

Working together

Tenant Annual Review 2011
Broadland Housing Association Limited



Welcome

About this report

This report is from the board and senior management of your landlord, Broadland Housing Association (BHA). It is intended to tell you, our tenants, how we are doing against the expectations of our regulator and how we expect to change and improve our services, with your help, over the year ahead. The government appointed a new regulator for housing associations in December 2008; it is called The Tenant Services Authority (TSA) and replaces the Housing Corporation. When the TSA was first created, it spent time talking to tenants, landlords, local authorities and politicians about the standards that tenants should expect their landlords to achieve. These new standards were adopted in April 2010, and we now need to make sure that we achieve what is expected from us.

The titles of the six standards are:

- Tenant Involvement and Empowerment
- Home
- Tenancy
- Neighbourhood and Community
- Value for Money
- Governance and Financial Viability

We will explain more about these standards later in this report, as well as showing you how we think we are doing against them and where we need to make improvements.

As in previous years, we think it is important that you have a copy of our financial results, and so we have included a summary of these at the back of this report.

How this report was created

A copy of the draft report was put before our board (including our four tenant board members) for comment, and the final draft was posted to members of our readers panel. In line with the feedback we received last year, we have again covered each of the TSA standards in a separate section, and have not printed the standards in full. However, the standards can be viewed in full on our website: www.broadlandhousing.org or on the TSA website: www.tenantservicesauthority.org

To save money and reduce the impact on the environment, copies will be available on our website and hard copies will be available through our area offices or by request.

We would be delighted to receive your feedback, if you have views to share with us about anything associated with this report.

If you would like to be involved next year when we are compiling the 2012 annual report, please contact our Tenant Participation Team on 01603 750236.



Chief Executive's statement

This is our second annual report to you, our tenants, focussing on our performance against the Tenant Services Authority's standards. We want to explain to you how we are performing, as well as let you know about some initiatives that we have taken during the year to improve our services.

One of our ongoing priorities is trying to ensure that we have effective ways of communicating with our tenants. We have been delighted with the success of our annual tenants' conference and the popularity of our cinema events.

The conference has now been overbooked for two successive years with almost 250 people attending, but we are struggling to find a larger affordable accessible venue. My apologies if you were disappointed this year. We will continue to look for a solution.

The cinema events - targeted at young families living in Broadland homes - have equally been a victim of their success with waiting lists and disappointed people who do not get a ticket. It has been great not only to see parents, children and often grandparents enjoying a family film, but also to hear your views about us.

The interactive survey results and other feedback we receive from tenants through both formal and informal routes help us understand your priorities and how we develop and improve our services.

The biggest change in recent months has been to our maintenance arrangements. We know that, for most tenants, your most frequent dealing with Broadland is when you ask us to carry out a repair in your home. We have changed the structure of our repairs team and from 1st July 2011 the maintenance operatives calling at your property has been an employee of the Association and is no longer a Mears employee. We are working on integrating the repairs staff fully into the wider Broadland team. We are focussing on improving both our response times and also your satisfaction with our repairs service.

There is no doubt that we are living in times of government austerity. We know that there will be many challenges for all of us over the months and years ahead. There are changes to the benefit and welfare system; to funding new homes and to the planning system; and a constantly growing need for the services of the Group for many families across Norfolk and Suffolk.

Secure jobs and secure homes are priorities for many people who currently lack either one of these or indeed both. Broadland will continue to strive to make a difference to people in our area who need our support. The team recognises that we are going to need to be creative, imaginative, innovative and determined over the years ahead if we are to be successful. We cannot afford to be complacent and we will constantly have to focus on improving all our services and becoming more efficient in order to be successful in the future.

I hope that you find this report useful and interesting. Please let us have your views, so we can make it better next time.

Michael Newey
BSc FRICS FCIH MAHI
Chief Executive



Involving you

Tenant involvement and empowerment standard

This standard looks at how we enable you to be involved with us in every way. This includes giving you a variety of choices as to how you can contact us, requesting your opinion on the services we offer and making it easy for you to make a complaint if you need to.

