



# Business Plan

## 2008-10

*Together We Make A Difference*

## **Federation Values**

Barnsley Federation of Tenants and Residents is a democratic and accountable organisation. That Co-ordinates the role of the tenant movement within the Borough.

At present the organisation is representative of 20 Tara's.

The organisation is run by a Management Committee made up by appointed representatives from various Tara's.

This last year has seen an Advisor and Administration Assistant provided by Bernseslai Homes introduced to the organisation, highlighting a genuine commitment to partnership working which reflects on the success of the Federation.

An Executive Committee manages the day to day activities and is accountable to the Management Committee. It is to be noted that the internal governance procedures are currently being re-addressed.

The Federation is a dynamic and changing organisation which is reflected in the Business Plan

The Values that underpin our work are:

- Inclusivity - we will Endeavour to remove the barriers that exist to participation.
- Involvement – we will identify and involve the people and organisations who have an interest in the Tenant movement with an aim to increasing participation.
- Support – we are there to support and advise both Tenants and residents ensuring their voice is heard.

## **Vision, Mission and Aims**

The vision for the Federation is to empower the local community to become active in the Tenants and Residents movement in Barnsley.

Our mission is “Working together in a responsible Partnership to promote Shared Values in the interest of all Barnsley Tenants and Residents”.

The aims of the Organisation are to

- Support and enhance community cohesion
- Represent the views of our tenure
- Provide advice and training
- Contribute to the Strategic aims of Policies, Practices and Procedures
- Challenge effectively
- Facilitate information exchange

The action plan is an evolving document which will lead to a strong and accountable Federation that will effectively support the Tenants and Residents within the Borough.

It will build the capacity within the Federation which will lead to Increased Community Participation and Satisfaction.

## **Achievements to date**

The Federation has addressed certain of their set aims and objectives in a number of innovative ways despite limited resources.

The move to new premises has been a major milestone for the organisation as has the introduction of support staff. All the above points to a forward thinking prosperous, thriving and sustainable organisation.

It is evident that the success of the Federation is down to the dedicated set of volunteers that manage the affairs on a daily basis.

It is to be noted that the need for ongoing growth and development both internally and externally is to be addressed within the business plan.

The Federation is now represented on various planning and strategic bodies demonstrating a commitment to partnership working and diversification, highlighting the strong and varied skill set of the members.

They are an instrumental part of the decision making process within Berneslai Homes ensuring the tenants and residents voices are heard.

In addition to a policy and consultative side the Federation has an advisory role ensuring information is disseminated on a borough wide level not only with Tara's but with Residents groups.

Resident and Community participation has increased due to the Federations attendance on the aforementioned boards and at local and national events.

It is to be noted that whilst attendance at the Federation has decreased mechanisms are now in place to increase their profile and attract new members. Diversification will play an important part of the process.

## **Challenges 2006 – 2008 – Did we meet them?**

### *1: Increasing the Profile*

This has been achieved to certain extent by the move to new premises and the addition of new members on the Executive Committee – however it is recognised that measures need to be put in place to increase membership and inform the wider community of what the Federations aims and objectives are. The business plan for 2008 onwards will detail initiatives such as regular newsletters, press releases and a buddy mentoring scheme for new members.

### *2: Membership Advantages*

A Newsletter was produced to highlight membership advantages but due to problems in the distribution process it was not followed up.

A publicity group has been developed to address, in part, the advantages of membership.

A suggestion for 2008 is for members to visit individual Tara's to inform and consult with them.

### *3: A Modern Organisation*

Achieved in part due to the new premises. Internal procedures are to be developed in 2008 to strengthen the infrastructure and governance procedures.

### *4: Review Meetings*

Task time limited working groups have been established that draw out peoples skills and give volunteers the opportunity to champion differing aspects of the organization.

### *5: New Premises*

Achieved

### *6: Newsletters*

This challenge was not met with only one newsletter produced. The publicity groups are meeting on a regular basis to revive the newsletter. An action point for 2008 is the production of a Directory of Tara's which will profile both the Tara's and the Federation.

