



**BARNET HOMES**  
**ASSET MANAGEMENT SUB-GROUP MINUTES**  
**31 January 2007**

**Attendees:** Jem Fouweather                      Trevor Renouf  
                   Tim Sims                                      Ingrid Beal  
                   Maria Colaco                                      Margaret McPeake  
                   Mandy Dunstan                                      Harry Williams  
                   Nigel Reeves (Items 1-5)                      Phil Buck (Items 1-4)  
                   Cora Vigar (Items 1-3)

**Minutes:** Karen Flood

Item	Title	Action
	<b>Declaration of Interests</b> - Jem Fouweather declared his interest as an Associate for HQN.	
<b>1.</b>	<b>Introduction &amp; Apologies</b>	
<b>1.1</b>	Introductions were made.	
<b>1.2</b>	<b>Apologies</b>  Hugh Rayner, Ramsay Hood, Mike Wiffen and Derek Rust.	
<b>2.</b>	<b>Minutes (14 December 2006) &amp; Matters Arising</b>	
<b>2.1</b>	Minutes agreed.	
<b>2.1.1</b>	<b>Item 4.1 Planning Supervisor</b> – BK progressing, meeting with CV scheduled next week, way forward agreed. Report to 14 March 2007 Sub-Group meeting.	<b>CV/BK</b>
<b>2.1.2</b>	<b>Item 8.2 Restructure</b> – Issues to be picked up in item 5 of meeting.	
<b>2.1.3</b>	<b>Item 9.3 Allocation of savings achieved for Sheltered Housing/Hostels Decent Homes Programme</b> – MMcP meeting with Nigel Hamilton 1 February 2007.	<b>MMcP</b>
<b>2.1.4</b>	<b>Item 10.1.3 No Access</b> – Strategy required for no access properties. NR confirmed allocation of funding retained, programme for decent homes works put back to later years or picked up through voids. Report on Strategy to 14 March 2007 Sub-Group meeting.	<b>NR</b>

Item	Title	Action
3.	<b>Repairs and Maintenance Mobilisation – Update</b>	
3.1	The Sub-Group were updated on the current progress with the mobilisation of the repairs and maintenance service and received revision copies of the project plan and risk register, it was noted that these are still in revision and subject to change.	
3.2	Two key areas of risk have been identified, Accommodation and IT.	
3.2.1	Accommodation – an agreement in principle has been made between LBB and Connaught (CPL) to remain at Mill Hill Depot for up to 5 years.	
3.2.2	IT – it was noted that there is a tight timeframe for finalising, the interfaces need to be specified by the end of January to ensure that development and testing is completed by the end of March 2007.	
3.3	Connaught/Barnet Homes branding circulated at the meeting for information and comments. <b>The proposed branding was approved.</b>	
3.4	<b>Resident Consultation</b>	
3.4.1	<b>Agreed</b> that the mobilisation plan should include more emphasis on resident consultation during the mobilisation phase and in relation to subsequent performance management of the contract.	
3.4.2	Report circulated to members of the Barnet Homes Consultative Panel, meeting scheduled for 18 January 2007 was cancelled due to adverse weather conditions. Article in next issue of 'athome' will include a questionnaire inviting residents' views on future involvement.	
3.4.3	Focus group planned in February, to be itemised on project plan.	<b>CV</b>
3.5	<b>Risk Register (Red items)</b>	
3.5.1	Gas Contract Interface and IT interfaces (Control and Saffron), plan to complete before the end of March 2007.	
3.6	Sub-Group thanked all staff involved for work undertaken to date.	
4.	<b>Confidential Item</b>	

