

**MEETING**

**PERFORMANCE AND CONTRACT MANAGEMENT COMMITTEE**

**DATE AND TIME**

**WEDNESDAY 23RD JULY, 2014**

**AT 7.00 PM**

**VENUE**

**HENDON TOWN HALL, THE BURROUGHS, NW4 4BG**

**TO: MEMBERS OF PERFORMANCE AND CONTRACT MANAGEMENT COMMITTEE  
(Quorum 3)**

**Chairman:** Councillor Anthony Finn

**Vice Chairman:** Councillor Sury Khatri

**Councillors**

John Marshall  
Shimon Ryde  
Daniel Seal  
Geof Cooke

Reema Patel  
Kathy Levine  
Ammar Naqvi  
Arjun Mittra

**Substitute Members**

Caroline Stock  
Gabriel Rozenberg  
Lisa Rutter

Alison Moore  
Paul Edwards

*Council on 15 July will be reviewing appointments to this Committee, and therefore the above Members may be subject to change.*

**You are requested to attend the above meeting for which an agenda is attached.  
Andrew Nathan – Head of Governance**

Governance Services contact:

Anita Vukomanovic 020 8359 7034

anita.vukomanovic@barnet.gov.uk

Media Relations contact: Sue Cocker 020 8359 7039

**ASSURANCE GROUP**

## ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	MINUTES OF THE PREVIOUS MEETING	
2.	ABSENCE OF MEMBERS	
3.	DECLARATIONS OF MEMBERS DISCLOSABLE PECUNIARY INTERESTS AND NON-PECUNIARY INTERESTS	
4.	PUBLIC QUESTIONS AND COMMENTS (IF ANY)	
5.	MEMBERS' ITEMS (IF ANY)	
6.	APPENDIX A– PUBLIC HEALTH QUARTER 4 201314 REPORT	1 - 22
7.	UPDATE ON TELEPHONY ISSUES	23 - 38
8.	PERFORMANCE REPORT FROM BARNET HOMES	39 - 100
9.	COMMITTEE FORWARD WORK PROGRAMME	101 - 108
10.	ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT	

### FACILITIES FOR PEOPLE WITH DISABILITIES

Hendon Town Hall has access for wheelchair users including lifts and toilets. If you wish to let us know in advance that you will be attending the meeting, please telephone Anita Vukomanovic 020 8359 7034 [anita.vukomanovic@barnet.gov.uk](mailto:anita.vukomanovic@barnet.gov.uk). People with hearing difficulties who have a text phone, may telephone our minicom number on 020 8203 8942. All of our Committee Rooms also have induction loops.

### FIRE/EMERGENCY EVACUATION PROCEDURE

If the fire alarm sounds continuously, or if you are instructed to do so, you must leave the building by the nearest available exit. You will be directed to the nearest exit by uniformed custodians. It is vital you follow their instructions.

You should proceed calmly; do not run and do not use the lifts.

Do not stop to collect personal belongings

Once you are outside, please do not wait immediately next to the building, but move some distance away and await further instructions.

Do not re-enter the building until told to do so.

	AGENDA ITEM 6
	<p><b>Performance and Contract Management Committee</b></p> <p><b>23rd July 2014</b></p>
<b>Title</b>	<b>Performance management arrangements and the end of year position of the Joint Public Health Service</b>
<b>Report of</b>	Lead Commissioner Public Health Services/Director of Joint Public Health Service
<b>Wards</b>	All
<b>Status</b>	Public
<b>Enclosures</b>	Appendix A– Public Health Quarter 4 2013/14 report
<b>Officer Contact Details</b>	<p>Claire Symonds – Director of Commercial and Customer Services LBB  <a href="mailto:Claire.Symonds@barnet.gov.uk">Claire.Symonds@barnet.gov.uk</a></p> <p>Andrew Howe – Director of Joint Public Health Service  <a href="mailto:Andrew.Howe@harrow.gov.uk">Andrew.Howe@harrow.gov.uk</a></p>

<b>Summary</b>
<p>This report provides the Performance and Contract Management Committee with information regarding the performance of the Public Health service in relation to Q4 2013/14. This document gives attention to the action taken against the red indicator reported in that period.</p>

<b>Recommendations</b>
<p><b>The Performance and Contract Management Committee is requested to note the 2013/14 quarter 4 performance report for the joint Public Health Service and comment where appropriate.</b></p>

## **1. WHY THIS REPORT IS NEEDED**

- 1.1 The Performance and Contract Management Committee at its meeting of 11<sup>th</sup> June resolved to consider and review performance management arrangements and the end of year position of this Delivery Unit.
- 1.2 This report outlines the quarter 4 position of Public Health's performance against the priorities outlined in the Council's Corporate Plan, and priorities agreed in the 2013/14 Management Agreement, and the budget position.
- 1.3 This report further provides information on the performance of the Joint Public Health Service in the 2013/14 Q4 performance (Appendix A), previously published for the 11th June Performance and Contract Monitoring Committee.

## **2. Background**

- 2.1 The joint Public Health Service is hosted by the London Borough of Harrow and is governed by a five year Inter-Authority Agreement (IAA). The agreement between Barnet and Harrow is 14 months into delivering Public Health Services and expires in March 2018.
- 2.2 The joint Public health Service's historic performance can be accessed from [www.barnet.gov.uk/performance](http://www.barnet.gov.uk/performance). Within this page there is also a link to the quarterly reporting explanatory note.

## **3. REASONS FOR RECOMMENDATIONS**

- 3.1 To allow scrutiny of the information requested and to allow some discussion and feedback from the committee on the position reported.

## **4. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 4.1 None.

## **5. POST DECISION IMPLEMENTATION**

- 5.1 This will be dependent on the feedback received from the committee.

## **6. IMPLICATIONS OF DECISION**

### **6.1 Corporate Priorities and Performance**

- 6.2 **Corporate Objectives.** The Joint Public Health Service (JPHS) contributes to achieving six priority outcomes outlined in the Barnet Corporate Plan for 2013-2016 and, in particular, is a significant contributor to the delivery of outcomes:

- To sustain a strong partnership with the local NHS, so that families and individuals can maintain and improve their physical and mental health.

- To promote a healthy, active, independent and informed over 55 population in the borough so that Barnet is a place that encourages and supports residents to age well.

6.3 **Public Health Management Agreement 2013-2014.** Underlining the Corporate Plan priorities outcomes the Public Health Management Agreement sets out the specific performance framework for the delivery of Public Health Services for the year 2013-2014.

6.3.1 Within the Management Agreement the JPHS has 5 primary objectives which are then translated into 7 KPIs.

The five priority objectives are:

- Completion of the School nursing and health visiting review, implementation of agreed review recommendations alongside early years work and have arrangements in place for receipt of Health Visiting services for 1 April 2015.
- Extend the Schools well-being programme and continue development of the Early Years Programme.
- Extend the programme of helping people with health problems back to work and to stay in work with Council colleagues.
- As part of the integrated care agenda, introduce a new a self-care programme in partnership with the CCG.
- Re-procure sexual health services, and drug and alcohol services (following a service review); in collaboration with the West London Alliance where appropriate.

6.3.2 Additionally the joint Public Health Service also contributes significantly to the outcomes outlined in the Barnet Health and Wellbeing strategy and the joint Public Health Service commissioning intentions support the strategies across four main themes:

- Preparation for Healthy Life,
- Well-Being in the Community,
- How we Live, and
- Care when Needed.

6.3.3 **Summary of performance during Quarter 4 2013/14**

		Quarter 4 RAAG ratings			
		Green	Green Amber	Red Amber	Red
Corporate Plan	Indicators*	1	0	0	1
Key Performance	Indicators	4	1	0	2

Please note two Corporate Plan indicators were not due to be reported in quarter 4, they were last reported in quarter 3.

6.4 **Corporate Plan Indicators.**

6.4.1 The Corporate Plan Indicator *Increase the number of eligible people who receive an NHS Health Check to 9000* was rated Red in quarter 4. There were 918 Health Checks carried out between October and December 2013, against a target of 2,000 – 54% below target.

6.4.2 2013/14 was the first year following transition of these contracts from the NHS to the Council as a result of the Health and Social Care Act 2012; it took some time to embed new systems into the Council, in particular payment systems to the providers. Public Health has implemented a recovery action plan and there are a number of actions in progress to improve performance for 2014/15 which are:

- Extra outreach work has been commissioned from a local GP and two outreach sessions will be held in Barnet by end of December 2014. These sessions should amount to approximately 150 additional Health Checks.
- Discussions are taking place with the Local Pharmaceutical Committee with the intention of commissioning pharmacists to deliver health checks.
- More frequent monitoring of the GP practices delivering health checks will take place. This monitoring will be conducted by the Health Checks administrative staff and will involve ensuring the GP practices understand protocols, data submission, and any other issues that may be impairing GP performance. This closer monitoring will also help clarify what we can expect from all of our GPs.
- Training is underway for staff delivering health checks. This will become a mandatory quality assurance requirement for practices in order to accredit them to deliver Health Checks.
- Working with Harrow Procurement Team, plans are in place to procure a new IT system that will create a more efficient, user friendly and quality assured data management system. This system will provide a more efficient data collection and submission system as well as improved interpretations system for the programme.

6.5 **Key Performance Indicators.** The two Red indicators were:

6.5.1 Percentage of drug users that left drug treatment successfully who do not then re-present to treatment again within six months as a proportion of the total number in treatment- non-opiate users (PH008b)

Performance in Barnet is better than the baseline but worse than both the England and London rates. HB Public Health is working with Commissioners and Providers and has met with Public Health England to encourage greater co-ordination of services to support clients' recovery.

6.5.2 Reduction in alcohol related admissions to hospitals per 100,000 population (PH012)

Performance in Barnet is worse than the England rate but better than the London rate. HB Public Health is working with Commissioners and Providers and has met with Public Health England to encourage greater co-ordination of

services to support clients' recovery. An alcohol recovery plan was implemented in 2013/14. Funding has been agreed and provided for the Don't Bottle it up Campaign in Barnet for 2014 -15 and the initial business case for funding of a Specialist Alcohol Nurse is completed.

6.5.3 This report presents the performance of the joint Public Health Service at meeting the measures of success for the Corporate Priorities. This report also includes performance indicators of the delivery of services by the joint Public Health Service.

6.5.4 Robust budget and performance monitoring are essential to ensuring that there are adequate and appropriately directed resources to support delivery and achievement of Council priorities and targets as set out in the Corporate Plan.

6.5.5 Relevant Council strategies and policies include the following:

- Corporate Plan 2013-14;
- Medium Term Financial Strategy;
- Treasury Management Strategy;
- Debt Management Strategy;
- Insurance Strategy;
- Risk Management Strategy; and
- Capital, Assets and Property Strategy.

6.5.6 The priorities of the Council are aligned to the delivery of the Health and Wellbeing Strategy.

## **7. Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

7.1 Robust budget and performance monitoring plays an essential part in enabling the organisation to deliver its objectives efficiently and effectively.

7.2 The budget position at the end of quarter 4 shows a small £12,000 overspend (0.1% variation) against a revised budget of £13,766,000.

7.3 The new investment programmes took longer than anticipated to implement, and the associated costs were prudently set aside during the year in an earmarked reserve to be carried forward into 2014/15.

## **8. Legal and Constitutional References**

8.1 Under the Council's Constitution Scheme of Delegation, the Performance and Contract Management Committee has the following responsibility for functions:

- i. Overall responsibility for quarterly budget monitoring, including monitoring trading position and financial strategy of Council Delivery Units.
- ii. Monitoring of Performance against targets by Delivery Units and Support Groups including Customer Support Group; Re; the Barnet Group Ltd (including Barnet Homes and Your Choice Barnet); HB Public Law; NSL; Adults and Communities; Family Services; Education and Skills; Street

Scene; Public Health; Commissioning Group; and Assurance.

- iii. Receive and scrutinise contract variations and change requests in respect of external delivery units.
- iv. To make recommendations to Policy and Resources and Theme Committees on relevant policy and commissioning implications arising from the scrutiny of performance of Delivery Units and External Providers.
- v. Specific responsibility for the following functions within the Council:
  - a. Risk Management
  - b. Treasury Management
  - c. Performance
- vi. If any report comes within the remit of more than one committee, to avoid the report being discussed at several committees, the report will be presented and determined at the most appropriate committee. If this is not clear, then the report will be discussed and determined by the Policy and Resources Committee.

## **9. Risk Management**

- 9.1 Risks with a rating of 12 or above are reported as part of the Council's quarterly performance monitoring process.
- 9.2 The Council maintains its own separate risk logs for all major contracts, which are informed by the risks reported by each partner. The Council's risk log for each contract are published in the council's quarterly performance reports and reported internally and externally as part of the routine performance cycle.
- 9.3 Each partner reports their risks at least monthly to the Council for review by the commercial team and respective contract boards.
- 9.4 The risks for the joint Public Health Service are included in the attached quarter 4 report.
- 9.5 Many of the risks reported at Q4 will continue to be live, whilst some will have been closed or replaced.

## **10. Equalities and Diversity**

- 10.1 Each contract places obligations on our partners to support the Council in carrying out its public sector equality duty (as set out in the Equality Act 2010). This means having due regard to the need to:
  - 10.1.1 eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
  - 10.1.2 advance equality of opportunity between those who share a relevant protected characteristic and those who do not;



- 10.1.3 foster good relations between those who share a relevant protected characteristic and those who do not.
- 10.2 The 'protected characteristics' referred to are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation. The duty also covers marriage and civil partnership, but to a limited extent.
- 10.3 Effective contract management is vital to ensuring that the Council's duties under the Equality Act 2010 are supported by its partners.
- 10.4 Equality performance is monitored by collecting data on service usage, customer feedback and specific performance indicators. Where service changes affecting residents or service users are proposed, equality impact assessments will be undertaken, and where needed, these will include consultation with residents or service users.
- 10.5 The Equalities measures adopted by the joint Public Health Service in support of the Corporate equalities and diversity strategy are provided in the 2014/15 Service Plan.

## **11. Consultation and Engagement**

- 11.1 During the process of formulating budget and Corporate Plan proposals for 2013/14 onwards, three phases of consultation took place:
- Phase One (October 2012 – November 2012): Residents' Perception telephone survey
  - Phase two (November 2012 – January 2013): Corporate Plan consultation
  - Phase three (October 2012 – January 2013): Finance and business planning (including proposed budget) consultation
- 11.2 The results and impact on the Corporate Plan and budget are outlined in the Cabinet Report to Committee on the 5 March 2013 (Item 8). <http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=6629&Ver=4>

## **12. BACKGROUND PAPERS**

- 12.1 Minutes and decision of Cabinet Resources Committee 25th February 2014  
Agenda Item 6:  
<http://barnet.moderngov.co.uk/documents/g7520/Printed%20minutes%2025th-Feb-2014%2020.00%20Cabinet%20Resources%20Committee.pdf?T=1>
- 12.2 Report to Cabinet Resources Committee 25th February 2014:  
<http://barnet.moderngov.co.uk/documents/s13261/Management%20Agreement%20report.pdf>)
- 12.3 [http://www.barnet.gov.uk/downloads/download/1380/corporate\\_plan\\_indicators\\_201314\\_quarter\\_4](http://www.barnet.gov.uk/downloads/download/1380/corporate_plan_indicators_201314_quarter_4)
- 12.4 Performance and Contract Management Committee Minutes 11th June:  
<http://barnet.moderngov.co.uk/mgCommitteeDetails.aspx?ID=693>

# Public Health – Q4 2013/14

## 1.1 DELIVERY UNIT DASHBOARD

Revenue budget projected year end variance £000	12	Capital actual variance £000	n/a	Corporate Plan Performance	0	Management Agreement Performance	2.5
---	----	------------------------------	-----	----------------------------	---	----------------------------------	-----

## 1.2 TOP ACHIEVEMENTS AND ACTIONS

### Top 3 Achievements

The Public Health service led a number of contract re-procurements with the West London Alliance, including GUM (Genito-Urinary Medicine) services. This has resulted in savings of £361k on the contract prices.

The Public Health Schools Programme has supported:

- 50 Primary schools with healthy eating, physical activity and emotional well-being initiatives; and,
- 38 schools to register for the Healthy Schools London award with 4 schools already achieving the bronze accreditation.

The physical activity opportunities for older people initiative has 11 approved applications to date. These provide a range of activities for older people including chair-based exercise, yoga, thai-chi, dance and exercise to music.

Key Escalations	Actions required
The number of eligible people receiving an NHS health check has declined.	<b>Continued level 2 Intervention</b> and monitoring of the recovery action plan. A pilot programme is underway to encourage health providers to increase the provision of NHS health checks.
Non-opiate successful drug treatment has declined.	<b>Level 1 intervention</b> and implementation of the recovery plan.
The reduction in alcohol related hospital admissions is below target.	<b>Level 1 intervention</b> and implementation of the recovery plan.

### 1.3 SUMMARY OF THE DELIVERY UNIT'S PERFORMANCE

Data quality has improved since it was identified as a Level 2 intervention in the Quarter 3 report. Clarification has been provided for a number of performance indicators and the targets for opiate and non- opiate use (PH009 and PH010) have been disaggregated. Performance is satisfactory for opiate users.

Much public health data is reported significantly in arrears usually because significant validation processes are applied to the data. Additionally, the Management Agreement for 2013-14 contained a number of quarterly indicators where data was only available annually and in arrears.

The overall issue has been resolved with agreement of a new performance indicators suite for 2014-15, which will contain a number of intermediate process measures.

The number of NHS Health Checks continues to be a concern, and the numbers offered and received is below both the London and the England average. A pilot programme to boost numbers is under way and will be closely monitored.

Non-opiate drug treatment and alcohol related admissions are also areas of intervention.

Falls and injuries due to falls in the over 65s is below target but the performance on this indicator is largely within the remit of the CCG and adult social care rather than Public Health. This indicator will not be included in the Public Health performance measures for 2014-15, as approved by the lead commissioner for Public Health.

## 2. DELIVERING THE CORPORATE PLAN

### 2.1 How the Delivery Unit is performing against its Corporate Plan indicators

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
2001	Reduce the prevalence of smoking in pregnancy rate	Oct 13 - Dec 13	4.8%	6%	53/1228	4.3%	28.3%	▲ 9.5%	This is better than the rate for England (12%), and London (5.2%)
2003	Increase the number of eligible people who receive an NHS Health Check to 9000	Oct 13 - Dec 13	2423	2000	N/A	918	54.1%	▼ 62.1%	The level offered and received in Barnet is worse than the London and England averages. (Offered: Barnet 1.9%, England 4.5% and London 5.6% Received: Barnet 1%, England 2.1% and London 2.3%)

\*The relevant previous outturn used will either be the previous quarter, or the same quarter of the previous year. The same quarter of the previous year will be used for annual indicators, cumulative indicators (where the numbers add up during the year and are reported as 'year to date') and if the indicator is affected by seasonal fluctuations.

### 2.2 Interventions & Escalations

CPI NO and title	Comments and Proposed Intervention
2003 Increase the number of eligible people who receive an NHS Health Check to 9000	<p><b>Level 2 Intervention.</b> HB Public Health has implemented a recovery action plan which includes providing additional support for under-performing practices to increase health checks activity.</p> <p>A pilot programme is underway to encourage health providers to increase the provision of NHS health checks. Publicity material such as patient information booklets and leaflets have been made available. Positive results have been seen from a number of medical centres and practices that have not previously signed up are commencing activity.</p>

A feasibility study into recruiting non-GP providers has been carried out. Further investigation and assessment of financial impact of taking this action forward is underway.