BHA are keen to encourage all tenants to be involved in helping shape the range and delivery of services to our tenants.

In total there are over 20 different ways tenants can play a part. These include becoming a Tenant Board Member, joining the Scrutiny Panel, Readers Panel, or Repairs Forum, etc, or just simply letting us have your views via the range of surveys that we conduct.

Obviously not all tenants want to be involved, but in BHA around 1 in 10 households do play an active part in one form or another. To find out more about how to get involved, contact our Tenant Participation Team, Sarah Cook and Bob Patel.

Cinema events

Throughout the year, the cinema events have proved to be a great hit with younger families. In total, we held six such events and on two occasions had to hold follow up screenings as they were oversubscribed. These events allow us to get valuable feedback from our tenants with young families, a group that many organisations find difficult to engage with.

The tenants conference

The Tenants Conference was an over whelming success with 300 tenants applying to attend. Four different workshops were held, the feedback from which has already led to the formation of a tenant focus group set up to look at the way we apply Service Charges. Tenant feedback has also led to a restructure of the way the presentations are made at the Conference.

Area forums

The Area Forums have proved less successful, particularly in the East, where it was agreed to try different forms of engaging with tenants due to lack of attendees.

In the Central area, the Area Forums have re-focused and now concentrate on one topic per meeting. So far this appears to be appreciated more by tenants.

Scrutiny panel

In 2010/11 BHA established its first Scrutiny Panel made up of seven tenants following a recruitment and selection process which was carried out by a Steering Group made up of tenants. Efforts are now being concentrated on supporting and training this group to become an established part of BHA's Governance Structure.

Broadland on tour

Our 'Broadland on Tour' programme has continued with a different scheme or area being visited each week by a group of staff and Board Members. Around 40% of tenants have been able to have face to face contact with staff throughout the BHA team. This has enabled us to identify local issues, give first hand advice and assistance, and at the same time pick up a range of queries and repairs from tenants.

Many conversations

In a financial year we estimate that BHA have around 40,000 interactions with over 4,700 of our tenants. So it is probably inevitable that occasionally things don't go according to policy and procedure. Fortunately, the vast majority of these are resolved very quickly at first point of contact and only a small number reach stage 3 or 4 of our complaints process.

Number of complaints



In 2010/11 only 5 reached stage 3 and only 1 required a stage 4 panel hearing.

1 complaint from 2009/10 was referred to the Housing Ombudsman but the decision was found in the Association's favour.

Whilst it would be nice not to have any complaints, we believe they are an opportunity for us to review our policies and procedures. A good example of this was a complaint relating to how we allocate our properties, which led to a complete review of our allocations process. That review is scheduled to be completed in September 2011.



Two forums which have proved very successful have been the Repairs Forum and the Senior Tenants Forum.

Repairs forum

The Repairs Forum has, along with routine maintenance, been involved in reviewing Void Standards and selecting a new kitchen manufacturer for planned replacements.

Senior tenants forum

The Senior Tenants' forum is very well attended and has held a number of events across the region.

Facebook

One relatively new feature which is proving popular, particularly with younger tenants, is the BHA Facebook page. Whilst we get a lot of complimentary comments from tenants it is also a method for tenants letting us know their views when things haven't gone to their satisfaction. We now have 220 BHA Facebook page 'fans' registered. If you want to join them, go to www.facebook.com/Broadland and register.



In 2010/11

We said we would...

1. Establish a Tenant Scrutiny Panel
Panel established from April 2011.
2. Develop the way we profile our tenants to improve communication etc
This project is still ongoing.
3. Research text messaging
Research completed. Text messaging will be introduced in 2011/12.
4. Review complaints monitoring
This has started and is partially complete.
5. Review the way we survey tenants
PDA's introduced for Maintenance Operatives. New software acquired to allow us to analyse results faster. Full review is still underway.
6. Introduce new Out of Hours services following tenant involvement
New service launched in April 2011.

In 2011/12

We plan to...