Item	Title	Action
5.	<b>Technical Services Restructure</b>	
5.1	Report outlines the key skills for the second tier posts for the Asset Management Team, skills analysis limited to professional and technical skills, proposed timescales and actions to deliver the re-shaping of the service were outlined.	
5.2	<b>The Sub-Group agreed the 2<sup>nd</sup> tier structure subject to a review of the inclusion of accountability for procurement within the job description of the OAM (Special Projects).</b>	<b>NR</b>
6.	<b>Performance Management &amp; Partnering Update</b>	
6.1	<b>Performance Management</b>	
6.1.1	Investment Programme – £14.8M spend to end of December. £27.5M predicted overall spend, £1.5M less than reported to 14 December 2006 meeting.	
6.1.2	Repairs Expenditure - £4.9M actual spend to end December, £5.8M including commitments. It is anticipated at this stage that there will be approximately £200k underspend at year-end; officers are working to reduce this figure. MD and LA revising format of information and in future a summary will be reported to the Sub-Group.	<b>MD</b>
6.1.3	Repairs Service Satisfaction – overall improvement in the last quarter, year to date figure 97%. It was acknowledged that this was as a result of the action plan that had been put in place.	
6.1.4	Residents Satisfaction with Decent Homes – currently 92.63% improved during the last quarter, 20% of works inspected.	
7.	<b>Future Agenda Planning</b>	
7.1	<b>Date of Next Meeting</b> – Wednesday 14 <sup>th</sup> March 2007, 6.30pm, 9 <sup>th</sup> Floor Board Room Barnet House.	
7.2	<b>Agenda - 14 March 2007</b> <ul style="list-style-type: none"> <li>▪ Performance Management &amp; Partnering Update</li> <li>▪ Technical Services Restructure – Update</li> <li>▪ Repairs and Maintenance Mobilisation – Update</li> <li>▪ Procurement of New Gas Servicing and Maintenance Contracts</li> <li>▪ Repairs and Maintenance Budget</li> <li>▪ Planning Supervisor – Update</li> </ul>	

<b>Item</b>	<b>Title</b>	<b>Action</b>
	<ul style="list-style-type: none"><li data-bbox="371 125 794 159">▪ Operational Plan 2007/08</li><li data-bbox="371 163 703 197">▪ No Access Strategy</li><li data-bbox="371 201 772 235">▪ Future Agenda Planning</li></ul>	

**Title: Progress on Repairs and Maintenance Mobilisation**

**1. Statement of Purpose**

- 1.1 Effective mobilisation of the new repairs and maintenance contract by 1<sup>st</sup> April 07 is a key board and inspection priority.

**2. Summary**

- 2.1 This paper updates the Sub-group on progress.

**3. Recommendations**

- 3.1 The report is for noting.

**4. Financial & Risk Management Issues**

- 4.1 The risks of a failed / ineffective mobilisation in terms of the impact on service delivery and inspection outcome are potentially very high. To mitigate this, the mobilisation project has been carefully planned in partnership with key personnel from Connaught PLC (CPL) and a comprehensive delivery framework put in place to closely monitor progress against key milestones, resolve obstacles and regularly review and manage the risks.
- 4.2 Two key areas of risk identified early on in the project were accommodation which in turn had a significant impact on the chosen IT solution.
- 4.3 In terms of accommodation, consideration was given to the pros and cons of an alternative accommodation base to Mill Hill Depot (MHD). Whilst the move to an alternative location would clearly mark the start of the new contract and embed the change with transferring staff, this benefit needed to be weighed up against the impact and disruption of a move in the important lead-up to the November inspection which it was feared could pose an unnecessary distraction and risk to service delivery at this critical time. In the event, CPL were unable to identify suitable alternative locations within the Barnet area and opted to pursue a short-term lease for continued occupation at MHD, with a view to exploring alternative venues following the inspection. We support this approach.
- 4.4 An in principle agreement has now been reached with LBB for CPL to occupy MHD for the next year and CPL are currently awaiting heads of terms from LBB before announcing this decision to transferring employees. CPL have requested additional office space within the same area from LBB and are awaiting feedback as to availability.
- 4.5 Discussion has taken place on options for IT and a preferred solution identified that will involve developing interfaces between CPL's

management system (Control) and BH's repairs system (Saffron) to effect transfer of data between the two systems. This proposed interfacing will have cost implications for CPL and BH in terms of development required to our respective systems, however, the extent of this will depend on more detailed process mapping of operational procedures due to be completed by the end of January. The proposed interfaces will involve 3<sup>rd</sup> party providers e.g. LBB (who are control the IT infrastructure and network), Logica (who manage the IT server on which Saffron is based) and Civica (Saffron software development) and these parties are being involved early on to ensure timely finalisation of specification requirements.