### 3. CONTRACT REPORTING

#### 3.1 Overview of performance against Management Agreement

Total No. of KPIs	RAG ratings			Positive/neutral DoT	Negative DoT	No. of indicators expected to report this quarter
	Green	Green Amber	Red			
7	4	1	2	3	3	7

#### 3.2 How is the Delivery Unit achieving against its Key Performance Indicators (KPIs): Escalated KPIs only.

KPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
PH008 (b)	% of drug users that left drug treatment successfully who do not then re-present to treatment again within six months as a proportion of the total number in treatment- non-opiate users	Oct 13 - Dec 13	34%	40.2%	N/A	27.4%	31.8%	19.4%	This is worse than the rate for England (40.2%) and London (34.7 %)
PH012	Reduction in alcohol related admissions to hospitals per 100,000 population (age)	Jan 13- Mar 13	456	438	N/A	444	1.4%	2.6%	No comparable data

PH011	To halt the year on year increase in falls and injuries due to falls in the over 65s	April 12 - March 13	N/A	1618	1799 per 100,000	1799	11.2%	N/A	This is worse than the rate for England (1665) but better than the rate for London (1872)
-------	--	---------------------	-----	------	------------------	------	-------	-----	---

### 3.3 Interventions & Escalations

KPI NO and title		Comments and Proposed Intervention							
PH008 (b) % of drug users that left drug treatment successfully who do not then re-present to treatment again within six months as a proportion of the total number in treatment- non-opiate users	<p><b>Level 1 Intervention.</b> Performance in Barnet is better than the baseline but worse than both the England and London rates. HB Public health is concerned that the published data does not reflect the local experience so a data cleanse is underway to remove duplicates from the case management system</p> <p>Numbers in treatment have increased by 6%, though data is based on 6 months post-discharge and the impact on the performance target may not be seen until late 14/15.</p> <p>HB Public Health is working with Commissioners and Providers and has met with Public Health England (PHE) to encourage greater co-ordination of services to support clients' recovery.</p> <p>Multi-agency working with the Mental Health Service has produced a business case to provide dual diagnosis, co-ordination and support, whilst a strategic review is underway.</p> <p>Following re-commencement of the Detox and Rehabilitation Panels there has been an increase in treatment placements followed by structured community treatment, which will also support improved performance.</p>								
PH012 Reduction in alcohol related admissions to hospitals per 100,000 population (age)	<p><b>Level 1 Intervention.</b> An alcohol recovery plan was implemented in 13/14. Progress to Q4 includes:</p> <ul style="list-style-type: none"> <li>Funding agreed and provided for the Don't Bottle it up Campaign in Barnet for 2014 -15</li> </ul> <p>Service commenced November 2013 and currently being delivered by 21 Pharmacies</p> <table border="1"> <thead> <tr> <th></th> <th>Q3 2013-14</th> <th>Q4 2013-14</th> </tr> </thead> <tbody> <tr> <td>Numbers screened</td> <td>220</td> <td>768</td> </tr> </tbody> </table>		Q3 2013-14	Q4 2013-14	Numbers screened	220	768		
	Q3 2013-14	Q4 2013-14							
Numbers screened	220	768							

Numbers identified as consuming at a higher level and offered brief advice	98	665
Numbers referred to Alcohol Treatment Services	13	15

Enhanced Local Services (Specialist Alcohol Nurse)

- Initial Business case for funding completed. The proposal will now be discussed with relevant staff in the Clinical Commissioning Group before forwarding for approval.

There is currently a full review of drug and alcohol services in progress. This will be followed by the development of a new service specification and re-procurement. This will address, among other things, diversion of those individuals who have the potential for A & E visits/ hospital admission

The performance on this indicator is largely within the remit of the CCG and adult social care rather than public health. Public health interventions have been largely around reducing falls during winter, as part of winter wellness campaign and facilitating actions from others, notably the adult prevention team. Evidence shows that falls in older people during the winter often occur in the home and are associated with poor muscle strength and balance. Coldness exacerbates the problem and makes falls more likely. The Barnet Winter Well programme has been developed to address some of these problems in the longer term by providing energy advice and support for warmer homes. It also identifies the things that older people can reduce their risk of illness and exacerbations of existing conditions that weaken them and lead to falls. The CCG and council have a joint falls steering group and the prevention team in adult social care have now established a bone health group to implement the prevention programme and take over the responsibility of delivery of this target from public health. For this reason, this indicator will not be included in the public health performance measures for 2014-15. This has been approved by the lead commissioner for Public Health.

PH011  
To halt the year on year increase in falls and injuries due to falls in the over 65s



## 4. RESOURCES AND VALUE FOR MONEY

### 4.1 Revenue

Description	Variations				Comments	% Variation of revised budget
	Original Budget £000	Budget V1 £000	Final Outturn £000	Variation £000		
Public Health	13,799	13,766	13,778	12		0.1%
<b>Total</b>	<b>13,799</b>	<b>13,766</b>	<b>13,778</b>	<b>12</b>		<b>0.1%</b>

The new investment programmes took longer than anticipated to implement, and the associated costs were prudently set aside during the year in an earmarked reserve to be carried forward into 2014/15. The final outturn figure was slightly above the reduced budget figure.

### 4.2 Capital

N/A

## 5. OVERVIEW OF DELIVERY UNIT

### 5.1 Delivery unit projects

#### Change projects

Project	Outturn	Direction of Travel	Commentary
<b>Ageing Well project</b>	GREEN	↔	Support has been provided to neighbourhood projects in East Finchley and Burnt Oak. These are projects which connect with local older people in those areas and support them in identifying local issues and developing local responses to address them. These include tackling isolation, mental health, and physical activity
<b>Barnet Schools Wellbeing Programme</b>  The Programme is providing resources, training and consultancy support for physical activity, healthy eating, emotional wellbeing (EWB) and Tobacco Control. Procurement for separate providers to deliver the Sex and Relationships Education (SRE) and the Drugs & Alcohol work streams has commenced.	GREEN	↔	The Health Education Partnership (HEP) is supporting 50 Primary schools through training, consultancy and developing resources. They are supporting 24 schools with physical activity, 40 schools (target met) with emotional wellbeing and 24 schools with healthy eating. HEP have also started providing emotional wellbeing support in secondary schools. Following teacher and pupil engagement it was decided not to go ahead with universal nutrition and physical activity support in secondary schools.  Thirty eight schools have registered for the Healthy Schools London award with 4 schools achieving the bronze award and a further 19 working towards it. CWP Resources have been commissioned to provide sex and relationship education support to Primary schools. There is an initial engagement event planned for April.  Tavistock and Portman have been identified as the provider for the drug and alcohol prevention work stream in Primary and Secondary schools. They are developing resources and engaging with schools and will to start training sessions in September.  The smoking prevention provider has worked with 15 schools and an awards ceremony is planned for June.  A partners group has been set up for providers and school nurses to share information about the programme  See separate programme updates below.
<b>Weight Management</b> Consists of Physical activity			

Project	Outturn	Direction of Travel	Commentary
<p>programmes for early years, schools, outdoor gyms, older people's opportunities and Fit and Active Barnet (FAB) campaign. These elements are now integrated in other programmes and reported in the relevant lines below</p>			
<p><b>1/ Children's Centre wellbeing initiative</b> previously called the <b>Early Years Programme.</b> This contains the following elements:</p> <p>Focus on improving mother and baby's health and wellbeing before, during pregnancy and beyond including:</p> <ul style="list-style-type: none"> <li>• Childhood Obesity</li> <li>• Parenting support</li> <li>• Support for First Time Mothers/Breastfeeding</li> <li>• Oral Health of Children</li> <li>• Smoking cessation and smoke free homes</li> </ul> <p>(This includes the quarter 2 change project Children's centre wellbeing initiatives).</p>	<b>GREEN</b>	↔	<p>A breastfeeding contract has been awarded to CLCH to deliver a breastfeeding peer support service and gain UNICEF Accreditation, replicating much of the good work they have demonstrated in other inner London boroughs. CLCH have commenced to fast track Barnet through UNICEF level 1 straight to achieving the level 2 award.</p> <p>A Health and Wellbeing Coordinator recruited to start in May 2014. They will be responsible for taking forward the Healthy Children's Centre Standards across the borough. The first monitoring meeting for the programme is set for the end of April 2014. Part of the Standards covers healthy eating/ obesity. The programme includes the delivery of healthy eating and cooking advice and practical sessions for parents which is being extended to all Centres. The Health and Wellbeing coordinator appointed is also a registered nutritionist and will be delivering training with staff.</p> <p>Oral health contract has been awarded to CLCH and an oral health coordinator will be appointed to implement the following initiatives:</p> <ul style="list-style-type: none"> <li>• Supervised tooth brushing programme for reception and nursery classes within primary schools</li> <li>• Oral health workshops will be delivered to parents in children's centres (also helping them to achieve their oral health standards)</li> <li>• Brushing for Life programme will coordinate a scheme and train children's centre staff to give brief oral health messages and distribute B4L packs to parents at a child's developmental progress check</li> </ul> <p>In February 40 members of children's centre staff completed the smoking</p>

Project	Outturn	Direction of Travel	Commentary
			cessation level 1 training successfully
2/ Outdoor gyms, marked & measured routes and the activator programme	GREEN	↔	Press launch of event on Thursday 27 February at the Marked and Measured Route at Edgwarebury Park. Press release made focusing brief about FAB, plans for Marked and Measured routes and outdoor gyms, and the Director of Public Health's Challenge. All Outdoor Gyms will be installed by the end of April. Middlesex University was commissioned to set up and deliver the Activators programme. First cohort of volunteers (total 12) are in training.
3/ Physical activity opportunities for older people	GREEN	↔	The Small Grants Scheme was launched in November 2013. So far a total of 11 applications have been approved to provide a range of activities including chair-based exercise, yoga, thai-chi, dance and exercise to music. Applications continue to be received.
4/ Fit and Active Barnet Campaign (FAB)	GREEN		The Fit and Active Barnet campaign was launched in January 2014. FAB pages have been created on Barnet Online: <a href="#">Fit and Active Barnet</a> <sup>1</sup> which are updated regularly. Two links on the front page are direct to FAB. Social media has been used to promote FAB and a double page spread on FAB will appear in the next issue of Barnet First.
Children's health pathway development through school nursing and health visiting services review	GREEN	↔	Phase 1 of the School Nursing, Health Visiting and Family Nurse Partnership review was completed at the end of March 2014 as originally planned. Three options for the way forward were identified. Phase 2 of the review is the development of an implementation plan to take forward the actions and also include the efficient receipt of Health Visiting services in October 2015. The option to be taken forward in Barnet will be discussed at a meeting on 8 April.
Review of Tobacco Control and Smoking	AMBER	▲	As a result of the Serious Incident on data quality, the provider put in place a Root Cause Analysis action plan to address the identified issues with the service provision. The delivery of the remedial action plan has been closely

<sup>1</sup> [http://www.barnet.gov.uk/info/940453/fit\\_and\\_active\\_barnet/1180/fit\\_and\\_active\\_barnet](http://www.barnet.gov.uk/info/940453/fit_and_active_barnet/1180/fit_and_active_barnet)

Project	Outturn	Direction of Travel	Commentary
<b>Cessation services</b>			monitored and it was agreed at a review meeting on the 19th March that delivery was on track for completion within a few days and therefore the breach notice was lifted. Close monitoring of the contract and provider will continue throughout the remainder of the contract period.
<b>Local Health and Wellbeing Initiatives</b> Now focused on those affected by welfare reform. The programme is now called: <b>Welfare reform/ return to work</b>	<b>GREEN</b>	↔	By end of February 2014 the employment support programme for those affected by welfare reform has engaged with 142 clients providing motivational support. Of those engaged 73 clients were assessed and 51% of those have been identified as requiring further assessment for moderate mental health concerns and these are underway through IAPT services. The contract with the existing provider is extended to ensure that those people who gained employment during the project are supported and maintain employment and those people referred to IAPT are followed up and supported into work. The work is informing broader public health investments in employment support.
<b>Sport and Physical Activity Review</b>	<b>AMBER</b>	▲	HB Public Health is contributing towards the Sports and Physical Activity Review which is on track to deliver a business case by June 2014. HB Public Health is delivering a sport and physical activity strategy, accompanying delivery plans and is leading on the Fit and Active Barnet (FAB) campaign and the development of the FAB Partnership Board. Work is in progress but deadlines are tight to deliver for June 2014..

## 5.2 Risk Overview

The following is the 5 X 5 matrix 'heat map' highlighting the number of risks at a Directorate Level and where they are currently rated:

SCORE		IMPACT				
		1 Negligible	2 Minor	3 Moderate	4 Major	5 Catastrophic
5 Almost Certain	0	0	0	0	0	0
4 Likely	0	0	0	1	0	0
3 Possible	0	0	3	1	0	0
2 Unlikely	0	0	0	0	0	0
1 Rare	0	0	0	0	0	0

### Risk Commentary for Delivery Unit:

COMPH0004 - Inconsistent Performance Data – previously red, has been managed down to a level 9 with a new performance data set for 14/15.  
 COMPH0005 - Clinical Governance – previously red has been managed down to Amber Level 12 (see below).  
 COMPH0003 – Smoking Cessation data quality – remains an Amber Level 12 Risk (See below).

The following risk register lists those risks rated as 12 and above:

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
COMPH0003 – Joint Risk Serious incident relating to quality of smoking cessation reported data revealed by independent audit	Major 4  Possible 3  Medium High 12	Preventive: Provider is currently investigating the issue and will report. Contract breach notice issued. Detective: At a meeting with the provider on the 19th March it was agreed that delivery was on track for completion within a few days and therefore the breach notice was lifted. Close monitoring of the contract and provider will continue throughout the remainder of the contract period.	Tolerate	Quarterly	Minor 2  Unlikely 2  Medium Low 4

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
COMPH0005 – Joint Risk Inadequate systems for the effective management of Clinical Governance responsibilities.	Major 4  Possible 3  Medium High 12	Preventive: Additional clinical leadership has been provided to independent providers supporting the sexual health LES (Local Enhanced Service). Detective: Development of a paper to introduce an integrated and managed system to support Clinical Governance within the Public Health Shared Service	Tolerate	Quarterly	Moderate 3  Possible 3  Medium High

### 5.3 Equalities

Equalities description	Comments and Proposed Intervention
	<p>HB Public Health has undertaken in-depth Joint Service Needs Assessment with Adults and Communities and Children's Delivery Units. This included children and young people, maternity and infant health, vulnerable children (planned), Healthy Life Expectancy, Diabetes, Heart Disease, Dementia, Mental Health and contains detailed equalities data. This is being used to inform service delivery. For example, actions to support those affected by Welfare Reform have been targeted at those with mental health to help them into work.</p> <p>Many of the public health programmes are targeted at specific 'protected characteristics' groups e.g smoking in pregnancy; mental health and employment; and winter well which targets older people;</p> <p>There will be a number of re-procurements of services in 2014-15 which will include undertaking Equalities Impact Assessments. In addition existing and new contracts will include requirements for measuring and reporting on equalities groups.</p>

## Appendix

KPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
PH005	Percentage of physically active adults (16+)	Year 2012	56%	56%	N/A	56%	0%	↔ 0%	This is the same as the rate for England (56%) And better than the rate for London (57.2%)
PH006	Percentage of physically inactive adults (16+)	Year 2012	26%	28.5%	N/A	26.1%	8.4%	▼ 0.4%	This is better than the rate for England (28.5%) and for London (27.5%)
PH007	Reduction in smoking prevalence for adults (over 18)	Year 2012	18.2%	17.3%	N/A	13.9%	19.7%	▲ 23.6%	This is better than the rate for England (19.5%) and London (18%)
PH008 (a)	% of drug users that left drug treatment successfully who do not then re-present to treatment again within six months as a proportion of the total number in treatment-opiate users	Oct 13 - Dec 13	9.6%	8.2%	N/A	8.9%	8.5%	▼ 7.3%	This is better than the rate for England (8.2%) but worse than that for London (9.6%)



	AGENDA ITEM 7
	<p><b>Performance and Contract Management Committee</b></p> <p><b>23rd July 2014</b></p>
<b>Title</b>	<b>Update on Telephony Issues</b>
<b>Report of</b>	Director of Commercial and Customer Services LBB
<b>Wards</b>	All
<b>Status</b>	Public
<b>Enclosures</b>	N/A
<b>Officer Contact Details</b>	<p>Claire Symonds – Director of Commercial and Customer Services LBB  <a href="mailto:Claire.Symonds@barnet.gov.uk">Claire.Symonds@barnet.gov.uk</a></p> <p>Anna Earnshaw - Operations and Commercial Director                      Customer and Support Group (CSG)  <a href="mailto:Anna.earnshaw@capita.co.uk">Anna.earnshaw@capita.co.uk</a></p>

<b>Summary</b>
<p>This report provides the Committee with information as requested in respect of the reported issues experienced following the move of the CSG contact centre to Coventry and provides an update on performance since the published Q4 report.</p>

<b>Recommendations</b>
<p><b>1. That the Committee note the report provided in respect of CSG telephony and comment where appropriate.</b></p>

## 1. WHY THIS REPORT IS NEEDED

- 1.1 The Performance and Contract Management Committee at its meeting of 11<sup>th</sup> June resolved to consider and review performance management arrangements and the end of year position of this Delivery Unit.
- 1.2 At this meeting Members requested further information on the performance of CSG telephony.
- 1.3 On 8th April the Council's main contact centre "First Contact" was relocated to Coventry as part of the planned CGS transformation improvements and contribution to the £126m (£5.2m in year 1) of savings that Capita committed to within the CSG contract. The Adult Social Care Direct contact centre and all face to face service locations remain in Barnet in line with the Council commitment to residents.
- 1.4 At the Performance & Contract Management Committee on 11th June it was highlighted that a number of problems had been reported by the public, officers and members in relation to the new CSG Contact Centre in Coventry. There was a perception that Contact Centre performance had worsened in terms of switchboard services and because of the number of calls from the public receiving the engaged or unobtainable tone. CSG was therefore asked to report back to this committee with further information on the issues, causes and impacts and to set out what improvements were being made.

### Background

- 1.5 There were a number of drivers for the changes to the way that First Contact is delivered and the technology changes made within the Customer Service Transformation, these included:
  - **Flexibility** – the Coventry contact centre is a national centre of excellence for Capita Local Government and by using it for the provision of services for Barnet, we are able to offer flexible staffing based on demand, provide greater resilience and pass on the benefits of existing experience and platforms
  - **New Technology** – Service enhancements to the telephony by integrating Capita's Managed Voice Service (using the Avaya technology platform) and the existing CISCO platform would provide new capabilities such as caller recognition and a new Customer Relationship Management (CRM) system would provide a record of all transactions with a customer in one place in order to help facilitate their enquiries more effectively.
  - **Cost savings** – The CSG contract is already contributing £126m towards the Council's current MTFs savings which include significant savings as a result of channel shift that relies on getting more customers to use the web and other forms of service access thus reducing the number of calls and

at the same time reducing the operating costs of the telephony service that remains.

- 1.6 The outcome of the Customer Service transformation is to ensure that those customers who can self-serve do so and that those customers who still need to call us get an efficient high quality service where the person that they speak to knows who they are, the history of their contacts and owns the completion of their enquiry as far as possible.

### **CSG Transformation Programme**

- 1.7 The CSG contract has now been in place for 10 months. During that time the planned extensive programme of transformation has progressed bringing investments in process, people and technologies and some significant changes to locations and business processes. To date this programme has included:

- Replacement finance and procurement system
- Replacement HR, Payroll and Pension system and relocation of services
- Replacement CRM system and Contact Centre and relocation of services
- The build of a new data centre with full disaster recovery and business continuity capability
- The build of a new asset management system
- New project and programme management systems
- Insight / Business Intelligence capability
- A new Intranet

- 1.8 It was originally envisaged that the significant changes around Finance, HR, Procurement and Customer Service would be delivered over a 12 month period. However, due to the delays as a result of the JR this timescale was impacted and shortened to 6 months in order to avoid significant slippage in the savings to be delivered. As a result the implementations of these key systems were not phased as originally envisaged and in some cases had to be delivered against a general backdrop of some seasonal and specific pressures that added additional challenges during the build up and go live periods.

