

Barnet Homes

2016-17 Delivery Plan

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1. Introduction

This Delivery Plan is a refresh of the 2015/16 Delivery Plan and sets the framework for the delivery of Housing Management and Homelessness Services to be provided by Barnet Homes. It marks the commencement of the new ten-year Management Agreement with Barnet Homes from April 1st 2016 and the first year of the revised TBG 5 year Business Plan.

This represents an exciting new year in the history of Barnet Homes in which it will:

- Register a subsidiary Opendoor Homes with The Homes and Communities Agency
- Commence work on developing over 300 new homes and deliver on site a new 50 unit Extra Care facility
- Commence recruitment of new starters through the new TBG flex subsidiary
- Deliver the Temporary Accommodation Reduction Strategy and the homelessness mitigation plan
- Deliver both service transformation projects and the second year of the agreed efficiency plan

All of these activities will assist the Council in delivering not only its Housing Strategy but also the wider objectives of the Council.

2. Delivering the Barnet Corporate Plan

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

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

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

2.1. Housing Committee context and priorities

The Barnet Housing Strategy 2015 – 2025 describes how a rapidly increasing population in Barnet has resulted in increased demand for housing and rising housing costs. In addition, there has been a significant shift in tenure, which has

seen owner occupation reduce and private renting increase by about 9% between 2001 and 2011. This increase is expected to continue over the next ten years.

As a result the key strategic priorities for the Housing Committee are:

- Increasing the housing supply
- Delivery of homes that people can afford
- Sustaining quality, particularly in the private rented sector
- Tackling homelessness
- Providing suitable housing to support vulnerable people
- Maximising the amount of money to invest in delivering new homes
- Delivering efficient and effective services to residents

3. Outcomes 2016-2020

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

| Priority | Key Outcomes | Outcome measures / Targets / Activities |
|---|--|---|
| Increasing the Housing Supply/Delivering homes that people can afford | Additional affordable homes | 500 additional homes provided by 2020 |
| Tackling Homelessness | Homelessness preventions Number of households in Bed and Breakfast | London average by 2020 Zero annually |
| Sustaining quality, particularly in the private rented sector | Increase in landlords achieving the Landlord Accreditation Scheme | 570 landlords will be accredited by 2020 |
| Providing suitable housing to support vulnerable people | Increasing the numbers of extra care spaces within the borough 10% of new housing accessible (wheelchair) housing | New 50 unit extra care housing scheme at Moreton Close completed 2017/18 50 accessible homes by 2020 |

| Priority | Key Outcomes | Outcome measures / Targets / Activities |
|--|--|---|
| Delivering efficient and effective services to residents | <p>Reducing further the costs of service delivery</p> <p>% of respondents very or fairly satisfied with the service provided by their housing provider</p> | <p>Delivery of £2.6m cashable savings to the HRA by 2020</p> <p>No less than 81% annually</p> |

4. Commitments for 2016-20

What Barnet Homes will deliver towards our desired outcomes.

| <i>Commitments allocated to Barnet Homes</i> | <i>Key Deliverables</i> | <i>Key Milestones</i> | <i>Benefit</i> |
|---|---|---|---|
| <i>Increasing the housing supply/Delivering homes that people can afford</i> | | | |
| Delivery of tranche 0 committed programme of affordable homes | 40 affordable rent homes (Green Lane 3 units completed, Bedford Road 4 units due to complete March 16, Brent Place 5 units due to complete March 16) | <ul style="list-style-type: none"> Completion on site of final 28 homes – June 2016 | Increased supply of housing and reduced homelessness costs |
| Delivery of tranche 3 affordable homes | 320 affordable rent homes | <ul style="list-style-type: none"> Planning applications commence - May 2016 Opendoor Homes registered with Homes and Community Agency – July 2016 Planning approval for 320 homes across circa 40 sites achieved – December 2016 Phase 1 start on site - November 2016 | Increased supply of housing and reduced homelessness costs |
| Delivery of programme of acquisitions | 50 homes acquired by March 18 | <ul style="list-style-type: none"> First acquisitions completed – December 2016 | Increased supply of housing and reduced homelessness costs |
| <i>Tackling Homelessness</i> | | | |
| Delivery of Temporary Accommodation Reduction Strategy and homelessness mitigation plan | £1.2m G/F homelessness cost avoidance by 2018/19 | <ul style="list-style-type: none"> Recruitment of additional staffing resources complete – June 2016 Delivery of optimal mitigation plan commences – Sept 2016 Increased homelessness preventions and procurement targets achieved – March 2017 On-going review of activities to minimise homeless demand and develop new initiatives | Increased supply of housing, tenancy sustainment and reduced homelessness costs |

