report to Residents due to be published in October 2011.
Carry out a training needs assessment for tenant representatives	During the year we sent a training needs assessment form to all resident representatives and residents actively participating in their resident association. The results of the assessment will inform the training programme for 2011/2012.
Organise and implement an annual training programme based on feedback from the residents' training needs assessment.	During the year we successfully delivered an in house residents training programme covering a wide range of topics including 'Involving Young People', 'Managing Your money' and 'Producing a community newsletter'.
Increase the number of resident representatives who are actively engaged in influencing decisions on service delivery	During the year we maintained a high level of customer involvement through interactions with 37 resident associations, continuing the block champion and walkabout programme on housing estates.
	We recognised the contribution of our older residents through a celebration of long tenure.
	We awarded members of the Youth Editorial Board with a certificate of achievement at an end of year celebration.
	Members of the Disability Forum were invited to meet with BHP Board members and Senior Managers to make comments on their experience of our day to day business.
	£20k was awarded via the BHP Community Fund to 15 resident associations to carry out activities in their local areas.

- In addition to the outcomes for resident involvement targets for 2010-2011, a new residents association at Granville New Homes, (properties owned directly by BHP) was set up during the year and we have submitted proposals to the Council to change the Area Housing Board structure to increase opportunities for participation to a much larger number of council residents. This is discussed in more detail under our plans for 2011-2012 in the 'Resident Involvement section'.

Strategic Objective 3.

Provide a value for money service which contributes to the investment needs of the housing stock and maintains service quality

- Delivered digital TV infrastructure ahead of 2012 deadline.
- Delivered a new Repairs Opti-time system for the efficient management of repairs, allowing a greater number of repairs to be completed 'right first time'. The new system has already improved tenant satisfaction with the repairs service as well as generating expected savings for BHP of £1.5m p.a.
- Taking into account of the impact of the current recession forcing significant cuts in public expenditure, and the expected reduction in BHP's management fee, coupled with the need to mitigate against future stock loss, BHP carried out a whole organisation restructure during 2010-2011, involving all staff and service areas looking at ways to achieve significant improvements and financial savings on operational efficiency. The restructure has been successfully implemented resulting in substantial savings for BHP. More information is detailed in the following 'Strategic Objective 4, achieving efficiency savings on Operational Budgets'.
- A detailed analysis of the long term future investment needs of Brent's Housing stock has taken place over the last few years culminating in an independent stock condition survey of 15% of the council's stock which was completed at the end of 2010. In addition a 30 year investment forecast has been produced by an independent firm of consultants.
- The preliminary findings about the effect of the 30 year forecast on the HRA Business Plan were presented to the Council at the beginning of 2011. In addition the Council have also carried out a review of different long term housing management options and the implications for stock ownership, investment and new development.
- The brief for the housing options review had taken place against a background of fundamental reforms to the social housing sector. The main reform centres around a new self-financing Housing Revenue Account (HRA) to come into effect in April 2012 which means that all Councils will keep the entire rent income from housing. This will enable Councils to have certainty over future funding. The review assessed the different housing options in the context of these changes and a stock investment and development projection for each management option was considered.
- For the first time Brent Council has both an accurate assessment of future costs of its housing stock and confirmation of the income it will receive over the next 30 years.
- The Council's Executive decision in July 2011 was:
 - that in the light of the recent Housing Revenue Account settlement, the Council retains ownership of its existing housing stock;

- that in the light of the recent Independent Review of Housing Management, the Council consults tenants and residents on a preferred option to manage the housing stock through Brent Housing Partnership, as an Optimised Arms Length Management Organisation focusing strongly on housing management;
- that a new management agreement between the Council and Brent Housing Partnership be drafted, with full heads of terms to be completed by October 2011;
- that in considering how best to optimise BHP, a full review is undertaken (of a number of) functions (to be completed by October 2011), with a view to delivering improvements and efficiencies:

Strategic Objective 4.

Achieve efficiency savings on operational budgets

- The whole organisation restructure, referred to in the previous Strategic Objective 3 (providing a value for money service) which took place during 2010 generated financial savings of £702,553.53 for BHP. This included a programme of voluntary redundancies and a redesign of a number of services to ensure operational efficiency and prioritisation in key performance areas.
- BHP have engaged on a temporary basis external specialists with the right skill sets who have worked with the Council's ITU and BHP staff to deliver successful projects such as Repairs Integration/opti-time (projected savings £1.5m p.a.) and Rent Escalation.
- A current area of joint working with the Council that will have clear benefits and cost savings to BHP, is the review of printing and copying services that was tendered in 2010, with involvement of BHP staff in the tender and selection process. It is anticipated that the new print contract will achieve significant savings for BHP as well as providing greatly improved facilities to scan documents direct to network drives, eliminating paperwork and supporting the drive for paperless working.
- Water contracts were split into water services and water mains generating a saving of 20 % on sub contractor uplift
- Reduced call outs and administration due to remote monitoring of heating/hot water system at Landau House
- BHP's Procurement Team, because of their extensive experience, are commissioned to carry out procurement exercises for other public sector organisations, including Housing Associations, ALMOs and Tenant Management organisations, bringing in additional income to BHP. During 2010-2011, the Procurement Team had generated additional income for BHP of £66,000. In addition, when tendering contracts we look for efficiency savings and encourage contractors to promote them.
- All additional income generated is re-invested directly into service provision for Brent council tenants.

