

The Barnet Group Business Plan, 2016-2021

From good to great



This is a summary of our five-year Business Plan. The full Business Plan can be found on the intranet.

Our vision is to move the Group from a good organisation to a great one by 2021. The Barnet Group 'Good to Great' strategy is about being more consistent in our service delivery, thinking differently to solve the challenges we face and focusing on the outcomes and impact of our actions, whilst creating capacity within the Group for future growth and diversification.

We have developed three key themes that will support our vision over the coming five years and these are described overleaf. Supporting action plans and targets will be reviewed every year as we monitor our progress and achievements.

Our strategic priorities

Putting people first

**Thinking differently and
challenging ourselves**

Growing our business



Theme 1: Putting people first

Objectives

- 1 We will listen to what matters to our customers and partners, offer real choices, support their aspirations and respond effectively achieving positive outcomes
- 2 We will support, involve and develop our employees and make The Barnet Group a great place to work
- 3 We will enable and empower the people we support, to ensure maximum independence and control over their environment.

How we'll achieve them

Develop our approach to engaging with leaseholders

Review and implement our approach to resident involvement and community engagement

Your Choice Barnet will provide alternative services to people who choose to access them

Develop a People Strategy that focuses on employee engagement and wellbeing; attracting, developing and retaining the best staff; and further development of our internal communications

Redesign the way that we engage, involve and support our customers through getting more people using our services online, self-service and use of technology

Produce a new Community Development Strategy (including Resident Involvement) and identify, cost and produce business case for community investment

Work in partnership with others to address the priorities of our customers including antisocial behaviour, employment, estate services, fuel poverty and the efficiency of the repairs service

Develop a more strategic approach to the use of customer insight through putting ourselves in the customer's shoes, learning from complaints, and a move to customer service satisfaction measures in order to drive improvements

Review and remodel services to ensure appropriate levels of early intervention and prevention to enhance independence, tenancy sustainment and a reduction to homelessness



Theme 2: Thinking differently and challenging ourselves

Objectives

- 1 We will build on our existing strengths and use our core services of delivering quality homes, housing management and care as the foundations for all service improvements, efficiencies and growth
- 2 We will combine our expertise and ethos with insight and innovation to deliver the most efficient, consistent and effective services individually and with our partners, including getting more things right first time
- 3 We will transform our Group by challenging how we work to focus on outcomes, impact and the value of our work

How we'll achieve them

Develop new ways of working for Opendoor Homes which can be used as a template for future improvements and efficiencies across the business

Revise our approach to partnership working and procurement to ensure maximum benefit to our customers and the community whilst increasing efficiency

Develop a strengthened approach to governance and assurance in recognition of the increased complexity and regulation within the Group

Develop and implement assessments and measures for our positive impact on the local economy and environment

Review of the Barnet Homes Repairs Policy and effectively communicate the contents of the new policy to residents

Review current Grounds Maintenance service and revise service offering to match customer requirements

Develop our approach to Project and Programme Management to ensure more effective delivery of improvements

YCB will provide opportunities for people that make a long-term difference to their lives

Comprehensive review of the caretaking service and delivery methods

Jointly develop a Street Scene proposal for the Council's Alternative Delivery Model with employees and implement improvements to services

Create a culture of learning from other organisations and learning from our mistakes in order to drive continuous improvement

Prepare for the office move through exploring opportunities to increase mobile and flexible working; the use of co-location and community hubs; and employee support



Theme 3: Growing our business

Objectives

- 1 We will seek growth opportunities that support our aspirations of moving from 'good to great' or provide the opportunity to demonstrate the benefit of our 'good to great' model
- 2 We will look to grow in areas that allow us to increase our economies of scale and share costs without distracting us from our five year vision
- 3 We will seek opportunities for growth which will provide opportunities for the development of the people we support, the staff providing that support and for innovative future service provision

How we'll achieve them

Deliver Transformation Programme to Street Scene

Explore opportunities around the development of a facilities management joint venture and establish potential synergies with Street Scene

Register and establish Opendoor Homes

Establish the Personal Assistant Service to support YCB customers to live in their own homes, independently, for longer

Explore opportunities to work in partnership with other Local Authorities

Develop a new Enablement service for people with disabilities or who are recovering from health issues

Identify new opportunities for supporting people into employment

Review business case for Private Rental Sector management

Investigate options for alternative housing and support models for people with disabilities

Develop TBG Flex as a vehicle to deliver competitiveness and value

Renewal of Your Choice agreement

Investigate opportunities to develop a Handyperson Service, potentially as a social enterprise, with an options appraisal by September 2016