| <i>Providing suitable housing to support vulnerable people</i> | | | |
|---|---|---|---|
| Delivery of tranche 0 Moreton Close Extra care scheme | Delivery of 51 unit dementia friendly extra care facility | <ul style="list-style-type: none"> • Completion of stage 2 tender and selection of contractor – May 2016 • Demolition of existing sheltered scheme – July 2016 • Start on site – Sept 2016 | Delivery of new homes to support greater independence of Adult Social Care service users whilst reducing costs to the Council |
| Accessible homes programme | Delivery of 10% of affordable homes as wheelchair or accessible units | <ul style="list-style-type: none"> • 3 accessible units completed – June 2016 • 32 new accessible units receive planning consent by – December 2016 | As above |
| Delivery of increased supported accommodation for vulnerable young people | Additional 10 shared housing “Get Real” units at single room rate LHA | <ul style="list-style-type: none"> • First 5 units ready to let - September 2016 • Second 5 units ready to let - December 2016 | Increased accommodation with floating support to young homeless people with low support needs |
| <i>Deliver efficient and effective services to residents</i> | | | |
| Review of the Caretaking Service | <p>Top quartile resident satisfaction levels achieved by 2018</p> <p>Efficiency Plan Savings achieved</p> | <ul style="list-style-type: none"> • Completion of the service redesign stage with residents – April 2016 • Full service implementation – July 2016 | Improved service provision, lower cost and increased satisfaction levels |

| | | | |
|--|---|--|---|
| Business Transformation Project | Reduction in failure demand Delivery of repairs related efficiency savings | <ul style="list-style-type: none"> • Customer Journey Mapping Complete – June 2016 • Best Practice Implementation Module 1 – July 2016 • Phase 1 Customer Portal Online – November 2016 | Improved services to residents and greater options for customer access services |
|--|---|--|---|

5. Governance arrangements

The governance arrangements are contained within the new 10 year management agreement schedule 2 and are as outlined below.

5.1. Contract Governance

| | Attendees | Frequency | Nature | Escalation Reporting Route / |
|--|--|------------------|--|---|
| Performance and Contract Management Committee | <p>Members: http://barnet.moderngov.co.uk/mgCommitteeDetails.aspx?ID=693</p> <p>Barnet Homes: Senior representative (as requested)</p> <p>Council: Chief Operating Officer Customer Services and Commercial Director</p> | <i>Quarterly</i> | Public scrutiny of the performance of the Council with opportunity to discuss performance challenges with relevant directors (as required) | Referrals to other committees, including Housing and Policy and Resources (as required) |
| Challenge Session | <p>Members: Chair and Deputy Chair of committee</p> <p>Barnet Homes: Senior representative (as requested)</p> | <i>Quarterly</i> | Detailed scrutiny of Barnet Homes performance ahead of Performance and Contract Management Committee | None |
| Delivery Board | <p>Barnet Homes: Senior representative</p> <p>Council: Chief Operating Officer and other Delivery Unit Directors</p> | <i>Quarterly</i> | Council wide scrutiny | Intervention levels are agreed by this Board. This will include potential for special measures. |

| | Attendees | Frequency | Nature | Escalation Reporting Route / |
|------------------------------------|---|--------------------|--|--|
| Performance Review meetings | <p>Barnet Homes: Operations and Finance Managers</p> <p>Council: Contract Manager CSG Finance Manager Strategic Lead Housing</p> | <i>Monthly</i> | Scrutiny of performance against management agreement and budgets | <p>Commercial Director</p> <p>Performance and Contract Monitoring Committee</p> <p>Housing Partnership Board</p> |
| Housing Partnership Board | <p>Barnet Homes: Senior management</p> <p>Council: Commissioning Director Contract Manager Commissioning and Strategic Housing Leads</p> <p>Re/CSG: Finance and Housing Leads</p> | <i>Bi-monthly</i> | <p>Reviews overall objectives, priorities, outcomes and performance</p> <p>Agrees change control requests and variations</p> <p>Resolves disagreements</p> | <p>Commercial Director</p> <p>Strategic Housing Board</p> |
| Strategic Housing Board | <p>The Barnet Group: Chair</p> <p>Barnet Homes: Executive Officers</p> <p>Council: Chair of Housing Committee Strategic Director Commercial Director/ Partnership Relationship Manager Commissioning Directors Head of Finance</p> <p>Re/CSG: Senior management as required</p> | <i>Bi-Annually</i> | <p>Agree key objectives and strategic direction</p> <p>Considers growth and new opportunities</p> <p>Reviews progress against Five Year Business Plan</p> <p>Resolves strategic disputes</p> | <p>Housing Committee</p> <p>Strategic Commissioning Board</p> |

