

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 31st 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:

1. Create the right environment to promote responsible growth, development and success across the borough.	2. Support families and individuals that need it – promoting independence, learning and well-being.	3. Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.
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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>1. Create the right environment to promote responsible growth, development and success across the borough.</p> <ul style="list-style-type: none"> • Deliver approved new build schemes • New business and development prospectus • TBG Asset Management strategy 	<p>2. Support families and individuals that need it – promoting independence, learning and well-being.</p> <ul style="list-style-type: none"> • Homelessness and Emergency TA mitigation • Moreton Close and Adult Social Care • Dementia support activities 	<p>3. Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study.</p> <ul style="list-style-type: none"> • ASG including digital inclusion • Employment and training
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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)
Total Income	(63,096,505)	(61,750,219)
Expenditure		
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
Total Expenditure	64,417,410	65,176,426
Net Cost of HRA Services	1,320,905	3,426,206
Interest and investment income	(80,000)	(80,000)
(Surplus) or deficit for the year on HRA services	1,240,905	3,346,206

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
		28,100	38,528

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.



Barnet Homes SLAs for:	SLA Value 2013/14
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					
Chair	LBB Chief Operating Officer	LBB Members	Strategic Commissioner Housing and Environment Director of Adults Commercial and Customer Services Director	Barnet Group Members	TBG Chair of Board Councillor Board Member Chief Executive BH Director of Operations Director of YCB BH Director of Growth and Development Director of Corporate Services

The group will meet six monthly and at such other periods as agreed by the parties.

Role

The role of the TBG Partnership Group is to:

- Agree key objectives and strategic direction of the partnership
- Consider growth and new opportunities to help LBB and TBG to meet their corporate objectives
- Review progress of TBG against its Business Plan and its contribution to the LBB Corporate Plan
- To receive feedback on LBB key projects and objectives
- Resolve strategic disputes that cannot be resolved by the Barnet Homes Strategic Review Group

BARNET HOMES STRATEGIC REVIEW GROUP

Chair	Strategic Commissioner Housing and Environment	LBB Members	Strategic Commissioner Housing and Environment Contract Manager Commercial and Customer Services Director	Barnet Group Members	Chief Executive The Barnet Group Barnet Homes Director of Operations The Barnet Group Director of Business Services
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BARNET HOMES STRATEGIC REVIEW GROUP
The Strategic Review Group shall consist of a minimum of three (3) and maximum of six (6) members from the Authority and its strategic advisory support (Re) and a minimum of three (3) and a maximum of six (6) members from the Barnet Group.
The group will meet quarterly, following the Quarterly LBB Delivery Unit Board and at such other periods as agreed by the parties
Role
<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"> • Subject to the Partnership Group SRG above, agrees strategic direction and priorities of Barnet Homes • Receives feedback on key strategic issues from the partnership • Reviews the outcomes and objectives of the agreed Delivery Plan and the performance of the partnership • Is the main resolution point for disagreements or clarifications of instruction, including change control requests • Reviews by exception intervention areas, recovery plans or emerging issues of concern
Functions
<ul style="list-style-type: none"> • Handles dispute resolution for disagreements that cannot be resolved in the Performance Review Group • Sets Objectives for the Change Projects • Reviews outputs of the Performance Review Group in relation to Strategic Objectives • Reviews Intervention actions and Recovery Plans as agreed by LBB Delivery Unit Board