### *7: Promotion of Inclusion*

This is an ongoing challenge that continues to be met

*8: Increase the volunteer core*

This has proved difficult but the organisation has welcomed new members and has seen the development of new Tara's.

A problem that has not been addressed is the representation of Tara's on the Federation; measures are to be implemented to address this in 2008.

*9: Volunteer Reward*

This challenge will be addressed in 2008 with an awards night that will recognise the importance of volunteering and the impact it has on the wider community. Berneslai homes have places for Federation members on various panel and boards which is indicative of how important the role of the volunteer is.

*10: The involvement of minority groups and young people*

This is an ongoing challenge with young people not represented on the Federation but they are involved in individual Tara's.

*11: The standardisation of Tara activities*

The challenge has not been met but best practice is shared as every Tara is different and this challenge is not reflective of that and will be removed.

*12: Active Tara's*

This is an ongoing challenge as the Federation is not in touch with all Tara's.

An information sharing session is an agenda item at management meetings.

A framework needs to be developed to map activity.

*13: Increase Tara coverage*

This challenge has been difficult to address but with the Officer support it is envisaged this will be achieved.

*14: Attend functions*

Challenge addressed. The Federation where possible will send representation to events increasing their knowledge and skill base.

*15: Publicise Success*

Could be more effectively done.

*16: Budget*

This has been achieved with the Treasurer in post.

**The Role of the Federation**

As stated in the Business plan 2006 the role of the Federation is evolving. It is a shaping role that acts as a catalyst for community action.

The role is very much as detailed in the existing plan with the addition of the following:

- To strengthen links between and with the third sector.
- To use the National Standards for Community Engagement
- To promote community cohesion
- To promote social financial inclusion

**Risks**

The risks are as detailed in the 2006-08 plan with the addition of the following:

- Conflict between members and Tara's
- Volunteers may feel undervalued

**Strengths**

The strengths are as detailed in the 2006-08 plan with the addition of the following:

- Committed and Diverse volunteer core
- New premises
- Paid support staff
- Strong and active members on committees
- Acceptance to change

## Weakness

The weaknesses are as previously detailed with the addition of the following:

- Do not address generic cross cutting themes such as Health and environment
- Conflict between Tara's
- Not fully representative
- No young people involvement

## Objectives/Challenges

### The challenges for 2008-10

- Raise Federation profile
- Increase active membership
- Promote community cohesion (ensuring embeddedness)
- Promote responsible and active citizenship
- Create an effective evaluation framework
- Respond to Challenge
- Implement National Standards for engagement
- Continue partnership working
- Influence policies, Practices and Procedures on a wider focus
- Respond to change
- Continue Advocacy role
- Catalyst for action
- Explore income generation
- Continue Strategic Intervention
- Strengthen lines within the third sector

## Action Plan (appendix a)

When compiling the action plan the S.M.A.R.T matrix was used.

It was compiled by a focus group in a facilitated session ensuring all actions are achievable.

### Development of a Performance Framework

<b>Action</b>	<b>Hoping to achieve</b>	<b>Outcome</b>	<b>Activities/tasks</b>	<b>Timescale</b>
1 P.M.F developed	A mechanism for measuring performance and evaluating outcomes	Streamlined monitoring/evaluation system	<ul style="list-style-type: none"> <li>• Use Scottish Standards to develop framework</li> <li>• Produce a checklist card to ensure all policies, practices and procedures adhere to standards</li> <li>• Use Standards as a set of performance Indicators</li> </ul>	July 08  Aug 08  Sept/Oct 08

### Raise Profile of Federation

<b>Action</b>	<b>Hoping to achieve</b>	<b>Outcome</b>	<b>Activities/tasks</b>	<b>Timescale</b>
2 Increase awareness both at Community level and at Strategic level	Increase in active membership	Improved levels of participation Increased awareness Further/increased representation at both grass roots and strategic/ policy making level	<ul style="list-style-type: none"> <li>• Increase use of media ensuring positive press</li> <li>• Submit articles to Open House</li> <li>• Re-explore newsletter</li> <li>• Hold awards night</li> <li>• Produce community directory</li> <li>• Produce Information leaflet</li> <li>• Hold themed meetings</li> <li>• Go into the Community – take meetings out</li> <li>• Introduce drop ins for Tara's</li> </ul>	Ongoing   Jan 09 Jan 09 Sept 08 Nov 08 Ongoing  Dec 08