- 4.6 An IT contingency, in the event of delays in implementing interfaces has also been identified by CPL which they are confident would enable delivery of the service from day 1. This contingency is being developed in parallel with the preferred option and will be evaluated further by the IT workstream and reported in the next update. This workstream will also review business continuity planning generally in the context of this service.
- 4.7 A risk register has been developed for the mobilisation process and a copy of the version as at 21<sup>st</sup> December 2006 is attached as appendix 2. The Sub-group are asked to note that this requires further refinement (traffic lighting) and also updating following the mobilisation launch event held on 16/1 (refer to 6.3) to ensure that all relevant risks have been captured and addressed. An updated version will be circulated at the Sub-group meeting.

## **5. Resident Consultation and Equalities Issues**

- 5.1 Residents have been involved throughout the procurement and this will continue throughout and beyond the mobilisation process.
- 5.2 Our legal advisers (Wragge's) indicated that as a matter of good practice, BH should formally consult its tenants on the proposed procurement decision under s105 of the Housing Act, as this represents a significant matter of housing management which substantially affects the majority of tenants. To this end, a report was submitted to the BHCP on 18<sup>th</sup> January outlining the background to the procurement and seeking their views on a proposed newsletter and questionnaire to go out all residents at the end of January. (Unfortunately owing to the bad weather conditions last week, this meeting had to be cancelled and is now being re-arranged).
- 5.3 In view of concerns over the possible impact of extended consultation on the mobilisation timetable, further legal advice has been sought on the requirement to specifically consult on the procurement decision. Given that residents were involved in the selection process and the

proposed new contract will not result in any significant changes to services experienced by residents (i.e. they will still contact the same number, the same staff will deliver the service to the same service levels etc), also that a recent At Home newsletter was sent to all residents seeking views on the proposed procurement, our legal advisers consider that although specific consultation prior to the procurement decision is ideal, the risk in terms of a successful challenge to the appointment on the basis of a failure to consult under s105 is slim.

- 5.4 In view of this, it is now proposed to issue a newsletter to all residents in early February informing them about the new contract focusing on areas where they will be able to influence the future service e.g. preferences for future involvement and priorities for improvement.
- 5.5 As the R&M procurement represents a very significant project for BH, it is proposed to carry out an Equalities Impact Assessment as part of the mobilisation process and this will be built into the mobilisation timetable and the conclusions from this reported in a future update.

## **6. Mobilisation set -up**

6.1 The mobilisation set up comprises the following:

- **Joint project board** comprising CPL's Regional Director (John Lewthwaite) and Mobilisation Project Manager (Claire Durrant) together with Maintenance Manager (Mandy Dunstan), Project Officer (Phil Buck), HR Manager (Catherine Solomon) and Control Team Manager (Ewa Maciejczyk) and chaired by myself. This board has overall responsibility for the mobilisation co-ordination, delivery of the project plan, management of risk register, and development of the future partnering timetable
- **Joint Delivery Team** comprising leaders from each of the workstreams (see below)
- **Workstreams:** IT infrastructure and systems, Operations, HR, Communications and Finance – each with a nominated CPL and BH leader who have been charged with jointly ensuring delivery of the key tasks attributed to them. The workstream roles and responsibilities are attached as appendix 1.
- **Detailed project plan** of the key tasks and milestones for each workstream will be maintained by BH from weekly updates provided by each workstream. A copy of the updated project plan will be circulated at the meeting.
- **Mobilisation Risk register** (attached as appendix 2)

6.2 The Joint Project Board meets fortnightly on a Thursday and will receive an updated progress report from each workstream that will have been considered and discussed at a Joint Delivery Team meeting 2 days earlier. Each workstream has been charged with providing a

brief weekly update report (identifying accomplishments, current issues and risks and impact on project plan tasks) each Friday. These will be collated by CPL's project manager and circulated to all workstream leaders and the joint project board so that overall progress and any critical interdependencies with other workstreams are highlighted to all. An example of last week's workstream report from the Joint Project Board is attached for information as appendix 3.