- 1.9 It is also important to note that this level of transformation brings its own challenges. Developing this new infrastructure has “flushed out” problems and practices which have caused performance issues, as described below.

- 1.10 Prior to the new Coventry Contact Centre going live on 8th April there were a number of activities that had to be completed, these included:

- The refurbishment of the new Barnet Contact Centre
- The planning and handover documentation for the relocation

- Training of the 50 new staff in Barnet processes
- The implementation of network links for media and data transfer
- The implementation of the new MVS telephony solution
- The integration between the MVS and existing Council CISCO platform
- The implementation of a new CRM system in the new data centre
- The four phase transfer of Contact Centre services to Coventry

1.11 Two other significant changes that occurred at the same time were:

- The implementation of a new parking system ICES by NSL. This was planned to go live in a similar timescale to the contact centre but required a two week period during which the system would not be available for the contact centre staff to process applications, renewals or check queries. This time was to be used to train the staff and prepare for the new system go-live.
- The return of calls relating to some RE services (Planning, Environmental Operations and Building Control) back to Barnet at the end of April. These are now handled by a dedicated and specialist RE contact centre in Barnet which has been expanded to take more calls and deal with more complex queries at the first point of contact.

### **Reported Issues**

- 1.12 Although there was a minor delay to the Schools admission phase of the service transfer (while remote system access and performance was improved) all services moved on time and initial indications were that the service was performing well. However, as the calls transferring up to Coventry increased some issues began to emerge.
- 1.13 Initially this manifested itself when staff in Coventry attempted to transfer calls back to a Barnet service (such as Libraries) or a specific Barnet Officer Extension and the receiving person could not hear the caller but the caller could hear the recipient. The call then got cut off.
- 1.14 During May, further problems emerged. Firstly in terms of dissatisfaction with the new switchboard service and the inability of the switchboard staff to locate the person being called in the directory they had inherited and so put the caller through. Even more seriously callers began to experience their calls being met by the unobtainable or engaged tone when calling the Council's main number.
- 1.15 In addition to the above, the public questions tabled at the P&CM committee of 11th June questioned whether Capita had the ability to cap the calls coming into the contact centre and suggested that the unobtainable and engaged

tone were as a result of such capping and an attempt to divert callers from taking the Govemetric Survey an report their dissatisfaction.

1.16 Over the first 10 months of the contract (September 13 to June 14) the Contact Centre has handled an average of 82,000 calls per month. This is in contrast to the same 10 months last year (September 12 to June 13) when the average monthly calls were 68,000. These figures are shown below:

	Sep 12	Oct 12	Nov 12	Dec 12	Jan 13	Feb 13	Mar 13	Apr 13	May 13	Jun 13	Average calls
<b>Call Volumes</b>	71,621	71,495	65,189	47,161	70,991	55,795	94,626	74,329			68,901
	Sep 13	Oct 13	Nov 13	Dec 13	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Average Calls
<b>Call Volumes</b>	82,163	111,890	88,378	66,400	88,829	75,235	86,189	80,554	71,744	71,298	82,268

1.17 Since the CSG contract began CSG has also consistently handled more calls as a percentage of the calls presented in spite of the reported issues, with the percentage handled rising from 90.89% of calls at the end of Q1 in 2012/13 and 96.71% answered in Q1 this year.

<b>Period Covered</b>	Jan 13 to April 13	Jan 14 to March 14	Quarter 1 2014/15*
<b>Calls Presented</b>	255,496	249,760	230,778
<b>Calls Handled</b>	232,231	237,816	223,194
<b>Number of calls not getting through</b>	23,265	11,944	7,584
<b>Percentage of calls answered</b>	90.89%	95.22%	96.71%
<b>Customer Satisfaction levels at the Year end</b>	March 13 - 43%	March 13 - 64.92%	March 14 - 65%
<b>Customer Satisfaction levels at the Quarter end Q4</b>	Q4 2012/13 - 51%	Q4 2014/15 - 69.61%	Q1 2014/15 - 68%
<b>Customer Satisfaction levels at the Quarter end Q1</b>	Q1 2013/14 - 45%	N/A	

\* Note the Quarter 1 2014/15 figures exclude RE calls during May and June 14 which averaged 11,000 in each month. The total figures need to be validated and presented as part of the Q1 P&CM Performance Report for September 14.

1.18 Performance in the Contact Centre has been consistently good across all the Corporate Performance Indicators despite the call volumes and issues. The reported performance across the 3 quarters are shown below<sup>1</sup>:

Service	Indicator Code	Baseline	Q3	Q4	Q1
Customer Service	Customer Satisfaction	52.00%	53%	61%	68%
Customer Service	First Contact Resolution	35.00%	31%	44%	61%
Customer Service	Customer Advocacy (calls answered 20 seconds)	65.00%	72%	70%	78%

1.19 These KPIs and the percentage of calls answered, benchmark well not only against other local government accounts, but against the retail accounts that Capita provides customer services to, for example:

#### Local Government accounts

- The percentage of calls not answered of those offered varies from 1% to 10% dependant on the call types and contract SLAs
- The targets for the percentage of calls answered in 20 seconds varies across our accounts, but performance across 8 accounts varies from 60% to 84% dependant on the contacts and time that the service has been in place.

#### For retail accounts

- Samsung - 95% of calls are answered and 80% are answered in 20 seconds.
- Boots (new contract) – 80% of calls are answered in 30 seconds
- Debenhams – 70% of calls are answered in 30 seconds
- M&S - 80% of calls are answered in 20 seconds
- Carphone Warehouse – 80% of calls are answered in 20 seconds

### Underlying Issues

1.20 The new contact centre implementation project was a multi service, complex and high impact change project that was closely managed through a joint programme board. However the situation was complicated by the lack of documentation and retained knowledge of the Council's existing telephony solution inherited by CSG, in particular in relation to a number of legacy issues and practices existed which had been put in place over time.

1.21 These issues have been uncovered as problems emerged over the capacity on the Council's 180 telephone lines. The issues presented themselves by callers not being able to get through on all calls, getting an unobtainable or

<sup>1</sup> The Quarter 1 reports for 2014/15 are still subject to council validation before publication

engaged tone or the call being cut off. Examples of the local practices that caused some of the issues included:

- The suspension of Council extension numbers by staff away from their desks using the “forward” function rather than using voicemail or diverts or at staff at their desks but not logged on – both of which result in an engaged signal for the caller
- The diversion of Council extensions to other phones and their onward diversions to other unanswered extensions which previously meant that after 4 “hops” or diverts, the call was “suspended” without connection resulting in the callers being left hanging on the line, but not recorded within the management information statistics for either the new MVS or old CISCO platform. This configuration has been removed.
- The diversion of Council extension numbers to mobile numbers which weren’t answered.
- The undocumented use of “hunt groups” where calls were diverted back into public facing queues
- The diversion of Council extension numbers to the Switchboard in Coventry.

1.22 As a result of removing these local practices following complaints, additional volumes of calls have been introduced onto the lines that may not previously have got through; this was particularly the case in relation to the use of diverts.

1.23 In addition, one of the key drivers of increased call volumes was the transfer of all Council Tax calls to the contact centre. Prior to the CSG contract around 200 calls a day (Monday peak) were being handled by the Council Tax back office. These calls were higher than they had ever been due to the introduction of the CTS Scheme in April 13 which meant that 23,000 people within the borough had to pay more Council Tax and of these 13,800 were paying something for the first time.

1.24 Prior to the Capita contract the Council was not performing well in this area and in September and during October 2013, there continued to be high levels of complaints, including member complaints about the inability to get through to the service. To resolve this and give greater capacity within the service the Revenues and Benefits calls were moved to Coventry during November 2013 and complaints subsided until April and May 14 when the combination of this, plus other peaks in calls created unprecedented demand on the limited phones lines and led to the problems set out below.

1.25 Lastly, at the end of April the calls previously taken by the Contact Centre relating to some Re services (Planning, Environmental Operations and

Building Control) were passed back to Re. These are now handled by a dedicated and specialist Re contact centre in Barnet which has been expanded to take more calls and deal with more complex queries at the first point of contact.

- 1.26 This also meant that during May additional calls were being received and getting through that may have previously been restricted by the practices above, as the use of diverts and the hunt group issues first came to light. As a result calls have gone from an average of 7,000 calls per month when CSG handled the calls to an average of 11,000 in May and June 14.
- 1.27 The situation has been further aggravated by adding the seasonal events and annual campaigns below (which have coincided with this period of change) which meant that the capacity issues were exacerbated and extended over a period of time.
- The introduction of a new Parking system by the Council requiring new processes and training in the contact centre and period of downtime that resulted in backlogs of enquiries and high levels of contact and repeat contacts to the contact centre during May
  - Council Tax Annual billing taking place at the same time as the contact centre went live in April
  - The annual schools admissions applications process at the start of 2014, and
  - The elections in May 2014
- 1.28 On 14th May Capita pro-actively commissioned an end-to-end review of the Telephony Estate, which was completed on 4<sup>th</sup> June. This review identified that one of the major factors affecting the Telephony Service is the unanticipated increased call volumes overall since the contract baselines for Customer Services were confirmed and during peak times/periods. In addition there has been an unanticipated rise in Average Handling Times (AHTs) due to more complex and lengthier calls. Together these things are adversely affecting the capacity of the 180 telephone lines into Barnet.
- 1.29 The review also confirmed that the integration of the two telephone systems and common use of the Council's main 020 8365 2000 number means that when a call is routed to Coventry and then requires routing back to a Barnet site, for example switchboard calls and Library bookings, these call take one line for the incoming call routed to Coventry and then a second line for the outward diversion to a Barnet number. While there was no extra cost to customers, at peak times and with the issues described above, the capacity of the lines was soon reached at key points.
- 1.30 That the capacity of the lines was not adequate given the changes in call volumes and requirements. It was however the Council who took the decision early in 2013 prior Service Commencement (and after the contract had been agreed) to reduce the then line capacity of 240 to just 180 lines. This was



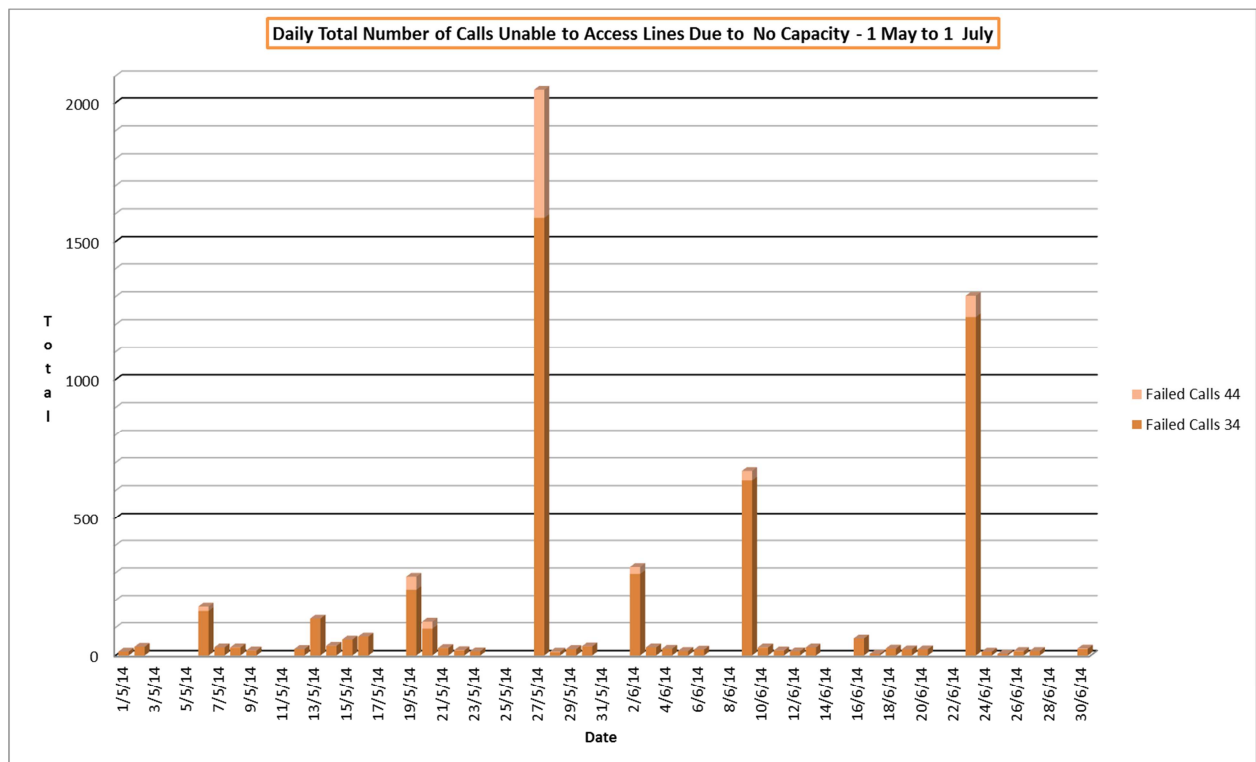
done as part of the Council's Customer Services Transformation and planned channel shift. It was only as the effects of all the above were seen that the implications of this became clear.

### Scale of the Issue

1.31 CSG was asked at the Committee of June 11<sup>th</sup> whether it could identify the level of calls that have been failing to get through and therefore may have heard the unobtainable or engaged tone. It was also challenged to confirm whether call capping was possible by CSG and if that had led to the call failures whether purposely to avoid complaints or as an unintended consequence.

1.32 CSG has now obtained the reporting capability and historical statistics to report of the number of calls that have been unable to get through. The graph below shows all calls that register as either having "No circuit/channel available" or that the "Requested circuit/channel not available" and would include all calls that get an unobtainable or engaged signal. The peak failures are in line with the peak calls but it should be remembered that:

- These can be one person trying to connect many times in succession, and
- If an extension is called externally that is not logged on and does not have a forward set to another extension or has no voice-mail profile set up the caller will receive the engaged tone



- 1.33 This shows that the average number of calls that don't get through across all the Council's lines and extensions is 45 calls in any one day. However there have been several peaks and these can be mapped to the issues with a backlog of parking permit and voucher requests in early May and following the issue of large amount of Council Tax reminders or summonses. The mapping of their issue and the resulting peak is shown below. When they are taken out, the average number of daily calls that doesn't get through is 30 calls.

Documents Issued & Date	Call Peak Date
	Tuesday 6 <sup>th</sup> May – 175 calls failed
	Tuesday 13 <sup>th</sup> – 132 calls failed
Thursday 15 <sup>th</sup> May - 1,764 Finals issued 2nd class	Monday 19 <sup>th</sup> – 286 calls failed Tuesday 20 <sup>th</sup> -
Wednesday 21 <sup>st</sup> May and Thursday 22 <sup>nd</sup> May – 10,457 reminders issued second class	Monday 27 <sup>th</sup> – 2050 calls failed
Friday 23 <sup>rd</sup> May – 5,300 summonses issued 1 <sup>st</sup> class	
Friday 6 <sup>th</sup> June – 1640 reminders issued	Monday 9 <sup>th</sup> June - 670 calls failed
Thursday 19 <sup>th</sup> June – 3000 summonses sent 1 <sup>st</sup> Class	Monday 23 <sup>rd</sup> June – 1300 calls failed

- 1.34 CSG has also confirmed that Call capping is possible to both the existing CISCO and new MVS telephony platform. This has only been used on three occasions all during May 2014 and followed the issues of high volumes of enforcement notices. Call capping does not result in callers getting the unobtainable or engaged tone, instead they hear a recorded message on any capped lines that states that all agents are busy and they are unable to take the call and requesting that the caller calls later when the lines are quieter.

### Mitigating actions

- 1.35 CSG has taken the following actions to resolve these issues:

#### Immediate - short term solution Capita has commenced the following:

- CSG has ordered 60 additional incoming lines. This will mean that there will be 240 telephone lines into the Council, which will give extra capacity. The 60 additional incoming lines were ordered on 5<sup>th</sup> June 2014 and should be delivered on 17<sup>th</sup> July (due to the 30 working days lead time) and will be operational within a few days of delivery. CSG is reinstating this capacity at its own cost, despite the Council making the decision to reduce them, in advance of decisions on some of the other planned mitigations, in order to manage these unexpected call volumes.

- CSG is undertaking the relevant work to enable the routing of an increased number of calls away from the old onto the new telephony platform. This is now possible for the Revenue and Benefit Service, following a number of changes in Coventry, but was not the case before 4<sup>th</sup> June. This will mean that fewer lines are used between Barnet and Coventry, increasing the capacity for other calls. A plan to undertake this work has been drafted and the change is due for completion by 31st July. The final completion date for this work will be agreed between the parties and closely monitored following implementation.
- CSG has smoothed the profile of the Council Tax Enforcement runs to spread the calls received in relation to these documents.

### **Future Options proposal**

The points listed in above are short term solutions designed to deliver immediate relief of some of the issues but will not completely alleviate all the capacity issues. As a result Capita is putting together proposals for consideration and discussing with the Council to enable a more sustainable resolution. These include:

- Looking at ways to further re-engineer the business processes that lead to the increased calls, such as the timing and phasing of large mail shots,
- Agreeing a protocol with the Council to manage Council Delivery Unit campaigns, such as recycling promotions, so they do not adversely impact the Contact Centre at peak times. This is one of the key lessons learnt cited in the Waste Project closure report.
- Agreeing protocols with the Council for the use of voicemail and the forwarding of Delivery Unit extension numbers so that they do not flow back into the Contact Centre unnecessarily causing further demand on the capacity
- CSG is currently looking into the “unbundling” the 0208 DDI numbers to deliver ‘out of area’, i.e. when a Barnet citizen calls an 0208 number, the call will automatically ring at Coventry and will be picked up in Coventry. This would be done at no additional cost to the end customer in line with the Councils commitment to members when awarding the CSG contract, but would further reduce the calls coming into the Council over the 180 fixed lines
- Capita is currently putting together a proposal to the Council on using non-geographic numbers (i.e. 0300 numbers) to take calls away from Barnet entirely. It is accepted that this could require consultation with the public in line with the Council’s commitment about such changes but may be worth considering when

balanced against the capacity, resilience and service quality improvements that we would expect as a result.

- 1.36 Capita anticipates that a proposal covering all above options will be completed and presented to the Council for consideration by the end of July.

### **Switchboard**

- 1.37 Capita is currently using a number of data bases to collate an accurate and up to date staff database. The new council HR system will ultimately hold the master data set of staff contact details but there is some work to do to make sure the records are up to date, and this is now a priority for Capita. Once the current work is complete the master data set will be maintained and updated through a new “Leavers, starters and movers process” that will be owned by HR. In the meantime:

- All calls are being monitored for quality purposes and in the event of mis-directed calls or complaints any training and quality issues are identified and addressed with the member of staff
- Two additional sources of staff contact data have been made available in the contact centre and will be searched alongside the original directory
- Staff have been given the phonetic alphabet to spell names, and a tracking device now logs every single search to learn from when people can't be found
- In the event that none of the above yield the correct contact number, the staff will place to call to someone else in the team in which the person sits
- Switchboard staff will amend their directory as and when they find a name is missing

### **Conclusion**

- 1.38 There were a number of issues occurred during May, some of which could have been predicted and controlled, such as the profile of Council Tax enforcement notices. But there are also other issues that could not have been anticipated when the new telephony design and sizing was completed during 2013. Specifically the impacts of the reduced Phone lines, the impact of the Council Tax Support scheme on call volumes, the impact of widening the RE contact centre and the removal of previous practices that would have avoided calls being connected previously but would not have shown on the available management information.
- 1.39 CSG is taking the appropriate actions to avoid these issues reoccurring and since these measures have been put in place there have not been complaints about callers not getting through. While customer satisfaction dropped to 65% in May 14 as a result of the issues the June satisfaction levels have increased to 68% as these measures have taken effect.