- Work with the newly formed Scrutiny Panel and provide them with training and support.
- Review feedback for Local Offer Services such as opening hours and services provided.
- Complete a survey of all our tenants on satisfaction levels.
- Monitor and review all methods of tenant involvement across the Group.

Looking after your home

The home standard

This standard ensures we are providing homes that are warm and weatherproof and have modern facilities. It also ensures that we provide a cost-effective repairs and maintenance service that meets your needs and offers you choices in the service we provide.

All of BHA's homes meet the Government Decent Homes Standard, however that doesn't mean that we don't need to continue to maintain and improve our properties.

Maintenance falls broadly into three categories:

Day to Day e.g. routine repairs

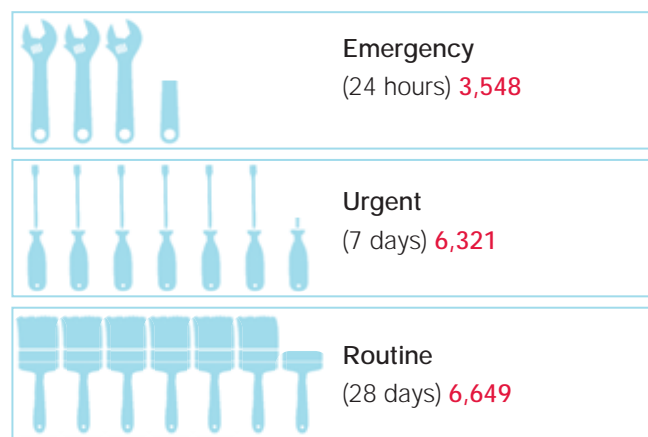
Cyclical e.g. external painting, gas servicing

Planned e.g. kitchen, window and bathroom replacement

Repairs

Did you know?

In 2010/11, we carried out 16,518 repairs averaging 3.5 per property per annum or 317.6 repairs per week, 63.5 per working day. These repairs were classified as follows;



In total we spent £2,083,096 on day to day repairs, approximately £441 per property.

Properties are painted on a six yearly cycle, and in the last financial year BHA contractors painted 674 homes at a cost of £219,000. 3251 homes have a gas supply and 3216 of these were serviced within the 12 month period. Sadly, a small minority of tenants refuse or ignore requests for access, and on 4 occasions it was necessary to involve BHA's Solicitors to gain a Court Order.

Planned maintenance

With regards to Planned Maintenance, 944 homes were improved. This included:

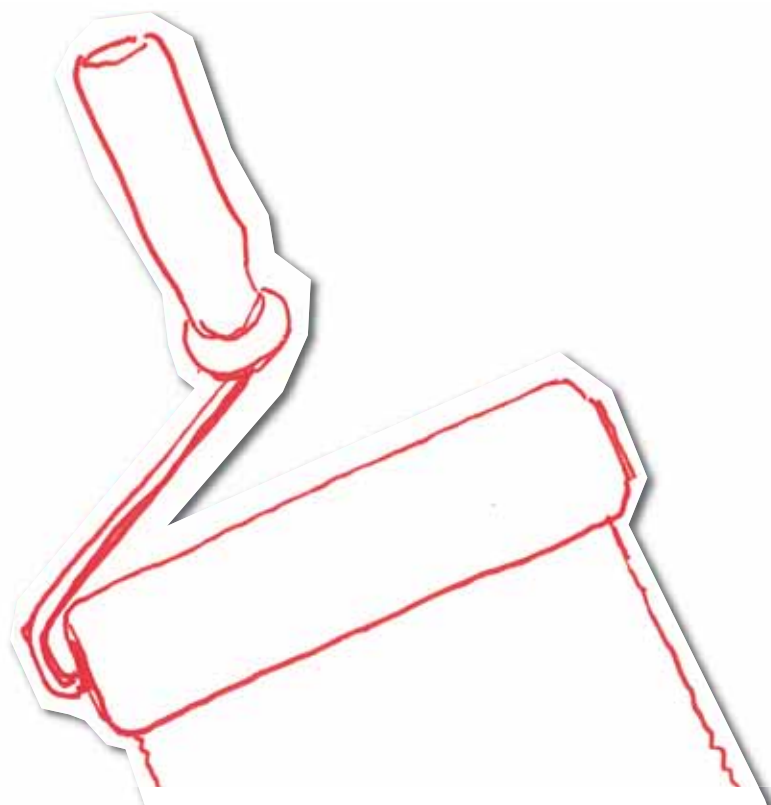
225 replacement windows
240 replacement doors
251 replacement kitchens
73 replacement bathrooms