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

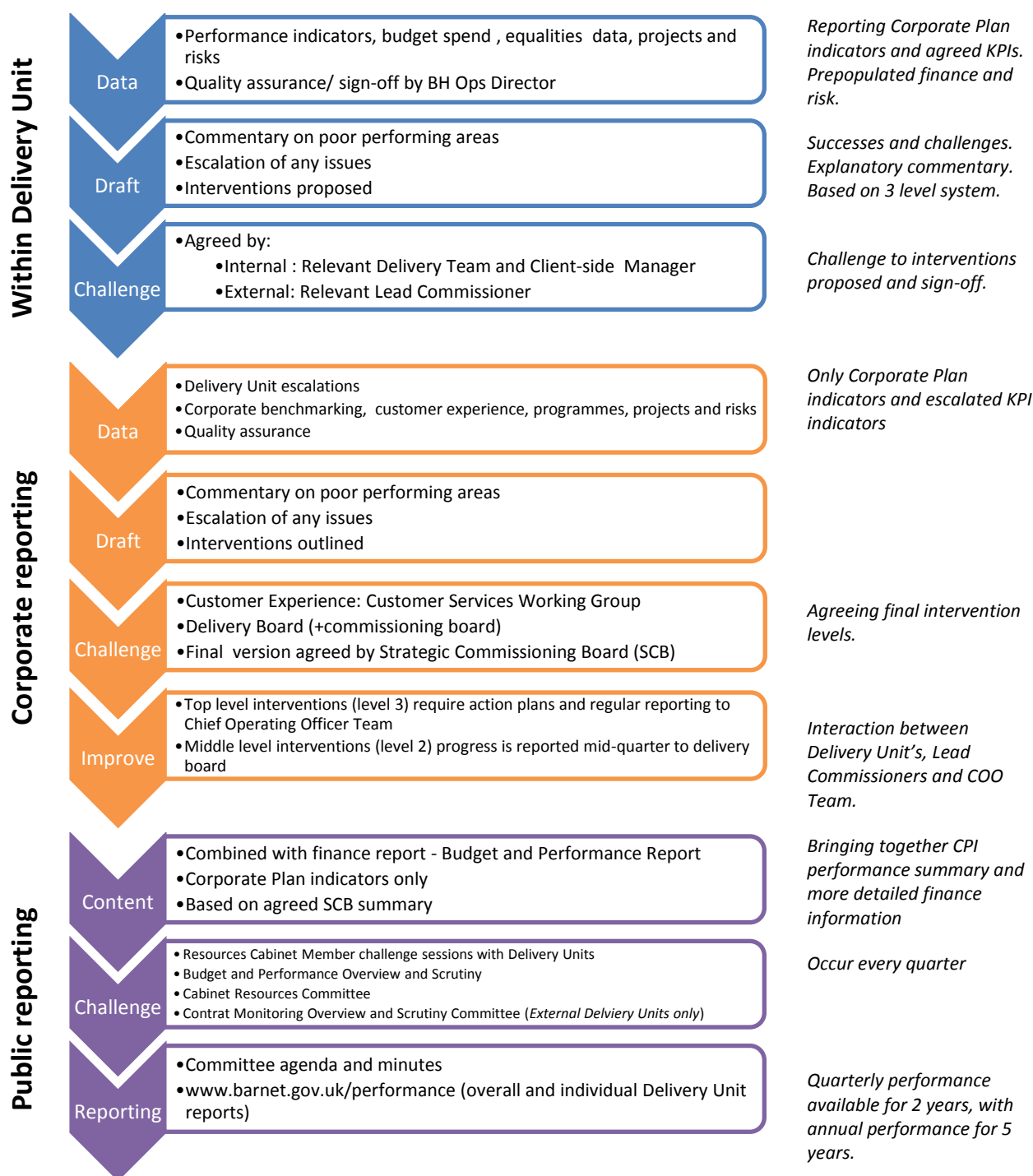
5. Performance Management

- 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>Issue: Weak performance against Management Agreement could be result of time lag, or existing plans/actions are in place.</p> <p>Reporting: No additional reporting required.</p>	Delivery Unit responsible for performance improvement.
2. Operational improvement plan within Delivery Unit	<p>Issue: Deteriorating performance or underperformance against Management Agreement PI (or in some cases, Corporate Plan KPI), reflecting an operational delivery challenge.</p> <p>Action: Improvement actions be designed and delivered by Delivery Unit.</p> <p>Reporting: 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>Issue: 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>Commissioner</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>Action: 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>Reporting: 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>
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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>All Systems Go</p>	<p>Troy Henshall Mandy Dunstan</p>	<p>Upgrade and streamline our IT systems</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>90% of employees will be satisfied with their IT</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>Deliver the ASG Programme April 2014</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>BH Resources provided</p>
<p>Moreton Close and Adult Social Care</p>	<p>Troy Henshall Tony Piggott</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>Dementia</p>	<p>Karen Patten</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>Training and Employment</p>	<p>Dave Thomas</p>	<p>Working with partners to deliver training & volunteering opportunities that help customers to find employment.</p> <p>Deliver in-house employment opportunities via apprentice, graduate and intern programmes</p>	<p>We will have delivered training to or signposted 350 customers</p> <p>Customers attending CIH courses are involved in resident participation activities and work placements</p> <p>Recruitment of 14/15 apprentices including new IT apprentices</p> <p>Commence BH volunteering programme for staff and community</p>	<p>Community Engagement Strategy launched Q1 2014/15</p> <p>New City & Guilds courses run from Cheshir Hall August 2014</p> <p>Working with CIH to create the Housing apprenticeship programme October 2014</p> <p>Annual impact report on outcomes from our T&E programme October 2014</p> <p>Annual Employment Fair June 2014</p>	<p>Existing BH funding but this is supplemented by course costs met from external sources – DWP, purchased by other providers</p>
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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	Table 784A CLG P1E Live Tables. Comparison: All London Authorities. 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	No Comparative Data 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	DCLG P1E returns: all London Boroughs 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%	No Comparative Data 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	P1e Returns: All London Authorities 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 No more than 37%	Table 784A CLG Live Tables (Extract). Comparison: All London Authorities 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 No more than 21 Days	HouseMark. Comparison: London Organisations 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 No more than 0.15%	HouseMark. Comparison: London Organisations 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 No more than 2.83%	HouseMark. Comparison: London Organisations 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 No more than 4.6%	Local Indicator. No Comparative data 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 No less than 100.5% year end	Housemark. Comparison: London Organisations 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)	Quarterly No less than 77%	Housemark. Comparison: London Organisations 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)	Quarterly No less than 82.25%	Housemark. Comparison: London Organisations 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	Quarterly No less than 100%	Housemark. Comparison: London Organisations 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)	Annually (reporting in Q3) No less than 81%	Housemark. Comparison: London Organisations 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		Monthly No less than 70%	Local Indicator. Comparison: Other Delivery Units within LBB
BH CE002	Freedom of Information responses in 20 days on time		Monthly No Less than 100%	Local Indicator. Comparison: Other Delivery Units within LBB
BH CE003	% of calls answered in 20 Seconds		Monthly No Less than 80%	Local Indicator. Comparison: Other Delivery Units within LBB
BH CE004	Escalated complaints		Monthly	Local Indicator. Comparison: Other Delivery Units within LBB
BH CE005	Members Enquiries responded to in 10 days		Monthly No less than 100%	Local Indicator. Comparison: Other Delivery Units within LBB

