

Performance Advisory Group (PAG)

16 October Chapman Room 4th floor Colindale

Main Meeting 6:30pm until 8:30pm

Present:

| | | |
|----------------------|-------------|--------------|
| John Davies | (JD) | Chair |
| Aruna Bhatt | (AB) | Vice Chair |
| Amlan Ghoshal | (AG) | Member |
| Zac Gonis | (ZG) | Member |
| Linda Beard | (LB) | Member |
| Elizabeth Fitzgerald | (EF) | Member |
| Carol Douet | (CD) | Member |
| Brenda Mavata | (BM) | Member |
| Maxwell Doku | (MD) | Member |
| Aletah Drake | (AD) | Member |
| Angela Shine | (AS) | Member |
| Norah Fallon | (NF) | Member |

| | | |
|------------------|------|-----------------------------------|
| Deborah Beckford | (DB) | Customer Engagement Co-Ordinator |
| Tim Blanc | (TB) | Head of Community Engagement |
| Ryan Bolton | (RB) | Head of Repairs & Estate Services |
| Eamon McGoldrick | (EM) | Chair of TBG Board |

| Item | Title | Action |
|------|--|------------------------------------|
| 1 | Apologies and welcome No apologies full attendance | |
| 2 | Minute Approval All agreed the minutes were a true reflection. | Minutes to be published on website |
| 3 | Matters Arising No matters arising | |

| | | |
|-----|---|--|
| | | |
| 4 | Insourcing Repairs | |
| 4.1 | Background <p>Since 2007, Barnet Homes have used external contractors to provide repairs, voids and gas services to our stock. Prior to that a DLO and a number of smaller contractors delivered the services</p> <p>Barnet Homes are currently in year 8 of a 10-year contract with Mears for repairs and voids</p> <p>Barnet Homes are currently in year 2 of a 5-year contract with Mears for gas services</p> <p>We have also commenced a large-scale review of the way we deliver services and how we improved services more widely across the business, the Customer Experience Programme (CEP)</p> <p>We needed to look at our options around the future delivery of the repairs service well ahead of the expiry dates of the contracts as these services are one of the main drivers of overall customer satisfaction</p> | |
| 4.2 | Options for repairs, voids and gas <ul style="list-style-type: none"> • Re-tender the work and re-procure the contracts with another external repairs and maintenance contractor • Set up a Joint Venture with a repairs and maintenance contractor to deliver the service jointly • Bring these services back in-house and deliver these services ourselves | |
| 4.3 | Actions completed <ul style="list-style-type: none"> • Working with an external consultants (Vantage) we have carried out the following: • Developed an Options Appraisal looking at the benefits and risks of each option | |

| | | |
|----------------------------------|--|--|
| <p>4.4</p> <p>4.5</p> <p>4.6</p> | <ul style="list-style-type: none"> • Worked up a Feasibility Study to look at the financial implications of bringing the service back in-house • Produced a Board Paper for The Barnet Group Board to consider the options with the main recommendation to bring the services back in house <p>Rationale for Recommendations</p> <ul style="list-style-type: none"> • Repairs, Voids & Gas are the most influential services in terms of customer satisfaction and we do need to improve the service provided regardless of which option was recommended • The repairs & maintenance contractor sector is volatile and we would like to reduce our long-term reliance on external contractors to de-risk this • Through a significant number of Customer Experience Program workshops and recent surveys, customers have clearly told us they want to see improvements • We are committed to delivering these improvements and we believe the in-house recommendation gives us the best chance to do so <p>Board decision and timing</p> <ul style="list-style-type: none"> • On the 25th September The Barnet Group Board gave approval to Barnet Homes to set up an in-house repairs service to deliver repairs, voids and gas services • On 30th September Barnet Homes gave notice to Mears advising them that the current contracts would be ending for repairs and voids on 31st March 2020. A further notice will be issued to Mears for gas services which will end the contract on 30th September 2020 <p>Go live dates</p> <ul style="list-style-type: none"> • The in-house repairs and voids service is planned to commence 1st April 2020 • The in-house gas service is planned to commence 1st October 2020 | |
|----------------------------------|--|--|