The planned maintenance budget amounts to £3,436,363 (£708.03 per home)

Aids and adaptations




We also provide an aids and adaptations service. This provides equipment such as stair lifts and adapted showers to allow you to live in your existing home safely and independently for longer, ensuring your specific personal needs are met.

For the past three years, we have allocated a budget of £250,000 for adaptations to properties. This service is open to tenants of all ages. If you would like more information, we have produced a leaflet about requesting adaptations to your home, which is available on our website or from our offices.





Key performance indicators

Average SAP rating is	2010/11	(2009/10)
The SAP rating is a measure of how energy efficient your home is. The higher the rating the better. 70 and above is regarded as top quarter performance.	75	(74)
Tenant satisfaction for quality of repairs	96%	(98%)
Tenant satisfaction for quality of service	96%	(96%)
% of emergency repairs completed within target	93.86% 	(97.08%)
% of urgent repairs completed within target	89.47% 	(97.9%)
% of routine repairs completed within target	92.17% 	(97.9%)
% of gas appliances serviced	98.98%	(97.8%)

In 2010/11 We said we would...

1. Improve the efficiency of the Appointment System with appointments made at first point of contact. Proposal being considered to bring Schedulers across from Mears into the Broadland Group, making appointment booking easier and more efficient, and improving communication.
2. Reduce the number of visits to fix repairs 97.35% of repairs now completed on first visit.
3. Review kitchen supplier
Symphony provisionally appointed.
4. Continue to improve energy efficiency
SAP rating improved in 500 homes.

In 2011/12 We plan to...

- Transfer frontline repair staff and schedulers from Mears to BHA, producing potential savings and improving efficiency (from 1 July 2011).
- Continue to improve level of 'first time fix'.
- Reduce number of missed appointments.
- Introduce telephone surveys for repairs.

Your rent and tenancy

The tenancy standard

This standard relates to how we make sure we allocate our homes fairly, charge rents and help people to stay in their homes successfully.

Rents

For the vast majority of our homes, rents are set in accordance with the Government's Rent Structuring policy. Under this a target rent is set and all homes should have reached the target by 2012. Once at target, the annual rent increase is restricted to the Retail Price Index (RPI) figure published for the previous September plus a ½%. For 2010/11 the figure was somewhat unusual due to the negative RPI figure in the previous September. As a result of this most tenants received a reduction in their rents.

A different mechanism applies for those tenants who still hold a Fair Rent Tenancy or have an Intermediate Tenancy.

Allocations

Virtually all our vacancies, either for new homes or re-lets, are allocated via Choice Based Lettings (CBL) schemes operated by the Local Authority in whose area the home is located.

Occasionally, due to the special nature of a particular scheme, or where we need to address local issues – an agreed Local Lettings Scheme is operated for a limited period.

BHA continues to issue a starter tenancy to new tenants, in effect this is an Assured Shorthold Tenancy. After 12 months, if the tenancy has been conducted satisfactorily, it then automatically reverts to an Assured Tenancy. Occasionally problems arise in the first 12 months of a tenancy, the Starter Tenancy enables BHA to take action to end the tenancy more speedily if required.

New tenancies

New tenancies	2010/11 527	(2009/10) (668)
Average time to relet a property	14.41 days	(17.75)
Average time to relet a property (including Major Works)	18.48 days	(17.75)

In 2010/11 it only proved necessary to take this action for two tenancies.

