

The Barnet Group

Annual Review

2017-18



*On the cover: Award Winner Rebecca Hardwick
at the Group's 2017 Staff Awards*

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Tim Mulvenna, CEO The Barnet Group

Looking back at the last year at The Barnet Group (TBG), the thing that struck me the most is how much has happened in the organisation in that time.

I joined TBG in February 2018, and it was quickly demonstrated to me how hard our people work to ensure our customers' lives are made better - be it Barnet Homes residents, or the people Your Choice Barnet support.

In my first few weeks at The Group, I spent time visiting our properties, staff and our customers. These visits helped me develop four key priorities, which we started working on in early 2018. These four priorities will help shape our next business plan, and will define what we do as an organisation and how we do it.

These four priorities are:

- people
- customers
- growth
- technology.

I'm extremely proud of all the hard work the Group does, in an ever-growing number of ways.

In this annual review, you'll can read about how we're developing more homes and continuing to improve those we already have. How we work with adults with learning disabilities to ensure they live their lives to the fullest. How we support our residents into training, volunteering and employment. And there's the launch of our newest venture, Bumblebee.

I hope you enjoy this look back at our last year, and that you can see the foundations it lays as The Barnet Group goes from strength to strength.

Tim Mulvenna,
Group Chief Executive



John Davies, Chair of PAG

2017-18 has been another busy year for PAG and our members have worked hard alongside Barnet Homes to continue to strive to make improvements so that we can offer all our residents the best possible services we can.

The main piece of work for me was the procurement of our new gas contract. The procurement process is very long with lots of reading tenders, scoring contractors, visiting site offices and interviewing. I continue to work as the service champion for the BH gas team and I attend the monthly contract and the quarterly core meetings. The extensive report we did last year on the 'Robert Heath' contractor - The Customers Journey - helped the Gas Manager write the tender document for the contract and assisted in the mobilization. We continue to build a good working relationship with 'Mears' our new gas contractor in order to iron out any issues that residents have. I can report that the contract had a few expected teething problems but have overcome these and I feel positive that our residents can expect a much-improved service going forward.

Following the tragic fire at Grenfell Barnet Homes took immediate action and set up a Fire Safety Review in which they included PAG. Our heart goes out to all the families that suffered and are still suffering. We commend Barnet Homes staff on the hard work they continue to do to ensure the safety of our residents is top of their agenda.

Our members took part in reviewing the new Customer Service Standards and next year will be looking more closely at communication generally between Barnet Homes and its customers and we will be monitoring the new standards as part of this exercise.

In a bid to raise the profile of PAG and to make contact with as many residents as we can to find out what are the real issues affecting them we took part in 2 community outreach days. Held in the east and west of the borough we had over 200 residents in attendance. We received a very positive outcome from these events and recruited 2 new PAG members!

We have continued with our First Time Access Fund, which has been taken over by 'Mears' under the new gas contract. We funded 4 projects including a summer lunch club for children at the Rainbow Community Centre on one of our regeneration estates a very worthwhile cause.

We are looking forward to working with Barnet Homes staff and Board in 2018 to ensure we deliver the best possible services to our residents but in order to do this we need to hear from you. Remember we are the voice of the residents and we can't help to fix it if we don't know that its broken.

John Davies,
Chair of PAG



'From Good to Great', The Barnet Group Business Plan

Year 2: 2017-18



The Barnet Group has built on the success of the first year of the 'Good to Great' business plan, with a storming 2017-18. The plan, which sets out our vision for the future, is focused on delivering improvements and developments for customers and the community.

Our Business Plan priorities are divided up into three key themes:

Putting People First

- We will **listen** to what matters to our customers and partners, offer real choices, support their aspirations and respond effectively, achieving **positive** outcomes
- We will **support**, involve and develop our employees and make The Barnet Group a great place to work
- We will **enable** and **empower** the people we support, to ensure maximum independence and control over their environment.

Thinking Differently and Challenging Ourselves

- We will build on our existing strengths and use our core services of delivering quality homes, housing management and care as the foundations for all service improvements, efficiencies and growth
- We will combine our expertise and ethos with insight and **innovation** to deliver the most efficient, consistent and effective services individually and with our partners, including getting more things **right first time**
- We will **transform** our Group by challenging how we work to focus on outcomes, impact and the **value** of our work.

Growing our Business

- We will seek growth opportunities that support our aspirations of moving from 'good to great' or provide the opportunity to demonstrate the benefit of our '**good to great**' model
- We will look to grow in areas that allow us to increase our economies of scale and share costs without distracting us from our five year vision
- We will seek opportunities for growth which will provide opportunities for the development of the people we support, the staff providing that support and for **innovative** future service provision.

The Barnet Group is growing in scale and ambition and our Business Plan sets out our vision as we continue to focus on the journey to become a 'Great' organisation.

Part of this is making sure we deliver consistent and cost-effective services that meet the needs and aspirations of our customers.

This Annual Review highlights some of our key achievements in 2017-18.