6. Additional Governance

| | Attendees | Frequency | Nature | Escalation / Reporting Route |
|-------------------------------|--|------------------------|---|---------------------------------|
| Barnet Homes Scrutiny | The Barnet Group Board and Barnet Homes Performance Advisory Group | Monthly or as required | Internal and external scrutiny of performance and budgets. | Council nominated board members |
| Development Programmes | Development Pipeline Programme Board. Barnet Homes Asset Committee Barnet Homes Development Team | Monthly or as required | Performance review of individual development sites and projects | As per programme governance |

6.1. Change Requests

Change control processes are outlined in full within section 12 of the new 10 year management agreement between Barnet Homes and Barnet Council. This may be summarized as follows:

12 CHANGE CONTROL AND VARIATIONS TO THE MANAGEMENT AGREEMENT

- 12.1 Either party through its Contract Manager may request a Change to the Services and/or the Fee in the following circumstances:
- 12.1.1 where a change in government policy occurs;
- 12.1.2 where a Change in Law occurs;
- 12.1.3 where a substantial change is proposed or envisaged in the delivery of the Services including any re-design of the Services including where a notice is served pursuant to clause 2.3.2 and/or where a Tenant Management Organisation is established in relation to certain Properties;
- 12.1.4 where a change to the performance standards agreed for the Services is proposed;
- 12.1.5 where a change in the scope of the Services is proposed; and/or
- 12.1.6 where pursuant to clause 11.6 the parties agree that the HRA Fee should be reduced as a result of a change in the CPI since the September of the preceding Service Year.
- 12.4 The Contract Manager shall consider each and any request for a Change it receives in accordance with Schedule 7 and in doing so will assess the anticipated impact of the requested Change on the Fee and Barnet Homes' performance of the Services. If the anticipated impact is considered by the Contract Manager to be minimal, the Contract Manager shall be entitled to consider the request for a Change. If the anticipated impact is not considered by the Contract Manager to be minimal or if the Contract Manager cannot approve a request for a Change with minimal anticipated impact within 15 working days, the Contract Manager shall refer any such request for a Change to the Housing Partnership Board to be considered at their next meeting.

7. Finances

Barnet Homes Fixed Management Fee Funding 2016-17

| | Year 2015-16 | Efficiency Savings | Year 2016-17 |
|---|--------------|--------------------|--------------|
| Barnet Homes Core Management Fee HRA | 17,335,327 | | 17,335,327 |
| Repairs and Maintenance Management Fee HRA | 7,550,000 | | 7,550,000 |
| Grahame Park Boiler House Funding | - | | 170,000 |
| Capitalised Salaries | - | | 1,100,000 |
| Chilvins Court Management Fees | | | 3,000 |
| Add Other Fees included in Management Agreement | | | 63,680 |
| Housing Ombudsman | | | 13,000 |
| less 16/17 efficiencies | | - 517,000 | - 517,000 |
| less Social Fraud Team | | | - 152,000 |
| Less: Assist | | | - 575,000 |
| Total BH excluding Housing Options | 24,885,327 | | 24,991,007 |
| Housing Options SLA (HRA) | | | 151,711 |
| Housing Options HRA Mgmt Fee | 1,121,282 | | 1,121,282 |
| Housing Options GF Mgmt Fee | 2,729,668 | | 2,447,704 |
| Housing Options TA GF | | | |

| | | | |
|---|------------|--|-------------------|
| | 309,000 | | - |
| Total Barnet Homes Management Fee | 29,045,277 | | 28,711,704 |
| Total Barnet Homes Management Fee excluding Housing Options | 24,885,327 | | 24,991,007 |
| Total Housing Options including total SLA charges | | | 4,012,242 |
| Total Barnet Homes HRA Management Fee as in Management Agreement | | | 26,264,000 |

