

Barnet Homes

2015-16 Delivery Plan

Document control	
Document description	This document sets out the actions (commitments) and measures (Performance Indicators) to delivering the relevant sections of the Housing Commissioning Plan.
Document author	Tim Campbell
Document location	Commercial Shared Drive

Version control	
Document production date	Final v 3 18/03/15
Document update	<i>Annually</i>

Clearance process	
DU approver	Date
Derek Rust, Director Of Operations, Barnet Homes	12/3/15
Commissioner approver	Date
Cath Shaw, Commissioning Director, Growth & Development	12/3/15

Contents

1. Introduction	2
2. Delivering the Barnet Corporate Plan.....	2
3. Outcomes 2015-2020	3
4. Commitments for 2015-2016	6
5. Governance arrangements	8
6. Finances	10
7. Dependencies	13
8. Customers and risk	16
Appendix 1: Performance Indicators	18
Appendix 2: Governance Structure.....	22

1. Introduction

This Delivery Plan is a refresh of the 2014/15 Delivery Plan and sets the framework for the delivery of Housing Management and Homelessness Services to be provided by Barnet Homes. It marks the transition from the existing ten-year Management Agreement with Barnet Homes which expired on 31st March 2014. The Council has agreed to extend this until March 2016 and to develop a new long-term agreement with The Barnet Group for the delivery of Housing services from April 2016.

2. Delivering the Barnet Corporate Plan

The Council's Corporate Plan sets the overall framework for each of the Committee's individual Commissioning Plans.

Barnet Council, working with local, regional and national partners, will strive to make sure that Barnet is the place:

1. Of opportunity, where people can further their quality of life.
2. Where responsibility is shared, fairly.
3. Where people are helped to help themselves, recognizing that prevention is better than cure.
4. Where services are delivered efficiently to get value for money for the taxpayer.

2.1. Housing Committee context and priorities

The Housing Committee's draft 2015-2020 Commissioning Plan sets the context and takes forward the Corporate Plan objectives for the services within its remit.

A rapidly increasing population in Barnet has resulted in increased demand for housing and rising housing costs. In addition, there has been a significant shift in tenure, which has seen owner occupation reduce and private renting increase by about 10% respectively between 2001 and 2011. Over the next ten years it is expected that renting will rise to comprise 50% of the housing accommodation in Barnet.

The following emerging strategic priorities are being consulted upon as part of the draft housing strategy:

- **Increasing the Housing Supply**, including the use of the Council's own resources to build new houses

- **Delivering homes that people can afford**, including homes for rent at local housing allowance levels and low cost home ownership.
- **Sustaining quality in the Private Rented Sector**, including the use of discretionary powers to control poorly managed houses in multiple occupation.
- **Continuing to help those that need assistance** by Tackling Homelessness, with a focus on prevention as well as making best use of existing housing stock.
- **Providing suitable housing to support vulnerable people**, including older residents, those with disabilities and mental health problems and young people leaving care
- **Ensuring that housing finances are optimised** to maximise the amount of money to invest in delivering new homes, including a review of the rents policy.
- **Working with Barnet Homes** to review the housing services to ensure that they are fit for the future, able to deliver the Council's wider objectives and deliver efficient and effective services to residents.

The Housing Committee Commissioning Plan:

<http://barnet.moderngov.co.uk/documents/s19549/Appendix%20A6%20-%20Housing%20Committee%20Commissioning%20Plan.pdf>

3. Outcomes 2015-2020

The Housing Committee has set a number of key outcomes to be achieved in the next 5 years.

Priority	Key Outcomes	Target
Increasing Housing Supply	Delivering large numbers of new homes with an appropriate mix of size and tenure through its growth and regeneration programmes	500 additional homes on HRA land by 2020

