



**BRENTHOUSING
PARTNERSHIP**

**CUSTOMER
ANNUAL
REPORT** 2015/2016

INTRODUCTION

FROM ROWANN AND JOANNE

Welcome to Brent Housing Partnership's (BHP) Customer Annual Report 2015/16. This past year has certainly been significant for BHP - a year which has been both challenging and rewarding and has seen us look to drive service improvement across the organisation.

"IT IS IMPORTANT WE CONTINUE TO CONCENTRATE ON WHAT IS IMPORTANT TO YOU AND OUR BOARD IS CLEAR THAT WE WILL CONTINUE OUR COMMITMENT TO DELIVERING FIRST CLASS SERVICES AND MEETING YOUR EXPECTATIONS."

We know that as customers, you want to know how we are performing and how fellow BHP residents feel about us as a housing management organisation. How we look after your home and your neighbourhood is of huge importance to you. This annual report details our performance across our services and highlights key milestones in the last year.

Whilst it is important that we keep you updated on our performance we also want to hear your perception of how you

think we're doing. That is why each quarter we carry out 600 surveys with residents to gauge your opinion of our services. This feedback is invaluable and helps us deliver the improvements needed to provide you with excellent services.

Whilst last year presented challenges, it also saw significant achievements. In 2015 we continued our ten-year, £150 million plan to carry out repairs and improvements to your homes.



We delivered over £8 million fire safety improvements across our estates. We invested over £48 million in your homes including new roofs, windows, doors, kitchens and aids and adaptations. We also launched our ground-breaking BHP Academy which saw residents gain new skills and continue their personal development journey.

Improving customer service has been a central theme in 2015/16 and Brent Council's new Customer Promise is shaping the way we work with you. We want all BHP staff to put themselves in your shoes, respond quickly when things go wrong and keep promises in line with expectations.

Next year will see the implementation of new government reforms in the housing sector. There will be pressure to unlock the value in our most valuable properties and residents with higher incomes will be asked to pay more in rent. Throughout the implementation of these reforms we will continue our focus on helping customers sustain their tenancies through support on money matters and welfare benefits.

The demands of a changing housing climate will put new pressures on housing organisations. It is important we continue to concentrate on what is important to you and our Board is clear that we will continue our commitment to delivering first class services and meeting your expectations. Next year we will carry on the hard work and deliver more improvement - we want you to see the difference.



ROWANN LIMOND
Interim Managing Director of BHP



JOANNE DREW
Chair of BHP

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"I GOT TO SEE FIRST-HAND HOW REPAIRS ISSUES ARE DIAGNOSED AND JOBS ARE RAISED, AMONGST A HOST OF OTHER THINGS. IT WAS CLEAR THAT TEAMS ARE WORKING HARD TO PROVIDE A GOOD SERVICE FOR RESIDENTS."



FOREWORD

FROM IFTEKHAR CHOWDHURY INTERIM CHAIR OF THE CUSTOMER COORDINATING SCRUTINY GROUP (CCSG)

On behalf of my fellow BHP residents I welcome the publication the Customer Annual Report 2015/16. This report highlights how BHP has performed over the last year and some of the other key milestones. I joined the BHP Academy in 2014 to get more involved in my community and BHP. Since this time, I've learnt a huge amount about housing and what makes residents tick. I have been appointed as the interim Chair of BHP's Scrutiny Group and by scrutinizing service and performance I've been able to help BHP improve services in areas that are important to residents.

I was pleased to lead the newly formed Scrutiny Group in completing our first exercise. This was quite a learning curve but we now have the tools needed to continue to scrutinise BHP services and make recommendations for improvement. Over the next year we will examine other service areas and put forward our suggestions.

My three-month voluntary placement in the Customer Response Team gave me a greater insight into the workings of BHP. I got to see first-hand how repairs issues are diagnosed and jobs are raised, amongst a host of other things. It was clear that teams are working hard to provide a good service for residents.

The BHP Academy offers skills and training for residents looking to get more involved in BHP and developing better services. Through all the activities in the last year it

was great to see many new residents getting involved. I hope this continues and we see more and more residents being actively involved and contributing to their communities and BHP.

There are lots of ways for residents to get involved. We have been trialling our new mystery shopping programme and the BHP Academy continues to offer a range of training opportunities. If you want to get involved call the involvement team and start making a difference.



