

Performance Advisory Group (PAG)

27 July 2020

Video Conference Meeting

Main Meeting 6:30pm until 8:00pm

Present:

John Davies	(JD)	Chair
Aruna Bhatt	(AB)	Vice Chair
Zac Gonis	(ZG)	Member
Elizabeth Fitzgerald	(EF)	Member
Maxwell Doku	(MD)	Member
Angela Shine	(AS)	Member
Norah Fallon	(NF)	Member
Carol Douet	(CD)	Member

Deborah Beckford	(DB)	Customer Engagement Co-Ordinator
Tim Blanc	(TB)	Head of Community Engagement
Elliott Sweetman	(ES)	Group Director of Operations & Property
Kate Laffan	(KL)	Director of Customer Experience
Chris McConnachie	(CM)	Independent Consultant

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

4	<p>Introduction</p>	
4.1	<p>ES gave the introduction to the meeting. He welcomed everyone and went onto to acknowledge TBG being very keen on forging a strong linkage between both the Group Board, the Barnet Homes Board and the new Resident Board. He welcomed working more closely with the RB.</p> <p>He said that TBG would make sure the RB members were fully supported with reports and relevant information made available in a timely manner.</p> <p>He envisages the heads of services being available to attend all meetings where relevant to their service area and ensuring the right senior officers were also invited where appropriate.</p> <p>He said that he saw a clear link between the RB and the internal TBG Operations Board (which is made up of TBG Head of Service and is responsible for the customer agenda) and that they would seek approval to proceed when changes were proposed.</p>	
5	<p>Customer Experience Programme Update</p>	
5.1	<p>KL started by thanking all members who have been involved with the programme and the workshop on designing the 'Dream Repair Service'</p> <p>KL gave a brief recap on the customer experience priorities</p>	
5.2	<p>Strategic aims</p> <ol style="list-style-type: none"> 1. Make it easy for customers to get what they need from us 2. Equip our people to consistently do best what matters most to our customers 3. Develop a customer focussed and continuous improvement culture <p>Key Activities</p> <ol style="list-style-type: none"> 1. Develop a new operating model with a central team, our Customer Contact team, assisting with the majority of customer enquiries with a right first- time approach 	

<p>5.3</p>	<ol style="list-style-type: none"> 2. Bring Repairs in-house and design the new service around customer priorities. Redesign our Housing Management services to deliver specialist non-tenure specific functions that add value for our customers and business 3. Equip our people with the tools and training they need to improve how they assist customers. Build capacity for ongoing service improvement for customers <p>Mobilisation of Repairs & Voids</p> <p>KL said that although the original Go-live date for the new in-house repairs on the 1st April had not been successful due to Covid-19, work had carried on behind the scenes and she was happy to say the new that the new repairs system had gone live on the 1st July. She said a lot of hard work had taken place by Ryan Bolton and his team to enable this to happen</p> <ul style="list-style-type: none"> • Received TBG Board approval to proceed with insourcing in Sept 19 • Procured and configured a cloud based repairs IT system –Connect • Procured and configured mobile working platform with smartphones and tablets • Procured and mobilised materials supplier –Travis Perkins • Procured, modified and liveried a fleet of lease vehicles • Procured a number of specialist contractors to support the service • Agreed a 3-month contract extension with Mears due to CV-19 impact (April –July) • Delivered a TUPE transfer to bring in all eligible Mears staff and operatives 	
------------	---	--

<p>5.4</p>	<ul style="list-style-type: none"> • Went live on Wednesday 1st July with a socially distanced induction day • First jobs completed by the in-house operatives the following day <p>Mobilisation of Gas Insourcing</p> <ul style="list-style-type: none"> • Received TBG Board approval to proceed with insourcing in Sept 19 • Procured and configured a cloud based repairs IT system –Connect • Procured and configured mobile working platform with smartphones and tablets • Procuring a modified and liveried a fleet of lease vehicles –delivery due Aug 2020 • Procuring a number of specialist contractors to support the service • Procuring a preferred materials supplier and boiler manufacturer • Arranging a TUPE transfer to bring in all eligible Mears staff and operatives • Plan to go live 28th August for servicing, installations and breakdown services • This was brought forward from Oct 2020 due to Mears terminating the contract • Received Substantial Assurance from auditors on the gas pre-implementation audit • Currently demobilising the Mears gas contract 	
<p>5.5</p>	<p>Designing Repairs around our Customers</p> <p>Customer Priority</p> <p>Start</p>	

Give me an appointment that suits me when I first report my repair” “Send me a confirmation text with my appointment details”

Equipping our Customer Contact team to improve Right First Time for customers –progress update

Progress

Our Customer Contact Team is providing appointments at first contact where direct labour is available for these jobs customers are being sent text confirmations

Still to do

Increased use of direct labour within next 3 months will increase appointments booked at first contact & provision of confirmation texts

During Delivery

- Turn up at the agreed time and make sure operatives have what they need to resolve repairs”
- If the repair problem needs more than one visit, let me know next steps and keep me updated

Progress

- Dynamic appointment scheduling gives operatives one job at a time, last week 93% of appointments were kept (with direct labour)
- Replenishment process developed with supplier to keep vans stocked with right materials for each trade
- Dashboards set up which flag repair jobs that need attention
-

Still to do

Support teams to use dashboards to manage repairs that need attention including proactive updates for customers

Always

- Treat me and my home with respect
- Check with me whether my repair is fully fixed
- Operative code of conduct co-designed with customers
- Customers sent a survey by text which asks, ‘is your repair fully fixed?’ and ‘did we treat you with respect?’