- 1.40 CSG apologises for the inconvenience caused to customer and members during these challenging months but hopes that the committee accepts that it is taking appropriate action and has acted promptly to address the issues since the last committee.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 To allow scrutiny of the information requested and to allow some discussion and feedback from the committee on the position reported.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 None.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 This will be dependent on the feedback received from the committee.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

- 5.1.1 This report presents the performance of CSG at meeting the measures of success for the Corporate Priorities. This report also includes performance indicators of the delivery of services by the joint Public Health Service.

### **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 5.2.1 This report provides an update to the Performance and Contract Management Committee on the performance of the Council's telephony services and the steps taken to date and proposed to resolve the service issues highlighted.

- 5.2.2 The CSG provider is in the process of installing 60 new lines at their cost.

- 5.2.3 The additional costs that will be incurred by the Council in respect of the points highlighted in the body of the report relates to additional call volumes, these will be considered as part of the volume adjustments set out in the main contract.

### **5.3 Legal and Constitutional References**

- 5.3.1 Under the Council's Constitution (Annex A, Responsibility for Functions) , the Performance and Contract Management Committee has the following responsibilities:

- (1) Overall responsibility for quarterly budget monitoring, including monitoring trading position and financial strategy of Council Delivery Units.
- (2) Monitoring of Performance against targets by Delivery Units and Support Groups including Customer Support Group; Re; the Barnet Group Ltd

(including Barnet Homes and Your Choice Barnet); HB Public Law; NSL; Adults and Communities; Family Services; Education and Skills; Street Scene; Public Health; Commissioning Group; and Assurance.

- (3) Receive and scrutinise contract variations and change requests in respect of external delivery units.
- (4) To make recommendations to Policy and Resources and Theme Committees on relevant policy and commissioning implications arising from the scrutiny of performance of Delivery Units and External Providers.
- (5) Specific responsibility for the following functions within the Council:
  - Risk Management
  - Treasury Management
  - Performance

If any report comes within the remit of more than one committee, to avoid the report being discussed at several committees, the report will be presented and determined at the most appropriate committee. If this is not clear, then the report will be discussed and determined by the Policy and Resources Committee.

#### **5.4 Risk Management**

- 5.4.1 Risks with a rating of 12 or above are reported as part of the Council's quarterly performance monitoring process.
- 5.4.2 The Council maintains its own separate risk logs for all major contracts, which are informed by the risks reported by each partner. The Council's risk log for each contract are published in the council's quarterly performance reports and reported internally and externally as part of the routine performance cycle.
- 5.4.3 Each partner reports their risks at least monthly to the Council for review by the commercial team and respective contract boards.
- 5.4.4 The risks for the CSG are included in the quarter 4 report presented to the last meeting of this committee..
- 5.4.5 Many of the risks reported at Q4 will continue to be live, whilst some will have been closed or replaced.

#### **5.5 Equalities and Diversity**

- 5.5.1 Each contract places obligations on our partners to support the Council in carrying out its public sector equality duty (as set out in the Equality Act 2010). This means having due regard to the need to:
  - a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
  - b) advance equality of opportunity between those who share a relevant protected characteristic and those who do not;
  - c) foster good relations between those who share a relevant protected characteristic and those who do not.

5.5.2 The 'protected characteristics' referred to are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation. The duty also covers marriage and civil partnership, but to a limited extent.

5.5.3 Effective contract management is vital to ensuring that the Council's duties under the Equality Act 2010 are supported by its partners.

5.5.4 Equality performance is monitored by collecting data on service usage, customer feedback and specific performance indicators. Where service changes affecting residents or service users are proposed, equality impact assessments will be undertaken, and where needed, these will include consultation with residents or service users.

## 5.6 Consultation and Engagement

5.6.1 During the process of formulating budget and Corporate Plan proposals for 2013/14 onwards, three phases of consultation took place:

- Phase One (October 2012 – November 2012): Residents' Perception telephone survey
- Phase two (November 2012 – January 2013): Corporate Plan consultation
- Phase three (October 2012 – January 2013): Finance and business planning (including proposed budget) consultation


5.6.2 The results and impact on the Corporate Plan and budget are outlined in the Cabinet Report to Committee on the 5 March 2013 (Item 8). <http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=6629&Ver=4>

## 6. BACKGROUND PAPERS

6.1 None.

This page is intentionally left blank



	<p>AGENDA ITEM 8</p> <p style="text-align: center;"><b>Performance and Contract Management Committee</b></p> <p style="text-align: center;"><b>23rd July 2014</b></p>
<p style="text-align: center;"><b>Title</b></p>	<p><b>Performance management arrangements and the end of year position of Barnet Homes</b></p>
<p style="text-align: center;"><b>Report of</b></p>	<p>Commercial and Customer Services Director</p>
<p style="text-align: center;"><b>Wards</b></p>	<p>All</p>
<p style="text-align: center;"><b>Status</b></p>	<p>Public</p>
<p style="text-align: center;"><b>Enclosures</b></p>	<p>Appendix A - Barnet Homes 2013/14 quarter 4 performance report Appendix B – Barnet Homes Delivery Plan 2014/15</p>
<p style="text-align: center;"><b>Officer Contact Details</b></p>	<p>Claire Symonds, Commercial and Customer Services Director, LBB <a href="mailto:Claire.symonds@barnet.gov.uk">Claire.symonds@barnet.gov.uk</a></p> <p>Tim Campbell, Contract Manager, LBB <a href="mailto:tim.campbell@barnet.gov.uk">tim.campbell@barnet.gov.uk</a> 0208 359 3605</p> <p>Tracey Lees, Chief Executive, The Barnet Group <a href="mailto:tracey.lees@thebarnetgroup.org">tracey.lees@thebarnetgroup.org</a></p>

<h3>Summary</h3>
<p>This report provides the Committee with information as requested in respect of the end of year position and the performance management arrangements for Barnet Homes with an initial update on performance so far in 204/15.</p>

<h3>Recommendations</h3>
<p><b>1. The Committee is asked to note the 2013/14 Q4 performance report for Barnet Homes and make appropriate comments.</b></p>

## 1. WHY THIS REPORT IS NEEDED

- 1.1 The Performance and Contract Management Committee at its meeting of 11<sup>th</sup> June resolved to consider and review performance management arrangements and the end of year position of Barnet Homes.
- 1.2 This report outlines the end of year performance against the priorities outlined in the Council's Corporate Plan, and priorities agreed in the 2013/14 Management Agreement, and the budget position.
- 1.3 This report further provides information on the performance management arrangements as agreed in the Delivery Plan for 2014/15.

## 2. BACKGROUND

- 2.1 This report contains the Barnet Homes 2013/14 Q4 performance report at Appendix A, previously published for the 11th June Performance and Contract Management Committee.
- 2.2 It also contains, at Appendix B, the 2014/15 Delivery Plan agreed with Barnet Homes for the delivery of Housing services for the year to March 2015.
- 2.3 Barnet Homes' historic performance can be accessed from [www.barnet.gov.uk/performance](http://www.barnet.gov.uk/performance). Within this page there is also a link to the quarterly reporting explanatory note.
- 2.4 **Corporate Objectives.** Barnet Homes' performance is set within the context of the London Borough of Barnet Corporate Plan. This sets the strategic objectives for 2013-2016 focusing on three main priority areas:
  - Promote responsible growth, development and success across the borough
  - Support families and individuals that need it- promoting independence, learning and well-being
  - Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.
- 2.5 **Delivery Plan.** The Barnet Homes Delivery Plan (Appendix B) sets out the performance framework for the delivery of Housing Management and Homelessness Services to be provided by Barnet Homes for 2014/15. It reflects the transitional nature of the 2014/15 business year. The existing ten-year management agreement with Barnet Homes expired on 31st March 2014. The Cabinet Resources Committee 25th February 2014 agreed to the extension of this for one year and to the development of longer term arrangements from April 2015.  
<http://barnet.moderngov.co.uk/documents/s13261/Management%20Agreement%20report.pdf>
- 2.6 Barnet Homes' responsibilities are detailed in the Delivery Plan. It receives a management fee from the Housing Revenue Account to deliver full housing management services across 15,000 homes, including tenancy and leasehold management, estate management, income collection, and

allocations. It also receives a management fee from the General Fund to provide the housing options and advice services for all those seeking housing within Barnet. The Council retains ownership of the housing stock, and responsibility for the Housing and Homelessness Strategy and rent setting, as well as disposal of properties, the Allocations Scheme and private sector housing policy.

2.7 Barnet Homes is a private company limited by shares, set up in 2004 as an Arm's Length Management Organisation (ALMO). It is now a subsidiary company along with Your Choice Barnet, to the Barnet Group. The Barnet Group was created in February 2012 as a local authority trading company (LATC), wholly owned by Barnet Council. Your Choice Barnet (Limited) is an adult social care company that provides services to adults with learning and physical disabilities.

2.8 This report is for Barnet Homes only. The performance of Your Choice Barnet is reported separately to the Committee, and the Committee will receive the annual report of The Barnet Group at the November meeting.

#### 2.9 Performance Summary Q4 2013/14.

	Revenue budget projected year end variance £000	Capital actual variance £000	Corporate Plan Performance	Management Agreement Performance
General Fund – Housing Needs and Resources	(269)	(24)	0	15
Housing Revenue Account	0	(1,135)		

2.10 **Budget Outturn – General Fund Housing Needs and Resources Revenue.** At the beginning of quarter four, £0.916m was transferred to the service from the contingency budget to fund the increased demand for temporary accommodation. The steps taken by Barnet Homes in previous reporting periods to mitigate the financial pressures, coupled with higher than expected income on temporary accommodation (arrears levels met the target of less than 4%) resulted in a favourable variance of 6.25% (£0.269m) in Q4.

2.11 **General Fund Housing Needs and Resources Capital.** The underspend of £0.24m relates to retention sums for the new build properties at Alexander Road.

2.12 **Housing Revenue Account (HRA).** There was a shortfall in dwellings rents due to a higher than planned property voids driven by regeneration

schemes. Service charge income was lower than expected related to electricity charges. Overall the HRA was in balance.

- 2.13 **HRA Capital Outturn.** Overall there was a slippage of £1.135m. This was due to a delayed commencement of works on Electrical Rising Maintenance (ERM) and associated rewiring work. There was also a delay in the expenditure on the West Hendon regeneration project, due to delays in commencing electrical works. The value of this work is estimated to be £0.350m which will now have to be completed in 2014-15.
- 2.14 **Successes and challenges – Corporate Plan Performance**
- 2.15 Of the two Corporate Plan Indicators, Barnet Homes successfully improved performance in the number of people in nightly booked Emergency Temporary Accommodation (ETA). Numbers continued to decline following the implementation of mitigation actions during the year, and was on target at the end of the year. In the first two months of 14/15, performance has remained on target.
- 2.16 **The average length of time spent by households in short-term accommodation** continued to increase. This indicator has been dropped for 2014/15 because a) all ETA used is self-contained and provides appropriate accommodation suitable for the needs of those placed there; b) the more recent placements are at a higher cost to the Council reflecting the current London housing market; and, c) efforts are focused on preventing people going into high cost ETA as a priority and on securing additional suitable private sector longer-term lettings which are more affordable for the Council. This indicator has therefore been replaced in 2014/15 by the total number of Private Rented Sector lettings achieved which better measures the performance of Barnet Homes in addressing the pressures of rising demand for homeless accommodation. In the first two months of 14/15 Barnet Homes achieved 66 private lets, which is above target.
- 2.17 **Management Agreement (Delivery Plan) Performance.** In addition to the Corporate Plan Indicators, Delivery Units each have a set of Key Performance Indicators (KPI) to measure the success of the delivery of key services and Commissioning Priorities. For Barnet Homes, of the 21 KPIs reporting in quarter 4, 76% were met (16 rated green) and 34% missed (1 red, 2 amber red and 2 amber green). 12 showed a positive or neutral direction of travel and 8 negative (one with no previous data to compare).
- 2.18 **Successes:**
- Improved revenue collection

- Continued good performance in homeless prevention and with no families in bed and breakfast
- High levels of customer satisfaction

2.19 Challenges:

- Satisfaction with major works was 1.37% below target. The annual works programme included a significant amount of electrical works consisting of domestic rewires and replacement of electrical rising mains. These works are often disruptive and offer little perceived benefit to residents as well as being expensive for leaseholders.
- Complaint resolution at stage 1 was missed by 0.5%. This reflects the high volume and type of complaints regarding the MITIE gas contract over the winter period. The MITIE contract was terminated on 31 March, with replacement contractor Robert Heath Heating commencing full gas contract services in April 2014.
- **New Build.** The Council has set Barnet Homes the target of building 41 new homes by March 2016. It was expected to have started 20 on site in 2013/14, but only 3 were started and completed in that time. Whilst Barnet Homes was not able to meet the required level of starts, they have established a development function capable of delivering an enhanced new build capability for the future. 38 additional homes are due to go to planning this year, and Barnet Homes expects to meet its target by March 2016.

2.20 In the first 2 months of 2014/15, overall 64% of KPI target were met. Initial emerging challenges include renewed pressure on rent collection rates and homeless preventions. A full Q1 report will be provided at the September Committee meeting.

2.21 **Benchmarking.** In Q4 2013/14, benchmarking was possible in 5 Key Performance Indicators (KPIs). Housing management benchmarking is based on comparisons with London Housing Organisations. In Q4, Barnet Homes was in the top 2 quartiles in 4 indicators (responsive repairs satisfaction; average days to re-let empty properties; families in bed and breakfast for longer than 6 weeks; and, current arrears as percentage of debit) and in the third quartile for one (gas servicing completion).

2.22 Homelessness benchmarking is based on Government data for London Councils. Barnet had the second highest level of households placed in Emergency accommodation. Benchmarking has been extended for 2014/15, with a revised Performance Indicator suite, and 12 of the 15 Indicators capable of being benchmarked.

2.23 **Change projects.** Barnet Homes has established 10 projects to support the Corporate Priorities, including:- new IT systems; tenancy support programmes; community engagement strategy; new business strategy; and, developing new homes. Of these, 8 were on track (green rated) while

developing new homes was red rated and developing a community engagement strategy was amber rated. A revised set of change projects has been agreed in the 2014/15 Delivery Plan.

### **3. REASONS FOR RECOMMENDATIONS**

- 3.1 To allow scrutiny of the information requested and to allow some discussion and feedback from the committee on the position reported.

### **4. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 4.1 None.

### **5. POST DECISION IMPLEMENTATION**

- 5.1 This will be dependent on the feedback received from the committee.

### **6. IMPLICATIONS OF DECISION**

#### **6.1 Corporate Priorities and Performance**

6.1.1 This report presents the performance of Barnet Homes at meeting the measures of success for the Corporate Priorities. This report also includes performance indicators of the delivery of services by Barnet Homes.

6.1.2 Robust budget and performance monitoring are essential to ensuring that there are adequate and appropriately directed resources to support delivery and achievement of Council priorities and targets as set out in the Corporate Plan.

6.1.3 Relevant Council strategies and policies include the following:

- Corporate Plan 2013-14:

[http://www.barnet.gov.uk/downloads/download/264/corporate\\_plan](http://www.barnet.gov.uk/downloads/download/264/corporate_plan)

- Medium Term Financial Strategy:

<http://barnet.moderngov.co.uk/documents/s13295/Budget%20report%20Feb%20Cab%20v5.pdf>

- Risk Management Strategy:

[http://www.barnet.gov.uk/downloads/download/1049/risk\\_management\\_strategy](http://www.barnet.gov.uk/downloads/download/1049/risk_management_strategy)

- Council's Constitution:

[http://www.barnet.gov.uk/info/1291/council\\_constitution/793/council\\_constitution](http://www.barnet.gov.uk/info/1291/council_constitution/793/council_constitution)

6.1.4 The priorities of the Council are aligned to the delivery of the Health and Wellbeing Strategy:

[http://www.barnet.gov.uk/downloads/download/1056/barnet\\_health\\_and\\_wellbeing\\_strategy](http://www.barnet.gov.uk/downloads/download/1056/barnet_health_and_wellbeing_strategy)

#### **6.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

6.2.1 Robust budget and performance monitoring plays an essential part in enabling the organisation to deliver its objectives efficiently and effectively.

- 6.2.2 The financial performance at end of Q4 for Barnet Homes is outlined in section 4, “Resources and Value for Money” in the attached Appendix A.
- 6.2.3 The Barnet Group Annual Report is due to be received by the Committee in November which will provide the financial performance of both Barnet Homes and Your Choice Barnet as legal entities.

### **6.3 Legal and Constitutional References**

- 6.3.1 Under the Council’s Constitution (Annex A, Responsibility for Functions), the Performance and Contract Management Committee has the following responsibilities:
- (1) Overall responsibility for quarterly budget monitoring, including monitoring trading position and financial strategy of Council Delivery Units.
  - (2) Monitoring of Performance against targets by Delivery Units and Support Groups including Customer Support Group; Re; the Barnet Group Ltd (including Barnet Homes and Your Choice Barnet); HB Public Law; NSL; Adults and Communities; Family Services; Education and Skills; Street Scene; Public Health; Commissioning Group; and Assurance.
  - (3) Receive and scrutinise contract variations and change requests in respect of external delivery units.
  - (4) To make recommendations to Policy and Resources and Theme Committees on relevant policy and commissioning implications arising from the scrutiny of performance of Delivery Units and External Providers.
  - (5) Specific responsibility for the following functions within the Council:
    - Risk Management
    - Treasury Management
    - Performance
  - (6) Approve the Annual Report of the Barnet Group Ltd.

If any report comes within the remit of more than one committee, to avoid the report being discussed at several committees, the report will be presented and determined at the most appropriate committee. If this is not clear, then the report will be discussed and determined by the Policy and Resources Committee.

### **6.4 Risk Management**

- 6.4.1 Risks with a rating of 12 or above are reported as part of the Council’s quarterly performance monitoring process.
- 6.4.2 The Council maintains its own separate risk logs for all major contracts, which are informed by the risks reported by each partner. The Council’s risk log for each contract are published in the council’s quarterly performance reports and reported internally and externally as part of the routine performance cycle.
- 6.4.3 Each partner reports their risks at least monthly to the Council for review by the commercial team and respective contract boards.
- 6.4.4 The risks for Barnet Homes are included in the attached report.
- 6.4.5 Many of the risks reported at Q4 will continue to be live, whilst some will have been closed or replaced.

6.4.6 Additional performance scrutiny is undertaken within Barnet Homes through its resident-led Performance Advisory Group (PAG). Membership consists of ten tenant and leaseholder representatives, and meetings to scrutinise performance and service delivery take place every six weeks. In addition, Barnet Home's own board holds the organisation to account for performance, budgets and delivery. The Board includes two London Borough of Barnet Member appointees.

## 6.5 Equalities and Diversity

6.5.1 Each contract places obligations on our partners to support the Council in carrying out its public sector equality duty (as set out in the Equality Act 2010). This means having due regard to the need to:

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act;
- b) advance equality of opportunity between those who share a relevant protected characteristic and those who do not;
- c) foster good relations between those who share a relevant protected characteristic and those who do not.

6.5.2 The 'protected characteristics' referred to are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation. The duty also covers marriage and civil partnership, but to a limited extent.

6.5.3 Effective contract management is vital to ensuring that the Council's duties under the Equality Act 2010 are supported by its partners.

6.5.4 Equality performance is monitored by collecting data on service usage, customer feedback and specific performance indicators. Where service changes affecting residents or service users are proposed, equality impact assessments will be undertaken, and where needed, these will include consultation with residents or service users.

6.5.5 The Equalities measures adopted by Barnet Homes in support of the corporate equalities and diversity strategy are provided at Appendix B in the Barnet Homes 2014/15 Delivery Plan.

