

**Performance Advisory Group (PAG)**

**22 July Board Room 4<sup>th</sup> Floor Barnet House**

**Main Meeting 6:30pm until 8:30pm**

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**Present:**

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

Deborah Beckford	(DB)	Customer Engagement Co-Ordinator
Tim Mulvenna	(TM)	C.E.O
Katie Noble	(KN)	Housing Options Graduate
Nigel Thompson	(NT)	Trainee Housing Officer

Item	Title	Action
1	<b>Apologies and welcome</b>  Apologies received from Carol Douet	
2	<b>Minute Approval</b>  All agreed the minutes were a true reflection.	Minutes to be published on website
3	<b>Matters Arising</b>  No matters arising	

4	<p><b>New Governance</b></p>	
4.1	<p>TBG is made up of several different companies. In order to support them, there's a Board for each - decision making was becoming complicated and finances intertwined. Resulting in repeated conversations and reports.</p> <p>TM wants to slim down the governance – creating 1 Board to cover all groups.</p> <p>Non-exec numbers at Board level would be slimmed down (still 2 Cllrs and 2 residents).</p> <p>TM wants a clearer resident voice on the Board – a clearer link between what PAG does and the Board.</p> <p>TM considering devolving performance monitoring to PAG entirely. This would allow any concerns to be escalated from PAG to the Board in that route. Discussions at PAG would feed directly into Board. DB and TB to liaise to see how could work best over the next year.</p>	
4.2	<p><b>Questions &amp; Answers</b></p> <p>Q. What will be the link between PAG and the board?</p> <p>A. PAG can comment at the moment on performance and KPIs but they don't have a formal route through the governance structure of raising issues, which would be created. Also for service reviews, there would be a formal outcome which PAG could then monitor. If PAG feel something had been missed, it can be escalated. It would be a formalisation of PAG's involvement.</p> <p>Q. Could it go both ways – so if the board want PAG to look at something, they could do that?</p> <p>A. Things that are specifically relevant to BH residents can be agreed at PAG and signed off by the Board. Also opens up the role for scrutiny within PAG.</p> <p>Q. Currently involved in the repairs group and seeing KPIs – but how can inconsistencies be addressed?</p> <p>A. There are data integrity issues, some that comes down to labelling in reports. We are carrying out work on data in the</p>	