Service charges

In addition to the Rent Charges, most tenants are also required to pay for additional services provided. This Service Charge may cover such items as: maintenance of communal areas, window cleaning, tv aerials, cctv, door entry systems and furnishing internal communal areas.

Service Charges are calculated on a scheme by scheme basis, and are based on actual costs plus an administration charge.

During this year a major review of how we calculate the Service Charges and the information given to tenants has commenced, involving staff and tenants from across the Group. This review is likely to be ongoing throughout 2011/12.





Tenancy termination

In the last financial year, BHA ended 23 tenancies mainly due to non payment of rent. This compares with 26 in the previous year.

In addition we served 396 notices of intention to seek possession on tenants (402 in 2009/10). This is a legal requirement before taking court action and thankfully in the majority of cases, tenants with the support of BHA staff, were able to resolve the problem or commit to an arrangement to clear the debt. Of these, 108 cases (77 cases in 2009/10) actually reached court.



Average BHA weekly rent

1 bed 	2010/11 (2009/10) £65.77 (£66.30)
2 bed 	£76.86 (£76.94)
3 bed 	£83.83 (£84.25)
4 bed 	£90.85 (£90.26)



In 2010/11 We said we would...

1. Introduce local offers
5 local offers were published and are being, or have been, introduced.
2. Focus on Anti-Social Behaviour Policy and Procedures
This is a major piece of work and is still ongoing.
3. Review Allocations Policy and Procedure
This has now been completed and the results will be published in Autumn 2011.
4. Minimise impact of Benefit Changes
Most changes have still to be introduced. BHA is in the process of identifying those tenants affected and offering advice and assistance.
5. Changes to CBL scheme
Gt Yarmouth is the first Local Authority to announce changes to its allocation scheme. Once final details are known we will work with applicants to ensure minimum impact.

In 2011/12 We plan to...

- Review the effectiveness of issuing Starter Tenancies.
- Review the range of tenures now offered by BHA and the terms and conditions.
- Continue to overhaul our methods of setting Service Charges to ensure transparency and fairness.

Your neighbourhood

The neighbourhood and community standard

This standard looks at how we keep our homes and communities safe, pleasant places to live. It considers how we work with our local partners to ensure our tenants enjoy a good quality of life and reduce any Anti-Social Behaviour.

Throughout the year we have continued with our 'Broadland on Tour' programme visiting a different scheme or area each week. This enables us to speak to tenants who live in the area to find out first hand the issues and problems as well as the many good points, about living in that community. It also provides an opportunity for those members of staff who do not always meet our tenants, to visit some of our schemes and chat directly to our tenants.

Tackling problems

The three Area and Support teams have worked with tenants on tackling a number of issues and localised problems. Often this will also involve working alongside organisations such as the Police, Local Authorities and other support agencies. This may include dealing with Anti-Social Behaviour (ASB), litter picking, providing play equipment or just organising community events so that neighbours get the chance to meet each other.

Promoting peace and harmony

Whilst the majority of our tenants live in peace and harmony with their neighbours, ASB continues to be a problem. Fortunately most incidents are relatively minor (grade 1) and can be resolved with minimum input from BHA staff. Occasionally however, ASB does require more effort to deal with. BHA has clear policies and procedures for tackling these issues and over the past 12 months we have used; professional witnesses, mediation, Local Authorities Environmental staff and, on occasion, resorted to taking out injunctions, demoted tenancies and possession orders.