Strategic Objective 5.

Provide a service which is planned around the needs of Brent's diverse community

- Supporting People services are planned and delivered within a Broad west London Alliance framework. This entails a robust strategy that is fully inclusive across boundaries of the West London Boroughs. It also reflects the Local Area Agreements that recognises the unique service needs of the wide range of vulnerable residents in the region. BHP has profiled the 5 core strands of Equality & Diversity prescribed by the New Equality Act and therefore able to plan services in a way that is targeted to the diverse population of Brent.
- Contractors are assessed at prequalification stage and at tender stage on their equal opportunities and diversity policies and practices. Annual checks on contractors to ensure compliance with equalities legislation is also carried out by BHP.
- A new Equalities Strategy has been recently developed and further enhancement to the strategy is due to be published in the autumn of 2011.

Strategic Objective 6.

Contribute to the Council's plans for regeneration in priority neighbourhoods

- The Supporting People services are being reviewed across the West London Alliance and do consider 'Needs Mapping' of deprived wards on the regions. There is on-going research into profiling the areas suffering disproportionate deprivation and relative poverty. BHP is playing a key part in these areas. We have been profiling the deprivation index of our most vulnerable and challenging cases via our annual consultation surveys, indicative findings supports the fact that there is direct correlation between ASB and the deprivation index of some areas of the borough. This qualitative data helps in re-focusing resources to these areas and to inform strategy development in tackling these.
- Our New Homes Team have completed the letting of 85 homes in Granville New Homes, providing new homes for tenants moving from properties in the South Kilburn regeneration area.
- 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 is being carried out for window repairs Bronte & Fielding House. Window repairs, external and internal decorations are currently taking place to Austen, Dickens, Gloucester & Hereford House bison blocks which are expected to complete at the end of 2011.

Strategic Objective 7.

Add value through the development and acquisition of new homes

- During 2010-2011 BHP delivered 200 homes through a programme of new build development and acquisitions.

Strategic Objective 8.

Promote community safety and reduce the fear of crime

- BHP has expanded its Community Safety initiatives and continues to offer vulnerable residents with Community Safety Alarms couples with bogus buttons. This is a device connected to a monitoring/call centre which offers a remote response where suspicion of burglary or crime is noticed. Vulnerable residents are more susceptible to being victims and therefore BHP's board has approved the provision of these innovative facilities to be offered to ALL vulnerable residents that meet qualifying criteria.
- BHP Wardens continue to engage with young people including the 'hard to reach' in diversionary activities.
- BHP's Anti Social Behaviour team and Wardens work closely with partner agencies to prevent and tackle anti social behaviour and reduce the fear of crime. By providing feedback to complainants and publicising achievements and successes in a quarterly Warden Service newsletter, we have assisted in reducing the fear of crime. The Anti Social Behaviour team assisted with surgeries, walkabouts and crime prevention events which were regularly held during the year to promote community safety.
- BHP is a core member of Brent's Local Joint Action Group (LJAG). This group is a police lead group whose membership is made up of all key partners. BHP's Anti Social Behaviour team continue to work with key partners such as the Police, Environmental Health, Social Services and residents to effectively resolve all reports of anti social behaviour.
- During 2010-2011 BHP's Anti Social behaviour team worked in partnership with Brent's Youth Service and residents on our CAM estate which included bringing in a Youth Bus to engage with the youth on the estate to help tackle incidents of anti social behaviour.
- In partnership with the Metropolitan Police, BHP removed pirate radio stations from Frontenac and Amundsen House during 2010-2011.
- During the year BHP's Building Services team Improved roof top security at John Ratcliffe House and Windmill Court.
- Security was improved for residents by the Installation of new door entry systems at Moot Ct and Cullen House during 2010-2011.

Strategic Objective 9.

Support the green agenda

- BHP have built three new homes at Aldbury Avenue in Wembley that met code level 3 of the standard set in the Homes and Communities Agency's Code for Sustainable Homes for energy efficiency and recycling.
- BHP's Building Services team updated controls to improve Landau House heating/hot water system performance.
- During the year, remote monitoring systems were installed at Landau House/Granville New Homes to measure energy use, automate fault call outs and analyse performance.
- 2010-2011 saw the completion of our loft insulation and cavity wall programmes.



4. Landlord and Strategic Business Objectives for 2011-2012

Our business objectives for 2011-2012 have not changed from last year although these may need to be revised in light of a governance review we are about to undertake due to be completed by the end of October 2011. The governance review will consider the strategic direction of BHP to ensure there is clarity about the purpose of our future role and direction.

BHP's landlord and strategic objectives for 2011-2012 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

Performance management is essential in order to ensure that BHP is focused on key priorities and continues to review and improve services. There are three main types of monitoring carried out by Brent Housing Partnership:

- Performance Monitoring
- Financial Monitoring
- Risk Management

Our performance management framework provides a clear focus for staff to drive service delivery, it enables tenants and leaseholders to be involved in monitoring our services including the performance of our contractors, it enables scrutiny by the Council of our performance and provides assurance for the regulators.

The table below shows the performance management framework for BHP.