IFTEKHAR CHOWDHURY



“THROUGH OUR ACTIVE RESIDENT GROUPS AND ASSOCIATIONS WE ARE CONTINUING OUR AIM OF BUILDING VIBRANT, DIVERSE AND RESILIENT COMMUNITIES IN BRENT.”

IMPROVING HOMES AND NEIGHBOURHOODS

Last year you may have seen scaffolding across BHP homes and estates. In partnership with our contractors, we have delivered repairs and improvements to over 4000 of your homes including new roofs, windows, kitchens and doors. As well as making significant investment in our properties through our capital works programmes, we also have a schedule of maintenance, services, tests and inspections to keep you safe in your home and maintain the condition of our properties.



Whilst maintaining and improving your homes is vitally important we are also building new properties for the next generation of Brent families. Last year we had 70 planning applications granted for new affordable homes. Many of these new homes have started on site with building work commencing on the first new council homes in Brent for 30 years - led by BHP.

We also know that a great home is not just about bricks and mortar but the community that surrounds it. Through our active resident groups and

associations we are continuing our aim of building vibrant, diverse and resilient communities in Brent. When developing our partnership with our term contractor Wates, we put delivering social value to our communities at the forefront of the contract. This has seen over 100 local people employed with our contractors and sub contractors, 16 young people taking on apprenticeships and five training courses delivered all in the last year.



Building Futures

The Building Futures programme is a landmark employment and skills programme delivered by our partner contractor Wates.

The programme takes unemployed people looking for a career in construction and over a two-week intensive course gives them the skills to succeed in the industry. The course has seen BHP residents take on permanent jobs with our term contractor.

Highlights

- 15 new larger family homes received planning permission last year of which four were four bedroom homes
- Over 4,000 homes received capital improvement works costing £31million
- Over £8million spent on fire safety works
- Launched a new eco project on the Watling Gardens Estate in partnership with British Gas
- Spent over £600k on social value activities benefiting local people in Brent.



BARCLAYS 25.01.2016
ATHELSTAN GARDENS £250.00
TWO HUNDRED AND FIFTY POUND
VEOLIA

“ONE WINNING ESTATE, ATHELSTAN GARDENS RESIDENTS’ ASSOCIATION MANAGED TO REDUCE WASTE TO 0.2KG PER HOUSEHOLD AND HAD INCREASED RECYCLING BY 1KG PER HOUSEHOLD/PER WEEK.”

GREENER AND CLEANER ESTATES

We inspect all our estates regularly and carry out Local Environmental Quality (LEQ) checks. These give a rating for the work carried out by our contractors on our estates. We also carry out walkabouts with residents and local ward councillors. This allows customers to have a direct say on the condition of their area and have face-to-face contact with their Estate Officers and caretaking teams.

Last year we teamed up with our grounds maintenance and refuse contractors Veolia on an innovative recycling initiative. The scheme awarded community groups a £250 prize for meeting recycling targets in local neighbourhoods. One winning estate, Athelstan Gardens Residents' Association managed to reduce waste to 0.2kg per household and had increased recycling by 1kg per household/per week.

Supporting community initiatives



Each year BHP allocates funding to resident groups and good causes that benefit our communities and foster

cohesion. Projects can bid for up to £5,000 and through our community fund we supported self-defence classes for women, a classical music project and a seaside trip enjoyed by over 300 BHP residents. We also worked closely with our colleagues in the Metropolitan Police force on a youth project aimed at building positive interactions.

Last year over £25,940 was spent on community projects. Resident groups with an idea for a community project should contact our Community Leadership Team at **resident.involvement@bhphousing.co.uk** or call **020 8937 2400** or click **www.bhphousing.co.uk**

Sufra food bank

The BHP community fund supported the Sufra food bank in Neasden contributing £3,000 to the organisation. Mohammed Mamdani, Director of Sufra said 'Our Food Bank supported 3,483 people last year with emergency food aid and BHP's support will help us to continue to help vulnerable families living in food poverty.'

Young's football coaching

BHP supported the Young's Football Coaching scheme giving young BHP residents the chance to hone their skills with the aid of experienced coaches. Over 50 young people regularly took part in the scheme.