Barnet Homes



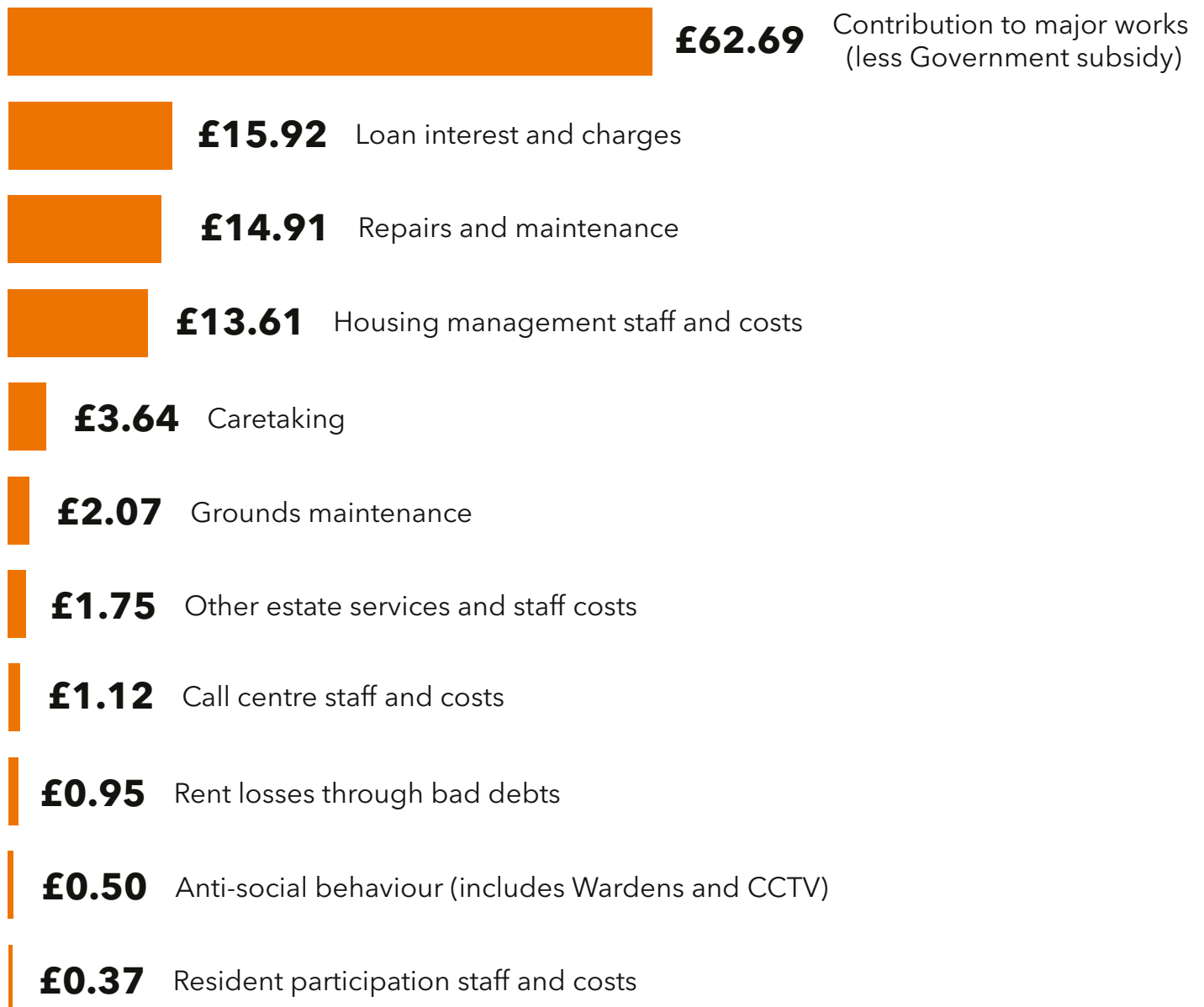


Grahame Park residents take part in Urban Gamez 2017

How your rent and service charge was spent in 2017/18

Where your rent and service charge goes

The 2017/18 average weekly rent and service charge was £115.62. We consistently review spending to ensure services for residents are value for money and reflect residents' priorities.



Performance - Service Areas

Barnet Homes is performing strongly and in most areas compares well against similar organisations. Our key performance areas below have all shown increased or maintained satisfaction levels, with our 99% repairs satisfaction a particular highlight. Major works satisfaction and empty property condition satisfaction are both extremely high, at 97% and 95% respectively.

	2017/18	2016/17	Year on year progress
Satisfaction with condition of properties at start of tenancy (voids)	95% (Target: 92%)	96% (Target: 92%)	▼
Repairs satisfaction (tenants)	99% (Target: 96%)	99% (Target: 96%)	▶
Major works satisfaction (tenants and leaseholders)	97% (Target: 94%)	96% (Target: 94%)	▲
Current arrears as % of all rent due (tenants)	3.28% (Target: 2.9%)	3.04% (Target: 3%)	▼
Average re-let time for routine void properties (tenants)	13.6 days (Target: 14 days)	13.5 days (Target: 17.48 days)	▼
Contact Centre satisfied customers (tenants)	91% (Target: 89%)	93% (Target: 80%)	▼
Service Charge collection including arrears (leaseholders)	102.1% (Target: 102%)	100.5% (Target: 100%)	▲
Properties with an up-to-date gas safety certificate	100% (Target: 100%)	100% (Target: 100%)	▶
Number of homeless preventions	1,140 (Target: 1,050)	972 (Target: 900)	▲
Total number of households in Temporary Accommodation	2,579 (Target: 2,700)	2,757 (Target: 2,700)	▼

Sustaining Tenancies



Ensuring our tenants get the help they need

The Rental Income Team at Barnet Homes sole function is not just to collect rent. The team work with tenants to manage and prioritise their money and ensure they receive every benefit they're entitled to.

Team member Dominic Thomas (pictured) has been supporting Barnet residents for over two years to manage the complex system of state social security benefits, ensuring they receive advice and help with claiming their entitlements.

For Dominic, the challenge is to make a meaningful difference in the lives of customers, particularly vulnerable residents, by helping them maintain their housing and maximising their income opportunities, especially with reforms to welfare.

Some of Dominic's figures are mind-blowing:

- in the last year, Dominic provided direct support to 221 people
- he helped deliver over £433,913.60 to our customers, improving their financial position and helping sustain their tenancies
- he accessed backdated Housing Benefit, generating £221,693.95.

Leaseholder Services



Our customers

Barnet Homes' leaseholders are made up of long-term residents who exercised their Right to Buy, and residents who bought their homes on the open market. Some have leased their properties to tenants through our Leasehold Gold service.

Our 3,780 leaseholders and 293 Grahame Park freeholders are a highly valued section of our customer base, and the Barnet Homes community.

The 2016 leasehold satisfaction survey saw a rise in leaseholder satisfaction for the fourth survey running. This is a pleasing acknowledgement that our commitment to serve the best interests of our leaseholders is recognised. We are currently awaiting the results of our most recent customer satisfaction survey.

There can be challenges when presenting leaseholders with necessarily high major works costs, but the number of commendations received by and on behalf of our team members is further evidence that we are going in the right direction.

Despite this, the team is not being complacent and work is

ongoing using analysis from the latest survey to address the areas highlighted as generating dissatisfaction.

New Systems – improved information

During 2016-17 a great deal of work was done to migrate Leaseholder Services to QL, our housing management system. The first and largest stage of this transition took place in February 2017. The service charge information we can now produce for our leaseholders much better meets their needs. This will shortly also apply to the right to buy and major works elements of our work.

Daily checks are now carried out for repairs raised; this means that errors can be corrected on a timely basis before they hit the leaseholders' accounts, which in turn reduces the volume of contacts when the actuals are submitted.

Service charge collection achieved its target for the 11th year in a row.

We're listening

Leading on Leasehold satisfaction

- close working between the Leaseholder Services and Major Works teams has resulted in great advances being made in the quality and timeliness of the information provided for major works
- we now publish details of future planned major works on the Barnet Homes website, improving communications with our leaseholders
- we update Leaseholders on planned works, repairs and finance surgeries in our residents' magazine atHome, which is published quarterly
- a more holistic approach is being adopted in the planning of works to ensure they are ordered appropriately and that the financial impact on leaseholders is taken into account
- Barnet Homes is investing heavily in measures to safeguard its residents. We understand the financial impact this has as Leaseholders who are required to the costs of these measures and we are doing everything possible to support and advise them.