Forum	Purpose	Frequency
Main Board	Monitoring and management of strategic business objectives via reports from senior managers.	Bi monthly
Service Delivery Sub Committee	Monitoring of Key performance indicators, health and safety, and capital programme.	quarterly
Finance & Audit Sub Committee	Monitoring of Operational and Service Accounts, Audit Plan and Risk Management Strategy	quarterly
Senior Management Team	To monitor and manage Key performance indicators, Operational and Service Accounts, outcomes from Audit Reports, Health & Safety and Service Performance	monthly
Senior Management Team	To monitor and manage Key performance indicators, Operational and Service Accounts, outcomes from Audit Reports, Health & Safety and Service Performance	monthly
Individual Managers	To monitor performance against objectives set in annual staff appraisals including one to one meetings with each member of staff and team meetings.	Weekly Monitoring
Quarterly one to ones. Monthly Team and	To monitor performance against objectives set in annual staff appraisals including one to one meetings with each member of staff and team meetings.	Weekly Monitoring Quarterly one to ones. Monthly Team and Annual Appraisals
Front line staff	To monitor key performance indicators targets set in appraisals and regularly review own performance against objectives set by line manager	Daily
Resident representatives	Monitoring of contractors performance through formal meetings with contractors in attendance	Quarterly

Key Performance Indicators

The table below shows annual key performance indicators set by the Board of BHP and approved by the Council.

This table demonstrates our performance over the last four years for comparison purposes, and provides key performance targets for the current year.

Technical Indicators	2007-08 actual	2008-09 actual	2009-10 actual	2010-11 actual	Direction of travel	KPI targets for 2011-2012
Percentage of homes non Decent at the end of the financial year	1.3%	0.88%	0.25%	0.54%	↓	For information
% of decent Council Homes	100%	99.11%	99.75%	99.0%	↓	For information
Average SAP (energy efficiency rating) of dwellings (annual)	69	65	68.4	65.9	↓	For information
Tenant satisfaction with major works	94%	94%	94%	96%	↑	66
Tenants satisfied with the repair and maintenance service provided by their landlord	Bi annual	72%	Bi annual	77% Results Published Aug 2011	↑	94%
Tenants satisfaction with the repair and maintenance service provided by their landlord - black and minority ethnic tenants (BME)	Bi annual	-	New indicator for 2011-2012	74% Results Published Aug 2011	↑	For information
Tenants satisfaction with the repair and maintenance service provided by their landlord – non black and minority ethnic tenants (non -BME)	Bi annual	-	New indicator for 2011-2012	78% Results Published Aug 2011	↑	For information
The proportion of planned repairs and maintenance expenditure on HRA dwellings compared to responsive maintenance expenditure on HRA dwellings	63%	63%	63%	63%	↔	For information
	37%	37%	37%	37%		40% responsive
Percentage of repairs for which appointments were made and kept (excluding emergencies)	98%	100%	99.5	99.1%	↓	99%
Percentage of repairs finished on first visit	92%	95%	93%	94%	↑	95%
End to end time for all repairs undertaken	-	New for 09-10	12.3	9.5	↑	10
Average number of days taken to relet council housing	27	26	27	27	↔	27
Ready to Let time (days)	22	19	19	23	↓	20
Percentage of new tenants satisfied with the property	92%	89%	95%	98%	↑	92%
Percentage of properties with a gas appliance that have a valid gas certificate	99.0%	99.2%	99.9%	100%	↑	100%

Housing Management Indicators	2007-08 actual	2008-09 actual	2009-10 actual	2010-11 actual	Direction of travel	KPI targets for 2011- 2012
Rent collected by the local authority as a proportion of rent arrears owed on HRA dwellings	98.03%	97.70%	97.73%	98.0%	↑	98%
Rent arrears of current tenants as a proportion of the rent roll	2.8%	2.3%	2.0%	2.1%	↓	2.3%
Percentage rent loss through void properties	1.5%	1.4%	1.5%	1.0%	↑	For information
Number of racial incidents reported and percentage which resulted in further action	94.44% (17/18)	100% (4/4)	100% (9/9)	100%	↔	100%
The number of racial incidents reported to the Local Authority, and subsequently recorded, per 100,000 population	18	4	2	0	n/a	For information
Number of ASB cases responded to within time scale (5 days)	97.62% (82/84)	100% (109/109)	100% (345/345)	100%	↔	For information
Percentage of Anti Social Behaviour (ASB) short term cases referred/ resolved within 6 months	100% (56/56)	100% (84/84)	100% (87/87)	100%	↔	For information
Percentage of vulnerable tenants contacted in compliance with 6 monthly visit programme	99%	99%	100%	99.1%	↓	100%
Percentage of assessed service users that have a 'person-centred plan' in place	98%	100%	99%	98%	↓	100%
Percentage of assessed service users reviewed at least once every six months	91%	98%	91%	97%	↑	100%
Percentage of Housing Support clients satisfied with the overall level of support	93%	98%	96%	98%	↑	98%
Percentage of tenants who have completed the floating support programme	new for 08/09	100%	100%	100%	↔	100%