## 6.6 Consultation and Engagement

6.6.1 During the process of formulating budget and Corporate Plan proposals for 2013/14 onwards, three phases of consultation took place:

- Phase One (October 2012 – November 2012): Residents' Perception telephone survey.
- Phase two (November 2012 – January 2013): Corporate Plan consultation
- Phase three (October 2012 – January 2013): Finance and business planning (including proposed budget) consultation

6.6.2 The results and impact on the Corporate Plan and budget are outlined in the Cabinet Report to Committee on the 5 March 2013 (Item 8). <http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=162&MId=6629&Ver=4>



## 7. BACKGROUND PAPERS

- 7.1 Minutes and decision of Cabinet Resources Committee 25th February 2014 Agenda Item 6:  
<http://barnet.moderngov.co.uk/documents/g7520/Printed%20minutes%202014%2020.00%20Cabinet%20Resources%20Committee.pdf?T=15th-Feb-2014%2020.00%20Cabinet%20Resources%20Committee.pdf?T=1>
- 7.2 Report to Cabinet Resources Committee 25th February 2014:  
<http://barnet.moderngov.co.uk/documents/s13261/Management%20Agreement%20report.pdf>
- 7.3 Performance and Contract Management Committee Minutes 11th June:  
(Not yet published)

This page is intentionally left blank

# Barnet Homes – Q4 2013/14

## 1.1 DELIVERY UNIT DASHBOARD

	Revenue budget projected year end variance £000	Capital actual variance £000	Corporate Plan Performance	Management Agreement Performance
General Fund – Housing Needs and Resources	(269)	(24)	0	15
Housing Revenue Account	0	(1,135)		

## 1.2 TOP ACHIEVEMENTS AND ACTIONS

### Top 3 Achievements

The level of rent collected is £1.2m more than last year. This has been achieved with fewer evictions for rent arrears<sup>1</sup>.

The numbers in Emergency Temporary Accommodation has reduced below 500 and is now on target. Homeless preventions have increased and Barnet Homes has procured more private rented sector accommodation for letting.

The new Anti-Social Behaviour policy and procedure has resulted in an increase in customer satisfaction and a reduction in legal costs.

### Key Challenges

Whilst the performance around homelessness has improved significantly this remains a significant challenge. Barnet has the most expensive private rented sector in outer London and average house prices are running at around 12x average incomes in the borough. Barnet has also been impacted by migration from inner London boroughs where rent levels are even higher.

### Actions required

#### Continued Level 2 Intervention.

Barnet Homes continues to work with the Council to maximise the supply of low cost accommodation both inside and outside of the borough. This includes working with the West London Alliance of councils to develop a more coordinated regional approach towards a supply of housing at or near the Local Housing Allowance Rates.

<sup>1</sup> Rent arrears evictions 2013/14 = 10, Rent arrears evictions 2012/13 = 13

The numbers of people seeking housing assistance from Barnet Homes remains high and there is significant competition from all London boroughs for affordable accommodation which is also having the effect of driving up the costs of affordable accommodation both inside and outside London.

Barnet Homes will ensure a more robust assessment process to the discharge of homeless duty and further increase successful homeless preventions following a re-organisation of the Housing Options service.

Barnet Homes will also continue to review and refine the offer to private sector landlords to ensure that they are competitive with neighbouring boroughs.

### 1.3 SUMMARY OF THE DELIVERY UNIT'S PERFORMANCE

Barnet Homes has improved its performance in a number of indicators in Q4, and overall continues to deliver services well. The numbers in Emergency Temporary Accommodation have continued to decline following the implementation of mitigation actions during the year, and is now on target. Intervention in this area was de-escalated to Level 2 in Quarter 3 following officer challenge, and will continue to be closely monitored.

Income collection has increased and Current Rent Arrears has improved from a red to an amber/green indicator, while Temporary Accommodation Arrears has improved from red to green.

Gas Servicing remains amber/green, with a reduction in the numbers outstanding, representing good performance in the face of the handover to a new contractor.

Satisfaction with major works has declined this quarter reflecting the impact of necessary major electrical works affecting a large number of residents for whom this is disruptive as well as being expensive for leaseholders.

Complaint resolution has also declined in part due to the increase in complaints about the gas contractor.

Barnet Homes was unable to deliver the ambitious target of 20 new homes in 2013/14, although it has made a start with the first 3 new Local Authority Homes built in Barnet for 20+ years, and developing capacity for a further 38 approved by the Council for completion by March 2016.

Although the impact of Welfare Reform has so far been managed well by Barnet Homes, there remains the concern about the reduction in disposable income for many households, the growing demand for housing and the lack of supply of affordable accommodation. Barnet Homes continues to work closely with the Council in addressing the potential impact of further Welfare Reforms, in particular the major changes associated with the introduction of Universal Credit.

## 2. DELIVERING THE CORPORATE PLAN

### 2.1 How the Delivery Unit is performing against its Corporate Plan indicators (CPIs)

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking <sup>2</sup>
8001a	Reduce the number of households placed in emergency accommodation to 500	Rolling Month	549	500	N/A	471	5.8%	▲ 14.2%	Between Q2 and Q3 2013/14, compared with all London Boroughs (including City of London), Barnet has improved its ranking from 30th to 28th. Across London there was a 1% decrease in households in EA whereas there was a 14% decrease for Barnet.
8001b	Reduce the average length of time spent by households in short-term nightly purchased accommodation to 26 weeks	Rolling Month	41.1	26.0	N/A	43.8	68.5%	▼ 6.6%	Q4 2012/13 = 30.2 weeks.

<sup>2</sup> Homelessness benchmarking data is based on returns provided to the CLG from individual Councils (P1E Returns)

## 2.2 Interventions & Escalations

CPI NO and title	Comments and Proposed Intervention
<p>8001b</p> <p>Reduce the average length of time spent by households in short-term nightly purchased accommodation (ETA) to 26 weeks</p>	<p><b>Level 2 Escalation</b> (downgraded from Level 3 in Q3 following officer challenge). The increase to 43.8 weeks was anticipated as a result of the work to reduce numbers of households in Emergency Temporary Accommodation (ETA). This has meant concentrating on those more recently placed in ETA as this represents the most expensive accommodation for the Council, reflecting the recent increased prices in the London housing market.</p> <p>As a result the households spending the longest time in ETA tend to be:</p> <ul style="list-style-type: none"> <li>• Those with more complex needs for whom finding suitable alternative accommodation is more challenging</li> <li>• Those who are in affordable accommodation procured some time ago where moving them will potentially mean to accommodation with higher rents presenting increased costs for both the household and the council</li> <li>• Those in accommodation that meets their needs in terms of both, size, location and affordability</li> </ul> <p>It should be noted that in Barnet, no one is placed in Bed and Breakfast accommodation or accommodation with shared facilities. All ETA is currently self-contained accommodation.</p> <p>The average length of time in ETA is expected to continue to rise in the medium term.</p>

### 3. CONTRACT REPORTING

#### 3.1 Overview of performance against Management Agreement

Total No. of KPIs	RAG		ratings		Positive/neutral DoT		Negative DoT	No. of indicators expected to report this quarter
	Green	Green Amber	Red Amber	Red				
24	16	2	2	1	12	8	21	

**3.2 How is the Delivery Unit achieving against its Key Performance Indicators (KPIs): Escalated KPIs only. See appendix 1 for overview of performance against all other KPIs included in the delivery plan.**

KPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking <sup>3</sup>
HF006	Current arrears as percentage of debit (Amount of current arrears out of amount of rent due)	Rolling month	3%	2.39%	$\frac{1,413,543}{58,873,581}$	2.4%	0.5%	▲ 21%	Barnet continues to be in the second quartile in London.
HN012	Gas servicing completion (Service completed out of total due)	Rolling month	99.6%	100%	$\frac{8,858}{8,881}$	99.7%	0.3%	▲ 0.03%	Barnet remains in the lower quartile. Length of time CP12s outstanding: 0-10 wks: 18; 10-20 wks: 3; 20-30 wks: 0, 30+ wks: 2. Total: 23.
CC017	Satisfaction with major works (Number satisfied out of total)	Apr 13 - Mar 14	95.4%	95%	$\frac{2,285}{2,439}$	93.7%	1.3%	▼ 1.8%	Q4 2012/13 = 96.5%

<sup>3</sup> Benchmarking data is based on Housemark comparison for London Housing Organisations, where available, or on the figures reported by Barnet Homes in Q4 2012/14



CC018	Complaint resolution at stage 1 (Resolution at stage 1 out of total complaints received)	Apr 13 - Mar 14	93.7%	93%	828 895	92.5%	0.5%	▼ 1.3%	Q4 2012/13 = 93%
HH021	Develop new homes	Apr 13 - Mar 14	N/A	20	N/A	3	85%	N/A	No Comparative data

### 3.3 Interventions & Escalations

KPI NO and title	Comments and Proposed Intervention								
HF006 Current arrears as percentage of debit	<p><b>Level 1 Intervention.</b> Barnet Homes has continued to implement its arrears recovery action plan following the previous escalation to a level 2 Intervention. The arrears level is now only slightly off target, with a major improvement in the last quarter. This will remain an area for close monitoring by Barnet Homes in 2014/15 to ensure further improvement to within target.</p>								
HN012 Gas servicing completion	<p><b>Level 1 Intervention.</b> The Quarter 4 figure of 99.74%, with 23 properties outstanding and overdue, is an improvement on Quarter 3. The current gas contractors MITIE, despite Barnet Homes supplementing the programme with additional contractor support since September, were unable to achieve their in-month profile targets.</p> <p>As reported at Q3 the contract with MITIE terminated on the 31 March 2014. New contractor Robert Heath Heating (RHH) was engaged early to assist with the large number of services expiring in March 2014. All services falling due in April and beyond are now with RHH on a tight but achievable timeframe with a phased improvement to achieve the target of 100% by the end of Q1 2014/15.</p>								
CC017 Satisfaction with major works	<p><b>Level 1 Intervention.</b> This is 1.37% below target. The works programme for the year included a significant amount of electrical works consisting of domestic rewires and replacement of electrical rising mains. These works are often disruptive and offer little perceived benefit to residents as well as being expensive for leaseholders.</p> <p>To ensure resident satisfaction remains as high as practicable the following measures have been put into place</p> <ol style="list-style-type: none"> <li>1. Early engagement with residents affected by the electrical rising main programme takes place through public meetings and visits to residents as appropriate.</li> <li>2. Barnet Homes has two resident liaison officers (RLOs) who primarily support the electrical rising mains and domestic rewire programme. Barnet Homes' RLO's work alongside the contractors RLO and site team to provide additional support</li> </ol>								

	to residents and to resolve matters which are outside of the remit of the service provider.
	3. Barnet Homes has agreed with LBB various flexible payment plans to assist leaseholders in spreading the cost of the works. A leaseholders guide to major works has also been produced and a copy provided to all leaseholders affected by major works.
CC018 Complaint resolution at stage 1	<b>Level 1 Intervention</b> The target was missed by 0.5%. Whilst there had been significant focus placed on the area of early complaint resolution throughout Quarter 4, the high volume and type of complaints regarding the MITIE gas contract over the winter period prevented achieving the full year target result. Over the year there was a 67% increase in gas-related complaints compared with 2012/13.
HH021 Develop new homes	As outlined above, the MITIE contract was terminated on 31 March, with replacement contractor Robert Heath Heating commencing full gas contract services in April 2014. <b>Level 1 Intervention.</b> The Barnet Homes 5 year business plan set a challenging ambition of building 200 homes a year by 2018. 3 have been built in the first year with a pipeline of a further 38 approved by the Council and in the development process. Whilst Barnet Homes was not able to complete the 20 homes in the first year they have established a development function capable of delivering an enhanced new build capability for the future.

## 4. RESOURCES AND VALUE FOR MONEY

### 4.1 Revenue

#### General Fund

Description	Variations			Comments	% Variation of revised budget	
	Original Budget £000	Budget V1 £000	Final Outturn £000			Variation £000
Barnet Group	2,937	4,304	4,035	(269)	Underpend due to higher than expected income on temporary accommodation	-6.3%
<b>Total</b>	<b>2,937</b>	<b>4,304</b>	<b>4,035</b>	<b>(269)</b>		<b>-6.3%</b>

The budget was increased by £0.916m at the beginning of Q4 to pay for projected additional costs for cash incentives to landlords to provide temporary accommodation. The temporary forecast pressure reduced slightly during the quarter which has now resulted in a forecast underspend of £0.269m at the end of Q4.

## Housing Revenue Account

Description	Variations				Comments	% Variation of revised budget
	Original Budget £000	Budget V1 £000	Final Outturn £000	Variation £000		
LBB Retained	175	175	64	(111)	Underspend on Salaries	-63.4%
HRA Regeneration	1,126	1,126	372	(754)	Higher than expected recovery from Developers	-67.0%
HRA Other Income and Expenditure (net)	(556)	(556)	261	817	Shortfall on HRA dwelling rents & HRA tenants service charges income	146.9%
Support Service recharges	576	576	671	95	Higher than expected final recharges to the HRA	16.5%
Interest on Balances	(80)	(80)	(127)	(47)	Higher than expected HRA Interest	-58.8%
HRA Surplus/Deficit for the year	(1,241)	(1,241)	(1,241)	-		0.0%
<b>Total</b>	-	-	-	-		0.0%

The shortfall against budget in dwellings rents was due to higher than planned property voids driven by regeneration schemes progressing well in 2013-14. The service charge income was lower than expected due to amendments being required when historical issues related to electricity charges were identified and corrected. This had the result of reducing expected income.

## 4.2 Capital Housing Needs Revenue

	2013/14 Latest Approved Budget	(Slippage) / Accelerated Spend - Outturn	2013/14 Outturn	Variance from Approved Budget	% slippage of 2013/14 Approved Budget
	£000	£000	£000	£000	%
Housing	570	(24)	546	(24)	-4.2%
<b>The Barnet Group</b>	<b>570</b>	<b>(24)</b>	<b>546</b>	<b>(24)</b>	<b>-4.2%</b>

	2013/14 Latest Approved Budget	(Slippage) / Accelerated Spend - Outturn	2013/14 Outturn	Variance from Approved Budget	% slippage of 2013/14 Approved Budget
	£000	£000	£000	£000	%
Housing Revenue Account	28,100	(1,135)	26,965	(1,135)	-4.0%
<b>Housing Revenue Account</b>	<b>28,100</b>	<b>(1,135)</b>	<b>26,965</b>	<b>(1,135)</b>	<b>-4.0%</b>

At Q3 HRA capital was forecast to be underspent by £0.2m due to a retention payment for Granville Rd, which was not expected to be paid until 14-15. Payment is due once inspection results were satisfactory.

At Q4 the position has been revised to a £1.14m underspend . This is due to a delayed commencement of works on Electrical Rising Maintenance (ERM) and associated rewiring work. There is also a delay in the expenditure on the West Hendon regeneration project, due to delays in commencing electrical works. The value of this work is estimated to be £0.350m which will now have to be completed in 2014-15.

## 5. OVERVIEW OF DELIVERY UNIT

### 5.1 Change Projects

Project	Outturn	Direction of Travel	Commentary
<p><b>All Systems Go</b></p> <ul style="list-style-type: none"> <li>• New Information Technology (IT) infrastructure</li> <li>• New Human Resources (HR) system</li> <li>• New Housing system</li> <li>• New Customer Relationship Management (CRM) system</li> <li>• New Intranet</li> <li>• New Business Information (BI) solution</li> <li>• New finance system</li> <li>• Mobile working solution</li> </ul>	<b>Green</b>	↔	All systems now live except the new Housing Management and CRM system QL which is due to go live in the next few weeks. Phase one of the programme due to close down in June with phase 2 commencing and looking at further developing self-service, mobile working and a purchasing system. Programme on budget.
<p><b>New Build</b></p> <p>220 completed homes by April 2016</p>	<b>Red</b>	↔	Barnet Homes was unable to deliver the ambitious target of 20 new homes in 13/14 although it has made a start with the first 3 new Local Authority Homes which were ready for occupation February 2014. The remaining programme going through design and planning work. Barnet Homes currently has approval from LBB for 38 new homes and expects to meet this milestone by April 2016.
<p><b>Sustainable Tenancies Programme</b></p> <p>Providing a support mechanism where tenants can sustain their tenancies for as long as possible</p>	<b>Green</b>	↔	Programme complete and has delivered flexible tenancies, the lottery funded Building Minority Engagement scheme, Love Burnt Oak project, increased income collection and reduced tenancy failures. Programme will now be subject to review and re launch during 2014.
<p><b>Get Real Programme</b></p> <p>An innovative project providing a supportive, safe and stable home for young homeless people aged 16-19 who want to access and sustain education and employment. By providing a flat-share opportunity and ongoing support, Get Real aims to help each young person involved achieve their aspirations</p>	<b>Green</b>	↔	Programme complete and currently 6 young people being supported through the Get Real programme.

Project	Outturn	Direction of Travel	Commentary
whilst introducing them to shared and independent living.			
<p><b>Leaseholder strategy</b> Improving services, performance and satisfaction amongst leaseholders</p>	Green	↔	An increase of 7% satisfaction from leaseholders was achieved in 2013/14 using STAR compliant survey methodology. Further objectives of the strategy include improving information for leaseholders on the future capital programme to assist them with financial planning and to offer a repairs and lettings service for those leaseholders who have expressed an interest.
<p><b>Community Engagement Strategy</b> Developing a range of community engagement solutions in conjunction with customers</p>	Amber	↔	The draft Strategy has four key themes of customer involvement, skills and employment, community engagement and youth engagement and is aligned with the aims of the Barnet Group Business Plan 2013-2018. In developing the Strategy Barnet Group consulted with its scrutiny panel, held a special HUB meeting and carried out focus groups, they also met with staff and managers and importantly held discussions with a number of community partners including the council, Community Barnet and Job Centre Plus. The Community Engagement Strategy has been drafted but before going live the Group have now decided to await the findings of their major tenant survey in Summer 2014 to give a further wide-reaching insight into customer priorities. The Strategy will then go to Barnet Group board for approval in quarter 2.
<p><b>Group People Strategy</b> To become an employer of choice and increase employee satisfaction</p>	Green	↔	People strategy implementation ongoing, the introduction of iTrent as our HR system has seen a number of improvements implemented and further changes are due in 14/15. Barnet Homes has begun to explore the options in introducing flexible benefits for their employees and will seek to make a decision on whether to proceed during 2014.
<p><b>New Business Strategy</b> To win business that supports existing Barnet Homes business through engagement with the Council, tender responses, proactive selling</p>	Green	↔	Board has agreed investment in growth for 14/15, Barnet Group prospectus delivered to the Council to consider alongside Priorities and Spending Review (PSR) initiatives, awaiting tender outcome for LBB Floating support bid.

Project	Outturn	Direction of Travel	Commentary
and new product development			
<p><b>Telehealth</b></p> <p>To develop existing ASSIST service into a telehealth service</p>	Green	↔	Discussions held about future of telecare and telehealth with further work planned with Adult Social Care, ASSIST service expanding with a recent contract win from Brent.
<p><b>Housing Options continuous review</b></p> <ul style="list-style-type: none"> <li>Improve service</li> <li>Improve satisfaction</li> <li>Increase in property</li> </ul> <p>Reduction in temporary accommodation</p>	Green	↔	<p>The final part of the service review has now been completed resulting a greater emphasis on initial assessment of applicants in housing need and greater emphasis on homeless prevention. A Council led benefits realisation review is currently under way to look at the progress made with the Housing Options service since it transferred from the Council in April 2012.</p>

## 5.2 Risk Overview

The following is the 5 X 5 matrix 'heat map' highlighting the number of risks at a Deliver Unit Level and Strategic Commissioning Board Level and where they are currently rated:

SCORE		IMPACT				
		1 Negligible	2 Minor	3 Moderate	4 Major	5 Catastrophic
5 Almost Certain	0	0	0	0	0	0
4 Likely	0	0	0	0	0	0
3 Possible	0	0	1	0	0	0
2 Unlikely	0	0	2	0	0	0
1 Rare	0	0	0	0	0	0

### Risk Commentary for Delivery Unit:

**There is currently one risk rated at 12 or above.**

The previous Red homelessness risk has been managed down to 12, reflecting the impact of the mitigation actions.