- 6.3 The Joint Project Board was set up immediately following the Board's decision on 4/12 and has been meeting regularly (and also in between) since then. A mobilisation launch session was held for all workstream leaders from CPL and BH on 16/1 to clarify roles and responsibilities and the key deliverables required by 1/4. The session which was a great success, was attended by 30+ people (including a resident involved in the procurement process) and included a workshop for teams to explore key issues, risks and agree success measures that will be used for the mobilisation period. The outputs from this workshop will be distributed to all involved and cross-checked against the risk register and project plan to ensure all issues have been covered.

## 7. Summary of key progress/issues todate:

- 7.1 **Accommodation** – in principle agreement with LBB to remain at MHD for the next 12 months. CPL are currently awaiting Heads of Terms from LBB before announcing this to staff.
- 7.2 **IT** – Preferred IT solution has been identified (2-way interfaces between Saffron and Control). The interfaces need to be specified by end of January to enable development and testing to complete by end of March 07. A contingency plan has been proposed by CPL which needs to be evaluated further. CPL are to supply and install new IT hardware and infrastructure. Interface costs will be identified following an operational process mapping to be completed in w/c 22/1. Commercial discussion will then take place regarding responsibility for these costs. At this stage it is proposed that CPL will bear the costs of adapting Control and that BH will bear the costs of adapting Saffron.
- 7.3 **Staffing issues** – formal TUPE notification letter sent by BH to all transferring staff in early January. Due diligence HR information has been provided to CPL's HR team. A Meet and Greet session was held for all staff at MHD on 12/1 to meet CPL senior management and HR. A Q&A sheet has been prepared and circulated to staff on questions garnered from staff and GMB. CPL are arranging follow up one-to-ones with all staff at MHD by mid- February. The key issue raised by transferring staff is on pensions. CPL are currently gathering detailed information on BH's existing pension benefits under LGPS which then needs to be assessed against CPL's proposed pension scheme and evaluated by government actuaries.

CPL propose to complete the initial pensions review and inform staff of the proposed new pension arrangements by 12/2. Arrangements for the final BH payroll run have also been agreed with LBB payroll.

- 7.4 There are currently 9 long-term agency staff based at MHD and the TUPE situation regarding these staff is still to be clarified. It is likely that those with more than 12 months service will be caught by TUPE and CPL would prefer to recruit these personnel directly than via the agency. However, the position regarding agency/ finder fees needs further clarification.
- 7.5 **Operations** – a significant piece of work to be completed is the detailed mapping of operational processes which will in turn inform IT developments and future detailed operating procedures. BH's existing operational procedures have been provided to CPL and a session is planned with all key CPL and BH operational and IT personnel to complete this mapping exercise on 23/1.
- 7.6 In terms of formal legal processes, a letter of intent has been sent to CPL and is currently being reviewed and considered by CPL. The formal notification of leaseholders (notice of long term qualifying agreement) has been completed and the consultation period ends in early February. Other legal processes will involve preparation of formal contract documentation, clarification of parent company guarantees and evidence of insurances. It is proposed to complete these and have documents ready for signature by the end of February 2007.
- 7.7 CPL are currently evaluating the existing supply chain (e.g. storage, supplies, equipment, sub-contractors, waste removal etc) to determine and establish appropriate arrangements for the future. Detailed information on existing supply arrangements has been provided to CPL who will contact existing suppliers to clarify the position and inform BH of the outcome. Some existing suppliers may be affected by TUPE provisions i.e. where they wholly/ substantially work to provide services to BH.
- 7.8 Whilst the focus currently is on the successful delivery of the mobilisation, development of longer-term partnering aims is a regular agenda item and it is recognized that planning for this and the development of longer term improvements to the service needs to start now – hence its inclusion in the mobilisation project plan. BH's Interim Maintenance Manager, Project Manager and Strategic Adviser (Richard Berry) will be meeting CPL's Regional Director to take these issues forward with progress being reported and recorded through the joint project board.