Priority	Key Outcomes	Target
Delivery of Affordable Housing	<p>Identifying the number of affordable homes needed and delivering these.</p> <p>In particular:</p> <ul style="list-style-type: none"> • Housing Strategy has identified Barnet's approach to providing affordable homes • Housing Needs Assessment has identified the amount of affordable housing needed • Affordable Housing Supplementary Planning Document has set out how much affordable housing will be sought from new developments as part of the planning process • A new Framework Agreement with the GLA will set out our approach to delivery of affordable homes in the context of the London Housing Strategy • The HRA Business Plan has set out the investment priorities for new and existing council homes and the developments on Council land that deliver affordable housing and maximise benefits to the Council. 	40% of homes on new developments to be affordable.
Council Housing and Housing Needs Services	<p>Barnet has arrangements in place for providing housing and homelessness services that deliver high satisfaction amongst residents and minimises the number of people being admitted to emergency temporary accommodation in particular:</p> <ul style="list-style-type: none"> • The Housing Strategy has set out objectives for Housing Services in Barnet • The future of homelessness and housing management services beyond 2014/15 has been established • The contribution of homelessness and housing management services to the Council's overall aims has been developed 	81% of Barnet Homes residents very or fairly satisfied with the service provided
Providing suitable housing to support vulnerable people	<p>Barnet is delivering homes with an appropriate mix of size and tenure for the needs of vulnerable groups through its growth and regeneration programmes in particular:</p> <ul style="list-style-type: none"> • New integrated specialist housing including extra care • Wheelchair accessible housing • Continuation of the Winter Well programme • Creating a supported housing pathway for children leaving care • Creating a supported housing pathway for people with mental health needs which promotes independence and recovery 	<ul style="list-style-type: none"> • 100 additional integrated specialist housing units including extra care units • 10% of new housing provision to be suitable for wheelchairs • 100% of new housing provision to be lifetime homes

Priority	Key Outcomes	Target
Tackling Homelessness	<p>Homelessness and use of emergency accommodation has been minimised in particular:</p> <ul style="list-style-type: none"> • Development of a detailed Homelessness and Temporary Accommodation action plan • Budget monitoring will help to contain costs associated with use of emergency accommodation • Housing Allocations Scheme will ensure that scarce affordable housing is targeted at those in need and making a contribution to the borough • Tenancy Strategy will ensure that more council housing is made available for those who need it 	<ul style="list-style-type: none"> • No more than 500 in Emergency Temporary Accommodation (ETA). • No Households in Bed and Breakfast. • No more than the London Average percentage of those households in ETA pending enquiries or found to be intentionally homeless. • No less than the London Average of homeless preventions.
Financial contribution to the Council	<p>The Council will work to review the current arrangements with The Barnet Group to assess value for money and to explore options for the future delivery of services to meet the Councils strategic needs. This will include options for the delivery and management of new homes and a mixed economy of private, social and affordable rents. Revised arrangements will be in place by April 2016.</p>	<ul style="list-style-type: none"> • General fund saving of £300k for 2015/16. • 20% reduction of management costs in the HRA for the period from 2016-20. This equates to a baseline adjustment of £4.2 million

4. Commitments for 2015-2016

What Barnet Homes will deliver towards our desired outcomes.

Commitments allocated to Barnet Homes	Key deliverables	Key milestones	Benefit
Working with the Council to develop new longer term management arrangements	<ul style="list-style-type: none"> Revised long term management agreement Recruitment of new Chief Executive 	<ul style="list-style-type: none"> Challenge sessions completed - June 15 Recommendations agreed at Hsg Committee - June 15 Recruitment of new group CEO for TBG commences – July 15 New long term management agreement signed - Oct 15 Implement Agreed actions arising from new Agreement from October 15 New TBG CEO in post – Nov 15 New agreement commences – April 16 	Long term agreed approach to delivery of the Housing Strategy & Commissioning Plan for housing management, homelessness and other agreed services
Delivering savings	£300k General Fund reduction And £240k HRA savings 2015/16 Implementation of transformation projects for overall 20% HRA savings 2015-2020	<ul style="list-style-type: none"> Completion of Saffron replacement and the implementation of CRM and document management systems – Sept 2015 Mobile working and First Touch solution implemented – Sept 15 Agile working and compressed accommodation achieved at Barnet House – Oct 15 Caretaking Service review completed – 	Financial Savings to the Council