Right to Buy fraud prevention successes

Despite the maximum Right to Buy discount increasing to £108,000 in April 2018, applications and completions continue on what is now an 18-month downward trend. The reasons for this are multiple; uncertainty around 'Brexit', changes to mortgage regulations and high local property values. At the same time changes to procedures aimed at arresting Right to Buy fraud has seen more cohesive working between the Leaseholder Services team and the Council's Corporate Anti-Fraud Team (CAFT), preventing a number of properties being bought fraudulently.

Fire safety



Pictured: Cladding at Granville Road being replaced



Resident safety remains our number one priority

In the immediate aftermath of the Grenfell Tower tragedy in June 2017, Barnet Homes acted immediately to remove cladding which it considered likely to fail fire safety tests from three high rise blocks on the Granville Road estate. Along with virtually every other local authority in England, the ACM panels at Granville Road did not meet the required standard in Government tests. A Channel 4 documentary in the fortnight after Grenfell praised “pro-active Barnet” for its speedy response. Recladding works to the three blocks will start in April 2018 and are due to complete at the end of October 2018.

Barnet Council’s Housing Committee approved total funding of £17.5 million for high-priority safety works at its June and October 2017 meetings. Whilst the buildings within the high-priority programme of works are safe, with up to date fire risk assessments (FRAs), the additional works will improve the fire integrity of the buildings and enable an effective response to be provided in the event of a fire. These works are expected to be completed within a 24-month period.

Major works



Investing in our housing stock

Our Major Works Team plays a vital role in keeping our residents' homes safe and in good order. Over the year £25m was spent on a wide variety of works.

The primary focus of the programme was on works to maintain reliable and safe services within communal areas and tenanted flats. This included a continued programme of replacing electrical rising mains and the replacement of the communal lighting system.

Barnet Homes have continued to work with a wide range of contractors who deliver works on our behalf. This has included specialised contractors and local suppliers, together with a combination of long term partnering arrangements and short term project procured contractors.

Our contractors have sought to also provide support to residents and the local community and have assisted with a wide range of community activities including the Urban Gamez at Grahame Park (Morgan Sindall), the refurbishment of DV refuge at Minerva House (Mears) and the sponsorship of our customer awards (Armstrong York, R Benson, Mears, Morgan Sindall, Procom,



Vallectric and WG Wigginton). There was also £6,000 raised through our First Time Access fund, where £1 is donated by our gas contractors for every succesful first visit to a property.

As part of works programmes we seek the opportunity to include measures to make systems more efficient. Our new lighting systems in communal areas include smart control lighting which detect peoples presence to reduce the amount of lighting when the areas are not in use. We have also been installing LED lighting which uses less electricity and requires less ongoing maintenance.

During 2017/18 we;

- Connected 938 homes to new safer electrical rising mains and rewired communal areas to blocks
- Carried out external redecorations (and communal decorations when applicable) to 346 homes
- Installed new roofs over 169 properties
- Installed 46 new bathrooms
- Installed 37 new kitchens.

Community Engagement & Neighbourhood

Community Engagement Strategy

September 2017 saw Barnet Homes launch its Community Engagement Strategy. The strategy aims to work with local people and partner organisations to build strong, involved and integrated communities and make the borough a great place to work and live in.

By engaging staff and local people in a meaningful way, our aim is to:

- improve customer perceptions
- increase customer satisfaction
- reduce inequalities
- empower local people and communities
- improve efficiencies and effectiveness
- enhance community cohesion.

Supporting the community

As part of the Community Engagement Strategy, Barnet Homes staff delivered pro-bono support and training to 25 voluntary and community sector organisations.

These sessions covered a wide range of topics, including data protection, risk assessment, social media and PR and Marketing.

Community roadshows a great success

Even the downpours couldn't dampen the warm atmosphere at Barnet Homes' community summer roadshows at the Brownswell Road and North Road estates.

The summer roadshows were the perfect opportunity for all residents to meet our staff and chat about ways Barnet Homes works together to make improvements to our residents' communities.



The days had a health and well-being theme, with free pedometers and healthy eating guides handed out. GLL (Greater London Leisure) Barnet were there to support and encourage residents to enjoy more active lives.

Hope Kitchen and the @Loveburntoak Real Junk Food Project proved to be a hit with residents, providing fresh and tasty food at the roadshows.

Art Against Knives were there supporting Vales Nails who were offering their fabulous, award-winning free manicures on the day. BOOST, PA Choices, Mears were also on hand to promote their services to residents.

Even the RSPCA had a community stand offering vet treatments at a reduced price for the pets of people in receipt of benefits.

Urban Games - perfect from start to sprint finish

Urban Gamez is our annual festival of sport held on the Grahame Park estate, and 2017 was another in a long line of successes.

The Gamez were bigger and better this year thanks to the sponsorship from contractor Morgan Sindall, as well as the visit of local athlete Kyle Langford, who narrowly missed out on a medal in the 800m at the 2017 World Championships.

The Mayor of Barnet, Brian Salinger, handed out medals and prizes to the lucky winners.

The sporting event also featured plenty of outdoor activities for residents who weren't competing - a climbing frame, giant playing cards and boxing lessons provided by Middlesex University.

Customer Awards

Our customers are at the heart of everything we do. For those who go the extra mile to improve their communities and support fellow residents - we hold a Customer Awards ceremony every year.

The 2017 event was sponsored by contractors Armstrong York, Mears, R Benson, Morgan Sindall, Pellings, Vallectric and WG Wigginton.

The event took place at Hendon Town Hall in November 2016 and was hosted by Dave Thomas, manager of joint-partnership initiatives with Barnet Council, BOOST and the Welfare Reform Task Force.



Pictured: Students take part in the NCS Challenge

The highlight of the evening was the two 'Staff Choice' Awards that were dedicated to the late Community Engagement Officer Julia Lesczak. The whole evening was a fitting tribute to Julia's enduring memory.

Our green-fingered residents were also delighted to receive their awards for being winners of our Finest Flowers competition, which took place in the summer. The Awards Ceremony was followed by a thank you party for everyone involved.

The Barnet Group Customer Award Winners 2017

Barnet Homes

Good Neighbour Award: Michelle Tye

Residents' Association: The Residents of Drummond House

Volunteer of the Year (aged 25 and over): Carl Godfrey

Volunteer of the Year (aged under 25): Elias Abreu

Staff Choice: Derrick Chung

Your Choice Barnet

Making Progress Award: Sarah Jane Parkinson

Striving for Independence Award: Danny Kirkham

Carer Contribution: Jane Glear

Volunteer of the Year: Michael Barfoot

Staff Choice Award: Penny McDonald

Contractor Awards

In recognition of the services our contractors and partners deliver to our customers, we launched the Barnet Homes Contractors Awards in 2016.

The second awards took place in May 2017. The awards ceremony follows our annual Strategic Partnering Session where we share our business objectives with our partners. It's also the opportunity for contractors to share feedback with us, so we can carry on improving our service delivery.