- 7.9 **Communications** –the communications workstream have met to develop proposals for the future branding of the R&M service; this is a key decision that needed to be made quickly to enable branding for the new CPL fleet vehicles to be requisitioned. The proposals were submitted to the Joint Mobilisation Team launch on 16/1 and following feedback from this and also informal consultation with other key stakeholders, an in principle decision was taken by the joint project board at its last meeting on 18/1. A mock-up of the proposed joint branding logo will be circulated to all Sub-group members.
- 7.10 The Communications workstream are developing a proposed communications strategy and will liaise to ensure CPL's involvement and support, as a long-term and valued business partner, at all future BH major events e.g. Residents Open day, Staff Awayday etc. CPL have indicated their enthusiasm to be involved in this and also to add value and support wider BH community development through their experience on other projects.
- 7.11 **Finance** – A range of financial issues are to be progressed not least of which will be development of the proposed future payment mechanism under the contract along partnering lines. A more detailed progress report on these will be provided in the next update.

## 8. Way forward

- 8.1 The Sub-group is invited to comment on the above progress and also on the format and level of detail required for future updates.

**Author: Cora Vigar Head of Corporate Services**

**Date: 23<sup>rd</sup> January 2007**

## Appendix 1 Workstream Roles and Responsibilities

Project Board	Operations	HR	IT Infrastructure	Communications	Finance	IT Systems
Risk/Issues register	KPIs & benchmarking	TUPE	Network connectivity	Residents information handbook/after-care guides and documentation	Budget allocation 07/08	Interface to software
Project plan	Delivery module	Recruitment	Telecoms	Employee/tenant newsletters	Close DO trading account and deal with works in progress	
Branding	Fleet requirements	CRB checks	Users' PC requirements	Resident involvement	Assets and associated values	
Mobilisation co-ordination	Site accommodation	Training	Office IT requirements	Board/Barnet Council	Financial reporting requirements	
Future service enhancement & customer care improvement	Health and safety	Staff Inductions	Agree security/access protocols for transferring staff	Re-branding	Agree any one-off costs for contract mobilisation	
Development of 3* action plan for inspection	PPE/corporate clothing	Employee ID cards	Back-up plan for early IT failure	Press releases		
Strategic client	Site signage	One to one interviews/appraisals	Business continuity plan	Partnering charter		
Partnering timetable	Process and procedures including process mapping	Any exit terms	DR plan			
Corporate responsibility	DO closedown and continuity planning	Compile and handover personal files				
Reporting	Link with Contact Centre	Pensions issues				
	Waste management	Trade Union liaison				
	Notice of Long Term Qualifying Agreement					



*Putting you first*

Barnet Homes Asset Management Sub-Group 31<sup>st</sup> January 2007






**barnet  
homes**

working together

Repairs and Maintenance Partnering Contract April 2007 – Risk Register

All last reviewed on the 31<sup>st</sup> January 2007






Risk No.	Description of Risk	Impact of Risk	Likelihood of Risk		Risk Management Action Plan	Risk Owner	Date Updated	Current Status
1	Failure to meet 3-stars at Audit Commission Inspection in Nov 07	VH	M		Contractor to show how they will assist BH in achieving 3-stars prior to contract commencement. Following April 2007 BH and Contractor to work closely together to ensure areas that needed improvement highlighted in last inspection are addressed, and innovative action taken to move repairs and maintenance service forward.	BH & C	30/01/07	LIVE
2	Using TPC 2005 form of contract	M	M		As with any new form of contract there is a learning curve for both parties. This risk will be minimised through effective training workshops.	BH & C	30/01/07	LIVE
3	IT links – insufficient time to enable satisfactory links to be set up prior to contract commencement	H	M		Involvement of IT at all stages. Clear IT requirements set out in tender documentation.	BH & C	30/01/07	LIVE

Repairs and Maintenance Partnering Contract April 2007 – Risk Register

All last reviewed on the 31<sup>st</sup> January 2007







Risk No.	Description of Risk	Impact of Risk	Likelihood of Risk		Risk Management Action Plan	Risk Owner	Date Updated	Current Status
4	Bedding-in process post contractor selection is not a success	H	L		<p>Establish timetable within project plan for adequate procedures during bedding-in process.</p> <p>Establish contract transition team to work closely with contractor during this period to ensure smooth transition. Following transition, a management team to be established to provide continuity.</p>	BH & C	30/01/07	LIVE
5	Failure to meet KPIs	VH	L		Close monitoring during transition period, and on-going monitoring thereafter.	BH & C	30/01/07	LIVE
6	Ineffective complaint handling procedures	H	M		Barnet Homes' Complaints Officer to liaise closely with contractor's own complaints team and agree procedures which achieve results and are acceptable to Barnet Homes.	BH & C	30/01/07	LIVE