Other Indicators	2007-08 actual	2008-09 actual	2009-10 actual	2010-11 actual	Direction of travel	KPI targets for 2011- 2012
Satisfaction of all tenants with their landlord's service	70%	76%	Bi annual	79% Results Published Aug 2011	↑	For information
Satisfaction of tenants with their landlord's service - black and minority ethnic tenants (BME)	70%	73%	Bi annual	77% Results Published Aug 2011	↑	For information
Satisfaction of tenants with their landlord's service - non-black and minority ethnic tenants (Non BME)	70%	77%	Bi annual	80% Results Published Aug 2011	↑	For information
Percentage of leasehold service charge collected(including arrears)	111%	108%	110%	109%	↓	106%
Number of Right to Buy forms received	126	40	45	44	n/a	For information
Percentage of stage 1 complaints answered in 15 working days	86%	88%	93%	94%	↑	90%
Average number of days to respond to stage 1 complaints	13	12	11	10	↑	10
Number of Stage 1 complaints received	769	805	829	672	↑	For information
Number of Stage 2 complaints received from stage 1	new for 08/09	180	174	143	↑	For information
Stage 2 complaints as a percentage of stage 1	19%	22%	21%	21%	↔	15%
% of stage 2 complaints responded to within 20 days	71%	68%	87%	89%	↑	85%
% of stage 2 complaints upheld	46%	43% upheld 18% partly upheld	34% upheld 28% partly upheld	31% upheld 38% partly upheld	n/a	For information
Number of new stage 3 complaints received by chief Executive	60	46	52	54	↓	For information
Number of Stage 3 complaints Upheld	8	1 fully upheld 15 partially upheld	1 upheld, 25 partly upheld	1 upheld, 10 partly upheld	↑	For information
Percentage of members enquires responded to within 10 days	79%	78% 233/300	87%	94%	↑	100%

Other Indicators	2007-08 actual	2008-09 actual	2009-10 actual	2010-11 actual	Direction of travel	KPI targets for 2011- 2012
Total number of members enquires	438	300	441	346	↑	For information
Percentage of phone calls answered in 15 seconds	81%	78%	83%	82%	↓	87%
Percentage of domestic violence cases resolved	100% (11/11)	100% (10/10)	80% (4/5)	100% (13/13)	↑	90%
Correspondence answered within timescale	98%	99%	98%	97%	↓	95%
Invoices paid within 30 days	95%	92%	97%	96%	↓	95%
% of customers satisfied with standards of grass cutting and shrub maintenance	returned for 08/09	87%	85%	87%	↑	85%
% of customers satisfied with standard of internal building cleaning	returned for 08/09	94%	92%	94%	↑	93%
% of residents satisfied with the standard of external cleaning			New for 2010-2011	89%	n/a	90%
% of residents satisfied with graffiti removal			New for 2010-2011	94%	n/a	90%
% of residents satisfied that communal repairs are carried out			New for 2010-2011	85%	n/a	85%
Working days lost due to Sickness Absence	8.7	10.0	8.2	7.2	↑	8



6. Health and Safety

BHP is firmly committed to having robust health and safety systems in place and to this end we have developed comprehensive policies, procedures and working practices to minimise risks to staff, council tenants and leaseholders and anyone we come into contact with.

Management Systems

The British Safety Council are renowned as one of the world's leading occupational safety, health and environmental organisations. Their Five Star Audit is an internationally recognised audit system, used by leading organisations worldwide to benchmark their safety management system against best practice process.

It objectively and in detail, evaluates an organisation's OH & S management system, identifying areas of strength and weakness, and supports a structured continuous improvement approach going forward.

It is globally recognised as one of the most comprehensive, independent audit measurement systems available.

BHP selected the British Safety Council because of their comprehensive audit arrangements since we wanted to test ourselves against one of the market leaders in health and safety.

In February 2011, BHP achieved a five star rating (the highest possible) following a British Safety Council (BSC) health and safety management system audit.

Health and Safety has always been a top priority of BHP. This award is a result of a great deal of hard work right across the organisation in the last few years across all areas such as fire safety, gas servicing, lone working, legionella, roof top safety, lifts, asbestos management and communal windows safety.

The British Safety Council undertook a week long audit at BHP's offices in early February 2011. The audit focused on the following 5 areas:

- Safety Organisation
- Management Control Systems
- Fire Control Systems
- Measurement and Control Systems
- Workplace Implementation

They reviewed all of the policies and procedures, undertook site visits across the housing stock and interviewed staff right across the organisation.

The accreditation lasts for three years, and BHP will be regularly assessed to ensure it is continuously improving services, and maintaining health and safety.

Fire Safety

Automatic Fire Detection

BHP has been proactively installing smoke alarms within our dwellings and 100% of tenanted dwellings have now been completed or offered an alarm. Additionally, these alarms are checked on an annual basis and replaced if necessary by our gas contractors. Gas contractors are regularly advised of their specific responsibilities for testing alarms, replacing batteries, recording presence/absence of alarms and whether or not they are functioning. Gas contractors are also required to make a written record if the tenant refuses to have an alarm repaired or installed.

Communal Fire Risk Assessments

All communal areas have now been risk assessed and re-assessed. All significant findings have been actioned or programmed. All fire risk assessments and related information has been loaded onto our new 'e-risk system'. Occupancy checks have been carried out to all blocks and the information passed to the London Fire Brigade. Remedial actions raised from reviews and spot inspections are being progressed on a priority basis. Community rooms are also being assessed and an action plan has been produced. Re-inspection of High Rise blocks is now underway and should be completed in August 2011.

Following a recent high rise flat fire the London Fire Brigade have attributed the blaze to a faulty Beko Fridge freezer. A recall notice was sent out from Beko with model numbers of those appliances at greatest risks. BHP have delivered leaflets, detailing the risk and affected serial numbers, to all 40 high rise blocks and to our Tenant Management Organisations.