The winners

Responding to individuals: Gary Fox, Mears

One team, one outcome: The Voids Team, Mears

Taking ownership: Scott Doman, Robert Heath Heating

PAG's 'Going the Extra Mile': Rosie Casey, Wiggington Electrical

Grahame Park Festival

In July, some 500 residents gathered at Heybourne Park to take part in the Grahame Park festival which was led by Genesis Housing Association.

The free event included giant games, music, entertainment and other fun events for all the family. It also gave residents the opportunity to find out about services they can access in the area, such as work, training and resident involvement.

As well as Barnet Homes, a wide range of other local organisations took part in the day, including the Royal Air Force (RAF) Museum and the Colindale Community Trust.

The theme of the event was, 'Looking back, flying forward', in celebration of the RAF's upcoming centenary. The RAF Museum worked closely with the event organisers to set up a range of fun activities, including an assault course and the opportunity to have a photo alongside a jet engine.

The Mayor of Barnet, Councillor Brian Salinger, also attended and joined in with the lovely family atmosphere at the festival.

Performance Advisory Group highlights



Community Outreach days

PAG members attended the two corporate community outreach days. The main purpose for PAG and the Community Engagement Team was there to promote our new strategy and the involvement it offers. Over 200 residents (three, picture above) attended and we recruited two new PAG members

Fire Safety Review

Fire safety continues to be one of the most important pieces of work Barnet Homes are involved in. PAG worked with the Barnet Homes Fire Safety project team on their review of fire safety across Barnet Homes' housing stock.

Customer Priority Improvement Plan

The Customer Priority Improvement Plan aims to make sure Barnet Homes serves its customers as quickly and efficiently as possible. PAG worked together with Barnet Homes to establish the plan, and followed this by monitoring its implementation

First Time Access Fund

The First Time Access Fund contributed over £6,000 to good causes each time a home is successfully visited on the first occasion for a gas safety check. PAG works with our gas contractors to administer this fund and ensure good causes are rewarded.

New gas contractors

John Davies, PAG's Chair, played an important role in the appointment of Barnet Homes' new domestic and commercial gas contracts. These new contracts will deliver the high levels of service our residents expect.

Service Champions

PAG have three members who are Service Champions for residents at Barnet Homes. Working closely with the Gas, Repairs and Leasehold teams, the Service Champions are the residents' voice in ensuring service standards are remain high.

Community Engagement highlights

437 local people were supported directly into employment, smashing the target of 300

20 Barnet Homes residents completed accredited training through The Barnet Group's programmes

Eight social care students completed volunteering placements in Your Choice Barnet services

We partnered with Barnet's PopUp Business School to help **51** Barnet residents set up their own businesses

Nine local residents were recruited to The Barnet Group's successful apprenticeship programme

Seven of the previous year's cohort went on to further employment, **five** within The Barnet Group and two elsewhere

Five teaching assistant students gained full time employment after their TBG courses

Five of these students went on to employment through YCB

TBG staff provided support to **51** third sector organisations around data protection, risk assessment and PR and Social Media. TBG employees also helped with the auditing of community groups' annual accounts

The Barnet Group's innovation fund provided over **£8,000** for initiatives for local residents including the PopUp business school, healthy living advice and social care courses

We provided **£10,000** sponsorship to Live Unlimited, a new charity providing support for young people in Barnet

TBG staff raised **£2,500** for a number of community initiatives

The Barnet Group hosted **nine** work experience students through the Barnet Education Business Partnership

Staff supported students at QE Girls' School with career advice

Ten Group staff took part in NCS' Dragons Den sessions

Group staff took part in the NCS (National Citizen Service) Challenge, supporting young people during holiday courses

Contractors Mears and R Benson provided a refurbishment of Minerva House, our domestic violence sanctuary

Mears refurbished a container for Wheelio, The Hope of Childs Hill's cycle project

JA Steel provided storage and delivery of furniture for our BOOST Childs Hill project

Community Engagement, working with Your Choice Barnet highlights



Work and volunteering opportunities for Your Choice Barnet service users

Your Choice Barnet continues to encourage and enable opportunities to create employment positions within the organisation.

Our service at Flower Lane employs Kitchen assistants via the Supported Employment project, giving adults with learning disabilities their first experience of work training while being paid at the same time. Valley Way has employed a former service user as a gardener, while YCB has created the position of a Service User Champion which provides a service user with a paid position who will work with the business to maintain high levels of service and ensure that the people we support are involved in the decisions that are made..

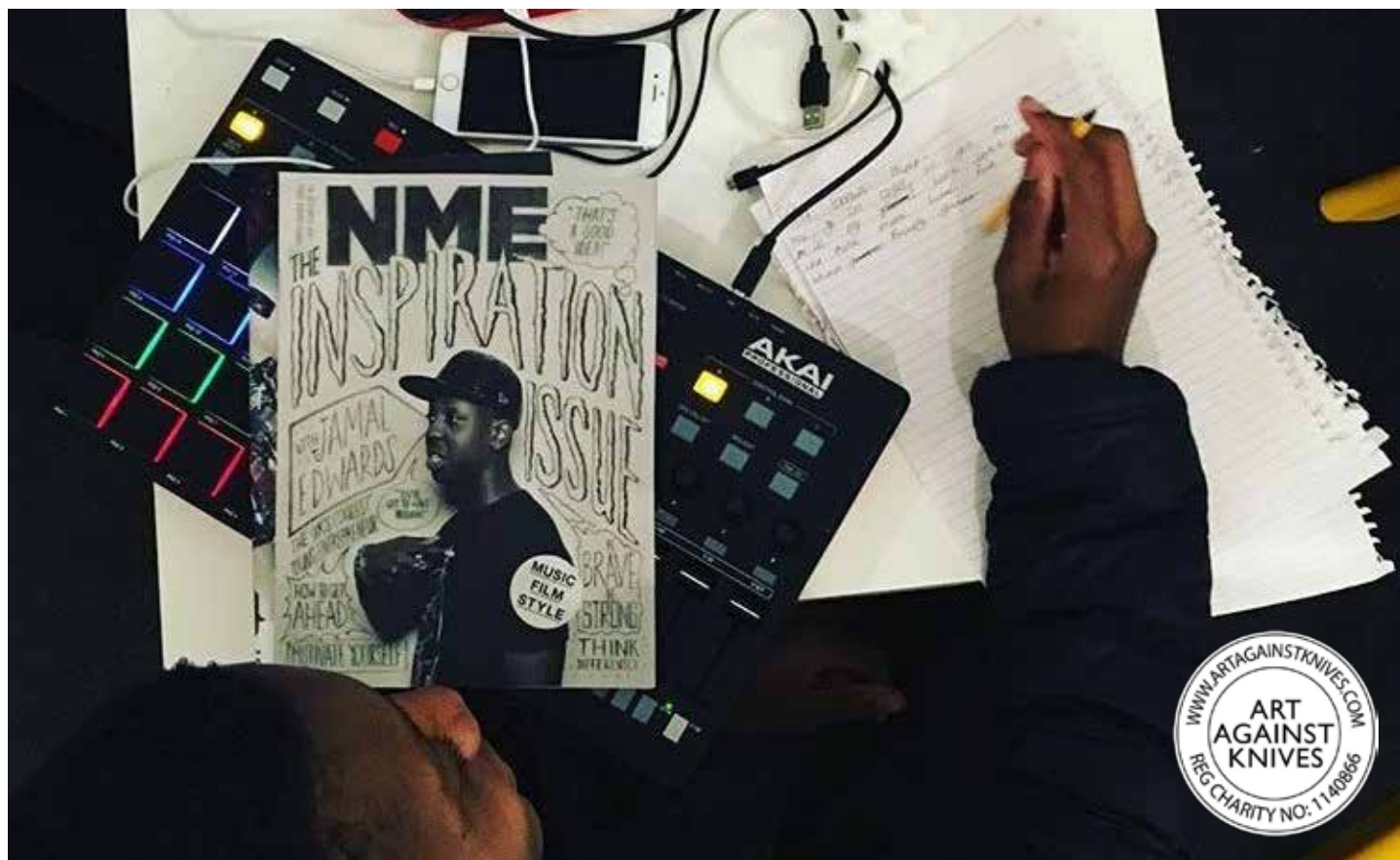
Flower Lane also employ a seasonal gardener, while Rosa Morison continue to be *disability confident employers*, prioritising roles for existing clients as well as job sharing to enable positions to be achievable in supported employment.