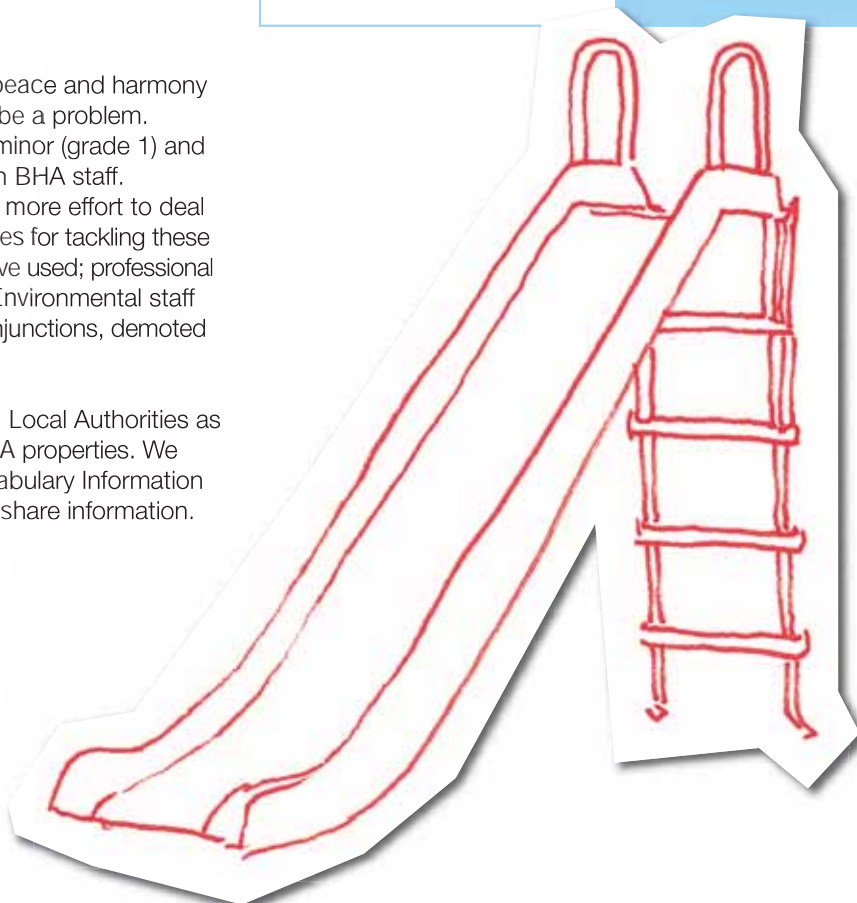
We work very closely with the Police and Local Authorities as seldom do these problems only affect BHA properties. We have also joined up to the Norfolk Constabulary Information Disclosure Protocol which enables us to share information.

ASB cases reported in 2010/11 compared to in 2009/10.



Legal action taken

Notices served	17
Injunctions obtained	8
Demoted tenancies	0
Possession order	2





In 2010/11
We said we would...

1. Review feedback from 'Broadland on Tour' and amend our policies and processes accordingly.
 We reviewed our programme of Broadland on Tour so that the visits run throughout the whole year. Following feedback, we have also varied the times we visit.

2. Continue to develop partnerships with local and statutory authorities, social landlords and voluntary sectors to tackle anti-social behaviour (ASB).
 We have worked in partnership with local authorities and other landlords in Breckland to develop a framework to respond jointly to ASB – a non-emergency hotline is being introduced later this year.

 We also held a series of community events in partnership with the police, to improve local relationships and develop closer communities in schemes in Norwich, Gt Yarmouth and Kings Lynn.

3. Review anti-social behaviour (ASB) processes and seek new initiatives to help tackle problems.
 This is an ongoing project; research has taken place with other landlords which will help inform our approach to a full review of our ASB processes and simplify our grading system.

4. Develop our Local Offers.
 We have carried out a full survey of our tenants about our Opening Hours Local Offer and access to the service. This project is ongoing, incorporating both feedback we have received from tenants and other data.

In 2011/12
We plan to...

- Implement a new intensive support service for our most vulnerable tenants, offering help in changing behaviours and managing tenancies. This in turn will have a positive impact on their wider community.

- Tackle tenant damage and neglect of their homes and implementing effective recharging system.

- We will also sign up to and embrace the principles of the Chartered Institute of Housing's ASB Charter.



Spending money wisely

The value for money standard

This standard measures how we make sure we use our financial and other resources wisely.

BHA takes a holistic approach to value for money, the cheapest is not always necessarily the best value for money. For example, we take into account the likely life span of the product and ongoing maintenance costs as well as the initial purchase price.

In the past 12 months, with the help of members of the Maintenance Forum, we have selected a new kitchen supplier.