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## Support Community Cohesion & Integration

<b>Action</b>	<b>Hoping to achieve</b>	<b>Outcome</b>	<b>Activities/tasks</b>	<b>Timescale</b>
<p>3 To contribute and promote community Cohesion and Integration ensuring it is embedded in all aspects of engagement</p>	<p>An active community that has active Citizenship at its heart, ensuring Community Cohesion is embedded across the sector with regards to policy. An active Involvement when influencing practices and procedures. Ensuring our practices are coherent with our Stakeholders.</p>	<p>Tenants and Residents are taking an active role in related tasks and feel they are able and have all the necessary skills and knowledge to do so. Ensuring that the principles of an effective and accountable tenant movement is recognised.</p>	<ul style="list-style-type: none"> <li>• Develop a tenure profile in order to target resources</li> <li>• Challenge organisations to ensure embeddedness</li> <li>• Take a proactive approach to working with diverse communities</li> <li>• Provide bespoke training to groups/taras</li> <li>• Ensure lines are maintained with BMBC, Berneslai Homes, Local Service Providers and other stakeholders</li> <li>• Promote Citizenship</li> <li>• Develop skills and capacity of organisations/ individuals</li> <li>• Encourage support between Tara's</li> <li>• Build a strong and effective knowledge box for tenant involvement</li> <li>• Engage with strategic and government initiatives and consultations</li> <li>• Enable Tara's to have the capacity to engage with partners and agencies</li> <li>• Encourage member participation and involvement</li> </ul>	<p>Nov 08  Ongoing</p>

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			<ul style="list-style-type: none"> <li>• Work with partners to increase impact and contribute to delivery plans.</li> <li>• Ensure all volunteers are coherent with equality and diversity policies, practices and procedures</li> </ul>	Training Oct/Nov 08
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### **Internal Governance**

<b>Action</b>	<b>Hoping to achieve</b>	<b>Outcome</b>	<b>Activities/tasks</b>	<b>Timescale</b>
4 The creation of good governance leading to a sustainable organisation that is tailored to the needs of the Tenants and Residents of the Borough	A well managed organisation with effective governance procedures.	An organisation that is representative of the tenants and Residents of the borough. An organisation that is accountable with the correct effective policies in place.	<ul style="list-style-type: none"> <li>• Internal away day to address governance procedures</li> <li>• Revisit/ revise constitution which will go out to consultation for amendment</li> <li>• The development of a succession strategy</li> <li>• Training related to leadership</li> <li>• Develop drop in and taster sessions for members</li> <li>• Contact point for resident involvement</li> <li>• Share good practice and monitor performance</li> <li>• Provide job descriptions for executive committee</li> <li>• Revisit reporting mechanisms/structures</li> <li>•</li> </ul>	Oct/Nov 08  Nov 08  Jan 09  July08 Nov 08  Ongoing Various  Oct 08

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## Partnership working

Action	Hoping to achieve	Outcome	Activities/tasks	Timescale
5 Partnership working diversified and increased	Formal representation and strategic input on a multi agency basis	A more diverse foundation that address and influence the wider issues relating to social housing. A federation that can effectively challenge and influence other stakeholders.	<ul style="list-style-type: none"> <li>• To liaise with stakeholders on wider issues such a Health &amp; Environment</li> <li>• To gain representation on other boards/groups</li> <li>• To link in with local service providers</li> <li>• To effectively challenge services and hold them to account</li> <li>• To work on a multiagency basis and share practice when achieving aims</li> <li>• To set up a federation networking group</li> <li>• To encourage cross sector visits</li> <li>• To deliver and encourage joint meetings on topics that affect tenure to ensure a collective response</li> </ul>	<p>Ongoing</p> <p>Ongoing</p> <p>Various</p> <p>Ongoing</p> <p>Sept 08</p> <p>Ongoing</p>