The previous Amber risk associated with Welfare Reform has been downgraded as Barnet Homes has successfully managed the impact on income collection.

Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
<p>ORG0039</p> <p><b>Homelessness:</b> There is a risk that homelessness and the subsequent provision of short term temporary accommodation will continue to rise.</p> <p>Cause: The Council has an obligation to house people that are homeless and support families who are intentionally homeless.</p> <p>Unemployment, economic downturn exacerbated by welfare and benefit reform and high market rents are the primary causes of homelessness, increasing gap between temporary accommodation subsidy rates and cost of the accommodation.</p> <p>Increasing the demand for housing</p>	<p>Moderate 4</p> <p>Likely 3</p> <p>Medium High 12</p>	<p>Barnet Homes has established a project board including the lead Commissioner and Contract Manager to oversee the delivery of a range of interventions to boost supply and reduce demand.</p> <p>Mitigation actions are being implemented and reviewed on a regular basis.</p>	Treat	<p>Quarterly</p> <p>Likely 4</p> <p>Minor 2</p>	<p>Medium High 8</p>



Risk	Current Assessment Impact Probability Rating	Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating
and putting pressure on the supply of affordable housing.					

### 5.3 Equalities

Equalities description	Comments and Proposed Intervention
	<ul style="list-style-type: none"> <li>Q4 Commentary: Reduce average length of time in emergency/ B&amp;B accommodation to 26 weeks analysed by protected characteristics.</li> <li>Placement of housing applicant into accommodation by type and location to be monitored by protected characteristics comparing full year breakdown of New TA admissions, Emergency TA and Non-Emergency TA over 12/13 to 13/14</li> </ul> <p>Conclusions and Lessons Learnt</p> <ul style="list-style-type: none"> <li>Overall the average time spent in ETA is relatively consistent across all the Equality Act's protected characteristics of Ethnicity, Age, Faith, Gender, Sexual Orientation and Disability.</li> <li>There is a below average length of stay for housing applicants who are 75 or older. Similarly there is a below average length of stay of housing applicants in ETA who have a disability. It may be that people who need to move on medical or welfare grounds including disability or age are granted additional preference in housing allocation.</li> <li>There is a relatively marked increase in average time spent in ETA by Mixed and Other Ethnicity groups. We need to undertake more thorough analysis using family size and bedroom requirements as this may show a particular ethnic group has more demand for larger accommodation which is harder to source, this will result in that group spending longer in ETA.</li> <li>The majority of people in ETA are female and this has increased by 5% compared to the same period last year.</li> <li>The average weeks spent in ETA in Q4 13/14 for women is 3.2 weeks above the average. To ascertain the</li> </ul>

reason for this analysis will have to be conducted to conclude if female applicants are more likely to have dependent children which means the size or type of housing, including affordability of that housing, is more difficult to source in the current housing market.

- There are a number of households where we don't hold some information. This is variable ranging from Sexual Orientation at 66%, where it is not uncommon for people not to answer the question, to Ethnicity at 90% of data and Age at 100%. Our new Customer Relationship Management system and the work of the Customer Insight group will help in closing any gaps.
- Comparing accommodation types across the Equality Act's protected characteristics shows that all groups have largely stayed consistent. There were so few households located outside of London that the sample size would have been too small to do any meaningful analysis yet.

## 5.4. Customer Experience

Customer Experience description	Comments and Proposed Intervention	
Customer Experience Description	Comments and Proposed Interventions	
Freedom of Information Act requests responded to on time.	Target: 100%	<b>Result: 100%</b>
Members enquiries responded to in time	Target: 99%	Received: 365 <b>Result: 100%</b>
Complaints Received	Stage 1: 273 Stage 2: 28 Stage 3: 3	<i>The impact of MITIE performance has been reflected across complaints in 2013/14 notably in the increase in numbers received and consequent impact on staff tasked with resolving and managing complaints. In 2013/14 complaints about Gas were 34% of all those received (compared to 22% in 2012/13) and of these 63% were upheld. If complaints about MITIE were removed it is worth noting that the overall volume of complaints has dropped compared to last year by 9%.</i>
% Contact Centre Calls Answered	Target: 93.5%	<b>Result: 95.7%</b>
% Satisfaction with Call Handling	Target: 90%	<b>Result: 99.5%</b>
Face to Face Wait Time – Barnet Homes Housing Options	Target: 10 minutes	<b>Result: 9.4 minutes</b>
Face to Face Wait Time – Barnet Homes Other	Target: 10 minutes	

		<b>Result: 7.1minutes</b>
Satisfaction with Face to Face – Barnet Homes Housing Options	Target: 65% <b>Result: 68%</b>	
Satisfaction with Face to Face – Barnet Homes Other	Target: 65% <b>Result: 73%</b>	

## Appendix 1

KPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
EA001	Families in B&B for longer than 6 weeks	Rolling Month	0	0	N/A	0	N/A	↔	Barnet remains in the top quartile in London (Q3 13/14)
EA002	Percentage of statutory homeless appeals completed on time ( <i>Appeals completed on time out of total appeals due</i> )	Apr 13 - Mar 14	100%	100%	$\frac{285}{285}$	100%	0%	↔ 0%	Q4 2012/13 = 100%
EA003	Total number of homeless preventions completed	Apr 13 - Mar 14	686	650	N/A	894	37.5%	▲ 30.3%	2012/13 = 615
EA004	Average days to re-let empty properties	Apr 13 - Mar 14	16.5	19.5	N/A	18	7.7%	▼ 9.1%	Barnet remains in the top quartile in London (Q3 13/14)
HH005	End to end time for Major Adaptations (weeks)	Apr 13 - Mar 14	16.7	19	N/A	16.9	11.1%	▼ 1.2%	Q4 2012/13 = 17.4

KPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
HF007	Temporary Accommodation arrears as percentage of debit ( <i>Amount of current arrears out of amount of rent due</i> )	Rolling month	4.8%	4%	$\frac{585,538}{14,905,382}$	3.9%	0.8%	▲ 18.2%	Q4 2012/13 = 3.96
HF008	Percentage of annual leasehold service charge collected ( <i>service charge collected out of annual amount due</i> )	Apr 13 - Mar 14	80.6%	100%	$\frac{3,304,735}{3,255,897}$	101.5%	1.5%	▲ 25.9%	No Comparative data
HN009	Responsive repairs satisfaction ( <i>Total satisfied out of total responses</i> )	Apr 13 - Mar 14	97.8%	90%	$\frac{5,196}{5,359}$	97%	7.7%	▼ 0.9%	Barnet is now in the upper quartile in London (Q3 13/14)
HN010	Responsive repairs first time fix ( <i>first time fixed out of total repairs</i> )	Apr 13 - Mar 14	78.8%	78%	$\frac{22,554}{28,569}$	78.9%	1.2%	▲ 0.2%	No Comparative data

KPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
HN011	Tenant satisfaction with void condition (Total satisfied out of total responses)	Apr 13 - Mar 14	96%	90%	$\frac{259}{274}$	94.3%	4.8%	▼ 1.7%	Q4 2012/13 = 94.8%
HN013	Satisfaction with gas contractor (Total satisfied out of total responses)	Apr 13 - Mar 14	97.1%	90%	$\frac{2,225}{2,369}$	93.9%	4.4%	▼ 3.2%	Q4 2012/13 = 97%
HN014	Satisfaction with call handling (Satisfied customers out of total customers responses)	Apr 13 - Mar 14	99.4%	90%	$\frac{20,838}{20,957}$	99.4%	10.5%	▲ 0%	Q4 2012/13 = 99.2%
ES015	Percentage of estates rated as 3 or 4 (Estates rated as satisfactory or very good out of total estates)	Apr 13 - Mar 14	95.6%	93%	$\frac{215}{224}$	96%	3.2%	▲ 0.4%	Q4 2012/13 = 84.6%
ET016	Percentage of 2 year flexible tenants currently in training or employment	Rolling month	85%	70%	$\frac{22}{26}$	84.6%	20.9%	▼ 0.5%	No Comparative data

KPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking
	<i>(In training or employment out of total number of flexible tenants)</i>								
CC019	Freedom of information responses on time <i>(FOI responded to on time out of total FOI requests received)</i>	Apr 13 - Mar 14	100%	100%	$\frac{87}{87}$	100%	0%	↔ 0%	Q4 2012/13 = 100%
ET020	Increase the number of tenants and residents of Barnet Homes entering paid employment	Apr 13– Mar 14	14	30	N/A	32	6.7%	▲ 128.6%	No Comparative data



## BARNET HOMES DELIVERY PLAN 2014/15

### 1. Goals and objectives

- 1.1. This Delivery Plan sets out the framework for the delivery of Housing Management and Homelessness Services to be provided by Barnet Homes for 2014/15. It reflects the transitional nature of the 2014/15 business year. The existing ten-year management agreement with Barnet Homes expires on 31<sup>st</sup> March 2014. The Council has agreed to extend this for one year, and develop a new agreement with Barnet Group for the delivery of all services from April 2015.
- 1.2. This Delivery Plan is for services Commissioned through the Lead Commissioner for Housing and Environment, and is for all Housing Management and Homelessness services. It does not deal with the Adult Social Care services commissioned through the Adult Social Care and Health Delivery Unit by the Later Life Commissioner, in an agreement with Your Choice Barnet.
- 1.3. Barnet Homes delivers the full housing management services across 15,000 homes and the homelessness services to the whole of the borough. It is a private company limited by shares, set up in 2004 as an Arm's Length Management Organisation (ALMO). It is now a subsidiary company along with Your Choice Barnet, to the Barnet Group. The Barnet Group was created in February 2012 as a local authority trading company, wholly owned by Barnet Council. Your Choice Barnet (Limited) is an adult social care company that provides services to adults with learning and physical disabilities.

1.4. The London Borough of Barnet's Strategic Objectives are:

<p><b>1. Create the right environment to promote responsible growth, development and success across the borough.</b></p>	<p><b>2. Support families and individuals that need it – promoting independence, learning and well-being.</b></p>	<p><b>3. Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.</b></p>
--	---	---

1.5. Barnet's housing strategy 2010 to 2025 set the following housing objectives:

- increasing housing supply, including family homes, to improve the range of housing choices and opportunities available to residents
- improving the condition and sustainability of the existing housing stock

- promoting mixed communities and opportunities available to those wishing to own their own home
- providing housing related support options to enable independent living
- providing excellent value housing and related services

1.6. The Barnet Group’s 2013-2018 business plan sets out the Group’s goals as:

- Support that enables our customers and service users to lead improved and where possible more independent lives
- Value for money services that our customers and service users want
- Developing the Group to meet our strategic goals

1.7. These goals link directly to the Council’s strategic objectives as outlined above.

1.8. The Barnet Group will support delivery of the Councils wider corporate objectives through the following work:

<p><b>1. Create the right environment to promote responsible growth, development and success across the borough.</b></p> <ul style="list-style-type: none"> <li>• Deliver approved new build schemes</li> <li>• New business and development prospectus</li> <li>• TBG Asset Management strategy</li> </ul>	<p><b>2. Support families and individuals that need it – promoting independence, learning and well-being.</b></p> <ul style="list-style-type: none"> <li>• Homelessness and Emergency TA mitigation</li> <li>• Moreton Close and Adult Social Care</li> <li>• Dementia support activities</li> </ul>	<p><b>3. Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.</b></p> <ul style="list-style-type: none"> <li>• ASG including digital inclusion</li> <li>• Employment and training</li> </ul>
---	--	--

1.9. The Barnet Group has established a number of projects to progress this. These are listed in **Appendix 1**

1.10. The Key objectives established by the Lead Commissioner Housing and Environment for Barnet Homes in 2014/15 are to:

- Progress the projects identified in **Appendix 1**
- Develop a prospectus for the delivery of 38 New Homes by April 2016, and proposals for further new build in the longer term
- Support Adult Social Care by providing appropriate housing for vulnerable groups
- Manage the Homelessness service to reduce the number of households placed in emergency accommodation to 500 and to contain costs within budget.

## 2. Housing financial resources for 2014/15

Housing Needs & Resources			
Profit centre	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
* HNR	2,936,999	3,392,609	3,337,609
** Total	2,936,999	3,392,609	3,337,609

Subjective Analysis	Original Estimate 2013/14	Current Estimate 2013/14	Original Estimate 2014/15
* Employee Related	89,400	89,400	89,400
* Premises Related	170	170	170
* Supplies and Services	3,934,751	3,934,751	3,879,751
* Third Party Payments	4,992,350	5,447,960	5,447,960
** Expenditure Total	9,016,671	9,472,281	9,417,281
* Other Grants, Reimbursements & Contributions	(88,250)	(88,250)	(88,250)
* Customer & Client Receipts	(5,991,422)	(5,991,422)	(5,991,422)
** Income Total	(6,079,672)	(6,079,672)	(6,079,672)
*** Total	2,936,999	3,392,609	3,337,609

HOUSING REVENUE ACCOUNT		
	2013/14	2014/15
	Original Budget	Original Budget
Income	£	£
Dwelling rents	(53,879,221)	(53,164,530)
Non-dwelling rents	(1,684,077)	(1,596,622)
Tenants Charges for services and facilities	(4,610,434)	(4,088,289)
Leaseholder Charges for Services and Facilities	(2,922,773)	(2,900,779)
<b>Total Income</b>	<b>(63,096,505)</b>	<b>(61,750,219)</b>
<b>Expenditure</b>		
Repairs and Maintenance	7,800,000	7,650,000
Supervision and management		
General	14,397,510	14,207,510
Special	6,756,617	6,756,617
Rents, Rates, taxes and other charges	121,500	121,500
Depreciation and impairment of fixed assets	12,866,805	12,866,805
Contribution to Major Repairs Reserve	14,465,022	14,714,265
Impairment write off for HRA commercial properties		820,000
Debt Management Costs	7,509,956	7,424,728
Increase in bad debt provision	500,000	615,000
<b>Total Expenditure</b>	<b>64,417,410</b>	<b>65,176,426</b>
<b>Net Cost of HRA Services</b>	<b>1,320,905</b>	<b>3,426,206</b>
Interest and investment income	(80,000)	(80,000)
<b>(Surplus) or deficit for the year on HRA services</b>	<b>1,240,905</b>	<b>3,346,206</b>

## 2.1. Capital Budget

Housing Revenue Account		2013-14	2014-15
		£000	£000
	Major Works (excl Granv Rd)	6,164	8,519
	Granville Road	92	293
	Regeneration	5,636	4,504
	Misc - Repairs	2,303	1,316
	M&E/ GAS	11,697	13,066
	Voids and Lettings	1,967	1,980
	New Affordable Homes	242	6,851
		<b>28,100</b>	<b>38,528</b>

## 2.3 Payments

The Council shall pay the sums identified in the management fee to the Barnet Group monthly in advance. The total sums should be cleared funds on the first working day of the calendar month in the Barnet Groups bank account. The Barnet Group will estimate the total of capital works in the forthcoming month, and invoice the Council accordingly in advance. There shall be a reconciliation of the full year actual costs to the capital advance funding at year end, on completion of the year’s capital programme.

There shall be a reconciliation of the actual payments to the monthly funding on a quarterly basis for the £1 to £1 reimbursement of the temporary accommodation costs and private sector landlord payments, and any deficit in funding will be invoiced and paid on an immediate basis quarterly. The monthly funding for temporary accommodation and private sector landlord costs will be reviewed quarterly to ensure that it does not impact negatively on the Group’s cash flow, and the funding will be adjusted to reflect any increased or reduced costs. Housing Options SLA legal services and disbursement costs will be invoiced in arrears based on actual costs.

## 3. Service Level Agreements

3.1 The following is a list of current SLAs, which are paid for in the Management Fee.



<b>Barnet Homes SLAs for:</b>	<b>SLA Value 2013/14</b>
CCTV	Xxx
Grounds Maintenance /Environmental Services	Xxx
Human Resources	Xxx
Tree Works	Xxx
Transport	Xxx
Accommodation	Xxx
Facilities	Xxx
HRA Legal (Excludes Housing Options)	Xxx
IT	Xxx
BH Payroll Charges	Xxx
Revenue & Finance	Xxx
Customer Service	Xxx
Abandoned Vehicles	Xxx
Valuers (as and when used)	Xxx
Housing Benefit	Xxx

3.2 The following additional costs are reimbursed by the London Borough of Barnet on a £1:£1 basis.

- Housing Options (General Fund) Legal costs
- Temporary Accommodation (Including Emergency Accommodation)
- Private Sector Landlord fees
- Capital Programme costs
- Housing Options non-residential landlord tax deductions

## 4. Governance Arrangements

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

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

4.2. Terms of Reference

TBG PARTNERSHIP GROUP					
<b>Chair</b>	LBB Chief Operating Officer	<b>LBB Members</b>	Strategic Commissioner Housing and Environment  Director of Adults  Commercial and Customer Services Director	<b>Barnet Group Members</b>	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:

- 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**

<b>Chair</b>	Strategic Commissioner Housing and Environment	<b>LBB Members</b>	Strategic Commissioner Housing and Environment  Contract Manager  Commercial and Customer Services Director	<b>Barnet Group Members</b>	Chief Executive The Barnet Group Barnet Homes Director of Operations The Barnet Group Director of Business Services
--------------	--	--------------------	---	-----------------------------	---



<b>BARNET HOMES STRATEGIC REVIEW GROUP</b>
<p>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.</p>
<p>The group will meet quarterly, following the Quarterly LBB Delivery Unit Board and at such other periods as agreed by the parties</p>
<b>Role</b>
<p>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:</p> <ul style="list-style-type: none"> <li>• Subject to the Partnership Group SRG above, agrees strategic direction and priorities of Barnet Homes</li> <li>• Receives feedback on key strategic issues from the partnership</li> <li>• Reviews the outcomes and objectives of the agreed Delivery Plan and the performance of the partnership</li> <li>• Is the main resolution point for disagreements or clarifications of instruction, including change control requests</li> <li>• Reviews by exception intervention areas, recovery plans or emerging issues of concern</li> </ul>
<b>Functions</b>
<ul style="list-style-type: none"> <li>• Handles dispute resolution for disagreements that cannot be resolved in the Performance Review Group</li> <li>• Sets Objectives for the Change Projects</li> <li>• Reviews outputs of the Performance Review Group in relation to Strategic Objectives</li> <li>• Reviews Intervention actions and Recovery Plans as agreed by LBB Delivery Unit Board</li> </ul>

<b>BARNET HOMES PERFORMANCE REVIEW GROUP</b>					
<b>Chair</b>	LBB Contract Manager	<b>LBB Members</b>	Contract Manager Finance Manager (Re)	<b>BH Members</b>	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.					
<b>Role</b>					
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.					
<b>Functions of the Performance Review Group</b>					
<ul style="list-style-type: none"> <li>• To consider monthly performance reports provided by Barnet Homes</li> <li>• To consider the spend of LBB budgets and significant variances</li> <li>• To review issues, risks and consider appropriate escalation where they cannot be resolved, or where they have a wider potential impact</li> <li>• To review progress on the Key objectives and projects</li> <li>• To consider change requests</li> <li>• To agree quarterly performance reports to the Delivery Unit Board and Housing Committee</li> </ul>					