Housing Options 2016/17 SLA Funding

| | | | £ |
|---------------------------------|----------------|----------------|----------------|
| | HRA | GF | Total |
| - - - - | | | |
| Fixed SLA Accommodation | 55,480 | 90,520 | 146,000 |
| Fixed SLA Facilities Management | 26,220 | 42,780 | 69,000 |
| Fixed SLA Payroll | 2,698 | 4,402 | 7,100 |
| Fixed SLA HR | 3,230 | 5,270 | 8,500 |
| Fixed SLA Customer Care | 10,850 | 24,150 | 35,000 |
| Fixed SLA IT | 53,233 | 118,486 | 171,718 |
| Total | 151,711 | 291,545 | 437,318 |

HRA CAPITAL PROGRAMME EXPENDITURE REPORT

| Capital Programme Description | Full Year Budget | |
|--|------------------------|------------------|
| | 2015/16 @ Q3 £'000s | 2016-17 £'000 |
| Major Works (excluding Granville Road) | 11,336 | 6,877 |
| Granville Road | 276 | 273 |
| Regeneration | 1,389 | 1,415 |
| Misc - Repairs | 1,107 | 2,345 |
| M&E/GAS | 14,568 | 8,294 |
| Voids and Lettings | 1,998 | 3,400 |
| Existing Stock | 30,674 | 22,604 |

| | | |
|-----------------------|---------------|---------------|
| New Affordable Homes | 4,196 | 999 |
| Advanced Acquisitions | | |
| Moreton Close | 900 | 7,000 |
| New Build | 5,096 | 7,999 |
| Total HRA | 35,770 | 30,603 |

| | | |
|---------------------------------|------------|------------|
| The Barnet Group Capital | 2015-16 @ | 2016-17 |
| | Q3 | |
| Hotel Refurbishment Programme | | 269 |
| Alexandra Road | 33 | |
| Social Mobility Scheme | 210 | 540 |
| Total The Barnet Group | 243 | 540 |

| | Budget | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | Total |
|------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Expenditure | | | | | | | |
| HNR Management Fee | 2,729,667 | 2,729,667 | 2,729,667 | 2,729,667 | 2,729,667 | 2,729,667 | 13,648,335 |
| TA Management Fee | 309,000 | 309,000 | 309,000 | 309,000 | 309,000 | 309,000 | 1,545,000 |
| Leaseholder Buybacks Maintenance | 100,000 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 | 350,000 |
| Third Party Payments for TA | 17,910,900 | 22,102,907 | 23,588,383 | 24,519,527 | 22,269,628 | 17,693,189 | 110,173,633 |
| Miscellaneous | 651,990 | 651,159 | 828,159 | 828,159 | 828,159 | 828,159 | 3,963,795 |
| Bad Debt Provision | 879,020 | 1,080,320 | 1,147,503 | 1,189,586 | 1,078,155 | 861,142 | 5,356,705 |
| Total | 22,580,577 | 26,943,052 | 28,672,712 | 29,645,939 | 27,284,608 | 22,491,156 | 135,037,468 |
| Income | | | | | | | |
| TA Rents | -17,020,828 | -20,460,601 | -21,733,010 | -22,530,039 | -20,419,598 | -16,309,499 | -101,452,747 |
| TA Fees Childrens Svcs | 0 | -395,401 | -395,401 | -395,401 | -395,401 | -395,401 | -1,977,005 |
| Other | 0 | -289,221 | 0 | 0 | 0 | 0 | -289,221 |
| Total | -17,020,828 | -21,145,223 | -22,128,411 | -22,925,440 | -20,814,999 | -16,704,900 | -103,718,973 |
| Net Expenditure | 5,559,749 | 5,797,829 | 6,544,301 | 6,720,499 | 6,469,609 | 5,786,257 | 31,318,496 |
| Budget Pressure | | 238,080 | 1,568,552 | 1,744,750 | 1,493,860 | 810,508 | 5,855,751 |