Volunteering continues to be a great outcome for those wishing to gain experience for work as well as a meaningful and enjoyable pastime. Service users are seeing that as well as using their support to engage in leisure pursuits, satisfaction and a sense of purpose is also gained from getting involved in volunteering. Your Choice Barnet customers take part in dog walking, serving tea and coffee, gardening and working with Time Bank, as well as other pursuits.

The Supported Employment Project continues to support individuals who wish to find paid employment.

YCB and national Mencap are the only providers in Barnet offering this support in the area, but YCB are unique in that they can also provide job coaching and travel training.

Community Engagement highlights



In partnership with Art Against Knives we invested £5k into the Grange Estate to work with children and young people at risk of being involved in gangs

As part of a 12-month partnership, Barnet Homes has been working with Art Against Knives and The Grange Big Local. Together, a range of intervention activities for young people involved or at risk of being involved in gangs, serious youth violence, sexual exploitation and domestic abuse were delivered

Over the duration of the year, the project built a healthy partnership with our neighbourhood and anti-social behaviour teams, local community groups the police, and key stakeholders.

148 young people were successfully engaged in various programmes. This achieved measurable outcomes for young people into employment, training and rehabilitation programmes. The success of this project led to approval of a further grant to deliver a skills and employment focus for 2018/19.



Assist saves a life

A potentially fatal house fire in an elderly resident's home was prevented by a speedy response from Assist.

It just so happened that Mr Smith's heat detector arrived that week, which was a good thing because it alerted Assist to smoke in the property. Emergency response staff from Assist arrived on the scene and called the London Fire Brigade to attend.

The feedback the London Fire Brigade gave Assist operators was that Mr Smith's gas was left on high with the kitchen door closed. The flat was scorching hot and it was minutes away from going up in flames. The Fire service said that if it wasn't for Assist's equipment and for the prompt actions of the operators, they could have been arriving at the scene later on that evening to a completely different outcome.

Stories like this serve as a reminder about the essential services like Assist provide to enable older vulnerable residents to live independently for as long as possible in their own home.

Sheltered Housing and Floating Support



Floating support

Our floating support service is crucial in helping vulnerable people remain in their own homes. In 2017-18, we supported 143 vulnerable tenants to sustain their tenancies and achieve better physical and mental health.

This was achieved in part by raising almost £200,000 from charities and benefits claims on behalf of these vulnerable tenants.

Sheltered Housing

Our sheltered housing schemes enable older people to live fuller lives for longer by preventing loneliness and isolation. Sheltered housing residents took part in a number of events this year including Autumn and Christmas Parties, and working with the Adults and Communities team to deliver Silver Week activities including Art competition.

We partnered with organisations including AgeUK Barnet, Barnet Mencap, Barnet Seniors' Assembly to deliver services to sheltered housing tenants, helping them to continue to thrive.

Sheltered Housing and Floating Support officers were also trained as mental health first aiders, enabling them to better support staff and tenants alike.

Housing Options



Brent Cross developers transform domestic violence refuge

Staff volunteers from Hammerson used their annual 'community day' in June 2017 to volunteer at Barnet Homes' domestic violence refuge.

The refuge was able to stay open for another year in February 2017 after being awarded £100,000 of funding from the Department of Communities and Local Government. Hammerson staff stepped in to lend a hand with some essential decorating and gardening.

The team of Hammerson staff volunteers included Mark Bourgeois, Managing Director for UK and Ireland. Mark said he and his team felt really good to be able to give something back to such an extremely important initiative like the refuge.

Speaking at the refuge, Barnet Homes' Assistant Director of Operations, Kate Laffan's said "Every three days a woman is killed by her partner or ex-partner. Domestic violence cuts across all backgrounds but is one of the most under reported crimes."

There were also volunteers from Barnet Homes' repairs contractors Mears who redecorated communal reception room.

The 6-bedroom refuge - launched by Barnet Homes in 2015 - provides vital support for victims of domestic violence in the

borough, with partners including Solace Women's Aid and Barnet Council.

Temporary accommodation reduction

Barnet Homes' Housing Options team is committed to providing long-term accommodation for homeless families. Temporary accommodation (TA) can be expensive for families and local authorities alike.

Moving households into suitable long-term accommodation

In 2017-18, Housing Options' TA Reduction Team ensured that the average time spent by families in TA was reduced from almost 68 weeks to just under 39 weeks.

In addition to this, the total number of people living in TA was reduced from 2,757 to 2,579.

Private Sector procurement

Barnet Homes' Let2Barnet team plays an integral part in securing long-term private sector accommodation for those with a housing need. In 2017/18, Let2Barnet procured 649 suitable, affordable properties in the private rented sector. This is a record for the team and a 98% increase on 2013/14.

Preventing homelessness

Barnet Homes' focus on early intervention and homelessness prevention measures - such as tenancy sustainment, youth mediation and domestic violence support services - has yielded impressive results in 2017/18. Homelessness preventions have increased from 832 in the year 2013/14 to 1,140 in 2017/18.

Empty properties (voids) performance

For the second year running, Barnet Homes' voids function has achieved the best routine void turnaround performance in London - at an average of 13.6 days in 2017/18. By minimising days when properties are empty, there has been an increase in the number of council properties available and contributed to the Council's continued efforts to tackle homelessness.