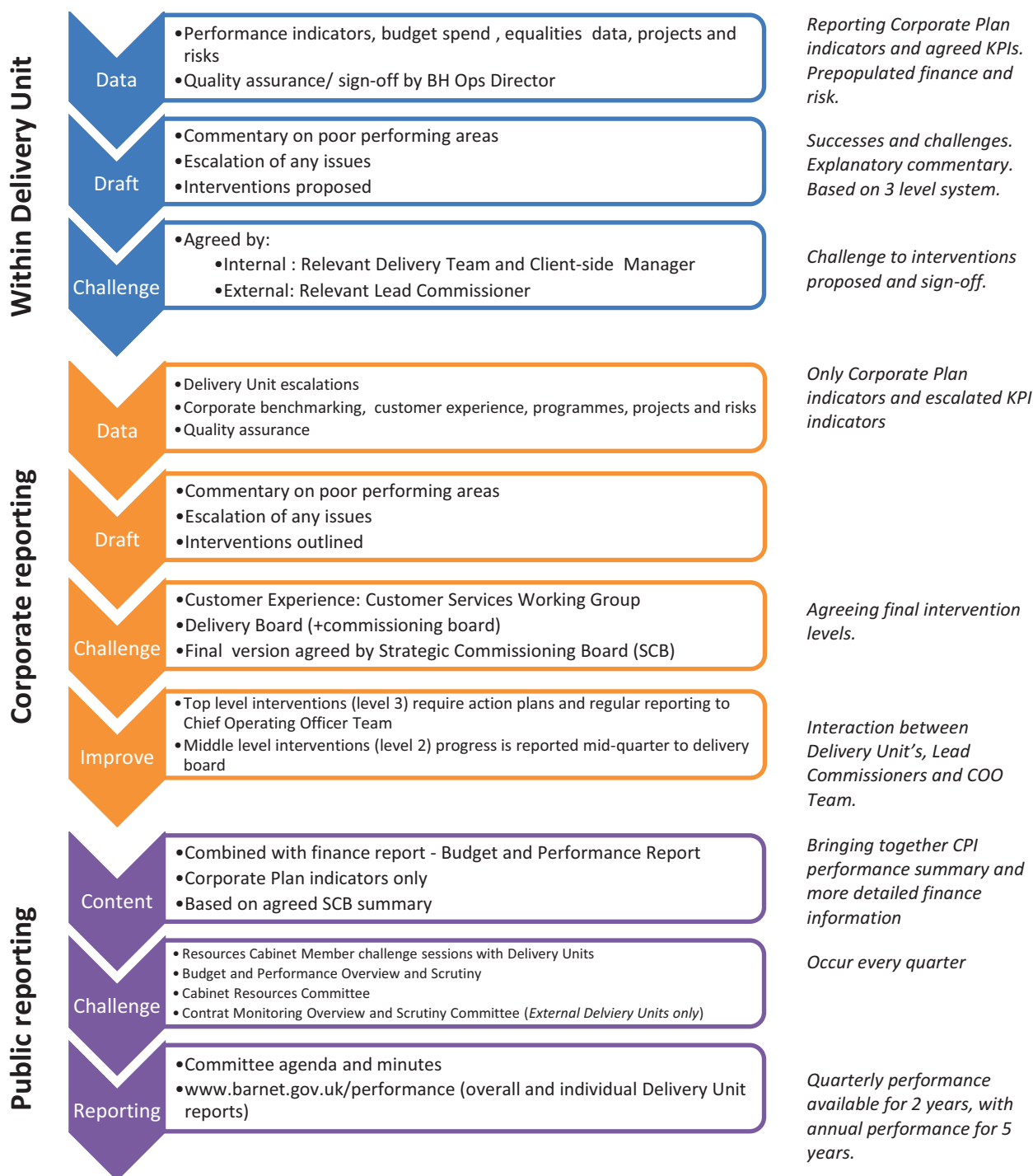
## 5. Performance Management

- 5.1. On the 2 April 2013, Barnet Council went live as a Commissioning Council. Commissioning involves a fundamentally different approach to determining how local services are provided. This involves buying or ‘commissioning’ services (in-house or from wider public, private or third sectors) to deliver the strategic objectives of the Council.
- 5.2. Commissioned services are delivered by Delivery Units; they have a level of autonomy in the delivery of the commissioned service – delivering the service for our residents and meeting the agreed outcomes.
- 5.3. Barnet Council operate an intervention and escalation based performance model. This requires Barnet Homes to report quarterly on how they are performing against performance indicators (those in the corporate plan or agreed in the Delivery Plan), projects and risks. Any that are not performing adequately should have an assigned level of intervention – based on a 3 level scale shown here:

Intervention required	Agreeing actions and progress reporting	Accountability
1. No intervention requested	<p><b>Issue:</b> Weak performance against Management Agreement could be result of time lag, or existing plans/actions are in place.</p> <p><b>Reporting:</b> No additional reporting required.</p>	Delivery Unit responsible for performance improvement.
2. Operational improvement plan within Delivery Unit	<p><b>Issue:</b> Deteriorating performance or underperformance against Management Agreement PI (or in some cases, Corporate Plan KPI), reflecting an operational delivery challenge.</p> <p><b>Action:</b> Improvement actions be designed and delivered by Delivery Unit.</p> <p><b>Reporting:</b> No additional reporting required; assurance provided to Corporate Performance Team that action plan is in place.</p>	Delivery Unit responsible for performance improvement.
3. Improvement plan designed by Delivery Unit, signed off and reviewed by Lead	<p><b>Issue:</b> This form of intervention should be reserved for significant underperformance, deteriorating performance against a Corporate Plan KPI, an escalation from level 2, or pattern of underperformance of a</p>	Delivery Unit responsible for delivering operational improvement plan.  Lead Commissioner

<p><b>Commissioner</b></p>	<p>specific set of services.</p> <p>This type of performance issue may reflect an enduring/increasing operational challenge, or require changes to strategy/policy.</p> <p><b>Action:</b> Operational improvement plan to be designed by Delivery Unit (with input from other Delivery Units if cross-cutting issue), signed off by Lead Commissioner/Director and Chief Operating Officer Team.</p> <p><b>Reporting:</b> Progress report provided each quarter to Lead Commissioner, and summary to the next quarterly performance meeting. Option for Lead Commissioner and/or Corporate Performance Team to request monthly progress report.</p>	<p>responsible for commissioning additional analysis of cross-cutting challenge, or appraise strategy options/changes</p>
----------------------------	---	---

**5.4. The Reporting process is shown below.**



**5.5. Additional governance for Barnet Homes**

- All external Delivery Units are managed by the Commercial Team (Commissioning Group). The requirements of reporting for Barnet Homes are set out within this Delivery Plan which is aligned to corporate and strategic objectives.

- The PIs and interventions arising from the draft quarterly performance report are agreed between Barnet Homes and the Partnership Manager before being reported to the Corporate Performance Team. Any resulting contractual issues are reported to the Barnet Homes Strategic Review Group.
- Member oversight is given to Delivery Units through the Performance and Contract Management Committee. Each quarter this committee receives the performance report for all internal and external Delivery Units, including an expanded risk log to show all client-side risks.
- Additional Challenge is provided by the Barnet Group Board, and by Customers through the Barnet Homes Performance Advisory Group.

**5.6. The 2014/15 Performance targets for Barnet Homes are shown in Appendix 2.**

**5.7. Benchmarking**

Barnet Homes shall facilitate benchmarking with other housing providers by providing suitable information to Housemark or other organisations as required by the Council.

## **6. Issues Management**

6.1. Emerging issues will be recorded by the 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.

## **7. Change Management**

- 7.1. On the 2 April 2013, Barnet Council went live as a Commissioning Council. Commissioning involves a fundamentally different approach to determining how local services are provided. This involves buying or ‘commissioning’ services (in-house or from wider public, private or third sectors) to deliver the strategic objectives of the Council.
- 7.2. Commissioned services are delivered by Delivery Units; they have a level of autonomy in the delivery of the commissioned service – delivering the service for our residents and meeting the agreed outcomes.
- 7.3. 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
- 6.4 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 at **Appendix 3** or the Change Request from Barnet Homes at **Appendix 4**.
- 6.5 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.
- 6.6 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.
- 6.7 A Change Notice or Change Request Form shall be signed off by the Lead Commissioner for the Council.
- 6.8 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 Relationship Manager.

## 7. Risk management

- 7.1. The Council's primary responsibilities when commissioning services and working in partnerships is to ensure that the partnership has effective risk management procedures and to provide assurance that the risks are being identified, prioritised and appropriately managed.
- 7.2. The purpose of risk management in this context is as follows:
- To ensure proper identification and understanding of risks associated with a commissioned service including delivery risks, joint risks and retained risks
  - To support clear allocation of responsibilities for managing and monitoring risk
  - To agree the risk appetite for management of risks amongst partners
  - To align the response to identified risks with corporate priorities
  - To provide a framework for information sharing regarding risks and performance management
- 7.3. Barnet Homes shall operate a sound system of internal control including appropriate risk management processes and should comply with section 4.2

of the Council's Risk Management Policy. In order for the Council to maintain its responsibilities for overseeing the management of risks a collaborative approach for managing, monitoring and reporting on risk (key or joint) must be agreed.

7.4. The key policy and procedure excerpts from section 4.2 of the Council's Risk Management Policy are:

**Risk allocation and responsibility**

7.5. Barnet Homes will maintain their 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 assigned 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**

7.6. 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.

7.7. 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.

## 8. Equalities

8.1. At a time of change and continuing financial austerity, the council has made a commitment to treat citizens equally with understanding and respect; provide equal opportunities and quality services in line with Best Value principles. This commitment is at the core of the council's constitution. The Council will take a borough-wide approach to equalities and recognises that one sector alone cannot reduce inequality, grow the economy or encourage community action.

8.2. The Council will work with all partners in the private, public and community sector and the rich diversity of Barnet's communities to:

- Keep Barnet as a good place to live work and study where every Barnet citizen has the opportunity to live, work and study in a safe environment free from harassment and discrimination.

- Build on local community strengths and assets so that citizens can support each other to take control of their own lives, optimise their independence, and make a difference in their communities and to local services.
- Support communities to get on well together and build understanding about what really matters to Citizens.
- Promote active engagement with the rich diversity of Barnet's communities, people who use services, residents and employees.
- Seek out the voices of people who are not always heard and those who need extra help to access our services.
- Place a clear emphasis on creating the right environment for fair economic growth across the borough which supports the development of diverse markets. We want to ensure that workforces and suppliers can maximise the benefits of jobs and growth for local people and communities.
- Use evidence to support the delivery of needs led, appropriate and accessible services which reflect the diversity of need at different stages in people's lives.
- Meet our legal, organisational and personal responsibilities to treat people fairly, promote equalities, address inequality, challenge discrimination, and make reasonable adjustments when we identify any physical or attitudinal barriers which limit equal opportunities.

### 8.3. The Council expects all its partners to:

- Commit to the aims and principles and ways of working and reflect these in the way they do business in Barnet.
- Reflect legal requirements for equality including the General Public Sector Equality Duty where it applies, by promoting equality, tackling discrimination and paying due regard to equalities in decision making.
- Collect, analyse and share equalities data to support the achievement of this policy and report progress, for example, as part of Barnet Strategic Equalities Objective.
- Know about and respond to the diverse nature of Barnet as part of their standard business model.
- Support people to access services and reflect Barnet's diversity in their service provision by communicating with their customers, making their services accessible and personalising their offer to meet individual needs without a service premium.

### 8.4. 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

8.5. 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.

8.7. The role of the Equalities Strategy to support delivery of the Council’s corporate plan objectives will include:

To collect data relating to protected characteristics and monitor service delivery and to identify trends and propose actions relating to the use of temporary accommodation

To collect data relating to protected characteristics and monitor service delivery and to identify trends and propose actions relating to housing applications

8.8 The following measurements of Barnet Homes’ success in delivering against the corporate plan equalities objective are included in the Performance Monitoring Report and are reported annually in Quarter 3:

- Length of time spent in emergency / B&B accommodation analysed by protected characteristics.
- Placement of housing applicants into accommodation by type and location monitored by protected characteristics.

## 9. Functions delegated by the Council

See appendix 5

## 10. Data Management

10.1 A Memorandum of Understanding between the London Borough of Barnet and the Barnet Group for the protection, management and control of data is attached at **Appendix 6**



## Appendix 1

### Projects to support LBB Corporate Objectives 2014/15

Project/comm ission	Project Sponsor/ Project Manager	Aims/objectives	Expected benefits	Key milestones	Resources (e.g. funding)
Deliver approved new build schemes [phase1]	Troy Henshall Tony Piggott	Increasing housing supply, including family accommodation and wheelchair homes	38 new homes built  Reduction in ETA costs	Planning applications submitted from February 2014  Start on site July 2014  Completion on site March 2016	As agreed within CRC Report 24th June 2013
New business and development prospectus	Troy Henshall	Develop growth opportunities for the Group that support LBB in delivering against their priorities and contribute towards delivery of the Group new business strategy and business plan growth targets	We will have developed a pipeline of 100 new build units  We will have developed a business case to transfer a council service	Business case for new build 31 October 2014  Business case for service 31 August 2014	Existing BH resources
TBG Asset Management Strategy	Derek Rust David Hann	Develop agreed framework for stock capital investment to support the HRA business plan including an agreed approach towards assessing asset value	HRA business plan capital investment levels validated  Approach agreed to asset retention and disposal agreed	LBB sign off of agreed draft strategy May 2014  Net Present Value report presented to LBB June 2014  Capital programme review completed October 2014	Existing BH resources supplemented by consultant support
Homelessness and Emergency TA mitigation	Derek Rust Kate Laffan	To reduce homeless demand through enhanced prevention  To increase supply of affordable accommodation  To implement the LBB Placements Policy  To reduce the costs of ETA to the Council	750 or more homeless preventions by Housing Options  50% increase in PSL acquisitions (75)  400% in out of London TA acquisitions (125)  85% increase in PMA acquisitions (125)  500 or less households in ETA	Implementation of Housing Options Service Review – June 2014  Review of effectiveness of mitigations – Sept 2014	Existing BH resources supplemented by agreed LBB funded mitigation actions

<p><b>All Systems Go</b></p>	<p><b>Troy Henshall Mandy Dunstan</b></p>	<p><b>Upgrade and streamline our IT systems</b></p> <p>Improve customer access to services using self service</p> <p>Improve customer resolution at first point of contact</p> <p>To reduce costs by delivering efficiencies to processes and working practices within the mobile workforce.</p>	<p><b>90% of employees will be satisfied with their IT</b></p> <p>We will reduce face-to-face customer contact by 10% over the next five years</p> <p>Increase right first time by 20% over the next five years</p>	<p><b>Deliver the ASG Programme April 2014</b></p> <p>Deliver our Mobile Working pilot May 2014</p> <p>Upgrade our customer web portal May 2014</p> <p>Integra October 2014</p> <p>Mobile working and infrastructure replacement October 2014</p>	<p><b>BH Resources provided</b></p>
<p><b>Moreton Close and Adult Social Care</b></p>	<p><b>Troy Henshall Tony Piggott</b></p>	<p>To address the current shortfall in extra care dwellings within the housing stock</p> <p>To address the need for Extra Care Housing for Barnet residents, particularly those with dementia</p>	<p>52 bed spaces subject to planning</p> <p>Reduction in ASC budgets</p>	<p>Subject to the required approvals, planning application submitted October 2014</p> <p>Start on site April 2015 Completion December 2016</p>	<p>Subject to CRC approval</p>
<p><b>Dementia</b></p>	<p><b>Karen Patten</b></p>	<p>Support to people at early stages of Dementia</p>	<p>Prevent people from moving into higher care.</p> <p>Enable people to be independent for as long as is practical.</p>	<p>Creation of Dementia Steering Group April 2014</p> <p>Training for front line staff March 2015</p> <p>Promotion of Telecare March 2015</p> <p>Sign posting resources available including promotion of Telecare via Assist March 2015</p>	<p>Existing BH resources</p>

<p><b>Training and Employment</b></p>	<p><b>Dave Thomas</b></p>	<p><b>Working with partners to deliver training &amp; volunteering opportunities that help customers to find employment.</b></p> <p><b>Deliver in-house employment opportunities via apprentice, graduate and intern programmes</b></p>	<p><b>We will have delivered training to or signposted 350 customers</b></p> <p><b>Customers attending CIH courses are involved in resident participation activities and work placements</b></p> <p><b>Recruitment of 14/15 apprentices including new IT apprentices</b></p> <p><b>Commence BH volunteering programme for staff and community</b></p>	<p><b>Community Engagement Strategy launched Q1 2014/15</b></p> <p><b>New City &amp; Guilds courses run from Cheshir Hall August 2014</b></p> <p><b>Working with CIH to create the Housing apprenticeship programme October 2014</b></p> <p><b>Annual impact report on outcomes from our T&amp;E programme October 2014</b></p> <p><b>Annual Employment Fair June 2014</b></p>	<p><b>Existing BH funding but this is supplemented by course costs met from external sources – DWP, purchased by other providers</b></p>
---------------------------------------	---------------------------	---	---	--	--

## Appendix 2 - PI suite

### Corporate Performance Indicators (CPI) Reported to Delivery Board, SCB and Member Scrutiny

CPI NO	Indicator description	Definition	Target	Benchmarking
8001a	Reduce the number of households placed in emergency accommodation to 500	Homeless households accommodated in B&B, Shared Facilities and Self Contained units. (Either Pending enquiries/ found to be intentionally homeless or where Sectn 193 Duty is owed)	Quarterly  500	<b>Table 784A CLG P1E Live Tables. Comparison: All London Authorities.</b>  This measures the total numbers currently in nightly paid accommodation. This presents the most financial risk to the Council, as costs cannot be fully recovered from Welfare Benefits.
8001b (i)	Total number of Private Rented Sector lettings achieved	To be clarified	315 year end – quarterly interim targets Q1 = 79 Q2 = 158 Q3 = 236 Q4 = 315	<b>No Comparative Data</b>  PRS direct lettings represents a key mitigation to reduce the financial pressures on the General Fund.

### Key Performance Indicators (KPI). Reported to Delivery Board and Member Scrutiny

KPI NO	Indicator description	Definition	Target	Benchmarking
BH001	Families in Bed and Breakfast for longer than 6 weeks	Families B&B accommodation for more than 6 weeks	Quarterly  No more than 0	<b>DCLG P1E returns: all London Boroughs</b> Families in B&B for more than 6 weeks is a reputational and legal risk to the Council
BH002	Percentage of statutory homeless appeals completed on time	To be clarified	Quarterly  No less than 100%	<b>No Comparative Data</b>  This measures the ability of BH to manage the Homeless caseload and prevent a reputational and statutory risk to the Council.
BH003	Total number of homeless preventions completed	Total Number of cases where homelessness was prevented and relieved	Annually No less than 700	<b>P1e Returns: All London Authorities</b> This measures the ability of BH to manage the Homeless caseload and prevent placing people in Temporary Accommodation, and reduce the financial risk to the Council.

BH004	Percentage of those households in EA pending enquiries or found to be intentionally homeless	The proportion of all homeless households accommodated in B&B, Shared Facilities and Self Contained units pending enquiries or found to be intentionally homeless	Quarterly <b>No more than 37%</b>	<b>Table 784A CLG Live Tables (Extract). Comparison: All London Authorities</b> This measures the ability of BH to manage homeless applications and efficiently discharge the Council's duty to house thus reducing the financial risk to the Council.
BH005	Average days to re-let empty properties	Average re-let time (calendar days) – General Needs and Housing for Older People (GN and HfOP)	Quarterly <b>No more than 21 Days</b>	<b>HouseMark. Comparison: London Organisations</b> This is an important efficiency measure. Reputation/Financial risk to Council.  Definition as per Housemark. Excludes major works voids.
BH006	Major Works Voids	Percentage of dwellings that are vacant but unavailable to let - GN & HfOP	Quarterly <b>No more than 0.15%</b>	<b>HouseMark. Comparison: London Organisations</b> This indicator measures the number of properties vacant but unavailable for letting, and the proportion this represents of the housing stock. It is a snapshot at the end of the period. A unit is unavailable to let if it is; undergoing major works (works are described as major if they can not be carried out with a resident in the property). Reputational/financial risk
BH007	Current arrears as percentage of debit	Current tenant arrears as a percentage of the annual rent debit (excluding HB adjustments) – General Needs and Housing for Old People	Quarterly <b>No more than 2.83%</b>	<b>HouseMark. Comparison: London Organisations</b> This measures the ability of BH to effectively and efficiently manage the income collection service, and reduce the financial risk to the Council.
BH008	Temporary Accommodation arrears as percentage of debit	Temporary Accommodation arrears as percentage of debit	Quarterly <b>No more than 4.6%</b>	<b>Local Indicator. No Comparative data</b> This measures the ability of BH to effectively and efficiently manage the income collection service, and reduce the financial risk to the Council
BH009	Percentage of annual leasehold service charge collected including arrears brought forward	Leasehold service charges collected as a percentage of service charges due	Quarterly <b>No less than 100.5% year end</b>	<b>Housemark. Comparison: London Organisations</b> This measures the ability of BH to effectively and efficiently manage the income collection service and reduce the Council's financial risk.