Repairs and Maintenance Partnering Contract April 2007 – Risk Register

All last reviewed on the 31<sup>st</sup> January 2007



Risk No.	Description of Risk	Impact of Risk	Likelihood of Risk		Risk Management Action Plan	Risk Owner	Date Updated	Current Status
7	Decline in void turnaround times	H	M		Surveyor to monitor voids process and mitigate and short-term decline. Contractor to have void management team in place to ensure adequate resources available.	C	30/01/07	LIVE
8	Repairs maintenance budget affected due to changes in political climate	M	M		Repairs prioritised. Complaints closely monitored. Effective communication to all stakeholders.	BH	30/01/07	LIVE
9	Contractor does not agree to terms.	VH	L		Contingency plan in operation – terms in contract to safeguard service delivery.	BH & C	30/01/07	LIVE
10	Customer satisfaction levels drop	VH	M		High level of mentoring to ensure high customer satisfaction levels maintained.	BH & C	30/01/07	LIVE

Repairs and Maintenance Partnering Contract April 2007 – Risk Register

All last reviewed on the 31<sup>st</sup> January 2007







Risk No.	Description of Risk	Impact of Risk	Likelihood of Risk		Risk Management Action Plan	Risk Owner	Date Updated	Current Status
11	TUPE process not a success	VH	L		Contractor selected will have good experience and track record of TUPE and therefore have procedures in place to ensure process goes smoothly	C	30/01/07	LIVE
12	Failure to communicate with stakeholders effectively	VH	L		Communication strategies in place. Contractor to have similar plans and to be involved directly and indirectly with Barnet Homes' publicity team.	BH & C	30/01/07	LIVE
13	Failure to achieve efficiency savings	M	M		Reviewed regularly at partnership meetings and has its own discussion item on the agenda.	BH & C	30/01/07	LIVE
14	Poor quality of materials used	H	L		Contractor's supply chain network in place with quality merchants.	C	30/01/07	LIVE

Repairs and Maintenance Partnering Contract April 2007 – Risk Register

All last reviewed on the 31<sup>st</sup> January 2007







Risk No.	Description of Risk	Impact of Risk	Likelihood of Risk		Risk Management Action Plan	Risk Owner	Date Updated	Current Status
15	Language barrier issues with operatives	H	L		Communicating with tenants effectively is of prime importance, and Contractor has to ensure that any operative working in tenanted properties can do so easily and clearly.	BH & C	30/01/07	LIVE
16	Maintaining high levels of satisfaction amongst leaseholders	H	M		Effective communication with leaseholders	BH & C	30/01/07	LIVE
17	Staff satisfaction levels go down	VH	L		Staff have ownership of project and will have high involvement in the whole process.	BH & C	30/01/07	LIVE
18	Contractor set-up costs escalate	H	M		Covered at the tender stage, with Contractor giving accurate set-up costs.	C	30/01/07	LIVE

Repairs and Maintenance Partnering Contract April 2007 – Risk Register

All last reviewed on the 31<sup>st</sup> January 2007




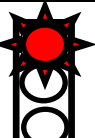


Risk No.	Description of Risk	Impact of Risk	Likelihood of Risk		Risk Management Action Plan	Risk Owner	Date Updated	Current Status
19	Managing quality control	H	L		Barnet Homes to develop existing quality procedures in line with the new contract.	BH & C	30/01/07	LIVE
20	Barnet Homes no longer viable	VH	L		London Borough of Barnet to instigate contingency plans and to ensure service delivery continues despite Barnet Homes not being viable.	LBB	30/01/07	LIVE
21	Lack of supply chain involvement - subcontractors	H	L		Communication maintained with supply chain on service delivery.	BH & C	30/01/07	LIVE
22	Maintaining adequate staffing levels throughout the year	M	L		Contractor to have procedures in place to maintain adequate cover during periods of low staff levels, to ensure service delivery is not affected in any way.	BH & C	30/01/07	LIVE