HOW WE PERFORMED 2015/2016

SERVICES



89% of all repair jobs were completed on the first visit



91% of all repair jobs were completed within the target time



80% of all tenants were satisfied with their repair



99.98% of all properties received a gas safety check



BHP carried out all major adaptations to tenants homes within an average of **24 days**

ORGANISATIONAL



73 new homes were submitted for planning consent (supported by the GLA)



31 new homes started on site



53 new homes have been granted planning consent



99% of current gross rent was collected from tenants (and 24% related to former tenant arrears)



107% of all leasehold service charges were collected



77% of tenants are satisfied that their rent provides value for money

FINANCIAL

CUSTOMERS



88% of all phone calls were answered by our Customer Response Team



48% of all leaseholders either satisfied or very satisfied



93% of all correspondence was responded to within 10 days



446 complaints received and responded to last year



151 residents received training from us



1,475 residents took part in involvement activities



Through our contractors we provided **83** job opportunities for local people



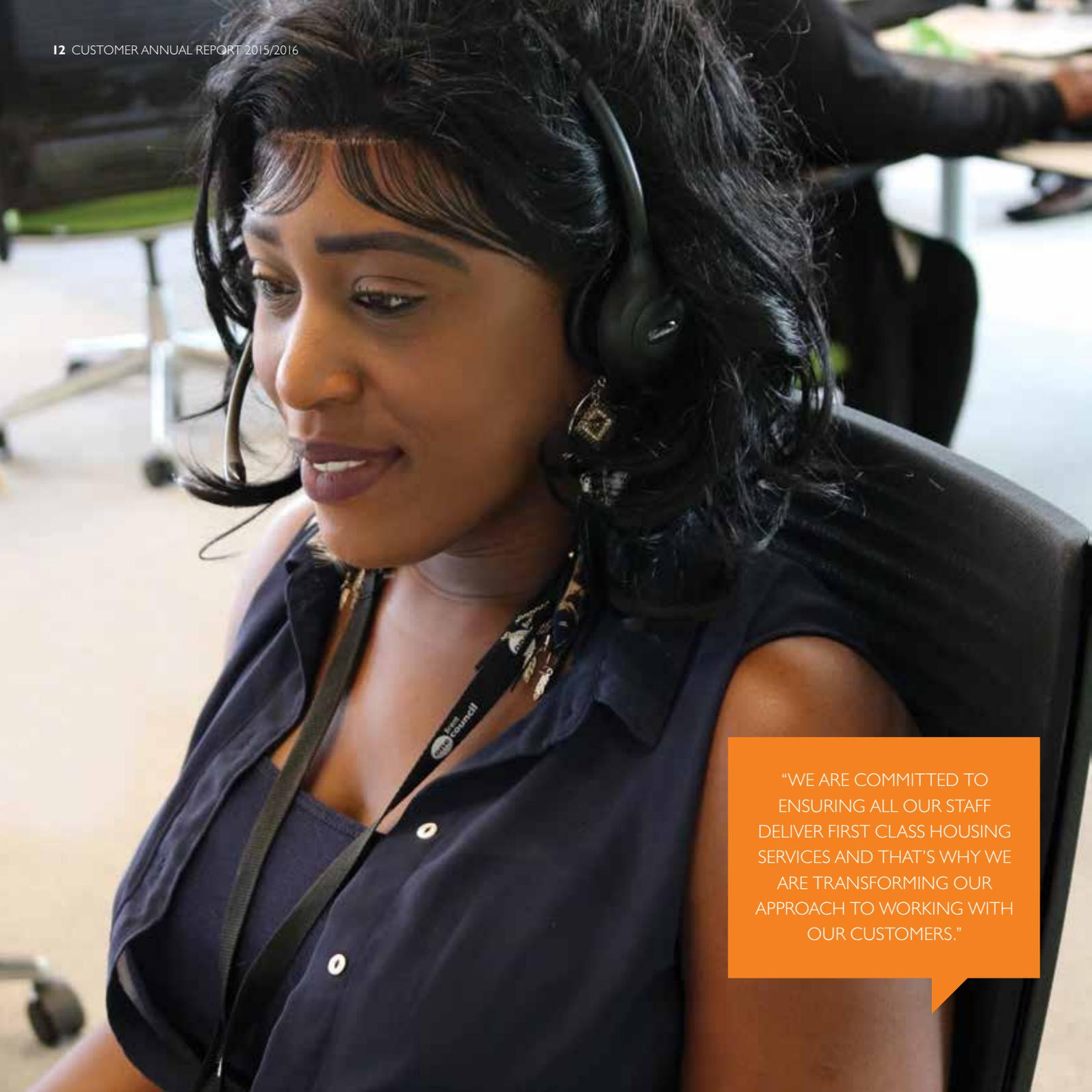
90% of all appointments were kept (from the first request)



80% of all residents are satisfied with their neighbourhood as a place to live



69% of tenants are satisfied with the service provided by BHP



"WE ARE COMMITTED TO ENSURING ALL OUR STAFF DELIVER FIRST CLASS HOUSING SERVICES AND THAT'S WHY WE ARE TRANSFORMING OUR APPROACH TO WORKING WITH OUR CUSTOMERS."