Fire Safety training

A comprehensive fire safety training programme has been set up for delivery to all contractor operatives working in communal areas of our estates, and resident representatives during the summer of 2011.

7. Resident Involvement targets for 2011-2012

BHP’s commitment to working in partnership with residents is evidenced by our dedicated team to support and develop resident involvement. However we believe that all frontline staff have a crucial role in engaging with residents and encouraging them to become more actively involved in our day to day business.

Our plans for resident involvement during 2011-2012 include a report for full Council to change the structure of our Area Housing Boards to encourage greater tenant participation. Several London boroughs continue to operate AHB style structures having nominated resident representation similar to the current approach in Brent. Others, such as Harrow, Ealing and Hillingdon for example are reviewing their AHB structure due to low attendance by residents.

Westminster and Barnet have already moved away from an AHB structure and have adopted open style forums for monitoring, debate and consultation of housing issues with council tenants. Barnet’s ‘hub’ scheme for example draws attendance from a pool of 1600 tenants made up of residents’ association members and other tenants who have expressed an interest in attending such events. BHP intend to emulate the ‘hub’ scheme and introduce a similar scheme, with approval from the Council, with the intention of capturing a much wider audience of council tenants than those currently attending AHBs which fulfils one of the main TSA regulatory framework criteria - to empower and involve more tenants in the management of their homes.

The Council’s Executive have recently agreed the proposed changes but since this structure forms part of the Council’s constitution, the proposal will be put before a full Council meeting in the autumn of 2011.

Resident involvement targets for 2011-2012 are set out in the table below.

Targets for 2011-2012
Provide Equalities briefings on new equalities legislation to all existing and new tenant representatives.
Hold day trips to engage with residents from across the borough and taking the opportunity to carry out a variety of surveys to test opinion
Acknowledge and thank residents for their contribution to becoming involving in planning, decision making and monitoring of our services
Increase the number of residents using BHP’s resident resource centre
Organise and implement an annual training programme based on feedback from the residents’ training needs assessment
Produce local compacts to include the priorities of residents to improve their local area
Maximise the resources available for the benefit of all tenants and leaseholders through external funding opportunities in the voluntary sector
Benchmark with other ALMOs to compare value for money in resident participation
Increase black and minority ethnic, disabled and young resident involvement in planning, service delivery and monitoring in all areas of our business.

8. Value for Money and Efficiency Savings

BHP have a VFM Strategy in place, approved by the main Board in July 2010 which fundamentally views VFM in terms of providing services that eliminate waste and undertake service reviews that emphasise the systems thinking approach.

The objective of our strategy is to ensure that VFM is integral and wholly consistent with our Business Plan, the annual Delivery Plan and is wholly supportive of those documents. It is important to us that we are able to demonstrate to council tenants and leaseholders and other stakeholders that we are a VFM organisation.

VFM is not only about saving money, although it is an important part of VFM. VFM is about increased satisfaction for residents, better outcomes for the organisation and ensuring that the organisation achieves its objectives in the best possible way.

Value for Money is an integral part of the BHP's structures, operations, processes and ethos. The need to demonstrate VFM in all our services is a belief which is embedded in our organisation.

Lean Reviews

The outcome of a Lean Review of our Repairs Department resulted in a new responsive repairs system call 'Opti-Time' being introduced in October 2010. The Opti-Time system is an appointment scheduling system and is based on the repairs operative's actual availability to carry out work. The new system has already resulted in service improvements such as reduced repeat repair calls, improved resident satisfaction and significant cost efficiency savings.

Further Lean Reviews are in progress in BHP's Housing Management, Leasehold Management and Estates Services teams which will continue during 2011-2012.

Efficiency Savings

Direct Profit on External Income

- The BDL scheme whereby BHP provides Housing Management Services for properties leased to the Council by private landlords continues to provide additional income. We re-tendered and won the contract again in September 2010. The scheme generated £275,508 additional surplus for our organisation during the financial year 2010-2011 compared to £221,660 during 2009-2010. The scheme has now achieved a total surplus of £1,428,375 since the start of the contract and further savings are expected to be achieved during 2011-2012.
- During 2010-2011 BHP produced income from other external sources of £1,450,802 (£603,363 in 2009-2010) from activities including consultancy services and we are focused on seeking other sources of income and new business opportunities that does not detract from our core services but will be of benefit to the organisation and the Council as a whole.

- BHP has achieved a total cumulative figure of £5,340,029 since BHP were set up on externally generated income including consultancy fees, the BDL scheme, and treasury management. BHP will be actively seeking to take on other procurement consultancy projects which will deliver additional income for the organisation during 2011-2012.

Procurement

- The Procurement Team have generated additional income of £66,000 during the last twelve months through procurement services delivered to two housing organisations. This has involved an EU compliant tender process for planned maintenance and responsive repairs to lifts and a retender of a Tree Maintenance Contract.
- A new Surveying Framework will result in savings as the fee rates tendered are lower than previously, for example, on a half a million pound scheme the rates will be around 4.5% instead of 6%.

Building Services

- Water contracts let during the year were split into separate water services and water mains contracts saving of 20% on the sub contractor uplift
- Efficiency savings were made through reduced call outs and administration due to remote monitoring of heating/hot water system at one of our tower blocks.

Repairs and Voids

- BHP's in-house Repairs & Voids team have made a cumulative surplus for BHP of £1,208,526 on providing an in-house service dealing with council owned properties becoming vacant and bringing them back up to a lettable standard and further significant savings are expected to be achieved during 2011-2012.