Repairs and Maintenance Partnering Contract April 2007 – Risk Register

All last reviewed on the 31<sup>st</sup> January 2007

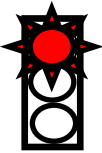


Risk No.	Description of Risk	Impact of Risk	Likelihood of Risk		Risk Management Action Plan	Risk Owner	Date Updated	Current Status
23	Failure to comply with health and safety regulations	VH	L		Particularly relevant when working in tenanted homes – Contractor to ensure procedures are robust.	C	30/01/07	LIVE
24	Resources for IT	M	M		Ensure Staff identified to support requirements	BH	30/01/07	LIVE
25	Accommodation	H	L		Lease with LBB	C	30/01/07	LIVE
26	Gas Contracts Interface	H	H		Ensure procedures setup where interface occurs	BH, C, & GC	30/01/07	LIVE

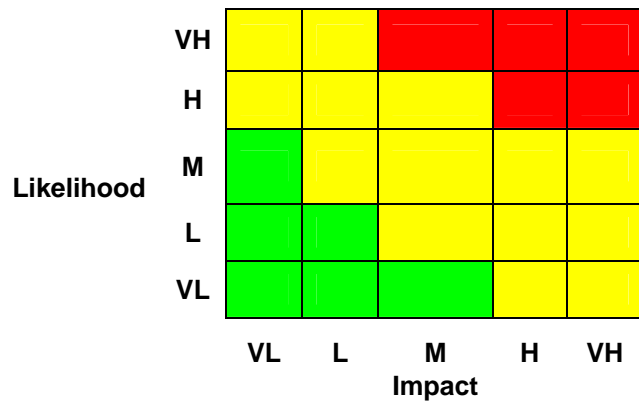
Repairs and Maintenance Partnering Contract April 2007 – Risk Register

All last reviewed on the 31<sup>st</sup> January 2007



Risk No.	Description of Risk	Impact of Risk	Likelihood of Risk		Risk Management Action Plan	Risk Owner	Date Updated	Current Status
27	IT Interfaces (Control and Saffron)	H	H		Risk minimized by gaining a clear understanding of business processes; involvement of appropriate parties (IT and key Ops); detailed test plan to be developed (Ops); output testing in March. Contingency action to be agreed with Ops and IT i.e. focus on priority processes to be ready for Go Live.	BH & C	30/01/07	LIVE

Risk Register Matrix



## Appendix 3 Example of workstream report

### Workstream: Project Board

	Comments
<b>Executive Summary</b>	<p>Mobilisation kick off meeting held on Tuesday which was great success, attended by 30+ people. Roles and responsibilities and administration were explained and work streams are working well as joint teams. Team agreed on the success measures for the mobilisation period, and these will be distributed in due course.</p> <p>The project board has agreed with the IT proposal for a two way interface between and Saffron and how this should move forward. IT teams in association with Operations will develop solution further and ascertain costs and time scales for the necessary Saffron development which will be carried out by external resources.</p>
<b>Accomplishments</b>	<p>Agreement to remain in Mill Hill for 12 months, was reached in principle with LBB. CPL waiting for heads of terms, before announcing to transferring employees.</p> <p>Agreement reached on principle of joint branding. Formal sign off will not be until final artwork has been completed.</p>
<b>Current Issues and Risks</b>	<ul style="list-style-type: none"> <li>• CPL still to respond to Letter of Intent</li> <li>• Status of Agency staff as to whether they TUPE over is still to be resolved.</li> <li>• Existing fleet lease information is still outstanding from SFS. BH/CPL working to obtain</li> <li>• CPL are still recruiting for a project director for this account. JWL is leading and will report on progress</li> <li>• BH to confirm what legal processes are needed to complete the contract</li> </ul>
<b>Impact on related tasks in Project Plan</b>	None currently
<b>Additional Information</b>	Nothing to report
<b>Programme Update</b>	On target.