Commitments allocated to Barnet Homes	Key deliverables	Key milestones	Benefit
		March 16	
Developing new homes	<p>Completion of new build projects for 2016/17</p> <p>Delivery of agreed wheelchair units</p> <p>Sign off of future development pipeline for delivery</p>	<ul style="list-style-type: none"> • 51 extra care homes start on site - Sept 15 • 40 new council homes built – March 16 including 4 (10%) wheel chair units 	New Affordable Housing
Delivering the Homelessness and TA action plan	Reduced cost pressures on Barnet Council	<ul style="list-style-type: none"> • Revision of Homeless and TA action plan agreed by LBB – Sept 15 • Rehousing non secure tenants from regeneration estates – March 16 • Care Leavers protocol agreed with Onwards and Upwards team – July 15 	Addressing the growing demands for Temporary Accommodation
Delivering the Successful Tenancies strategy	<p>Mitigation plan for impacts of Universal Credit implemented</p> <p>Employment and training opportunities for residents</p>	<ul style="list-style-type: none"> • First Universal Credit cases to be supported – April 15 • Piloting new rent collection methods utilising “RentSense” software implemented – July 15 • TBG leverage on local economy reassessed – Dec 15 • Graduate and apprenticeship programme refreshed – Dec 15 • Employment and training for residents 	<p>To maximise the combined impact of partnership working through the Benefit Cap Task Force including getting applicants work ready and into employment</p> <p>To anticipate the challenges of Universal Credit and to maximise income collection</p> <p>To minimise</p>

Commitments allocated to Barnet Homes	Key deliverables	Key milestones	Benefit
		outcomes report published – Feb 16	potential homeless presentations through sustaining tenancies

5. Governance arrangements

This section outlines the interim governance relationship between Barnet Homes and the Council pending review as part of the development of a new long-term agreement with The Barnet Group.

The detailed Governance structure can be found at Appendix 2

5.1. Contract Governance

	Attendees	Frequency	Nature	Escalation route
Performance Review Group	Barnet Homes: Operations and Finance Managers; LBB: Contract Manager; CSG Finance Manager; Re Strategy Manager	<i>Monthly</i>	Scrutiny of Performance and Budgets	Commercial Director; Delivery Board; Performance and Contract Monitoring Committee
Strategic Review Group	BH: Executive Officers; LBB: Commissioning Director; Contract Manager; Partnership Relationship Manager	<i>Quarterly</i>	Review output of Performance Review Group in relation to Strategic Objectives	Commercial Director; Partnership Group
Partnership Group	The Barnet Group: Board Members; Executive Team LBB: Strategic Directors; Adults; Growth and Development; Commercial and Customer Services	6 monthly	Agree key objectives and strategic direction of the partnership	Housing Committee; Strategic Commissioning Board

5.2. Additional Governance

	Attendees	Frequency	Nature	Escalation route
Barnet Homes Scrutiny	The Barnet Group Board and Barnet Homes Performance Advisory Group	Monthly or as required	Internal and External Scrutiny of Performance and Budgets.	Council nominated board members;
Programmes	Development Pipeline Programme Board. BH Development Team	Monthly or as required	Delivery of projects as required, contribution to commissioning projects	As per programme governance

5.3. Change Requests

This section sets out the change process for any in-year changes to activities that have been commissioned.

An amendment to the Current Delivery Plan and Management Agreement may be triggered by either the Council or Barnet Homes. Change requests and any agreement will be formally recorded and agreed. Changes include

- additional or cancelled KPIs
- changes in performance targets
- changed outcomes or priorities
- changes to the revenue or capital budgets
- changes to the Agreement wording
- specific instructions to undertake activity

Changes to the Agreement shall be agreed between the London Borough of Barnet and Barnet Homes and formally recorded utilising either the Change Notice from London Borough of Barnet or a Change Request from Barnet Homes.

If a change is required by the Council it will issue a Change Notice to Barnet Homes, requesting a change to the Delivery Plan or Management Agreement. Barnet Homes shall respond in 10 working days by completing and returning the Change Notice either accepting the change and identifying the implementation plan, or stating the reason why the change cannot be implemented.

If a change is required by Barnet Homes it will issue a Change Request to the Council, and the Council shall respond within 10 working days by completing and returning the Change Request Form, either approving or rejecting the proposed change.

A Change Notice or Change Request Form shall be signed off by the Commissioning Director for the Council.

The Change Notice must be fully completed in order for the change to take effect. Each change shall be noted in a continually updated copy of the Agreement which shall be maintained and retained by the Lead Client Relationship Manager, LBB Commercial Team.