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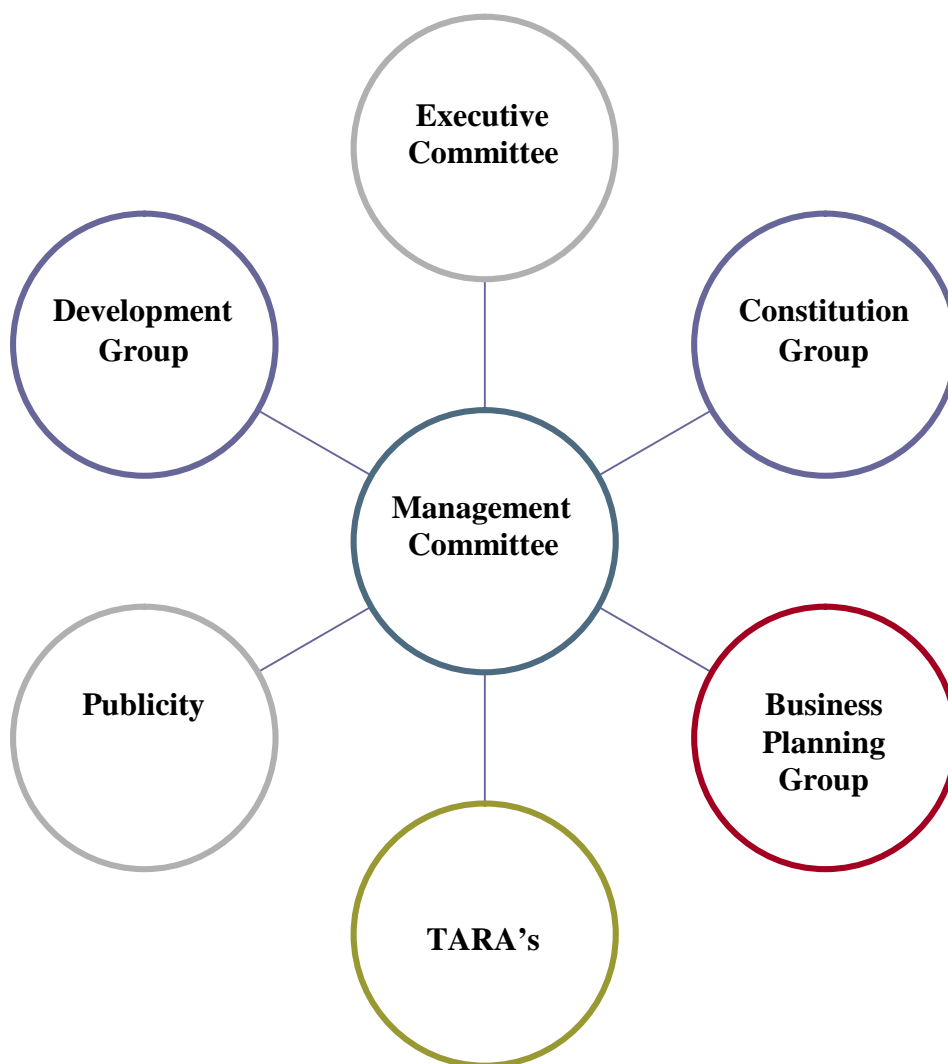
## **Cross Cutting themes**

The action plan will contribute to the principles and aims of the Community Engagement strategy, Community Cohesion and Resident involvement Strategy.

It conforms to the principles of the Area Housing agreements and Berneslai Homes Delivery Plan.