The Board has agreed to consider transferring the maintenance function, currently provided by Mears Ltd, to BHA. This should lead to greater cost efficiencies as we strive to drive down costs.

We have started a review of Service Charges to ensure that the services we provide to our tenants are not only fair, but are provided in the most cost effective way. This review will be ongoing throughout 2011/12.



In 2010/11 We said we would...

1. Review Service Charges
Tenant group established and review is under way.
2. Involve Scrutiny Panel in spending decisions and ensure the processes are clear
Panel established, training being undertaken and first projects agreed.

In 2011/12 We plan to...

- Transfer frontline repair staff and schedulers from Mears to BHA (from 1 July 2011).
- Review provision of legal services for Housing Management.

Attention to detail

The governance and financial viability standard

This standard relates to the way we run our organisation and how we stay financially strong to enable us to continue to provide homes and improved life opportunities for our tenants.

What we are doing

All the companies in Broadland Housing Group follow the same principles of regulation to make sure that we operate fairly. Each company is financially separate and money is not transferred between them, except for transactions at fair value. We have clear financial controls in place and we are audited regularly. We prepare a new budget each year, and review it regularly, re-forecasting where needed to ensure we spend our money effectively.

Our board members understand their responsibilities clearly, and we review how effective the board is each year. BHA uses the National Housing Federation's Code of Governance to make sure we meet recognised governance standards, and we make improvements where we need to.

This year, we have again achieved 'substantial assurance' from our internal auditors for our control of governance arrangements, and our most recent Audit Commission rating (2008) was '2 Star with Promising Prospects', which also shows BHA's good practice governance.

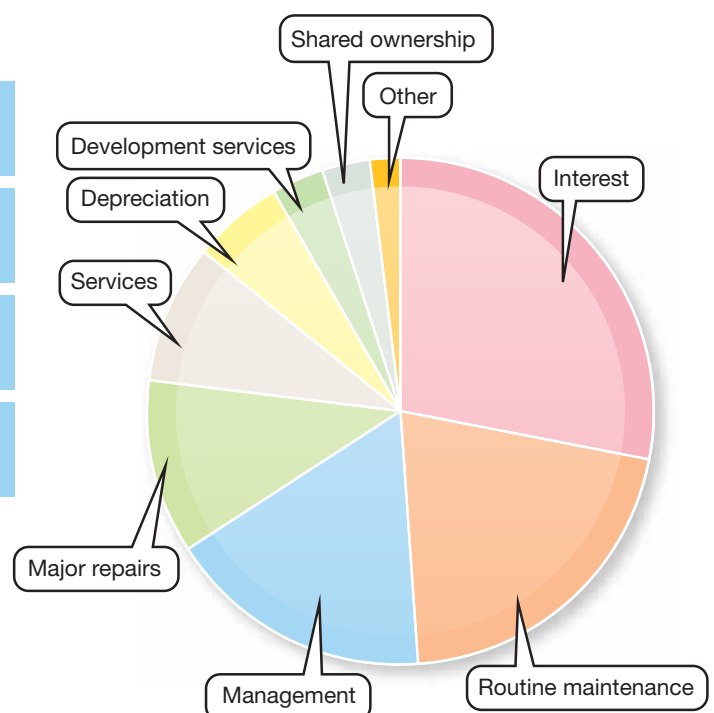
Where our money comes from

General Needs	72.15%
Supported Housing	19.99%
Shared Ownership	1.84%
Other	6.02%



What we spend our money on

Management	16.87%
Services	8.92%
Routine maintenance	20.75%
Interest	28.28%
Major repairs	11.22%
Depreciation	5.73%
Shared ownership	1.78%
Development services	3.31%
Other	3.14%





Your team

Group Board 2010/11

Group Board 2010/11



The Rt. Hon. Baroness Hollis of Heigham DL MA (Cantab) D.Phil (Oxon) F.R.Hist.S (Group Chair)