6. Finances

Barnet Homes 2015/16 Fixed Management Fee			
	Year 14/15	Efficiency Savings	Year 15/16
	£	£	
Barnet Homes Core Management Fee HRA	17,435,327	(150,000)	17,285,327
Repairs & Maintenance Management Fee HRA	7,650,000	(50,000)	7,600,000
Total BH excl. Housing Options	25,085,327	(200,000)	24,885,327
Housing Options HRA Mgt Fee	1,155,323	(40,000)	1,115,323
Housing Options GF Mgt Fee	3,010,627	(300,000)	2,710,627
Housing Options TA GF	309,000		309,000
Additional Finance and HR Support - HRA	5,959		5,959
Additional Finance and HR Support - GF	19,041		19,041
Total BH Housing Options Mgt Fee	4,499,949	(340,000)	4,159,949
Total Barnet Homes Management Fee	29,585,276	(540,000)	29,045,276

Housing Options 2015/16 SLA Funding

	£
Fixed SLA Accommodation	146,000
Fixed SLA Facilities Management	69,000
Fixed SLA Payroll	7,100
Fixed SLA HR	8,500
Fixed SLA Customer Care	35,000
Fixed SLA IT	171,718

Total	437,318
-------	---------

HRA CAPITAL		
	2014/15	2015/16
	Budget @ Q3	Original Budget
	£	£
Major Works (excl Granv Rd)	7,637,015	9,401,650
Granville Road	19,917	273,000
Regeneration	3,773,378	3,151,190
Misc - Repairs	1,316,100	941,600
M&E/ GAS	12,542,760	16,571,881
Voids and Lettings	1,979,500	1,712,000
Existing Stock	27,268,669	32,051,321
New Affordable Homes	549,938	7,750,000
Advanced Acquisitions (Regen Estates)		4,773,000
Moreton Close		4,934,000
New Build	549,938	17,457,000
Total HRA	27,818,607	49,508,321

The Barnet Group Capital		
	2014/15	2015/16
	Budget @ Q3	Original Budget
	£	£
Hostel Refurbishment Programme	122,000	148,252
Alexandra Road	33,000	
Total The Barnet Group	155,000	148,252

7. Dependencies

This section outlines the key dependencies on other Delivery Units and Partners that may affect the delivery of Commissioning outcomes.

Delivery Unit	Dependent on for:	Other DUs dependent on Barnet Homes for:
Adults and Communities	<ul style="list-style-type: none"> • ASB MARAC, MAPPA, Safeguarding • Client side engagement for Development - i.e. delivery of Extra Care Housing and Wheelchair Units • Administration of Leaving care payments. • Mental Health checks. • Temporary Accommodation social services booking and payments. 	<p>Adaptations</p> <p>Support of Care leavers and vulnerable adults</p>
CSG	<ul style="list-style-type: none"> • Housing Benefit (HB) assessments (new claims & Change-of-circumstances). • HB and cash files upload to QL. • Administration of payenet and payments made through the payment telephone line. • Administration of arrears write offs. • Administration of salary and pension deductions. • Credit union and third party deductions – payroll. • BACS • Direct debit verification and up load. • Management of I.T and Hardware. Including IT network, software upgrade and • Help desk • Telephones (inc report and call recording) / Blackberry provision / Telephones – out of hours support (as our provision by Mears is linked via the LBB phone network) 	<p>Delivery of controlled accounts</p>
Family Services	Safeguarding	Suitable accommodation for children leaving care

Delivery Unit	Dependent on for:	Other DUs dependent on Barnet Homes for:
HB Law	<ul style="list-style-type: none"> • Rent arrears works • ASB • Regeneration secure s10a etc. • Regeneration non secure • Disrepair defence • Non access works – gas etc. • Contract advice • Right-to-buy (RTB) applications and transactions • Leasehold arrears works • Tenancy and lease management work • Alterations – associated agreements and charges • RTB Conveyancing • Development - i.e. legal packs, land registry, contracts • Attendance at court (we have no right of audience) • PCOL administration • Homeless advice 	
Property Services	<ul style="list-style-type: none"> • RTB valuations • RTB lease plans • Alterations – planning permissions etc. • Development - i.e. site assembly briefs, liaison with statutory bodies, easements, appropriation etc 	Tenancy information and advice on disposals
R^e	<ul style="list-style-type: none"> • Environmental Health - partnership working to deal with environmental nuisance. • Planning • Building control • Regeneration team – progress of scheme, amendments to phasing plans etc (also linked to the LBB appointed development partners) 	Support for empty homes initiative