| | | |
|------|--|--|
| 4.7 | <ul style="list-style-type: none"> • We are staggering the dates to minimise disruption to the service and our residents as much as possible <p>TUPE Transfer & Service Re-Design</p> <ul style="list-style-type: none"> • All Mears staff that qualify will TUPE transfer into The Barnet Group on existing terms and conditions • All Mears operatives and engineers that qualify will TUPE transfer into The Barnet Group on existing terms and conditions • The Barnet Homes Repairs, Voids & Gas Teams will be re-designed to align better with the requirements of the new in-house repairs service • There will be full consultation with all staff on the TUPE transfer and re-design. The Unions have been advised of the proposal and we will fully engage and consult with them during this period of change. | |
| 4.8 | <p>Newsletter to residents</p> <ul style="list-style-type: none"> • Letter sent Friday 11th October to all tenants advising of the changes • Letter sent Friday 11th October to all leaseholders advising of the changes • Letter went out in John's Davies name | |
| 4.9 | <p>In-house 'v' sub-contract</p> <ul style="list-style-type: none"> • Our plan is to initially replicate the split between in-house delivery and sub-contracted work • Over time, and when commercially right to do so, we will look to reduce the amount of work sub-contracted out and seek to deliver more work in-house | |
| 4.10 | <p>Work to do....</p> <ul style="list-style-type: none"> • Integrate a new repairs IT system and mobile working technology • Source vehicles and equipment • Identify specialist sub-contractors • Secure a preferred materials provider | |

| | | |
|-------------------------------------|--|--|
| <p>4.11</p> <p>4.12</p> <p>4.13</p> | <ul style="list-style-type: none"> • Establish an operating base • Ensure Mears contracts are handed over smoothly • Carry out the 1st TUPE transfer - Repairs & Voids • Go Live 1st April 2020 • Carry out the 2nd TUPE transfer - Gas • Go Live 1st October 2020 <p>Customer experience team (CEP)</p> <p>Setting up a new in-house repair, voids & gas service will allow us to align the findings from the CEP within the new service.</p> <p>We should, over time, be able to improve the customer experience and design out a number of things that residents tell us they are dissatisfied with</p> <p>The in-house service will not be perfect from day 1 but this is a long-term decision that should allow us to have full control over our service offering to both our tenants and our leaseholders</p> <p>Mears</p> <ul style="list-style-type: none"> • We have built and maintained a good relationship with Mears over the last 8 years and we want this to continue through the period of demobilisation • We intend to push for the best possible performance during the demobilisation phase to allow a seamless transition to an in-house service and we have Mears commitment to supporting us on this <p>Future Model</p> <ul style="list-style-type: none"> • Improve appointments kept • Improve communication to residents • Improve first time fix • Improve customer service • Achieve better value for money • Reduce our reliance on third party contractors | |
|-------------------------------------|--|--|

| | | |
|------|--|--|
| 4.14 | <p>Questions and Answers</p> <p>Q. How do you ensure Mears co-operate through the transition period</p> <p>A. We will meet with Mears regularly through the demobilisation phase and use all the contractual mechanisms at our disposal under the contract to ensure Mears co-operate through the transition period. We also have commitment from the MD of Mears that they will resource this contract until the point they exit.</p> <p>Q. Is there a contingency plan if Mears fail to co-operate</p> <p>A. We have an alternative contractor in place to deliver works in the event that Mears fail to co-operate, in addition we are procuring a number of contractors to support the delivery of specialist works streams. These contractors will also be available to provide support. If we need to remove work from Mears as a result of underperformance, we will not pay Mears for this work and we will pay an alternative contractor.</p> <p>Q. Do you think the time scale poses a risk to setting up the IT required</p> <p>A. We have completed the procurement exercise and held initial workshops with the IT provider to scope out the system. The system we have procured is a cloud based system, meaning this is already built and now requires configuration to work for Barnet. The main interface with QL, our Housing management system does need to be developed but this has been replicated elsewhere and we do not currently envisage a major risk with this. We are planning to have the Barnet account configured by Dec 19 which will allow 3 months for initial systems testing, User Acceptance Testing and then training ahead of go-live.</p> <p>Q. How has the IT system been tested</p> <p>A. The Barnet system has not yet been tested, this will follow the configuration. We have had a number of demonstrations on this by the provider and we have also spent a day at Haringey who have been using this system for a number of years to see this being used in a live environment. The feedback from Haringey was extremely positive.</p> <p>Q. What is the plan to phase in the transition from Mears to DLO</p> | |
|------|--|--|