Information Technology

- A major priority in all ICT development in the years ahead will be achieving efficiencies and a number of examples are set out below.
- BHP will be relocating its offices to a new Civic Centre in Brent currently being built due for completion in 2013. In preparation for the relocation we have identified areas for savings in advance of the move and a review of ICT resource usage (equipment and software) will be undertaken in during 2011-2012.
- Significant savings are expected for BHP during future years from a new print contract recently tendered by the Council in partnership with BHP as well as providing greatly improved facilities to scan documents direct to network drives, eliminating paperwork and supporting the drive for paperless working.
- BHP have engaged on a temporary basis external specialists with the right skill sets who have worked with the Council's ITU and BHP staff to deliver successful projects such as Repairs Integration/opti-time (projected savings £1.5m p.a.) and Rent Escalation. The effective use of external resources has ensured the correct skills were available without creating additional established posts and will remain a key strategic tool for IT project implementation.

9. Equality and Diversity

The Equality & Human Rights Commission state that any organisation carrying out public functions is included within the 'General Equality Duty' and in meeting the general equality duty requires registered housing providers for example to identify and tackle persistent and long standing disadvantage within those public functions.

BHP, like all other housing organisations, fall within the requirements of the the public sector general equality duty by virtue of the fact that it carries out public functions on behalf of the Council and also because we are now a registered housing provider in our own right.

Training for staff, resident reps and board members

In order to capture the maximum number of staff possible 11 briefing sessions on the new equalities legislation were carried out by the Head of Corporate Services between 15th June and 4th July 2011. The sessions were attended by a total of 165 staff.

Resident representatives including the Chairs of Brent's two Tenant Management Organisations were briefed on the Equalities Act 2010 at the Area Housing Boards in June 2011.

One of our Resident Involvement targets for 2011-2012 is to provide equalities briefings to both existing and any new residents association members during the coming months since the public sector general equality duty would also apply to organisations established to promote the interests of their members, such as formally constituted residents associations.

BHP's Board received a briefing at their July 2011 meeting. The Board agreed a recommendation to change the format for board reports to include a section on equalities considerations.

Equality Impact Assessments

Although there is no longer any legal requirement to carry out equality impact assessments (the government's aim is to reduce bureaucracy and focus more on outcomes), as has been seen in recent legal challenges it is good practice, if not essential, to record the fact that equalities considerations have been taken into account before any policy decision or service delivery is made affecting members of the public e.g. council residents. In order to achieve this BHP have produced an easy to use Equality Analysis template and Equality Analysis Guide.

An Equality Analysis will be attached to all future board reports involving decisions which directly affect residents.

Data Capture

We have taken steps to amend our computer systems to ensure we are able to capture data for council tenants on the new extended protected characteristics. Although we will not have data covering the extended protected characteristics for existing tenants, we will over time build up data from residents being signed up for new tenancies.

To date, BHP has the ethnic origin details of 85% of tenants, 72% on disability, 72% on religion or faith, 72% on sexual orientation, and 95% on age.

Specific Equality Duty

The specific equality duty applies to organisations listed in Schedule 19 of the Equalities Act 2010. Local Authorities are listed in Schedule 19, and although ALMOs such as BHP are not listed, legal advice has been provided to suggest that because an ALMO is an organisation carrying out a public function it will fall within the scope of the specific equality duty.

The specific equality duty is currently in draft form and was laid before Parliament on 27th June 2011 and debated in the House of Commons on 11 July. The debate in the House of Lords is expected to take place in September 2011 and the specific duties will come into force following parliamentary approval.

The draft specific equality duty prescribes that public bodies will publish information about its employees (if employing more than 150) and other people affected by its policies and practices for those that share a protected characteristic. There may also be a requirement to publish equality objectives every four years.

In anticipation of the specific equality duty coming into force, BHP has, as described above, taken steps to start collecting data from tenants on the extended protected characteristics including updated information from staff. Work has also commenced on updating our Equalities Strategy to include equalities objectives due to be published by December 2011.



10. 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 (Chief Executive). This process will be triggered by the following (for example):

1. Unforeseen extra costs outside the control of BHP
2. Additional services being required
3. Rationalisation of provision of services

Treasury Management and Fee Arrangements

BHP operates four separate bank current accounts as follows:

1. BHP Operational Current Account
2. BHP Service (Major) Contracts Current Account
3. BHP Property Portfolio Current Account
4. 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 Assistant Director of Finance (Housing).

BHP will continue to invoice for the Management Fee as equal monthly payments one month 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 operational 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 6 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.

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 agreed with the Council are shown as Appendix A. BHP will provide any other financial information needed by the Council within agreed timescales.

11. Capital Programme

2010/11 Capital Programme

BHP continued with the capital programme in 2010/11, successfully completing a number of projects, spending £9.9 million in total and achieving a resident satisfaction rate of 96%.

The table below summaries the main projects that formed the 2010/11 programme including projects carried over from 2009/10.