8. Dependencies

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

| Delivery Unit | Dependent on for: | Other DUs dependent on Barnet Homes for: |
|-------------------------------|---|--|
| Adults and Communities | <ul style="list-style-type: none"> • ASB, MARAC, MAPPA and safeguarding • Clientside engagement for development of extra care or accessible units etc. • Administration of leaving care payments • Mental health checks | <ul style="list-style-type: none"> • Adaptation • Support of care leavers and vulnerable adults • Delivery of Extra care and accessibility [wheelchair] homes |
| CSG | <ul style="list-style-type: none"> • Housing Benefit (HB) assessments (new claims & Change-of-circumstances). • HB and cash files upload to QL. • Administration of payenet and payments made through the payment telephone line. • Administration of arrears write offs. • Administration of salary and pension deductions. • Credit union and third party deductions – payroll. • BACS • Direct debit verification and up load. • Management of I.T and Hardware. Including IT network, software upgrade and Help desk • Telephones (inc report and call recording) / Blackberry provision / Telephones – out of hours support (as our provision by Mears is linked via the LBB phone network) • Facilities support for Barnet House • Accommodation for The Barnet Group | <ul style="list-style-type: none"> • Monthly delivery of controlled accounts • Monthly provision of capital works expenditure reports • Information supporting FOI, Members Enquiries and other formal investigations and responses • Information on accidents and incidents • Joint working on health and safety |

| | | |
|--------------------------|---|--|
| Family Services | <ul style="list-style-type: none"> • Safeguarding | <ul style="list-style-type: none"> • Suitable accommodation for children leaving care |
| HB Law | <ul style="list-style-type: none"> • Rent arrears works • ASB • Regeneration secure s10a etc. • Regeneration non secure • Disrepair defence • Non access works – gas etc. • Contract advice • Right-to-buy (RTB) applications and transactions • Leasehold arrears works • Tenancy and lease management work • Alterations – associated agreements and charges • RTB Conveyancing • Development - i.e. legal packs, land registry, contracts • Attendance at court (we have no right of audience) • PCOL administration <ul style="list-style-type: none"> • Homeless advice | <ul style="list-style-type: none"> • Performance/satisfaction feedback |
| Property Services | <ul style="list-style-type: none"> • RTB valuations • RTB lease plans • Alterations – planning permissions etc. • Development - i.e. site assembly briefs, liaison with statutory bodies, easements, appropriation etc | <ul style="list-style-type: none"> • Tenancy information and advice on disposals • Assistance with managing issues with non-BH managed HRA assets |
| Re | <ul style="list-style-type: none"> • Environmental Health - partnership working to deal with environmental nuisance. • Planning • Building control • Regeneration team – progress of scheme, amendments to phasing plans etc (also linked to the LBB appointed development partners) • Development – Planning, Highways, Building Control, other professional services | <ul style="list-style-type: none"> • Support for empty homes initiative landlord accreditation and HMO registration • Progressing Planning Permissions for development plans • Specialist regeneration related expertise relating to existing residents • Joint working to support development pipeline objectives |

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

9. Customers and Risk

9.1. Market, contract and relationship management

The Council is putting in place a new contract methodology, distinguishing different levels of contract activity – Strategic, Critical, Operational, Transactional. In summary, the latter two categories are to be managed and overseen within Delivery Units. Strategic contracts – and the relationship management – will be managed through Commissioning Group. Where a contract is categorized as Critical (single or a group of contracts from a particular market), the Management Agreement negotiation process will identify what level of relationship management is required from Commissioning Group, and at what stage.

In addition to the table on critical contracts (below), DUs are expected to fully manage their Operational and Transactional contracts in accordance with LBB policies to procurement and contract management.

| Critical contracts to be managed by DU | Provider(s) | Scope / aim of contract | Cost | Start of contract (and end date if agreed) | Monitoring arrangements |
|--|---------------------------|---|---------------------|--|--|
| Repairs, Maintenance & Void Property Refurbishment | Mears Group plc | Delivery of the repairs and maintenance service to housing stock and refurbishment of properties when they become void | Circa £9m per annum | Start - March 2012 End – March 2022 | In-house contract management team managing in- line with Term Partnering Contract 2005 (2008 amended) requirements |
| Gas Heating – Servicing, Repair and Installation | Robert Heath Heating Ltd. | Delivery of the annual servicing of all gas appliances, repairing heating systems and installing new systems to housing stock | Circa £2m per annum | Start – March 2014 End – March 2018 | In-house contract management team managing in- line with Term Partnering Contract 2005 (2008 amended) requirements |