Welfare Reform Task Force & Boost



Boost launches a second location

In April 2017 the then-Mayor of Barnet Councillor David Longstaff, accompanied by the Mayoress Gillian Griffiths, cut the ribbon to officially launch the second BOOST project in the borough.

Following the success of BOOST in Burnt Oak - where the team engaged with over 800 residents and supported 298 into sustainable employment - BOOST launched in Childs Hill.

BOOST is funded by Barnet Council and is a partnership with Barnet Homes, JobCentre Plus, Barnet & Southgate College and a number of local community organisations. It helps unemployed residents from Childs Hill and the surrounding area to find work, and provides housing support, benefits advice and training opportunities.

The 'Careers Coach' was the focus of attention at the launch, with live jobs boards and members of the team and partners providing on the spot advice and support. There was also family entertainment on hand, with activities such as face painting and a DJ Academy.

Derek Rust, Deputy CEO of The Barnet Group, said: "Building on the success of BOOST, this is another important initiative aimed at supporting people to find work and access a wide range of advice and support in their local community, as well as increasing the

prosperity of the area.”

The Leader of Barnet Council, Councillor Richard Cornelius, said:
“BOOST has already proved itself to be an excellent way of giving people the helping hand they need to find work, and the numbers of people it has helped in Burnt Oak speak for themselves.

“I’m delighted that a second BOOST project is being launched in Childs Hill and that even more people will be able to benefit from its support and advice.”



Repairs & Estates



Right first time

Routine repairs are a key part of the service we provide to our tenants and leaseholders. These repairs are essential to keeping the standard of our properties high, and ensuring the people who live in these homes are able to live quality lives.

For 2017-18, we set ourselves the ambitious target of 95% of scheduled repairs being completed 'Right First Time'. This target was reached by October 2017, by which point we had already carried out over 8,000 repairs.

Delivering estate services at great value for money

Our new area-based caretaking service launched in late 2016. There were some changes in the service which ensured that a larger number of estates were visited more regularly, and that our responsive caretaking teams were at the right locations at the right time.

Reflecting the changes in this service, tenant satisfaction exceeded the 80% target from October to March.

We are committed to making our estates great places to live, and our caretaking service plays a huge part in this.

Keeping our residents gas safe

The health and safety of our residents is of the utmost importance, which is why we ensure that year on year, 100% of our properties are gas safe compliant. This means that every property has a valid landlord safety record.

We had experienced significant challenges around the Robert Heath Heating gas contract. We worked closely with our residents and Performance Advisory Group (PAG) to ensure we procured a new gas contractor, Mears, that customers wanted. We have worked hard to iron out initial teething problems and feel positive that our residents can expect a much-improved service going forward.

Maintained high levels of resident satisfaction with repairs and maintenance jobs at 99%.

The ultimate proof of the quality and condition of works we carry out is that our residents are satisfied with the service. We're delighted that 99% of residents were satisfied with the repairs and maintenance jobs carried out on their homes.



Opendoor Homes & Development





Opendoor Homes' development site at Elmhurst Crescent

Development - Opendoor Homes



2017-18 was a huge year for Opendoor Homes. The Homes and Communities Agency (HCA) granted Opendoor Homes registered provider (RP) status at its 7th March 2017 committee meeting, heralding the start of an ambitious new build programme to deliver an initial 320 homes for affordable rent for Barnet residents.

These new homes will be owned and managed by Opendoor Homes, a subsidiary of The Barnet Group, which is wholly owned by Barnet Council. The new build programme is funded with a loan of up to £65m from Barnet Council.

Derek Rust, Deputy Chief Executive of The Barnet Group, said: "Opendoor Homes will build much needed quality affordable housing in the borough. Barnet Homes has already delivered 43 council homes, and Opendoor Homes represents an exciting new way to help the council deliver affordable new homes for residents."

By the end of March 2018, Opendoor Homes had taken transfer of 9 of the 21 sites within the programme which covers some 68 of the 320 homes. Of these, 54 were on site by the end of 2017-18.

All bar one of the schemes have, or will have achieved planning permission by the end of 2018-19, with 80% either on site or completed by then

Schemes on site

Elmshurst Crescent Garages - Gordon Court

Construction agent: Bugler
New homes: 13

Completion due: September '18



Basing Way Garages - Burgundy Court

Construction agent: Bugler
New homes: 14

Completion due: November '18



Hertford Road (Adamson Court) - Pyrus Court

Construction agent: Bugler
New homes: 10

Completion due: February '19



Demolition work begun at Adamson Court in Barnet in January 2018.

Existing temporary accommodation will be replaced by a ten home development on the site, comprising of one one-bedroom flat, and 9 two-bedroom flats.

Work is expected to be completed by February 2019.

Microsites - phases one and two

Total new homes: 27



Opendoor Homes are developing a number of "microsites" across the borough, totaling 27 new homes. Planning approval for all bar two of these homes has been secured. Work on most sites is due to start by early 2019.

Barnet Homes extra care schemes

Stag House

Managing agent: TBC
New homes: 51



A new extra care scheme at Stag House was approved by ARG (Assets, Regeneration and Growth committee) in March 2018. Planning approval is scheduled for August 2018.

Work is due to start on site in spring 2019, with practical completion due in late 2020.

Ansell Court

Construction agent: Rydon
New homes: 53



Construction at Moreton Close, soon to be known as Ansell Court has been going well, with the superstructure completed at the end of March 2018, when internal works began.

Finishing touches will be applied in winter 2018, with a view to the first residents moving in by spring 2019.

Bumblebee





The Bumblebee Team at the launch in May 2018

Bumblebee



Bumblebee gains approval from TBG and Barnet Council

In 2017-18, The Barnet Group gained approval to launch Bumblebee, an online-only private lettings agent.

Bumblebee builds on years of combined experience to deliver a professional and transparent service to private tenants and landlords.

The agency offers an efficient and reliable service, with all fees made clear up front, ensuring landlords and tenants are not hit with any shock bills.

All profits from Bumblebee will go towards delivery of The Barnet Group's services, meaning The Group can continue to deliver

essential core services to its customers.

Speaking at the grand launch in May 2018, Derek Rust, Group Director of Growth and Development, said: "Today marks a huge landmark for The Barnet Group.

"Bumblebee's clear, upfront fee structure sets us apart from the competition and gives landlords and tenants complete peace of mind" he continued.

"Our new estate agent will deliver the high levels of customer service and commitment to quality that is expected from the Group."

Landlords can visit **bumblebeeproperty.co.uk** to find out more, and get an instant no obligation valuation. Tenants can also find properties on the website, which includes revolutionary 360 degree photos, as well as on Rightmove and Zoopla.