Project Name	Description
Kilburn Scattered Street Properties	External repairs, external & communal decorations, window replacement, Roof Works/Replacement
Harlesden & Brentfield Scattered Street Properties	External repairs, external & communal decorations, window replacement, Roof Works/Replacement
Block 92 Sinclair Road	External repairs, external & communal decorations, window replacement, Roof Works/Replacement
Barry Road & Mandela Close	External repairs, external & communal decorations, window replacement, Roof Works/Replacement
Joules House & Landau House	External repairs, external & communal decorations, window replacement, Roof Works/Replacement
James Dudson Court	External repairs, external & communal decorations, window replacement, Roof Works/Replacement
Bob Thompson Court & Runbury Circle	External repairs, external & communal decorations, window replacement, Roof Works/Replacement
William Dromey Court	External repairs, external & communal decorations, window replacement, Roof Works/Replacement
Clarendon Garden Estate	External repairs, external & communal decorations, window replacement, Roof Works/Replacement
Alan Preece Court & John Barker Court	External repairs, external & communal decorations, window replacement, Roof Works/Replacement
Geoffrey Jones Court & Haycroft Mansions	External repairs, external & communal decorations, window replacement, Roof Works/Replacement
Brentfield Street Properties	External repairs, external & communal decorations, window replacement, Roof Works/Replacement
Austen, Dickens, Gloucester & Hereford House	Window Repairs, External Decorations, Internal Communal Decorations
Bronte & Fielding House	Window Repairs
Various Blocks	Roof Top Safety Works
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.
Adaptations	Aids and adaptations to council dwellings
Stock Condition Survey	15% sample stock condition

Due to the increased quantity of projects in 2010/11, BHP increased its use of consultants to deliver the capital programme. However, the in-house team still commissioned work valued at £6.2m, saving an estimated £372k in consultants' fees during 2010/11.

2011/12 Capital Programme

The value of BHP's 2011/12 capital works programme is estimated at £15 million.

The table below summarises the projects that form the 2011/12 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
Lift Works	Replacement of Lifts
Asbestos Removal Programme	Removal of hazardous Asbestos.
Craik, Crone, Winterleys, Gauntlett & Mapes House	Front Fire Safety Doors
Roof Top Safety	Installation of Roof Top Edge Protection
CAM Estate	External repairs, decorations, window repairs/replacement
Westcroft Court	External repairs, decorations, window repairs/replacement
The Groves	External repairs, decorations, window repairs/replacement

In 2011/12, 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 £8.1m saving an estimated £486k in consultants' fees during 2011/12.



12. New Homes

BHP became a landlord in its own right during 2009 following the acquisition of Granville New Homes. This award winning, energy efficient, development is a flagship scheme within the South Kilburn regeneration area, and has provided new homes for local residents who have moved there to make way for future redevelopment phases.

During 2010 we have added to our directly owned homes. There are now just over 200 homes owned by BHP, offering a range of tenures to help meet housing need in Brent:

45 Market Rent Flats	These one bedroom flats are offered for rent through our appointed lettings agent
25 Intermediate Rent Flats	These one and two bedroom flats in Granville New Homes are offered to people who work in public services in Brent through our appointed lettings agent
85 Social Rent Homes	Flats and maisonettes in Granville New Homes are let through a nominations agreement with Brent council
3 New Build Homes	Our first newly built houses are let to council nominations
43 Settled Homes	BHP is buying and building homes to help tackle homelessness in Brent

The delivery of our new build and settled homes is supported by grant funding from the Homes and Communities Agency (HCA). As an Investment Partner with the HCA, we aim to add over 200 more settled homes during the next 12 months, supported by loan funding from Brent, and continue to provide some new build homes.

In line with the wider objectives for the homes managed on behalf of the Council, BHP aims to meet high standards of service delivery for its own homes. We have applied successfully to the Tenant Services Authority (TSA) to become a Registered Provider from 1st April 2011. This means that we will be regulated against the TSA's standards, which were developed in consultation with residents, for our social housing.

13. Governance and Monitoring Arrangements

Corporate Governance

The Company has one main Board made up of the registered directors of the Company and comprises 7 residents (5 tenants and 2 leaseholders), 4 council nominees and 4 independent members. During the financial year 2010-2011 the main board met 10 times including an AGM in September 2010. It is responsible for strategic decisions such as managing the Company and, as the ultimate decision making body, it is also the focus of accountability for the Council as the sole shareholder. 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).

At the Board Meeting on 24th February 2011 the Board agreed the terms of reference for a review of 'Corporate Governance'. The governance review was put on hold pending a decision by the Council following the outcome of the review on the long term future of the Council's housing stock and management arrangements. Now that the Council has decided to retain BHP, albeit in a new 'optimised ALMO' model, the governance review is now anticipated to take place in the autumn of 2011. This will include reviewing the Company sub-committee structure and policy arrangements; compliance with the 2010 Financial Reporting Council's Combined Code on Corporate Governance; board payments and a review of the effectiveness of the Board scrutiny function.

Board Scrutiny

A Board Scrutiny Panel was set to allow more council tenants and leaseholders to have real influence at the highest level within the organisation. 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

As demonstrated in our performance management framework shown earlier in this document, it is BHP's board of directors who have overall responsibility to monitor the performance of BHP against the landlord and strategic objectives and key performance indicators. 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

Finance and Audit

This sub committee has full delegated powers to monitor and assess the finances of the Company, to approve the budgets, and to receive internal and external audit reports and review the company's risk map.

Ethics and Standards committee is part of the Finance & Audit sub committee which meets annually to review, develop and monitor the Company's Code of Conduct for Board Members and any other relevant ethics or standards documents. In addition the committee follows a detailed procedure when hearing allegations against Board Members. The procedure is designed to ensure that the Ethics and Standards committee has an effective, fair and transparent hearing process and to assist Board Members who are the subject of a complaint. The procedure is the same for all Board Members and co-opted Members and mirrors that being used by the Council. To date there have been no complaints or allegations against Board Members.