BH CE006	Face to face wait time – Housing Options		Monthly TBA	Local Indicator. Comparison: Other Delivery Units within LBB
BH CE007	Face to face wait times – Barnet Homes		Monthly TBA	Local Indicator. Comparison: Other Delivery Units within LBB
BH CE008	Customer satisfaction with face to face – Housing Options		Monthly TBA	Local Indicator. Comparison: Other Delivery Units within LBB
BH CE009	Customer satisfaction with face to face – Barnet Homes		Monthly TBA	Local Indicator. 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%	Local Indicator 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	Local Indicator No Comparative data
BH MPI004	Responsive repairs first time fix	Percentage repairs completed right first time.	Monthly No less than 80%	Housemark. Comparison: London Organisations 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

Barnet Homes				
Barnet Homes – Change Request				
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.				
Barnet Homes to Complete	Barnet Homes			
	Change Request #:	Date:	Change Requested by:	
	Assign a unique number to each Change Request	Date that the form was submitted	Who has originated the change	
	Description of Change Request:		Urgency:	
	What is the change? Describe what in the Management Agreement needs to change.		When is a response required? High, medium or low?	
	Reason for the Change:			
	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?			
	Financial Implications:			
	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?			
	Proposed Approach to Implement the Change:			
Is there a plan to implement the change? What is the timescale to implement and when is the benefit impact expected?				
Issued on behalf of Barnet Homes:				
Name:	Date:	Signed:		
Barnet Council to Complete	Barnet Council			
	Impact on Scope:	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?		
	Impact on Risk:	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?		
	Impact on Budget:	If the cost is additional is the money available?		
	Equalities Impact:	Is an EIA required		
	Other:	Indicate any other impacts of the proposed change – e.g. will there be a requirement to consult with residents		
	Is a DPR or Committee Decision required?			
	Approval to Proceed / Change Request Rejected			
Lead Commissioner/ Contract Manager:	Name:	Date:	Signed:	

Appendix 4

Barnet Homes			
Barnet Council – Change Notice			
The top part of the form is completed by the Council Contract Manager and sent to Barnet Homes who will complete the bottom part.			
Barnet Council to Complete	Barnet Council		
	Change #:	Date:	Change Notice originated by:
	Assign a unique number to each Change Notice	Date that the change is submitted	Who has originated the change
	Urgency:		
	When is change to be implemented?		
	Has this been covered by a DPR / Committee report?		
	Insert hyperlink to DPR / Report		
	Description of Change Request:		
	What is the change? Describe what in the Management Agreement needs to change.		
	Reason for the Change:		
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?			
Financial Implications:			
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?			
Approval to Proceed			
Lead Commissioner/Contract Manager:	Name:	Date:	Signed:
Barnet Homes to Complete	Barnet Homes Acknowledgement		
	Impact on Scope:	Does the Change Notice have an effect on Barnet Homes ability to deliver elsewhere?	
	Impact on Risk:	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?	
	Impact on Budget:	Provide a firm assessment of the effect on the budget.	
	Approach to Implement the Change:	Provide a plan to implement the change? What is the timescale to implement and when is the benefit impact expected?	
	Other:	Indicate any other impacts of the proposed change	
Change Notice Acknowledged and Implemented			
Name:	Date:	Signed:	

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.