<p>5.6</p>	<p>System flags customers with low survey scores and issues</p> <p>Still to do Tailored customer care training for operatives and supervisors at end of July; Set up our after-care service for customers who need this</p> <p>CCT equipped to assist with</p> <ul style="list-style-type: none"> • Taking payments from all customers • Other common income-related enquiries such as basic service charge queries • Initial advice about antisocial behaviour • Common enquiries from leaseholders such as alteration requests and lease extensions • Common enquiries from tenants such as tenancy changes and tenancy agreement requests • Right to Buy enquiries <p>Key benefits</p> <ul style="list-style-type: none"> • Easier for customers to access advice and assistance, supporting scripting improves consistency of advice • Capacity created for other teams as calls to team duty lines and emails to team inboxes now managed by the CCT • Less risk of customers being passed from team to team • Other teams can focus on specialist work • If the CCT does need to pass an enquiry on, supporting systems route the customer to the right team to help 	
<p>5.7</p>	<p>Customer Contact Team –key challenges</p> <p>Challenges</p> <p>Increased demand</p> <ul style="list-style-type: none"> • Gas demobilisation causing issues for customers • Covid19 impact on Repairs mobilisation • Post-lockdown increases in demand <p>Remote working</p> <ul style="list-style-type: none"> • Customer Contact project lead focussed on telephony roll-out to enable remote working • Team adapting to remote working and repairs changes 	

<p>5.8</p>	<p>Impact</p> <ul style="list-style-type: none"> • Period of poor service for customers in June • Less focus on embedding quality and right first- time changes <p>Mitigations</p> <ul style="list-style-type: none"> • Early recruitment of additional Customer Service Officers to handle gas repair calls • Close working with the Repairs team to ensure changes are implemented effectively • Improved daily monitoring and support for Customer Service Officers <p>Changing the Housing Management service to improve customer experience and value</p> <p>Improving assistance for leaseholders with major works</p> <ul style="list-style-type: none"> •The Leasehold Development team moved to Property Services in April 2020 to work more closely with Major Works Project Managers to assist leaseholders who are experiencing major works <p>Improving early intervention and prevention for all housing customers</p> <ul style="list-style-type: none"> •Income Collection Service created which brings together all income collection functions •A dedicated Leaseholder Income Collection team was set up within this service in spring 2020 •Priority process and system changes are being progressed to improve arrears management for leaseholders including those which will facilitate earlier contact for those who need help <p>Improving how housing management enquiries are handled for leaseholders</p> <ul style="list-style-type: none"> •Target go live for creation of a single Housing Management Service that assists tenants and leaseholders with housing management now expected to go live in mid-August. <p>•Key preparations ahead of this:</p> <ul style="list-style-type: none"> • Supporting processes are being co-designed by new leads and previous leads • Specialist training about leases and services for leaseholders is being provided • Capacity creation changes including dedicated Regen service and removal of phone duty 	
------------	---	--

6	<p>Complaints Report</p>	
6.1	<p>No questions arising from members</p>	
7	<p>Q1 performance Report</p> <p>ES gave a brief summary of the report. This report is the one that goes to the Group and BH Boards and the council and covers a wide scope of services. It relates to the Barnet Homes annual delivery plan and covers the first financial quarter of the year to indicate how services are being managed and how they are performing.</p> <p>This quarter as we can expect performance has been badly affected by covid-19 and the lockdown. More targets are not being met than would usually be expected and are well below this time last year as some have practically grind to a halt.</p> <p>The Housing Options team have been focused on rehousing all the rough sleepers in the borough which has used up much of their resources. All circa 160 must have a personal assessment to determine which pathway is going to be the right one to make sure the housing is sustainable. Some of them will need more intense support and other agencies involved, we need to understand all their individual needs. ES said we really needed more financial support from the government to do this as it would too expensive in the long run for the council</p> <p>The aim is to stop anyone going back to the street. CD agreed that we must do our best on a humanitarian level to stop rough sleepers going back to the street.</p> <p>JD suggested we revisit the performance report after Q2/3 to see what improvements had been made with restrictions lifting, resuming normal services and the benefit of all the CE team work.</p>	
8	<p>AOB</p> <p>AB will send in her questions relating to LH services to KL</p> <p>TB talked about what TBG are doing around the Black Life matters and asked members if they would like to join the discussion to let him know and he would set up a separate meeting.</p> <p>Date of next meeting 7 September2020 Zoom meeting 6.30-8.00pm</p>	