| | | |
|--|---|--|
| | <p>A. The plan is to agree a managed phasing out of jobs being issued to Mears and the phasing in of jobs and appointments being booked in the new system for the In-House service to attend once they TUPE over. We will have additional contractor support to deal with this period. We have engaged a repairs consultant to agree, plan, document and oversee this transition period.</p> <p>Q. How are the call centre going to deal with the extra volume of work</p> <p>A. The call centre is going through some additional training and we are looking at increasing the level of resource in the call centre as part of the wider Customer Experience Project. This will support any additional demand.</p> <p>Q. Will you employ local labour and take on apprentices</p> <p>A. The intention would be to employ local labour where possible and we will TUPE transfer current apprentices from Mears. We intend to maintain the current levels of apprentices.</p> <p>Q. What will happen if the IT system not ready by the Go-Live date</p> <p>A. It is vital that the system is ready for go-live. We are planning to have the Barnet account configured by Dec 19 which will allow 3 months for initial systems testing, User Acceptance Testing and then training ahead of go-live. We could continue to raise jobs in QL and operate a manual workaround as a last resort if the system is not ready in time.</p> <p>Q. Will there be a way to change an appointment over the weekend</p> <p>A. Yes, residents will be sent a text to confirm their appointment. If, over the weekend, the residents change their mind, they have the ability to click on a link in the text message which will take them back into the system and residents will be able to select an alternative appointment.</p> <p>Q. Where will stock be stored</p> <p>A. We will have an arrangement in place with a large national materials supplier such as Travis Perkins (these are being procured presently) who we will used to supply the majority of materials and van stock. Barnet Homes will not have a materials stores however.</p> | |
|--|---|--|

| | | |
|-----|--|--|
| | <p>Q. What plan is being put in place to monitor/scrutinize the progress of the DLO going forward once live</p> <p>A. PAG/Resident Board/Resident sub-groups can be set up with usernames and passwords for the new system if required to allow access to real time performance reporting data being generated out of the system.</p> <p>Q. How will it work with sub-contracting</p> <p>A. We will continue to contract out some work, initially the same works that Mears contract out. Overtime however it is our intention to deliver more of this work in house. We would be in direct contract with the service providers however and we would not permit further sub-contracting arrangements thereby retaining tighter control over who delivers the work and the overall customer experience.</p> <p>Q. Logo/branding</p> <p>A. We intend to run a workshop with a residents group to discuss branding</p> <p>Q. What will happen to the 'first time access fund'</p> <p>A. We have not budgeted for the first-time access fund in the set-up costs of the in-house service however this is something that we could consider from year 2 onwards.</p> | |
| 5 | Performance Advisory Group to Resident Board | |
| 5.1 | <p>Resident Board</p> <p>TB explained that he was attending the meeting to start the transition from PAG to Resident Board (RB). He expanded on the vision and the reasons for changing the existing group rather than start a new group from scratch. BH believe that the group as it stands is in a good position to step up. We already have a wealth of experience and knowledge among the current members. We can still create a scrutiny group that would sit below the RB and carry out the more operational role to support the RB. Effectively existing members can opt to go up onto the RB or remain as a member of the scrutiny group.</p> <p>The presentation that TB gave members is attached as appendix 1</p> | |

| | | |
|-----|---|--|
| 6 | <p>Members Updates</p> <p>No updates</p> | |
| 7 | <p>AOB</p> <p>DB reminded members that the Residents Awards Event was on the 12 December at the Sangam Centre in Edgware 6-10.30pm</p> <p>Date of next meeting 4 December The Chapman room 1st floor Colindale 6.30-8.00pm</p> | |
| 5 | | |
| 5.1 | | |

| | | |
|-----|--|--|
| 5.2 | | |
| 5.3 | | |
| 5.4 | | |
| 5.5 | | |
| 5.6 | | |
| 6 | | |

| | | |
|-----|--|--|
| 6.1 | | |
| 6.2 | | |

6.3

7

7.1

7.2

7.3

7.4

7.5

7.6

7.7

8

8.1

| | | |
|-----|--|--|
| 8.2 | | |
| 9 | | |
| 10 | | |

| | | |
|--|--|--|
| | | |
|--|--|--|

| | | |
|---|--|--|
| 6 | | |
| 7 | | |

| | | |
|--|--|--|
| | | |
|--|--|--|

| | | |
|--|--|--|
| | | |
|--|--|--|