CUSTOMER SERVICE AND SATISFACTION



With just over 69% of our tenants satisfied with BHP in general we know there is work to do to meet your expectations. We were however pleased that over 90% of all appointments were kept (from the first request) and that 80% of tenants were satisfied with their repair.

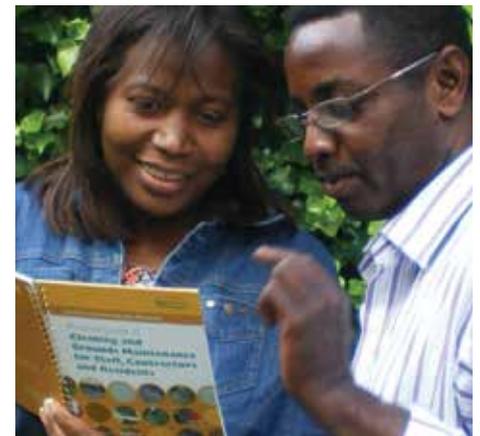
Last year we received 446 complaints, which was an increase of 69 complaints from the previous year. Complaints are an area we are taking very seriously and we now have a dedicated Complaints Team tasked with dealing with your concerns promptly and efficiently.

We are committed to ensuring all our staff deliver first class housing services and that's why we are transforming our approach to working with our customers. In 2015/16 we signed up to Brent's Customer Promise. The Promise puts you, our customers, at the heart of

everything we do. To strengthen this commitment all BHP staff will receive tailored customer service training. This training will enable us to meet your needs better and adapt our approach in a changing climate.

To help us continue to improve we have employed industry leading research company BMG to collect your views. In 2015/16 BMG contacted 1,200 customers to gauge their satisfaction with the services provided by BHP.

In March 2016 BHP launched our new revamped website www.bhphousing.co.uk. With greater accessibility, the site features campaigns, social media feeds and quick links. Visitors to the new website will soon be able to access their own personal account and access a range of online services.





"I JOINED THE BHP ACADEMY TO GAIN A GREATER INSIGHT INTO EXACTLY HOW BHP OPERATES. AFTER MEETING LIKE-MINDED PEOPLE I QUICKLY WANTED TO BE ON THE BOARD BECAUSE I THOUGHT THAT AS A YOUNG PERSON I WOULD OFFER A FRESH PERSPECTIVE ON BRENT."

INVOLVEMENT AND EMPOWERMENT

One of BHP's biggest strengths is our active residents and community groups. Last year 1,475 residents took part in involvement activities ranging from resident scrutiny to clean up days.

This contribution helped us to develop services and resolve local issues. One particular group's activities which led to improved service delivery is the work of the Disability Forum. This group analyses services provided by BHP to make sure they meet the needs of disabled tenants. They complete equality assessments and mitigate any negative impact service changes may have.

2015 saw the launch of our ground-breaking BHP Academy. This innovative resident development programme saw 35

plus recruits undertake bespoke training to gain new skills, become more actively involved or to prepare them for life as a potential BHP Board Member. Word about the Academy quickly spread across the housing world and organisations visited BHP to learn more about the model. This was quickly followed by a request to talk at the House of Commons.

Peter Nugent, a young BHP resident took part in the resident academy to learn more about housing services and to try something a little different. He is now a

co-opted member of the BHP Board. Peter had this to say about his time on the resident academy; "I joined the BHP Academy to gain a greater insight into exactly how BHP operates. After meeting like-minded people I quickly wanted to be on the Board because I thought that as a young person I would offer a fresh perspective on Brent. I am really looking forward to my time ahead and I am very excited to be getting involved."

Case study - Customer Coordinating Scrutiny Group (CCSG)

Involving residents in the scrutiny and monitoring of BHP's activities is vital in ensuring we deliver high quality services.

The BHP CCSG is made up of residents who have been trained to carry out service reviews from a customer perspective and get under the skin of service delivery. The group provides a real time 'reality check' in understanding the customer experience of the services provided by BHP.