Equality of Opportunity will be a pivotal part of all day to day tasks ensuring documentation is challenged and Inclusion is supported. The Federation will complement the strategic direction by the Council and its partners with regards to their aims and objectives

## **Federation Reporting Structure**



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## Executive Members

<b>Name</b>	<b>Position</b>	<b>Working Group</b>
Barry McGowan	Chair	Strategy & Policy Group Appeals Panel Publicity Group Development Group Open House Editorial
Joan Daykin	Vice Chair	BMBC Liaison Group Appeals Panel Publicity Group Development Group Open House Editorial
Joan Whitaker	Secretary	BMBC Liaison Group Appeals Panel Publicity Group Development Group Business Planning Group Constitution Group Neighbourhood Services Open House Editorial
John Townend	Assistant Secretary	YHF Delegate Appeals Panel Publicity Group Development Group Business Planning Group Constitution Group
Kath White	Treasurer	Strategy & Policy Group
Fred Harston	Assistant Treasurer	BMBC Liaison Group Business Planning Group Constitution Group
Gary Harford	Publicity Officer	Publicity Group Development Group Open House Editorial

The Executive Committee also attends Management & Executive Committee meetings and are members of their local Tara

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The Management Committee is made up of 2 voting members of any Tara that wishes to attend Management Meetings along with the Executive Committee; the following members also represent the Federation on working groups.

<b>Name</b>	<b>TARA</b>	<b>Working Group</b>
Don Fisher	Upperwood	BMBC Liaison Group Strategy & Policy Group
Ann Dawson	Independent	BMBC Liaison Group Strategy & Policy Group YHF delegate
Elaine Marsh	Independent	Stock Maintenance Partnering Delivery Team Appointments and Day to Day Repairs Task Team Communications and Customer Care Task Team Decent Homes Partnering Delivery Team Decent Homes Customer Care Task Team Appeals Panel YHF delegate Employee of the Month/ Apprentice of the Year Marketing and Communication

Brian Whitaker	Wombwell Main	Appeals Panel Strategy & Policy Group Publicity Group Development Group Business Planning Group Constitution Group
Ann Corker	Royston	Business Planning Group Constitution Group
Sarjo Bayang	Royston	Business Planning Group Constitution Group

## **Barnsley Federation of Tenants and Residents Code of Conduct**

The following document aims to set out a list of agreed rules that members are expected to follow. It sets the standard for how members are expected to behave towards each other and when representing their group and the Federation. It will also develop a mutual trust and lead to productive meetings.

**It is to be noted that:**

***Failure to follow the guidelines set out in the code of conduct and or the constitution may result in the member being taken thorough the Federations disciplinary procedure and suspended.***

### **Conduct at meetings:**

**Members and visitors are expected to observe the following when at meetings:**

- Arrive punctually ensure the meeting starts on time
- To behave in a fair and democratic manner
- To be courteous at all times
- Come prepared by reading all the relevant papers before hand
- Not use inappropriate terminology
- Follow the agenda and keep to time
- Work in a constructive Manner with other members to find the best solution to the discussion
- To encourage member participation
- Keep contributions to the point
- Co operate with the Chair
- Respect and listen to the views of others
- Avoid jargon
- Ensure all mobiles are switched off
- To refrain from interruption

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- Remember you are representing the views of your individual organisation
- To respect confidentiality
- To declare an interest if appropriate
- To not use threatening behavior, violence, obscene language, racist, sexist behavior or otherwise any type of disruptive behavior when at the meetings
- To challenge in a constructive and supportive manner

### **Personal Conduct**

#### **Members are expected to:**

- Operate within the constitution at all times
- Appreciate and respect differences
- Never discriminate
- Not seek to obtain personal gain
- Not enter into any correspondence on behalf of the Federation without full agreement

### **Disclosure of interest and conflicts**

#### **Members must:**

- Disclose any interests, whether personal or on behalf of their TARA at the beginning of the item to be discussed
- Withdraw from the item
- Refrain from voting

### **Confidentiality**

- Members will respect the confidentiality of personal information and refrain from mentioning specific which may cause embarrassment or identification.
- Any information deemed as confidential must not be disclosed to anyone outside the meeting.

## **Political Affiliation**

The views of political party's shall not be represented at the Federation.

## **Breaches of the code**

- The chair is at liberty to call a 5 minutes time out break if discussions are getting heated.
- If a member is seen to be not abiding by the code of conduct the Chair may warn them that if they break the code again then they will be asked to leave the meeting.
- If despite the warning the member continues to breach the code the member can then be suspended from further meetings – as detailed in the complaints procedure.