Your Choice Barnet





Flower Lane enjoy a visit from Zoo4You



The great Valley Way Easter egg hunt

Our services acknowledge and celebrate the diversity of our service users and staff by marking every religious and cultural event throughout the year - Easter is no exception!

On Easter Sunday, staff at Valley Way arranged a special Easter egg-stravaganza themed hunt plus some spring-themed arts and crafts for the service users at Valley Way.

Everybody involved really enjoyed the egg hunt, but it wasn't just about finding those chocolate eggs.

Many of our service users have complex learning difficulties and can find communicating with others quite hard.

So the Easter egg hunt proved to be a really practical and enjoyable way of helping our service users at Valley Way socialise with each other.

Rosa Morison



A new sensory room for Rosa Morison

Rosa Morison, our day service for adults with profound and multiple learning disabilities, added another string to its bow with the addition of a multi-sensory room.

The £5,800 multi-sensory room has been partially funded by the fundraising efforts of the charity Friends of Rosa Morison - to the tune of £2,580. The rest of the money will come from the centre's own budget.

The multi-sensory room will be another beneficial addition for current service users as well as potential customers.

A specialist local company called OptiMusic managed the construction of the multi-sensory room.

This is another service which Rosa Morison offers to its customers to enable them to live their lives to the full.

Flower Lane



Flower Lane's first parents and carers coffee morning

Staff at Flower Lane held a coffee morning to support parents and carers of service users.

It was the first meeting of its kind – a quarterly, informal forum for parents and carers to discuss any specialist issues they might have with Flower Lane staff.

The coffee meeting also gave parents and carers the chance to talk to staff and have a detailed tour of the facility their children and clients spend so much time at – it was such a rousing success that regular coffee mornings are now taking place.

Flower Lane's summer trips arrive in time for Autistic Pride Day

Staff, parents and carers work hard throughout the year on fundraising through fairs, raffles and other events. The money raised contributes towards trips for Flower Lane service users.

Service users enjoyed a day of exploration by the seaside in Southend. There are also trips to Brighton, Canvey Island, Whipsnade Zoo and a canal boat trip for service users to look forward to.

A party was arranged at the Flower Lane Centre to celebrate Autistic Pride Day. A delicious cake for the occasion was made for all to enjoy.

Autistic Pride Day is a national day, which was on Sunday 18 June 2017. Its aim is to celebrate what people with autism bring to the community and help recognise their potential.

Autistic Pride Day fits in perfectly with the ethos at Flower Lane, which provides specialist support to people on the autism spectrum. The most desired outcome is to help service users gain confidence to access the community, so trips they enjoy are hugely beneficial for them.

Our award-winning volunteer hosts Diwali feast

Every year, a kind-hearted Flower Lane volunteer hosts and funds an annual Diwali celebration for staff and service users.

Winner of last year's 'Contribution to the Service' award at The Barnet Group Customer Awards, Manjula Morar, has been hosting the Flower Lane Diwali lunch since 2013.

Manjula, who volunteers at Flower Lane and her local hospital, is very modest about her valued contribution: "It's the least I can do to help people. A friend said to me there are 7 days in a week – there is no harm in doing what you can to help other people for more than one day a week."

And, very much in the true spirit of Diwali, staff and service users at Flower Lane enjoyed a lovely afternoon of togetherness over some delicious Indian food.



Your Choice Enablement



The Enablement Team pick up their 2017 staff award

Helping customers back onto their feet

Your Choice Enablement supports people after stays in hospital. The team won staff awards at the 2017 and 2018 awards.

The Enablement service often receive compliments from happy customers and carers. Just one example of this is: "This team is a committed team that strives to be the best. They provide an invaluable service to people who may be vulnerable or not in the best of moods, either through pain or a long journey home from hospital. This really inspires them."

They are a large team which relies heavily on lone working, but staff still come together to forge an excellent team spirit. They are always respectful and encouraging to the people they support.

Supported living

Helping residents move on to independent living

Your Choice Barnet's Supported Living Service helps people with learning disabilities to live as independently as possible in their own home.

We were thrilled that in 2017-18, three residents with very high needs moved into their own flats.

By offering service users support in all areas of living, our Supported Living service helps them to enjoy life to the full, both at home and in the community. Supported Living encourages people to develop and maintain purposeful and meaningful skills.

CommunitySpace

CommunitySpace service users go from strength to strength

Staff at CommunitySpace held a host of events throughout the year as well as trips into the community to encourage service users' sense of purpose and independence.

These ranged from well-attended Halloween and Christmas parties to trips in the community to enjoy swimming, bowling and cinema visits.

PA Choices

PA Choices continues to grow

PA Choices was set up by The Barnet Group in late 2015, offering personal assistance to individuals who may need help from as little as one hour a week, up to several hours a week.

There has been very positive service user feedback regarding the service and council adult social care practitioners who have supported clients to access the service have spoken very highly of the team and the outcomes they are able to achieve.

Feedback from practitioners includes

"A has worked wonders working with him to build his trust. She supports him to be independent and to grow in confidence and subtly teaches him new skills. She adapts her services to what he needs when he needs it."

Feedback from a service user

"Just wanted to say thank you for sending me all the BEST PAs. My PAs are soo cool, I actually feel like a Princess. I'm so blessed and grateful. All my PAs are the kindest, most helpful and really amazing people. They work exceptionally hard and always go the extra mile for me. I love my team."

The Barnet Group





Barnet Group staff at our 2017 Everyday Heroes event

About The Barnet Group



The Barnet Group is a Local Authority Trading Company (LATC) wholly owned by the London Borough of Barnet (LBB). It has five subsidiaries, Barnet Homes, Your Choice (Barnet), TBG Flex, Opendoor Homes and Bumblebee.

Barnet Homes was created in 2004 as a traditional Arm's Length Management Organisation (ALMO) with a ten-year management agreement to provide housing related services. A new ten-year management agreement was signed in April 2016, enabling Barnet Homes to work with the Council to achieve their ambitious objectives for growth.

The homelessness service, Housing Options, transferred into Barnet Homes from LBB in April 2012. In 2015, the service launched a domestic violence drop-in advice service, One Stop Shop, and a six-bed refuge for women and children fleeing domestic violence and abuse.

Barnet Homes' sister company Your Choice (Barnet) was created in 2012 as a LATC with a four-year contract to provide specialist care and support to adults with a wide range of physical and learning disabilities. In June 2016, we were delighted to negotiate a new five-year contract with LBB, with an option for two additional years.

In March 2017, the Group received approval from the Homes and Communities Agency to launch a Registered Provider, Opendoor Homes, which is a subsidiary of Barnet Homes.

Opendoor Homes gives us the opportunity to build and own an initial 320 homes by 2018, solidifying our presence as a leading ALMO and social housing organisation.

In 2017-18, The Barnet Group gained approval to launch Bumblebee, an online-only private lettings agent.

Bumblebee builds on years of combined experience to deliver a professional and transparent service to private tenants and landlords.