	<p>systems to ensure consistency. Further, LBB want one set of reports and the residents would like another – KPIs vary for difference audiences. Need to be clear which are most important to our customers, rather than LBB, because they are not necessarily the same thing.</p> <p>TM would like PAG to agree which are the most important measures. Involvement more of PAG in the choosing of KPIs allows for more sense-checking and relevance for residents.</p> <p>Q. Two residents on the Board at the moment – there’s not a close collaboration between them and PAG.</p> <p>A. TM wants a clear line of sight between Board and PAG. Members of PAG could also be Board members (eg Chair and Vice-Chair) – to ensure that PAG are strongly represented at the Board level.</p> <p>Q. Can PAG attend Board meetings from time to time, as previously?</p> <p>A. Yes – we are assuming people want to and have skills to do that – so Board would be helpful experience (there would also be training provided across the year)</p> <p>Q. Any incentive for higher involvement of PAG (ie taking on more to make it really work and stepping up):</p> <p>A. No answer at the moment. It can be problematic to pay resident board members. Fair reasons to have an incentive, but would be a difference between paid and volunteer roles (eg would have to interview). Smaller incentives are fine, but payment would require a different process and approach for selection entirely. Could then question motives of those who do it. TM to review.</p> <p>Q. Not wanting to be paid – but would there be other incentives?</p> <p>A. JD said this has come up before – PAG were concerned people would join just for the remuneration.</p> <p>Q. Need to be careful with people’s individual circumstance.</p> <p>Q. Gift vouchers or something at the end of the year? Will there be enough meetings per year and time allotted per meeting? Sometimes there isn’t enough time in the meeting already. Need to have time to sit with the discussion and decide together. Likely going to be more work to read, ahead of the meetings.</p>	
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<p>5</p> <p>5.1</p>	<p>Q. Would be helpful to have more time after the meetings to discuss what's been discussed.</p> <p>A. DB said that now we are in the new building we don't have time pressure of leaving 8:30 anymore – building is 24hrs. Board meets 4 times a year. There are strategies that go to the Board bi-annually.</p> <p>DB said the members may want to consider changing name and premise of PAG – into the Resident Board.</p> <p><b>Corporate Plan</b></p> <p>3 areas: customers, staff and stakeholders</p> <p><b>Customers – The promise</b></p> <ul style="list-style-type: none"> <li>• Satisfied that your services are being delivered reliably to a good standard, with a concern for your wellbeing</li> <li>• You will feel that our staff are friendly, approachable, and have your best interests at heart</li> <li>• You will find services inclusive, easy to access, and appropriate to your needs, and you will feel confident that we will get things right when you contact us</li> <li>• You will be treated fairly and with respect</li> <li>• You will feel safe and connected in your community, and proud of your home</li> <li>• You will have opportunities to be meaningfully engaged to improve services and decision-making, and enhance local cohesion</li> <li>• You will receive services that are delivered in a manner to enable and empower you</li> <li>• You will have increased opportunities to access key services online so that you are able to have your needs met in a way and at a time that is convenient for you</li> <li>• If you use our Care and Support services you will be satisfied that your services are provided in a way that ensures you are kept safe and your welfare is safeguarded</li> <li>• You will be treated with kindness, dignity, and respect, and in a caring manner that puts you, and your goals and ambitions at the centre of how your support is delivered</li> <li>• You will receive services that achieve good outcomes and support you to maintain a high quality of life, delivered by staff who are equipped with the skills and</li> </ul>	
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<p>5.2</p>	<p>knowledge they need to provide positive and individualised support</p> <p><b>Colleagues – The deal</b></p> <ul style="list-style-type: none"> <li>• If you are an employee you will perceive The Barnet Group as a great place to work, and an organisation of which you can feel proud</li> <li>• We want our customers and partners to feel our passion, and for our staff to feel empowered to be their best</li> <li>• You will feel highly engaged and will both understand and support the objectives of the Group and how you contribute to our aims, and you will feel confident that your efforts will be supported and recognise</li> <li>• It will be clear that the diversity of our employees makes us stronger and better-able to help our customers</li> </ul>	
<p>5.3</p>	<p><b>Stake Holders – What they can expect</b></p> <ul style="list-style-type: none"> <li>• If you are a stakeholder you will think of The Barnet Group as a trusted partner</li> <li>• You will feel confident that the Group is a financially robust, high-performing organisation that is able to deliver on its promises</li> <li>• The Group's ability to innovate and effectively bring other organisations together to achieve the best results for the borough and its residents will provide assurance to stakeholders that it can be trusted to grow and diversify</li> </ul>	
<p>5.4</p>	<p><b>Vision and Mission</b></p> <ul style="list-style-type: none"> <li>• Our Vision (What we want to achieve):</li> <li>• For customers to be our biggest advocates</li> <li>• Our Mission (Why we are here):</li> <li>• To make a real difference to every customer</li> </ul>	

5.5	<p><b>How we will achieve Vision and Mission: Providing customer-focused services</b></p> <ul style="list-style-type: none"> <li>• We will put our customers at the heart of what we do, and provide person-centred services that support their aspirations and achieve positive outcomes</li> <li>• We will meaningfully engage and listen to our customers to improve services and decision-making, and empower individuals and communities</li> <li>• We will deliver services in ways that are cost-effective, accessible, easy to use, inclusive, and offer choice to our customers, with a focus on digital and self-service where customers prefer this</li> </ul>	Action DB to send out a copy of the corporate Plan
5.6	<p><b>How we will achieve Vision and Mission: Developing and empowering our people</b></p> <ul style="list-style-type: none"> <li>• We will support, involve, and develop our employees, and empower and enable them to deliver great services to our customers</li> <li>• We will foster a culture of passion and pride in what we do, and make The Barnet Group a great place to work</li> <li>• We will develop a solutions-focused culture of joint-working and collaboration that is strengthened by the diversity of our people</li> </ul>	
5.7	<p><b>How we will achieve Vision and Mission: Sustaining our business through growth</b></p> <ul style="list-style-type: none"> <li>• We will sustain our business through seeking new opportunities that build on our existing strengths and capabilities and support us to achieve our vision</li> <li>• We will improve our financial strength to sustain our core services and increase our opportunities for growth</li> <li>• We will combine our expertise and ethos with insight, innovation, and technology to deliver efficient, effective, and consistent services individually and with our partners</li> </ul>	
5.8	<p><b>Some initiatives to help us get there</b></p> <ul style="list-style-type: none"> <li>• Customer Experience Project</li> </ul>	