This year the group carried out their first review, looking in to the community safety service provided by the BHP

Wardens. The group carried out in-depth research, held focus groups with residents and interviewed staff and contractors. The group put forward a series of recommendations, many of which have been taken forward. They were:

- Review the Wardens Service and refocus the objectives of such a service
- Carry out consultation with residents on what type of service residents would be prepared to pay for

- Identify a new community safety model that is responsive, targeted and value for money

The group put forward three options for a future service of which one particular model was taken forward. The group's recommendations contributed to BHP's decision to significantly scale back the Wardens Service and make over £700k in savings.



“OUR FINANCIAL INCLUSION TEAM OFFER HELP, ADVICE AND GUIDANCE WITH BENEFITS; RENT; DEBTS; BUDGETING; BANK ACCOUNTS SAFE BORROWING AND MORE.”

LOOKING TO THE FUTURE

Technology is also transforming how services are delivered to social housing residents. This digital revolution is opening up new ways of communicating and engaging with our customers that have never been seen before. BHP has taken our first digital step with the development of the My Account portal. This new online portal allows customers to access personal information and paves the way for more inclusive, efficient and cost effective housing services.



With over 1,000 social media followers it is clear that BHP's online presence is here to stay. We will continue to develop our social media accounts to push information out and draw feedback from our customers. Our Stories of Brent account encourages BHP residents to share experiences of living in the borough.

Our Financial Inclusion Team offer help, advice and guidance with benefits; rent; debts; budgeting; bank accounts safe borrowing and more. Last year the team enabled low-income households to access over £100k in additional income for which they were entitled. With new housing reforms due to kick in, the team will

continue to support any households who need their help. Anyone in need of assistance should contact the Financial Inclusion Team on **020 8937 2431**.

Employment and skills case study - The Living Room

In July 2015, BHP supported the launch of the new employment and skills hub 'the Living Room' on the St Raphael's Estate in Neasden. The project gives every resident living on the estate access to employment skills, training and advice right on their doorstep.

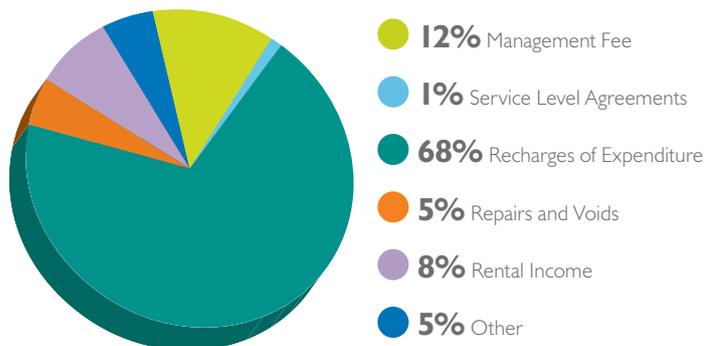
The scheme has been launched in partnership between Brent Council, the West London Alliance and the Department for Work and Pensions with the aim of supporting residents into work by providing helpful advice and training on the estate. Last year over 300 individual BHP residents have received help and advice from the project and over 50 got back in to work.



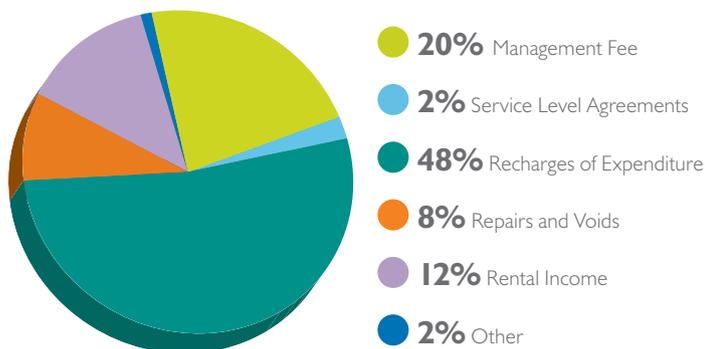
KEY FINANCIALS

2015/2016

Where does our income come from?



2014/15



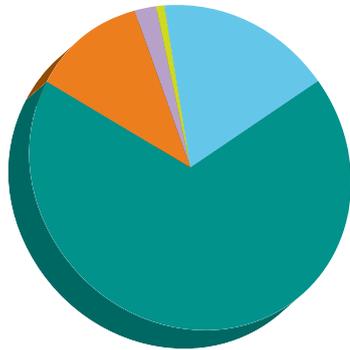
Where does our money come from?