| Critical contracts to be managed by DU | Provider(s) | Scope / aim of contract | Cost | Start of contract (and end date if agreed) | Monitoring arrangements |
|---|---|--|--------------------------------|---|--|
| Major Capital Refurbishment Works | Lovell Partnerships trading as – Morgan Sindall | Delivery of major replacement component to housing stock | Circa £6m per annum | Start – July 2012 End – July 2022 | In-house contract management team managing in-line with Term Partnering Contract 2005 (2008 amended) requirements |
| Major Electrical Installation Works | Lovell Partnerships trading as – Morgan Sindall | Delivery of major electrical installation replacement works to housing stock | Circa £9m per annum | Start - March 2012 End – March 2022 | In-house contract management team managing in- line with Term Partnering Contract 2005 (2008 amended) requirements |
| Key TA providers | London Rentals Ltd, Rent Connect Ltd | Provision of interim temporary accommodation | Both circa £1.1m per annum | On-going framework suppliers | In-house contract management |
| Other TA providers | Apex Housing, BTC, Elliot Leigh, London Online, Southgate Properties, Woodhouse Estates | Provision of interim temporary accommodation | Each between £0.8-1m per annum | On-going framework suppliers | In-house contract management |

| Critical contracts to be managed by DU | Provider(s) | Scope / aim of contract | Cost | Start of contract (and end date if agreed) | Monitoring arrangements |
|--|---|--|--------------------------------------|---|--|
| Voids major and minor | R..Benson | To complete Major void works | Approx.. £1.2m per annum | Jan 15 to March 2018 | In-house contract management team managing in- line with Term Partnering Contract 2005 (2008 amended) requirements |
| Agency staff | Blue arrow | Were most temporary staff are supplied | £3m per annum | Extended to may 2016 | None |
| Electric and Gas Supplies | LASER (via Kent County Council) | Supply of gas to sheltered/ hostels and other communal and some Electric | £1m per annum | Prior to ALMO (this is complaint route for these | None |
| Electric and Gas Supplies | Via Monarch (consultant) most with OPUS | Supply of electric to communal areas mostly in blocks | £700,000 per annum. Supplier renewed | June 2017 for OPUS, consultant needs review | None |
| ERM (electrical Rising Mains) | Vallectric and WG Wigginton and others | To complete ERM works won under individual tenders | £1.7m and £1.6m | Each scheme tendered and managed by WSP (consultant) | In-house contract management team managing in- line with Term Partnering Contract 2005 (2008 amended) |

| Critical contracts to be managed by DU | Provider(s) | Scope / aim of contract | Cost | Start of contract (and end date if agreed) | Monitoring arrangements |
|--|------------------|---|------------------------|--|--|
| | | | | | requirements |
| Adaptations | TBC as in tender | To carry out works for adaptations such as level access showers, grab rails etc | £700k to £1m per annum | 1 st April 2016 for 3 +1 years | In-house contract management team managing in- line with Term Partnering Contract 2005 (2008 amended) requirements |
| | | | | | |

9.2. Equalities

Delivery units are required to demonstrate that they have paid due regard to equalities by:

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

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

- Customer Insight – understanding the needs of our customers
- Our People – ensuring equality for our staff
- Accessibility – improving access to services
- Self-assessment – using external frameworks and in house health checks to assess effectiveness

The over arching objective of the strategy is to deliver services to customers that respond to their needs and create a working environment that is inclusive for all colleagues.

The Barnet Group’s Equalities objectives for 2016/17:

- To further refine our approaches towards data collection and to maximise the capabilities of our investment into the new QL housing management system to enable insight reporting that informs policy development and service delivery refinement
- To undertake Equality Impact Assessments of significant legislative changes and service reviews programmed for 2016/17 including but not exclusive to caretaking services, homelessness demand, temporary accommodation, customer service access, welfare reform, income collection and leasehold management
- To undertake a review and refresh of the current Group Equalities Strategy in the light of the new range of services anticipated to be delivered through the group.to be completed by December 2016

9.3. Risks and challenges

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

Barnet Homes operates a system of internal control including appropriate risk management processes and complies with the Council’s Risk Management Policy. Barnet Homes maintains its own risk register for risks identified within their business and management processes.

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

Quarterly contract performance reporting will include joint risks and significant operational risks (both with a rating of 12 or more using LBB's scoring methodology) with the full risk register appended to the performance summary.

Appendix 1: Outcomes, KPIs and PIs

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

Key Performance Indicators

Each Delivery Unit should have between 10 – 30 KPIs and these will cover areas where performance impacts on the desired outcomes. Detailed information on collection, reporting and data quality will be through a more detailed data quality sheet. Targets will be profiled over 5 years, where possible.