The agency offers an efficient and reliable service, with all fees made clear up front, ensuring landlords and tenants are not hit with any shock bills.

All profits from Bumblebee will go towards delivery of The Barnet Group's services, meaning The Group can continue to deliver essential core services to its customers.

The Barnet Group has a robust governance structure with residents, a carer, expert independent board members and two councillors and a chair appointed by the London Borough of Barnet.

Board structure

The Barnet Group

Terry Rogers (Chair)
 Jeff Baker
 Cllr Ross Houston
 Cllr Shimon Ryde
 Tim Mulvenna
 Nigel Turner
 Rebecca Toloui-Marks
 Jack Stephen
 Fred Wright

Barnet Homes

Terry Rogers (Chair)
 Jeff Baker (Vice Chair)
 Washington Ainabe
 David Atta
 Tim Mulvenna
 Angela Purcell
 Jack Stephen
 Rob Webber

Your Choice Barnet

Terry Rogers (Chair)
 Nigel Turner (Vice Chair)
 Tim Mulvenna
 June Riley
 Tony Solomons

TBG Flex

Rebecca Toloui-Marks (Chair)
 Terry Rogers (Vice Chair)
 Washington Ainabe
 Samantha Court
 Nigel Perryman

Opendoor Homes

Ursula Bennion (Chair)
 Surjit Dhande (Vice Chair)
 Jeremy Arnold
 Jeff Baker
 Julie Jones
 Marie Li Mow Ching
 Tim Mulvenna
 Terry Rogers
 Jack Stephen

Bumblebee

Derek Rust (Chair)
 Elliott Sweetman (Vice Chair)
 Mike Gerrard
 Tim Mulvenna
 Julie Riley



Washington Ainabe



Jeremy Arnold



David Atta



Jeff Baker



Ursula Bennion



Samantha Court



Surjit Dhande



Mike Gerrard



Julie Jones



Cllr Ross Houston



Marie Li Mow Ching



Tim Mulvenna



Angela Purcell



Nigel Perryman



Julie Riley



June Riley



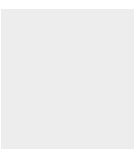
Terry Rogers



Derek Rust



Cllr Shimon Ryde



Tony Solomons



Jack Stephen



Elliott Sweetman



Rebecca Toloui-Marks



Nigel Turner



Rob Webber



Fred Wright

The Barnet Group Board

Terry Rogers OBE (Chair)

Terry Rogers OBE is chair of The Barnet Group. He is a fellow of the Chartered Institute of Housing with over 40 years' experience of public sector housing. Before taking early retirement, he was Director of Community Services for the City of London Corporation, which included looking after the Corporation's housing stock in seven London boroughs. He also led a multi-disciplinary group to reduce homelessness in London, for which he was awarded an OBE. He is Vice Chair and trustee of the Help the Homeless charity, a grant-giving body helping small homeless organisations.

Jeff Baker

Jeff has worked in housing management and development for over 40 years and is a Fellow of the Chartered Institute of Housing. He was formerly Managing Director of a large housing association and Chair of the Tenant Participation Advisory Service, and has held senior/executive positions in several other housing associations and local authorities. He is Chair of Providence Row Housing Association in Tower Hamlets.

Tim Mulvenna

Tim joined the Group as CEO in February 2018 from London & Quadrant Housing Trust, where he was Group Director, Customer Services. Tim has also held senior customer service roles in the charity and telecoms sectors.

Tim has identified four priority areas for The Barnet Group: People, Customers, Growth and Technology. In the short term, his focus will be on two areas: Organisational Development - getting the best for the Group's people and getting the best out of them; and Digitisation - in order to see big improvements in the customer service offer. Resources will be prioritised to deliver better outcomes for our people and our customers.

Cllr Ross Houston

Councillor Ross Houston is the Deputy Leader

of the Labour Group and Spokesperson on Housing on Barnet Council. Ross is Operations Manager for a housing association. Ross is vice chair of a regeneration partnership and a trustee of the Third Age Project in Camden. Ross is chair of governors at Northside School in Barnet. Ross was appointed by London Councils to be a member of the Lee Valley Regional Park Authority, where he chairs the Scrutiny Committee. His priorities are to ensure that Barnet Homes successfully manages its tenancies on the regeneration estates working with its partners; that Barnet Group oversees continued improvement in its service to tenants, leaseholders, users of its care services and to Barnet residents; and that Barnet Group successfully delivers its programme to build much needed new council homes.

Rebecca Toloui-Marks

Rebecca Toloui-Marks runs her own Human Resources Consultancy Firm. She brings to the Board more than 25 years experience of working within the HR function for both private and public sector organisations, nationally and internationally. In addition to her role as Chair of TBG Flex, Rebecca sits on the Group Board and Your Choice Board and is a member of the Governance & Remuneration Committee. Rebecca is also Chairperson for the Flower Lane Action Group (FLAG), a charity set up and run by the families and carers of the adults that attend Your Choice (Barnet) run Flower Lane Autism Centre. Money raised by FLAG is used to fund extra resources required by Flower Lane. Rebecca and her husband Simon care for their 30 year old son who has Autism and attended Flower Lane for many years.

Cllr Shimon Ryde

Cllr Ryde was elected as a local councillor for Finchley & Golders Green in May 2014. He joined The Barnet Group's board in 2018 as the Conservative Party's representative.

Jack Stephen

Jack has worked for the past 35 years as an executive and non executive board member of commercial, banking and social housing organisations. He is also one of three people responsible for setting up the Fizzy Living private rental group and sourcing overseas capital investment. Jack worked at Thames Valley Housing Association as their Finance Director for 21 years up until retiring in June 2015. In his private life he has been committed to helping his community, having chaired the governors of a secondary school for 10 years, in the process taking it through the rebuild of the entire school, and chairing a homelessness charity for the past 6 years.

Nigel Turner

Nigel Turner became vice chair of Your Choice Barnet and a non-executive director of The Barnet Group in early 2012. He holds a Diploma in Company Direction from the Institute of Directors. He is Social Care Director for a national charitable social care organisation, and previously led a large London-based not-for-profit enterprise which supports people with learning disabilities. He has chaired a medium-sized housing association, and is currently a trustee of a grant-making charity which tackles health inequalities. Nigel is keen to see Your Choice Barnet innovate and grow, building upon its acknowledged areas of expertise.

Fred Wright

Fred Wright FInst SMM was Chairman of a Midlands based SME manufacturing group, and has worked at C-level for a range of multinationals; including internationally for the world's largest privately owned trading group SHV Energy NV. He currently holds a number of Non-Executive Director roles in both the Public and Private Sectors and consults commercially across multiple sectors. Fred is a member of a business angel network based at UWSP, helping early-stage entrepreneurs and mature companies to access funding, advice and support.

The Barnet Group

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