Michael Newey
BSc FRICS FCIH MAHI



Fiona Anthony
LLB (Hons) LLM DTLLS



Martin Clark
MRICS MCIQB



Maurice Fellows



Peter Goodrick



Jenny Manser



Peter Hargrave
MA BA (Hons) CIPFA



David Poole
FCIH



Moll Robb



Alastair Roy
(appointed 21 September 2010,
resigned 19 May 2011)



Richard Hawthorn
(appointed 21 September 2010)



Mavis Wesley
(retired 21 September 2010)



Margaret Cook
(CBE) (retired 21 September 2010)

Broadland Meridian Board 2010/11



Jenny Manser (Chair)



John Seach



Peter Hargrave
MA BA (Hons) CIPFA
(resigned 22 January 2011)



Margaret Cook
(CBE) (retired 21 September 2010)



Barry Dennis



Peter Goodrick



Louise Gardner
(appointed May 2010)

Broadland St Benedict's Board 2010/11

Nick Price
(resigned 9 September 2010)

Michael Newey
BSc FRICS FCIH MAHI (Chair)

Peter Hargrave
MA BA (Hons) CIPFA
(resigned 22 January 2011)

Martin Clark
MRICS MCIOB

Anna Simpson MA
(Cantab) FCA

Jon Barber
BSc (Hons): MSc, MBA, MCIEH

Seeking great deals

Local offers for BHA tenants

Last financial year we said we would introduce 5 local offers to tenants;

Audit of repairs satisfaction

5% of all jobs completed are now physically inspected by a Surveyor. A further 5% of tenants are telephoned to find out more about their experience. It is our intention to involve members of The Repairs Forum in this process in the future.

To date the feedback has been:

92.5%	Of operatives arrived on time for the repair job
100%	Showed ID
100%	felt the tradesperson was polite and helpful

Overall satisfaction with quality of repair

27.5%	Overall very satisfied with quality of repair
67.5%	Satisfied with quality of repair
5%	Dissatisfied with quality of repair

Overall satisfaction with service

25%	Overall very satisfied with service
70%	Satisfied with service
5%	Dissatisfied with service

Overall satisfaction

100%	Thought it was easy to report a repair in first instance
80%	Received a call prior to operative arriving
72.5%	Received a text prior to operative arriving
75%	Had the opportunity to complete a satisfaction survey

Local surgeries

Following tenant consultation, we have introduced local surgeries at the Shipfield Estate, Norwich and Dowson School, Norwich. Following the closure of the BHA Lowestoft office, a twice weekly surgery will be held at Orwell Housing offices in Lowestoft. We are also investigating starting a surgery at Wensum Way, Fakenham.

Information Advice and Guidance to tenants (IAGs)

These sessions are available to all tenants at our area offices.

Customer charter

This has been reviewed and is out for consideration by the Readers Panel.

Review opening hours

A detailed consultation will be undertaken in 2011/12 and the results published in the Door to Door magazine and on our website.

Contacting Broadland Housing Association

Norwich Head Office

Opening times
Monday to Thursday 8.30am-6pm
Friday 8.30am-5pm

Norwich City Football Club
Jarrod Stand
Carrow Road
Norwich
NR1 1HU
Tel 0303 303 0003
Fax 01603 750222

Norwich Office

Opening times 9am-5pm

93-95 King Street
Norwich
NR1 1PW

Norwich Office

Opening times 9am-5pm

21-23 St Benedicts Street
Norwich
NR2 4PF

Dereham Office

Opening times 9am-5pm

7 Aldiss Court
High Street
Dereham
NR19 1TS

King's Lynn Office

Opening times 9am-5pm

Pleasant Court
Hospital Walk
Kings Lynn
PE30 5PR

Great Yarmouth Office

Opening times 9am-5pm

19-20 Regent Street
Great Yarmouth
NR30 1RL

Customer Services

Tel 0303 303 0003

Lines open:

8.30am-6pm Monday to Thursday
8.30am-5pm Friday

Email enq@broadlandhousing.org

Website www.broadlandhousing.org

Emergency out of hours contact 0303 303 0003



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