Delivery Unit	Dependent on for:	Other DUs dependent on Barnet Homes for:
	<ul style="list-style-type: none"> • Development – Planning, Highways, Building Control, other professional services 	
Street Scene	<ul style="list-style-type: none"> • Ground maintenance on housing land • Refuse collection and recycling on housing estates • Refuse consumables (bins) • Responsive tree works • Planned tree works including tree surveys • Development – i.e. lighting, trees and refuse 	Support for recycling initiatives
Parking and Infrastructure	<ul style="list-style-type: none"> • Removal of abandoned vehicles on housing land • Street lighting on some housing estates 	
Finance	<ul style="list-style-type: none"> • HB Law – Housing Options legal costs are paid directly by the Council's GF budgets and not funded from BH's management fee income. • CSG – Responsibility for managing HRA Model. 	Information exchange
Other	<ul style="list-style-type: none"> • Security provision at Barnet House (esp. 2nd floor reception) • Housing benefit • LBB payments system (suggest check with rents team as not sure if this actually sits with us of LBB) • Post room services (collection and sorting of incoming mail, collecting, franking and posting outgoing mail) • HRA money for capital works • Authorisation of variations to spend • CAFT - Tenancy fraud investigations and resulting action 	

8. Customers and risk

8.1. Equalities

The Council expects its partners to demonstrate that they have paid due regard to equalities by:

- Working in partnership and in accordance with LBB Equalities policy at all times;
- Producing a Delivery Unit profile of data on service users and to use it in the analysis of specific and cumulative impact of their proposals;
- Mainstreaming equalities into Delivery Unit workstreams and processes;
- Ensuring fair decision making at Delivery Unit level;
- Promoting engagement;
- Supporting Commissioning Group with all aspects of implementing the Equalities policy including Action Plan, the equalities aspects of the Business planning process, the production of the annual equalities report achieving the Strategic and other Equality objectives; and,
- Demonstrating compliance with Equality Act 2010 and Public Sector Equality Duty.

The Barnet Group's Equality Strategy has four key areas of focus:

- Our People – Acting as a critical friend and working with HR in improving equality for staff
- Accessibility – Identifying improvements needed for increasing ease of access to services
- Customer Insight - Understanding the needs of our customers helps us deliver efficient services which customers want and need
- Self-assessment - Using external equality frameworks and our own in-house health check to carry out self-assessments

Responding to Individuals is one of the Barnet Group's corporate values and is at the heart of the Barnet Group Equality Strategy. The strategy's objectives are to deliver services to customers that respond to their needs and to create a working environment that is inclusive for all colleagues.

The Barnet Group's Equalities objectives 2015/16:

- **Collecting data** relating to protected characteristics and monitor service delivery and to identify trends and propose actions relating to the use of:
 - temporary accommodation, and
 - housing applications
- **Equality Impact Assessments** of significant service changes including

- Universal Credit
- Tenancy Strategy
- Allocations policy

8.2. Issues and Risk Management

Emerging issues will be recorded by the Lead Client Relationship Manager, LBB Commercial team on an issues log. The log will be reviewed at the monthly performance review meetings, and either resolved, elevated to a change request or escalated to the Barnet Homes Strategic Review Group

Barnet Homes shall operate a sound system of internal control including appropriate risk management processes and should comply with the Council's Risk Management Policy. Barnet Homes will maintain its own risk register for risks identified within their business and management processes.

LBB will record risks pertaining to its corporate objectives in the Council's risk management system (JCAD). A small number of risks may be joint risks, i.e. a shared risk where both parties have a role in managing the risk. Joint risks will be recorded in the Council's risk management system (JCAD) with the responsibilities and actions of each party clearly defined. The principles on how a joint risk will be managed are as follows:

- LBB Contract manager will assign the risk and facilitate the management and monitoring of the risk.
- The actions tab, in JCAD, will be used to assign and manage activity to individuals
- 3rd party access to JCAD should be limited and will be considered on a case by case basis.

Monitoring Risks

All risks will be monitored regularly through the monthly performance review meetings, as part of business as usual and escalated whenever required including new emerging risks that would score 12 or more and/or any serious risk incidents that occur.

Quarterly contract performance reporting will include joint risks and significant operational risks (both with a rating of 12 or more using LBB's scoring methodology) with the full risk register (held by LBB and including those rated below 12) appended to the performance summary. A short summary of the main barriers and potential barriers to the delivery of the Commitments, KPIs and PIs set out within the Management Agreement.