BH010	Responsive repairs satisfaction	Percentage of respondents very or fairly satisfied with repairs and maintenance (GN & HfOP)	<b>Quarterly</b> <b>No less than 77%</b>	<b>Housemark. Comparison: London Organisations</b> This is a key measure of whether BH provides a good repairs and maintenance service from the tenant's perspective. It is a reputational issue for the Council as a landlord.
BH011	Percentage of estates rated as 3 or 4 (satisfactory or very good)	Percentage of respondents very or fairly satisfied with their neighbourhood as a place to live (GN & HfOP)	<b>Quarterly</b> <b>No less than 82.25%</b>	<b>Housemark. Comparison: London Organisations</b> This is a key measure of whether BH provides a good grounds maintenance and communal repairs service from the tenant's perspective. It is a reputational issue for the Council as a landlord.
BH012	Gas servicing completion	Percentage of dwellings with a valid gas safety certificate	<b>Quarterly</b> <b>No less than 100%</b>	<b>Housemark. Comparison: London Organisations</b> This measures the ability of BH to ensure that the annual safety check has been completed, when due, and reduce the legal and reputational risk to the Council.
BH013	Satisfaction with BH as the Managing Agent	Percentage of respondents very or fairly satisfied with the service provided by their social housing provider (GN & HfOP)	<b>Annually (reporting in Q3)</b> <b>No less than 81%</b>	<b>Housemark. Comparison: London Organisations</b> Measure of overall resident satisfaction. It is a reputational issue for the Council as a landlord.

**Customer Experience PIs reported to Delivery Board and Member Scrutiny**

BH CE001	Satisfaction with call handling		<b>Monthly</b> <b>No less than 70%</b>	<b>Local Indicator.</b> Comparison: Other Delivery Units within LBB
BH CE002	Freedom of Information responses in 20 days on time		<b>Monthly</b> <b>No Less than 100%</b>	<b>Local Indicator.</b> Comparison: Other Delivery Units within LBB
BH CE003	% of calls answered in 20 Seconds		<b>Monthly</b> <b>No Less than 80%</b>	<b>Local Indicator.</b> Comparison: Other Delivery Units within LBB
BH CE004	Escalated complaints		<b>Monthly</b>	<b>Local Indicator.</b> Comparison: Other Delivery Units within LBB
BH CE005	Members Enquiries responded to in 10 days		<b>Monthly</b> <b>No less than 100%</b>	<b>Local Indicator.</b> Comparison: Other Delivery Units within LBB

BH CE006	Face to face wait time – Housing Options		Monthly TBA	<b>Local Indicator.</b> Comparison: Other Delivery Units within LBB
BH CE007	Face to face wait times – Barnet Homes		Monthly TBA	<b>Local Indicator.</b> Comparison: Other Delivery Units within LBB
BH CE008	Customer satisfaction with face to face – Housing Options		Monthly TBA	<b>Local Indicator.</b> Comparison: Other Delivery Units within LBB
BH CE009	Customer satisfaction with face to face – Barnet Homes		Monthly TBA	<b>Local Indicator.</b> Comparison: Other Delivery Units within LBB

**Management Performance Indicators (MPIs) reported internally to BH and to monthly Contract Review Meetings with LBB.**

MPI NO	Indicator description	Definition	Target	Benchmarking
BH MPI001	Total number in TA	Total Number of Homeless Households accommodated by the Authority. (Either Pending enquiries/ found to be intentionally homeless or where Sectn 193 Duty is owed)	Monitor No target set	DCLG P1E returns: all London Boroughs
BH MPI002	EA units acquired in quarter at above Local Housing Allowance rates		Quarterly No more than 70%	<b>Local Indicator</b> No Comparative Data  The aim of the mitigation actions is to hold a steady state for 2014/15.
BH MPI003	End to end time for Major Adaptations		Monthly No more than 19 Weeks	<b>Local Indicator</b> No Comparative data
BH MPI004	Responsive repairs first time fix	Percentage repairs completed right first time.	Monthly No less than 80%	<b>Housemark. Comparison: London Organisations</b> A key measure of the effectiveness of the repairs contractor

BH MPI005	Tenant satisfaction with void condition		Monthly No less than 90%	Local Indicator No Comparative data.
BH MPI007	Satisfaction with gas contractor		Monthly No less than 90%	Local Indicator No Comparative data
BH MPI008	Percentage of 2 year flexible tenants currently in training or employment		Monthly No less than 75%	Local Indicator No Comparative data
BH MPI009	Satisfaction with major works		Monthly No less than 94%	Local Indicator No Comparative data
BH MPI010	Former Tenants' Arrears as a percentage of the projected annual rent debit		Monthly No more than 1.9%	Housemark
BH MPI011	Rent written off as a percentage of the annual rent roll		Quarterly No more than 1%	Housemark
BH MPI012	Percentage of garage rental income collected, compared to amount due		Monthly TBA	Local Indicator No Comparative data (exclude those due for demolition or disposal)
BH MPI013	Percentage of garages which are void		Monthly TBA	Local Indicator No Comparative data (exclude those due for demolition or disposal)
BH MPI014	Proportion of Tenancies with arrears of more than 7 weeks gross rental income Percentage of all tenants who have been evicted for rent arrears (GN and HfOP)		Monthly No more than 5%	Local Indicator Comparative data: Historic Outturn
BH MPI015	% of all tenants who have been evicted for rent arrears		Annually No more than 0.2%	Local Indicator Comparative data: Historic Outturn



BH MPI016	RIDDOR Incidents; Near Misses; Accident Rate		Quarterly	Local Indicator Trends
BH MPI017	Percentage of new tenants expressing satisfaction with the lettings process		Monthly No less than 91%	Housemark
BH MPI018	Percentage of post inspections undertaken on planned works		Monthly No less than 20%	Local Indicator No Comparative data
BH MPI019	Percentage of post inspections resulting in corrective action works		Monthly No more than 5%	Local Indicator No Comparative data
BH MPI020	Percentage of homes that are non-decent at the end of the period		Annually in Q1 No more than 0.25%	DCLG Comparison: London Authorities
BH MPI021	Average energy efficiency rating of dwellings (SAP2005)		Annually in Q1 No less than 67.17	DCLG Comparison: London Authorities
BH MPI022	Staff Turnover		Quarterly No more than 15%	Local Indicator
BH MPI023	Average working days lost due to staff sickness		Quarterly No more than 5.8 days	Local Indicator Comparison: Other LBB Delivery Units
BH MPI024	FTE staff employed via PAYE		Quarterly No target	Local Indicator Trend analysis

### Appendix 3

<b>Barnet Homes</b>				
<b>Barnet Homes – Change Request</b>				
The top part of the form is completed by the person requesting the change and sent to the Council Contract Manager. The bottom part is completed by the Council. The Change Request must be approved before it can be incorporated into the Management Agreement.				
<b>Barnet Homes to Complete</b>	<b>Barnet Homes</b>			
	<b>Change Request #:</b>	<b>Date:</b>	<b>Change Requested by:</b>	
	Assign a unique number to each Change Request	Date that the form was submitted	Who has originated the change	
	<b>Urgency:</b>			
	When is a response required? High, medium or low?			
	<b>Description of Change Request:</b>			
	What is the change? Describe what in the Management Agreement needs to change.			
	<b>Reason for the Change:</b>			
	What is the reason for the change? What is the issue that the Change Request will address? Why does Barnet Homes require the change? How specifically will the commissioned outcomes benefit from the change?			
	<b>Financial Implications:</b>			
Is there any effect on the revenue or capital budgets? If so what is the addition / reduction in the budget? Are additional resources required? Are these temporary staff and if so for how long?				
<b>Proposed Approach to Implement the Change:</b>				
Is there a plan to implement the change? What is the timescale to implement and when is the benefit impact expected?				
<b>Issued on behalf of Barnet Homes:</b>				
<b>Name:</b>	<b>Date:</b>	<b>Signed:</b>		
<b>Barnet Council to Complete</b>	<b>Barnet Council</b>			
	<b>Impact on Scope:</b>	What changes will need to be made to the Management Agreement? Has this Change Request been raised in response to an intervention or escalation arising from a performance review? Have the customer requirements changed? How does the change affect outcomes and priorities?		
	<b>Impact on Risk:</b>	What impact will there be on the risk profile? If the change introduces a new risk indicate what needs to be done to reduce the risk or consequences?		
	<b>Impact on Budget:</b>	If the cost is additional is the money available?		
	<b>Equalities Impact:</b>	Is an EIA required		
	<b>Other:</b>	Indicate any other impacts of the proposed change – e.g. will there be a requirement to consult with residents		
	<b>Is a DPR or Committee Decision required?</b>			
<b>Approval to Proceed / Change Request Rejected</b>				
<b>Lead Commissioner/ Contract Manager:</b>	<b>Name:</b>	<b>Date:</b>	<b>Signed:</b>	

## Appendix 4

<b>Barnet Homes</b>				
<b>Barnet Council – Change Notice</b>				
The top part of the form is completed by the Council Contract Manager and sent to Barnet Homes who will complete the bottom part.				
<b>Barnet Council to Complete</b>	<b>Barnet Council</b>			
	<b>Change #:</b>	<b>Date:</b>	<b>Change Notice originated by:</b>	
	Assign a unique number to each Change Notice	Date that the change is submitted	Who has originated the change	
	<b>Urgency:</b>			
	When is change to be implemented?			
	<b>Has this been covered by a DPR / Committee report?</b>			
	Insert hyperlink to DPR / Report			
	<b>Description of Change Request:</b>			
	What is the change? Describe what in the Management Agreement needs to change.			
	<b>Reason for the Change:</b>			
What is the reason for the change? Will the commissioned outcomes benefit from the change? Has this Change Request been raised following an intervention or escalation arising from a performance review? How does the change affect outcomes and priorities?				
<b>Financial Implications:</b>				
Is there any effect on the revenue or capital budgets? If so what is the estimated addition / reduction in the budget? Are additional resources required? Are these temporary staff and if so for how long?				
<b>Approval to Proceed</b>				
<b>Lead Commissioner/Contract Manager:</b>	<b>Name:</b>	<b>Date:</b>	<b>Signed:</b>	
<b>Barnet Homes to Complete</b>	<b>Barnet Homes Acknowledgement</b>			
	<b>Impact on Scope:</b>	Does the Change Notice have an effect on Barnet Homes ability to deliver elsewhere?		
	<b>Impact on Risk:</b>	Is there any impact to the risk profile? If the change introduces a new risk indicate what needs to be done to reduce the risk or consequences?		
	<b>Impact on Budget:</b>	Provide a firm assessment of the effect on the budget.		
	<b>Approach to Implement the Change:</b>	Provide a plan to implement the change? What is the timescale to implement and when is the benefit impact expected?		
	<b>Other:</b>	Indicate any other impacts of the proposed change		
	<b>Change Notice Acknowledged and Implemented</b>			
<b>Name:</b>	<b>Date:</b>	<b>Signed:</b>		

## Appendix 5 - DELEGATION OF FUNCTIONS

Function	Barnet Council	Barnet Group	Shared
Housing Strategy and related functions	X		
Development and review of Allocations Scheme	X		
Development and review of Local Tenancy Strategy	X		
Maintaining the Allocations Scheme and Tenancy Strategy		X	
Stock condition (including house condition surveys)	X (Private sector housing)	X (HRA and applicable GF properties)	
Housing needs surveys and assessments	X		
Home Energy Conservation Acts and energy efficiency	X (Private sector housing)	X (HRA and applicable GF properties)	
Housing land and other assets	X		
Homelessness		X	X (Homelessness Strategy)
Development of new homes	X	X	
Private sector housing and related functions	X		
Co-ordination with corporate policy	X		
Making best use of the housing stock			X
Selection of tenants for vacant properties		X	
Granting new tenancies		X	
Signing up new tenants		X	
Transfer list management		X	
Succession		X	
Mutual exchange management		X	
National mobility scheme			X
Responsive repairs		X	
Planned maintenance		X	

Function	Barnet Council	Barnet Group	Shared
Modernisation , improvements and major repairs		X	
Redevelopment and renewal			X
Regeneration estates			X
Terminations of tenancies		X	
Inspection and repair of empty homes	X (Private sector housing)	X (HRA and applicable GF properties)	
Estate management		X	
Enforcement of tenancy conditions		X	
Evictions and court action		X	
Alterations to Conditions of Tenancy (Tenancy agreements)	X (Instigation)		X (Drafting)
Illegal occupation		X	
Housing fraud		X	
Anti social behaviour orders		X	
Caretaking		X	
Shared ownership staircasing and sales		X	
Environmental services		X on housing land	
Grounds maintenance		X on housing land	
Sheltered housing schemes		X	
Assist service (Sheltered call centres (Lifeline))*		X	
Supported housing schemes			X
Refuges	X		
Housing Advice, assessment and options		X	
Homeless accommodation		X	
Temporary accommodation (including hostels)		X	
Right to buy valuations	X		
Right to buy administration		X	
RTB approvals		X	
Leasehold management		X	
Rent setting	X		
Rent collection		X	

Function	Barnet Council	Barnet Group	Shared
Recovery of arrears and other charges		X	
HRA business planning			X
Financial returns			X
Financial management		X	
Insurance and claims		X but depends on the nature of the claim	X
Procurement policy			X
Letting of contracts in relation to delegated activities		X	
resident engagement		X	
Tenant association development		X	
Information to tenants		X	
Consultation		X	
Reports to tenants		X	
Garages		X	
Shops and other buildings			X
Housing offices			X
Disposal of homes/estates	X		
Clearance of homes			X Decision Council and implementation ALMO
Decanting		X	
Complaints policy	X		
Complaints handling			X

**\*Barnet Group Assist Service**

A review has been undertaken on provision of Telecare and Assistive Technology through Adult Social Care in the borough. The council will now be considering how Telecare provision should be organised and delivered; this may include procurement of services which are currently undertaken by Barnet Group through the Assist service. Options that the council will be considering include formation of a partnership with a strategic implementation partner and Barnet Group would be expected to work closely with the Council on further reviews and service design.

	AGENDA ITEM 9
	<p><b>Performance &amp; Contract Management Committee</b></p> <p><b>23 July 2014</b></p>
<b>Title</b>	<b>Performance &amp; Contract Management Committee Work Programme</b>
<b>Report of</b>	Deputy Chief Operating Officer Commercial Director
<b>Wards</b>	All
<b>Status</b>	Public
<b>Enclosures</b>	Appendix A - Committee Work Programme June 2014 to May 2015
<b>Officer Contact Details</b>	Anita Vukomanivoc - Governance Service Officer <a href="mailto:anita.vukomanovic@barnet.gov.uk">anita.vukomanovic@barnet.gov.uk</a> 020 8359 7034

<b>Summary</b>
The Committee is requested to consider and comment on the items included in the 2014/15 work programme

<b>Recommendations</b>
1. That the Committee consider and comment on the items included in the 2014/15 work programme

## **1. WHY THIS REPORT IS NEEDED**

- 1.1 The Performance & Contract Management Committee Work Programme 2014/15 indicates forthcoming items of business.
- 1.2 The work programme of this Committee is intended to be a responsive tool, which will be updated on a rolling basis following each meeting, for the inclusion of areas which may arise through the course of the year.
- 1.3 The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 There are no specific recommendations in the report. The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 N/A

## **4. POST DECISION IMPLEMENTATION**

- 4.1 Any alterations made by the Committee to its Work Programme will be published on the Council's website.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

- 5.1.1 The Committee Work Programme is in accordance with the Council's strategic objectives and priorities as stated in the Corporate Plan 2013-16.

### **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 5.2.1 None in the context of this report.

### **5.3 Legal and Constitutional References**

- 5.3.1 The Terms of Reference of the Policy and Resources Committee is included in the Council's Constitution, Responsibility for Functions, Annex A.



#### **5.4 Risk Management**

5.4.1 None in the context of this report.

#### **5.5 Equalities and Diversity**

5.5.1 None in the context of this report.

#### **5.6 Consultation and Engagement**

5.6.1 None in the context of this report.

### **6. BACKGROUND PAPERS**

6.1 None.

This page is intentionally left blank

**London Borough of Barnet  
Performance and Contract  
Management Committee Work  
Programme  
June 2014 - May 2015**

Contact: Anita Vukomanovic 020 8359 7034 anita.vukomanovic@barnet.gov.uk

<b>Subject</b>	<b>Decision requested</b>	<b>Report Of</b>	<b>Contributing Officer(s)</b>
<b>11 June 2014</b>			
Final Outturn and Quarter Four Monitoring Report 2013/14	To approve the Final Outturn and Quarter Four Performance Report 2013/14 including Treasury Management Outturn	Deputy Chief Operating Officer	
NSL Contract Performance	To receive a performance report on the NSL contract including an update on payment mechanism and signs & lines. (Referral from Contract Monitoring OSC 17 March 2014)	Housing and Environment Lead Commissioner	
<b>23 July 2014</b>			
Performance report from Barnet Homes	To consider and review performance management arrangements and the end of year position of this Delivery Unit.	Housing and Environment Lead Commissioner	
Performance report from Public Health	To consider and review performance management arrangements and the end of year position of this Delivery Unit.	Dr Andrew Howe	
Update report on CSG contact centre performance	To consider and review performance management arrangements and the end of year position of this Delivery Unit.	Commercial and Customer Services Director	

<b>Subject</b>	<b>Decision requested</b>	<b>Report Of</b>	<b>Contributing Officer(s)</b>
<b>1 September 2014</b>			
Quarter 1 Monitoring Performance Report 2014/15	To review and approve the Quarter 1 2014/15 Finance and Performance Report for Internal and External Delivery Units 14 including Treasury Management Outturn	Deputy Chief Operating Officer	
Contract Management	To approve a Strategic Outline Case for changes to the Managing Agent function to deliver better commercial value (contract management)	Chief Executive	
<b>11 November 2014</b>			
Quarter 2 Monitoring Report 2014/15	To review and approve consider the Quarter 2 2014/15 Finance and Performance Report for Internal and External Delivery Units 14 including Treasury Management Outturn	Deputy Chief Operating Officer	
The Barnet Group - Annual Report	To receive financial performance of Barnet Homes and Your Choice Barnet	Chief Executive, Barnet Homes	
<b>11 February 2015</b>			
Quarter 3 Monitoring Report 2014/15	To review and approve the Quarter 3 2014/15 Finance and Performance Report for Internal and External Delivery Units 14 including Treasury Management Outturn	Deputy Chief Operating Officer	

Subject	Decision requested	Report Of	Contributing Officer(s)
The Barnet Group Ltd Performance Report, April - September 2014			
12 May 2015			
Quarter Four and Year End 2014/15 Monitoring Report	To approve the Final Outturn and Quarter Four Performance Report 2014/15 including Treasury Management Outturn	Deputy Chief Operating Officer	
Corporate Risk Management Policy Statement and Strategy	To approve the risk management framework; ensuring that the risk management framework is in place and aligned to Council policy	Assurance Director	