5.9	<ul style="list-style-type: none"> <li>• Service Excellence</li> <li>• People Strategy</li> <li>• Engagement events &amp; activities</li> <li>• Growing Open Door Homes, agreeing an approach with LBB</li> <li>• Bumblebee expansion</li> <li>• PSR acquisitions</li> <li>• Care &amp; Support – Freemantle and more</li> </ul> <p><b>Biggest risks / hurdles</b></p> <ul style="list-style-type: none"> <li>• People - headspace and pressure</li> <li>• Cash to invest</li> <li>• Alignment with stakeholders</li> <li>• Other stuff that comes along</li> </ul>	Action DB to provide members the dates of the remaining board meetings
5.10	<p><b>Questions &amp; Answers</b></p> <p>Q. Is there a plan to build more Council housing?</p> <p>A. There is, affordable housing through ODH (60-80% market rate) – about 300 in pipeline. Also, the Government has raised the cap on what Council can borrow – so we will build housing through this route for the Council (this will depend on the terms and amounts). Would expect another 300 through this route. GLA grant (central Government grant) – for some programmes where funding would otherwise not be viable. Mostly borrow from the Council – they get a better rate than the open market.</p> <p>Q. 300 seems low?</p> <p>A. But Housing Associations are building too and there are too few land opportunities in Barnet to allow us to build more.</p> <p>Q. Are the blocks insured against fire?</p> <p>A. Yes – Zurich insurers and leaseholders' insurance.</p> <p>Q. AS mentioned that Online access often very difficult</p> <p>A. groups of people who never use online – eg telephone. Online services are different now (in recent years) – access to smartphones are more commonplace.</p> <p>Some IT systems are not straightforward enough yet to put online – eg require speaking to someone directly to check out</p>	

	<p>a spreadsheet. But if information is available immediately to someone in the call centre, it could be online for customers.</p> <p>We have too many systems and processes (info held in files, spreadsheets etc) – to put some services online just yet. We require the online service to work seamlessly behind the scenes.</p> <p>Simplification is key – before digitising systems – which is a key part of the Customer Experience Project.</p> <p>Q. AS said that browsing all the websites trying to get an answer to a query was difficult– looking for a really simple answer, that she got from the contact centre immediately.</p> <p>A. change process changes people’s jobs – can be resistance for people to simplify things. Need to move resources around to ensure best service.</p> <p>Q. Cannot find estate services officer online – can’t see the next walkabout or their name or contact details.</p> <p>Q. caretaker said last week he couldn’t get through to the call centre between 8-9 last week.</p> <p>A. Not great performance in the call centre – partly due to performance of repairs contractor repeat calls taking up time. A lot of staff didn’t have a work phone – now they do to ensure not using their own mobiles. Understanding services that are available is key before putting everything online – understanding who can do what and for whom.</p> <p>Q. Flexible tenancies with 5-year reviews – expense to review tenancies – is this coming out of BH budget?</p> <p>A. Unsure – we are not yet reviewing 5-year ones (some 2-year ones). Flexible tenancies came in in response to Government legislation at the time.</p> <p>Q. would people get secure tenancies in the future?</p> <p>A. Not decisions that BH can make. ODH has been using flexi 5 year but there’s not much risk in those cases to give secure. Original thinking was that people with lots of resources shouldn’t have social housing – but that’s changed now and it’s more off a jump-off point to get people settled.</p> <p>EF commented that flexi tenancies can lead residents to be less interest in community and in where they live.</p>	
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6	<p><b>Members Update</b></p> <p>JD nothing on gas contracts due to cancelled meetings because of the move.</p> <p>The First Time Access Fund is running and have approved 3 cases.</p> <p>Elizabeth: Fun day next Saturday 28 July at West Hendon</p>	
7	<p><b>A.O.B</b></p> <p>NT Invited the members to the Urban Gamez in Grahame Park on Friday 30th August 11am-3pm.</p> <p>DB – Reminded members about the workshop next Wednesday 31 July</p> <p>DB – to set a date for the summer social</p> <p><b>Date of next meeting</b></p> <p>Monday 2 September 6.30-8.30pm The Chapman Room 4th Floor - Colindale</p> <p>DB to set up a separate workshop for members to look at this in more detail</p>	

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