Appendix 1: Performance Indicators

The following Indicators are reported to the Quarterly Performance and Contract Monitoring Committee

Strategic Indicators (reported as *measures of success* in achieving the Barnet Corporate Plan)

PI Number	Commissioning Priority	Definition	Target	Benchmarking
BH001	Tackling Homelessness	Number of households placed in emergency temporary accommodation (ETA)	Quarterly No more than 500	Table 784A CLG P1E Live Tables. Comparison: All London Authorities
BH002	Tackling Homelessness	Number of Homelessness Preventions	Annually No less than 700	DCLG P1e Returns: All London Boroughs
BH003	Tackling Homelessness	Length of Stay in ETA	Quarterly Monitor No target	Local Indicator. No Comparative data
BH004	Delivering efficient and effective services to residents	HRA: Current tenant arrears as a percentage of the annual rent debit	Quarterly Q1 = 3.30% Q2 = 3.00% Q3 = 3.10% Q4 = 2.80%	HouseMark. Comparison: London Organisations
BH005	Delivering efficient and effective services to residents	General Fund: Temporary Accommodation arrears as percentage of debit	Quarterly Q1 = 6.43% Q2 = 6.00% Q3 = 6.50% Q4 = 5.50%	Local Indicator. No Comparative data

Critical Indicators

PI NO	Indicator description	Definition	Target	Benchmarking
BH006	Delivery of Affordable Homes	Additional Homes provided on HRA land	40 by March 2016	ALMO New Build Numbers?

PI NO	Indicator description	Definition	Target	Benchmarking
BH007	Tackling Homelessness	Percentage of those households in ETA pending enquiries or found to be intentionally homeless	Quarterly No more than 37%	Table 784A CLG Live Tables (Extract). Comparison: All London Authorities
BH008	Tackling Homelessness	Number of families living in Bed and Breakfast >6 weeks	Quarterly No more than 0	DCLG P1e Returns: All London Boroughs
BH009	Tackling Homelessness	Numbers in Temporary Accommodation	Monitor No Target	DCLG P1e Returns: All London Boroughs
BH010	Financial contribution to the Council	General Fund HNR Costs	Annually £300k reduction 2015/16	No Comparative Data
BH011	Tackling Homelessness	Total number of Private Rented Sector lettings achieved	Quarterly Q1 = 82 Q2 = 84 Q3 = 86 Q4 = 72 total 324	No Comparative Data
BH012	Tackling Homelessness	Percentage of statutory homeless appeals completed on time	Quarterly No less than 100%	No Comparative Data
BH013	Delivering efficient and effective services to residents	Average re-let time routine lettings (calendar days)	Quarterly 24	HouseMark. Comparison: London Organisations
BH014	Delivering efficient and effective services to residents	Leasehold service charges collected as a percentage of service charges due	Quarterly No less than 100%	Housemark. Comparison: London Organisations
BH015	Delivering efficient and effective services to	Percentage of respondents very or fairly satisfied with	Quarterly 95%	Housemark. Comparison: London Organisations

PI NO	Indicator description	Definition	Target	Benchmarking
	residents	repairs and maintenance		
BH016	Delivering efficient and effective services to residents	Percentage of estates rated as 3 or 4 (satisfactory or very good)	Quarterly 90%	Housemark. Comparison: London Organisations
BH017	Delivering efficient and effective services to residents	Percentage of dwellings with a valid gas safety certificate	Quarterly No less than 100%	Housemark. Comparison: London Organisations

Customer Experience Indicators (CEI)

BH CE001	Satisfaction with call handling	Monthly No less than 80%	Local Indicator. Comparison: Trend
BH CE002	Freedom of Information responses in 20 days	Monthly No Less than 100%	Local Indicator. Comparison: Trend
BH CE003	% of calls answered	Monthly No Less than 92%	Local Indicator. Comparison: Other Delivery Units within LBB
BH CE004	Complaints responded to within 10 days	Monthly 90%	Local Indicator. Comparison: Other Delivery Units within LBB
BH CE005	Number of Stage 3 Complaints Upheld	Monthly No more than 1	Local Indicator. Comparison: Other Delivery Units within LBB
BH CE006	Members Enquiries closed in 10 days	Monthly No less than 100%	Local Indicator. Comparison: Other Delivery Units within LBB
BH CE007	Average Wait time	Monthly 10 Mins	Local Indicator. Comparison: Other Delivery Units within LBB
BH CE008	Customer satisfaction with face to face	Monthly 70%	Local Indicator. Comparison: Trend

Additional **Management Performance Indicators** are monitored by Barnet Homes and reviewed by the monthly Performance Review Group (LBB and Barnet Homes).