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

| Commissioning Priority | Outcome | PI Number | Current Performance & Target | 2016/17 target | 2017/18 target | 2018/19 target | 2019/20 target | Benchmarking |
|---|--|-----------|---|----------------|--|--|--|---|
| Preventing and Tackling Homelessness | Homelessness prevention | IH | 929 (full year estimates) & 650 | 900 | 900 | 900 | 900 | DCLG 14/15 Upper quartile: 1,237, median: 647 |
| Preventing and Tackling Homelessness | Numbers in Emergency Temporary Accommodation | NL | 287 (Jan 16) & 500 | 150 | 150 | 150 | 150 | DCLG Q2 15/16 Upper quartile: 152, median: 392. |
| Deliver efficient and effective services to residents | Current arrears as a % of debit | AMI | 4.00% (Jan 16) & 3.30% (yr end target & expectation) | 3.00% | HM Benchmarking 2 nd Quartile | HM Benchmarking 1 st Quartile | HM Benchmarking 1 st Quartile | Housemark 14/15 Upper quartile: 2.14%, median: 3.15%. |
| Deliver efficient and effective services to residents | Rent arrears evictions (BV66d) | AMI | 0.12% (Jan 16) & 0.15% (yr end target, out turn may be slightly higher) | 0.18% | HM Benchmarking 1 st Quartile | HM Benchmarking 1 st Quartile | HM Benchmarking 1 st Quartile | Housemark 14/15 Upper quartile: 0.18% |

Critical Indicators

It is expected PI's will be monitored internally by DU's, any issues should be escalated at the earliest opportunity to commissioners. A list of the key PIs that monitor service delivery are outlined below.

| Commissioning Priority | Outcome | PI Number | Current Performance & Target | 2016/17 target | 2017/18 target | 2018/19 target | 2019/20 target | Benchmarking |
|---|---|-----------|--|---------------------|--|--|--|---|
| Preventing and Tackling Homelessness | Number of families in bed and breakfast accommodation for more than 6 weeks | NL | 0 (Jan 16) & 0 | 0 | 0 | 0 | 0 | DCLG Q2 15/16 Upper quartile: 0 |
| Deliver efficient and effective services to residents | Number of PRS Lettings | NL | 485 (full yr est) & 485 | 500 | 500 | 500 | 500 | n/a |
| Preventing and Tackling Homelessness | % of homeless appeals completed on time | IH | 86% (Jan 16) & 100% (specific period only i.e. Mar 16) | 100% | 100% | 100% | 100% | n/a. |
| Deliver efficient and effective services to residents | Temporary Accommodation arrears | AMI | 5.92% (Jan 16) & 5.50% (yr end target & expectation) | 4.95% | Set Annually | Set Annually | Set Annually | n/a Note: unable to set future targets due to changes e.g. introduction of universal credit and benefit cap |
| Deliver efficient and effective services to residents | Average re-let time for routine lettings | NI | 21 days (yr to end Jan 16) & 24 days | 15 days by year end | HM Benchmarking 1 st Quartile | HM Benchmarking 1 st Quartile | HM Benchmarking 1 st Quartile | Housemark 14/15: Upper quartile: 21.4, median: 27.9. |
| Deliver efficient and effective services to residents | % of Annual service charge and arrears collected | JN | On track for 100% & 100% | 100% | HM Benchmarking 1 st Quartile | HM Benchmarking 1 st Quartile | HM Benchmarking 1 st Quartile | Housemark 14/15: Upper quartile: 103.3%, median: 100.73% |

| Commissioning Priority | Outcome | PI Number | Current Performance & Target | 2016/17 target | 2017/18 target | 2018/19 target | 2019/20 target | Benchmarking |
|---|--|------------------|---|-----------------------|--|--|--|--|
| Deliver efficient and effective services to residents | % leaseholder satisfaction with major works consultation | JN / BH | n/a | Establish base line | To be set following year 1 | To be set following year 1 | To be set following year 1 | n/a Note: work to be done to create and put survey into place, therefore use first year to establish baseline. |
| Deliver efficient and effective services to residents | Repairs Survey % Satisfied Customers | RB | 99% (yr to end Jan 16) & 95% | 96% | HM Benchmarking 1 st Quartile | HM Benchmarking 1 st Quartile | HM Benchmarking 1 st Quartile | Housemark 14/15 Upper Quartile: 93%, median: 91% |
| Deliver efficient and effective services to residents | % Reality Checks (total) Achieving a Score of 3 or 4 | DS | 95% (yr to end Jan 16) & 90% | 95% | 95% | 96% | 96% | n/a |
| Deliver efficient and effective services to residents | % Properties With Current LGSR | RB | 100.0% (Jan 16) & 100% | 100.0% | 100.0% | 100.0% | 100.0% | Housemark 14/15 Upper Quartile: 100.00%, median: 99.99% |