Service Delivery

The main role of this Sub Committee is to monitor key performance delivery and business objectives and determine any corrective actions necessary. It is also responsible for reviewing the Company's strategy and capital programme.

The Community Fund Panel is part of the Service Delivery Sub Committee. Each year a fund of £30,000 is delegated to the Community Fund Panel to award grants to community organisations that carry out projects which benefit Brent council tenants. Individual grants up to a maximum of £5000 can be awarded. During 2010-2011 the Panel awarded grants totalling £22,235 to 7 community organisations.

Personnel – Remuneration

This Sub Committee has delegated authority to approve changes to the terms and conditions of services for the Company staff. It also has a role in reviewing human resources policies and procedures, staff training plans, staff remuneration and the employee relations machinery.

Development

This Sub Committee has delegated authority to approve BHP's development strategy and to monitor the implementation of the development plan and related business objectives.

Board Remuneration

This sub committee has delegated authority to approve annual payments to Board members based on a policy and terms of reference agreed by the main Board.

New Homes

This sub committee has delegated authority to review the operational performance of BHP's directly owned homes, including service delivery, ongoing financial viability, and delivery against the business plans

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 below:

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 Sept/Oct 2011 	The effective operation of the Board and all committees and feedback from Board Members and the Council.
Health and Safety Lead Officer – Linda Footer	<ul style="list-style-type: none"> Maintain health and safety management and working practices at the British Safety Council 5 star standard. 	Regular review of performance by Senior Management Team and by Service Delivery Sub Committee
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 2011/2012. 	Regular review of performance by Senior Management Team and by Service Delivery Sub Committee
Achieve top 25% performance in repairs management Lead Officer – Umesh Natalia	<ul style="list-style-type: none"> Achieve 60% planned, 40% responsive repairs, 99% of repairs for which appointments are made and kept, 95% of repairs finished on first visit. 	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 11-12 	Regular review of programme by Service Delivery Sub Committee and spend against budget
Managing Diversity effectively Lead Officer – Linda Footer	<ul style="list-style-type: none"> Produce revised Equalities Strategy by December 2011. 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 – Ian Warner	<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 SMT.
New Homes and new business Lead Officer – Gerry Doherty	<ul style="list-style-type: none"> Implementation of special projects to develop and improve 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. | Annual Budgets |
| 2. To monitor the budgets of Brent Housing Partnership by reviewing regular management accounts, and out-turn forecasts. | Budget Monitoring |
| 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. | Accounts |
| 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. | Financial Regulations |
| 5. To approve the list of authorised signatories and bank mandates for Brent Housing Partnership. | Authorised Signatories |
| 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. | Appointment Fee /External Auditors |
| 7. To review the external auditor's final report and to advise the Board of any necessary response and/or action. | External Auditors Report |
| 8. To consider the appointment of the Internal Auditor and make recommendations to the Board. | Appointment of Internal Auditor |
| 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. | 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.
6. 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.
7. 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).
8. 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.
9. 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; or

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.

To assist the Remuneration Committee, please fill in the attached questionnaire, and return it to:



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 2011-2012. 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 2011/2012
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 2011/2012
إذا كنت ترغب بالحصول على هذه الوثيقة مترجمة إلى لغة أخرى، نرجو منك اختيار اللغة التي تريد إرسال الطلب إليها على العنوان المبين أدناه.
- Farsi این BHP طرح تحویل برای سال 2011/2012 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 વર્ષે 2011/2012 માટેનો બી.એચ.પી.નો ડિલિવરી પ્લાન (સેવાઓ પુરી 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 ਇਹ ਬੀ ਐਚ ਪੀ (ਬਰੈਂਟ ਹਾਊਸਿੰਗ ਪਾਰਟਨਰਸ਼ਿਪ) ਦੀ ਸਾਲ 2011/2012 ਦੀ ਡਲਿਵਰੀ ਯੋਜਨਾ ਹੈ।
ਜੇ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਦਾ ਅਨੁਵਾਦ ਚਾਹੀਦਾ ਹੋਵੇ ਤਾਂ ਉਹ ਭਾਸ਼ਾ ਚੁਣ ਕੇ ਅਤੇ ਇਸ ਫਾਰਮ ਨੂੰ ਹੇਠਾਂ ਦਿੱਤੇ ਪਤੇ ਤੇ ਵਾਪਿਸ ਭੇਜ ਦਿਓ।
- Somali Kani waa Keenida Qorshaha BHP ee 2011/2012
Haddii aad doonayso in xaashadan lagu turjumo, fadlan xulo luqadda aad doonayso ka dibna ku soo celi foomkan cinwaanka hoose ku yaal.
- Tamil இது 2011/2012 ம் ஆண்டுக்கான BHP ன் வழங்கல் திட்டம்
இந்த ஆவணம் மொழிபெயர்க்கப்பட வேண்டுமென நீங்கள் விரும்பினால் தயவு செய்து உங்களுக்கு வேண்டிய மொழியைத் தெரிவு செய்து இந்தப் படிவத்தை கீழ்க்காணும் முகவரிக்கு அனுப்பி வைப்புகள்.
- 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 کریں۔

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

Name

Address

Postcode

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