These include:

- Emergency Temporary Accommodation procurement at Local Housing Allowance rates
- End to end time major adaptations
- % voids major works
- Void turnaround times major works
- Repairs first time fix
- Satisfaction voids condition, lettings process, major works, gas, complainants satisfied with handling of ASB case
- Rent arrears evictions
- % Sickness

Appendix 2: Governance Structure

The Delivery Plan will be supported by the following monitoring groups:

- TBG Partnership Group
- Barnet Homes Strategic Review Group
- Barnet Homes Performance Review Group

Terms of Reference

TBG PARTNERSHIP GROUP					
Chair	LBB Strategic Director Commissioning	LBB Members	LBB Strategic Director Commissioning Commissioning Director Adults; Commissioning Director, Growth & Development Partnership Relationship Manager	Barnet Group Members	TBG Chair of Board Councillor Board Member Chief Executive BH Director of Operations Director of YCB BH Director of Growth and Development Director of Corporate Services
The group will meet six monthly and at such other periods as agreed by the parties.					
Role					
The role of the TBG Partnership Group is to:					
<ul style="list-style-type: none"> • Agree key objectives and strategic direction of the partnership • Consider growth and new opportunities to help LBB and TBG to meet their corporate objectives • Review progress of TBG against its Business Plan and its contribution to the LBB Corporate Plan • To receive feedback on LBB key projects and objectives • Resolve strategic disputes that cannot be resolved by the Barnet Homes Strategic Review Group 					

BARNET HOMES STRATEGIC REVIEW GROUP

Chair	Commissioning Director, Growth & Development	LBB Members	Commissioning Director, Growth & Development Contract Manager Partnership Relationship Manager	Barnet Group Members	Chief Executive The Barnet Group Barnet Homes Director of Operations The Barnet Group Director of Business Services
--------------	--	--------------------	--	-----------------------------	---

The Strategic Review Group shall consist of a minimum of three (3) and maximum of six (6) members from the Authority and its strategic advisory support (Re) and a minimum of three (3) and a maximum of six (6) members from the Barnet Group.

The group will meet quarterly, following the Quarterly LBB Delivery Unit Board and at such other periods as agreed by the parties

Role

The role of the Strategic Review Group is to make recommendations to the Council and to The Barnet Group, which the Council and TBG may accept or reject at their complete discretion. In particular the Strategic Review Group:

- Subject to the Partnership Group SRG above, agrees strategic direction and priorities of Barnet Homes
- Receives feedback on key strategic issues from the partnership
- Reviews the outcomes and objectives of the agreed Delivery Plan and the performance of the partnership
- Is the main resolution point for disagreements or clarifications of instruction, including change control requests
- Reviews by exception intervention areas, recovery plans or emerging issues of concern

Functions

- Handles dispute resolution for disagreements that cannot be resolved in the Performance Review Group
- Sets Objectives for the Change Projects
- Reviews outputs of the Performance Review Group in relation to Strategic Objectives
- Reviews Intervention actions and Recovery Plans as agreed by LBB Delivery Unit Board

BARNET HOMES PERFORMANCE REVIEW GROUP

Chair	LBB Contract Manager	LBB Members	LBB Contract Manager Finance Manager (CSG) Strategic Manager (Re)	BH Members	BH Director of Operations BH Head of Finance BH Head of Housing Options BH Head of Environment BH Head of Property BH Head of Customer Services BH Information and Data Manager
--------------	----------------------	--------------------	---	-------------------	---

The Performance Review Group shall consist of a minimum of two (2) members from the Authority and its strategic advisory support (Re) and a minimum of two (2) members from the Barnet Group.

The group will meet monthly and will also agree the Barnet Homes quarterly performance report.

Role

The role of the Performance Review Group is to receive regular reports on the delivery of services and performance against the Core Performance Indicators agreed in the LBB annual Business Plan, and the Key Performance Indicators and the Management Performance Indicators agreed with LBB Strategic Commissioner Housing and Environment.

Functions of the Performance Review Group

- To consider monthly performance reports provided by Barnet Homes – including the extended suite of Management Performance Indicators.
- To consider the spend of LBB budgets and significant variances
- To review issues, risks and consider appropriate escalation where they cannot be resolved, or where they have a wider potential impact
- To review progress on the Key objectives and projects
- To consider change requests
- To agree quarterly performance reports to the Delivery Unit Board and Performance and Contract Monitoring Committee