KPI / Operational & Transactional

| Commissioning Priority | Outcome | PI Number | Current Performance & Target | 2016/17 target | 2017/18 target | 2018/19 target | 2019/20 target | Benchmarking |
|--------------------------------------|---|------------------|---|-----------------------|-----------------------|-----------------------|-----------------------|--|
| Preventing and Tackling Homelessness | Total number of households in Temporary Accommodation (including regeneration) | NL | 2,911 (Jan 16) & untargetted | 2,700 | 2,500 | 2,200 | 2,000 | DCLG Q2 14/15 upper quartile: 620, median: 1,150, lower: 2,285 |
| Preventing and Tackling Homelessness | Households in emergency temporary accommodation pending enquiries or intentionally homeless | IH | 30.3% (Jan 16) & 37% | 30% | 25% | 20% | 16% | DCLG Q2 15/16 upper: 16%, median: 28%. |
| Preventing and Tackling | Average weeks spent by | NL | 62.2 weeks (Jan 16) & | Tracking | Tracking only | Tracking only | Tracking only | n/a |

| Commissioning Priority | Outcome | PI Number | Current Performance & Target | 2016/17 target | 2017/18 target | 2018/19 target | 2019/20 target | Benchmarking |
|---|---|-----------|--|----------------|--|--|--|---|
| Homelessness | households in current emergency temporary accommodation | | untargeted | only | | | | |
| Preventing and Tackling Homelessness | Out of London Temporary Accommodation Acquisitions | NL | 45 (yr to end of Jan 16) & untargeted | 80 | 80 | 80 | 80 | n/a |
| Deliver efficient and effective services to residents | Average end to end time for major adaptations | SC | 20.4 days (yr to end Jan 16) & 22 days | 24 | 22 | 20 | 20 | n/a Note: new contractor from Apr 16 will impact on initial performance (3 year contract) |
| Deliver efficient and effective services to residents | Average re-let time for major works voids | SC | 47 days (yr to end Jan 16) & 60 days | 50 | 50 | 50 | 50 | Housemark 14/15 upper quartile: 63, median: 75 |
| Deliver efficient and effective services to residents | Satisfaction with lettings process | NI | 86% (yr to end Jan 16) & 91% | 91% | 92% | 92.5% | 93% | Housemark 14/15 upper quartile: 92.5%, median: 89% |
| Deliver efficient and effective services to residents | Repairs first time fix | RB | 91% (yr to end Dec 15) & 80% | 91% | HM Benchmarking 1 st Quartile | HM Benchmarking 1 st Quartile | HM Benchmarking 1 st Quartile | Housemark 14/15 upper quartile: 94%, median: 87% |
| Deliver efficient and effective services to residents | Gas repairs satisfaction | RB | 95% (yr to end Dec 15) & 90% | 90% | 91% | 92% | 93% | n/a Note: Existing contract ends end of 17/18 hence target remains at 91% in first year of new contract |
| Deliver efficient and effective services to residents | Anti-social behaviour satisfaction | DS | 74% (yr to end Jan 16) & 79% | 80% | 81% | 8% | 84% | Housemark 14/15 upper quartile: 83%, median: 67% |
| Deliver efficient and | Major works satisfaction | BH / DH | 94% (yr to end Jan 16) & | 94% | 94% | 95% | 95% | n/a |

| Commissioning Priority | Outcome | PI Number | Current Performance & Target | 2016/17 target | 2017/18 target | 2018/19 target | 2019/20 target | Benchmarking |
|---|--|------------------|---|-----------------------|-----------------------|-----------------------|-----------------------|---|
| effective services to residents | | / TC | 94% | | | | | |
| Deliver efficient and effective services to residents | Staff sickness – average days sickness | TS | 9 days (12 months to end Dec 15) & untargeted | 8.5 | 8.0 | 7.5 | 7.0 | Housemark 14/15: upper quartile: 6.2, median: 7.6 |
| Deliver efficient and effective services to residents | Number of safeguarding issues identified (with sheltered services) | BM | n/a | Tracking only | Tracking only | Tracking only | Tracking only | n/a Note: putting a target against this could lead to perverse behaviour e.g. not logging safeguarding incident to hit a target. Focus instead of understanding trends. |