Income Type	2015/16	2014/15
Management fee	12%	20%
Service level agreements	1%	2%
Recharges of expenditure	68%	48%
Repairs and Voids	5%	8%
Rental income	8%	12%
Other	5%	2%

Total	100%	100%
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Management fee paid by the Council in respect of housing management and support services	6,813,000	6,848,004
Service level agreements with the Council	836,000	836,000
Recharges of expenditure incurred through maintenance of Council-owned properties*	38,800,397	16,272,197
Repairs income from the Company's empty property repairs section	2,908,007	2,621,712
Rental income from the Company's social housing properties	3,788,253	3,626,020
Rental income from the Company's market rented properties	597,066	542,081
Other**	3,024,517	2,959,836
Total	56,767,239	33,705,850

Where did we spend our money?



- **1%** Managing Directorate
- **17%** Development and Growth
- **67%** Operations
- **12%** Finance
- **2%** Centralised Income & Expenditure



Management cost per property
£520
2014-2015 **£622**



Average cost per repair
£490
2014-2015 **£581**



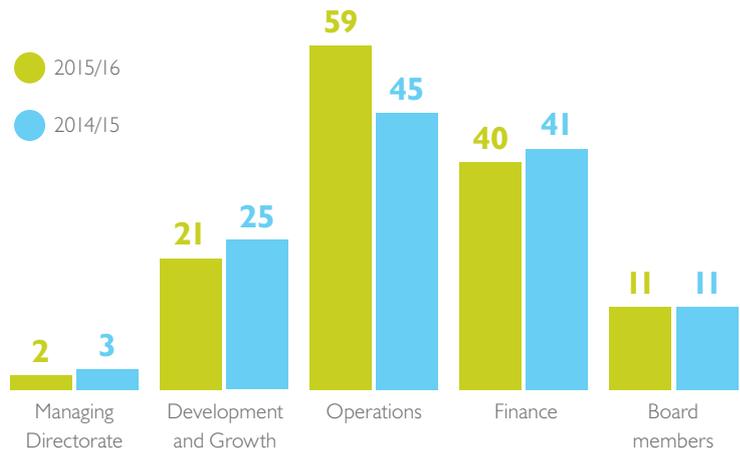
Average cost per void
£2,790
2014-2015 **£2,444**

How we spend our money

Division	2015/16	2014/15	2015/16	2014/15
Managing Directorate	421,899	441,874	1%	2%
Development and Growth	6,817,367	5,473,082	17%	11%
Operations	40,534,730	19,619,147	67%	73%
Finance	4,128,282	3,736,649	12%	6%
Centralised Income & Expenditure*	753,766	684,463	2%	7%
Total	52,656,044	29,955,215	100%	100%

Where our staff work

Divisions	2015/16	2014/15
Managing Directorate	2	3
Development and Growth	21	25
Operations	59	45
Finance	40	41
Board members	11	11
Total	133	125



ABOUT BRENT HOUSING PARTNERSHIP

Brent Housing Partnership (BHP) is a community housing company wholly owned by Brent Council. BHP is responsible for managing and maintaining over 12,500 homes including 3,000 leasehold properties.

In addition to managing and maintaining homes for Brent Council, BHP is a Registered Social Landlord and owns 331 properties in Brent.

BHP is governed by a Board made up of the registered directors of the company

comprising seven residents (four tenants and two leaseholders and a Co-opted young BHP resident), three councillors and four independent members, one of whom is the Chair.

Get in touch

There are lots of ways of getting in touch with us here at BHP.



Tel: 020 8937 2400



Email: info@bhphousing.org.uk



Website: www.bhphousing.co.uk



Twitter: @BHP_Housing



Facebook: www.facebook.com/brenthousingpartnership/

If you would like to make a complaint, compliment or express any concern about our services

We will always take your complaint seriously and do our best to put things right. If you do have a complaint, you can contact us in a number of ways, either contact our Customer Response Team on 020 8937 2400 or email bhp.complaints@bhphousing.co.uk

If you are worried about anti-social behaviour (ASB)

If you want to report an incident of anti-social behaviour you should call 999 if in immediate danger, or if it is a non-emergency call 101. You can also speak to our Customer Response Team team on 020 8937 2400 and report anti-social behaviour.



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