**Title: Technical Services Restructure - Update**

Rationale and proposed delivery to restructure Housing Maintenance and Investment delivery teams into an Asset Management Service

**1 Statement of Purpose**

- 1.1 Barnet Homes' mission statement undertakes to "achieve excellence by delivering high quality and improving services to all residents". The provision of a consistent Asset Management service is a fundamental of excellence in social housing.

**2 Summary**

- 2.1 This report outlines the key skills for the second tier posts forming the asset management team
- 2.1 The key skill analysis has been limited to professional and technical skills rather than undertake an early analysis of personal qualities which will obviously be important when full job descriptions are considered.
- 2.2 This paper outlines the proposed timescales and actions to deliver the re shaping of our Asset Management Service.

**3 Recommendations**

- 3.1 The Sub Group are asked to note and agree on the contents of the report.

**3.2 Financial & Risk Management Issues**

- 4.1 The drive behind the restructure is the move away from internally provided technical services to the management of services provided externally. The impact is a complete change in service delivery and new skills and abilities needed from existing staff
- 4.1 Managing change is a very important factor in the success of our business. Getting staff motivated to support the changes that are to be implemented is therefore crucial for success

**5 Resident Consultation and Equalities Issues**

- 5.1 It is proposed that a formal consultation process with affected staff be implemented which includes a 30 day feedback period during which

various options will be available to staff to discuss their needs and concerns.

## **6 Background Information**

### **6.1 New staff structure**

Barnet Homes has recently developed a strategy to integrate the repairs and maintenance function and capital investment into an Asset management structure.

6.2 The structure for the Asset Management service went through a number of options until a geographic emphasis was finalised for operational delivery , this creates:

- A clear message to residents of who is accountable for works to their homes
- Integration of repairs and maintenance work with capital works which have been historically separated within the organisation.
- To balance economy of management with proper discharge of the Landlord obligations and secure maximum release of resources to the front line.

6.3 The preliminary structure for the new Asset management service showing the service head and 2<sup>nd</sup> tier senior management positions is attached as Appendix(1)

### **6.4 Operational Asset Management**

The function of this group is to deliver the frontline service to the residents including sheltered housing and the maintenance of the regeneration estates. It is an amalgam of the capital or decent homes programme of works and the repair and maintenance functions. It is divided into two geographical areas (east and west) with an Operations Manager responsible for each area. The supporting team underneath them is allocated to each manager in terms of their line management requirements but will work on a project team basis for service delivery which will maximize the efficiency of the available resources. There will be a small number of shared posts which will have expertise in a particular service delivery area and will be utilized by both managers.

### **6.5 Special Projects Operations**

This team is primarily responsible for the procurement of specialist and additional services and is also the technical information service for a number of key areas such as sustainability, building services, asbestos, aids and adaptations. They are also tasked with introducing innovation into the technical aspects of the service and for detailing policies and procedures based on best practice. They will also provide technical

training and professional updating information as legislation and codes of practice etc change.

#### 6.6 Investment Planning and Value Management

This team will be responsible for quality standards, performance management, customer services and continuous improvement. The two key areas are Quality Assurance which will also look after the financial elements, benchmarking, stock condition information and quality audits. They will include a team of QA inspectors who will be responsible for looking into residents complaints and independently auditing the delivery of the service. They will also be available to the Operational Managers in a critical friend capacity to undertake any investigations/ audits they may require.

#### 6.7 Similarly there are aspects of the investment planning section which will contribute to the geographic structure. Most notably this is the QA inspection team which has been placed within the investment planning team because:

- Flexibility will be needed between the peaks and troughs of the demands of each programme, particularly decent homes works, for each area and greater depth will be provided by not restricting a number of inspectors to one area to the exclusion of the other
- Specialists such as mechanical and electrical inspectors may need to service both area teams

#### 6.8 Other areas do not fit the geographic profile as they have a clear asset wide remit and are delivered outside the east/west structure but should not dilute the delivery integrity from a customer perspective. These include such areas as performance measurement, audit, expenditure monitoring. In positioning these under the Investment Planning and Value post it is considered that there is a greater likelihood of a more consistent approach across geographic delivery areas.

#### 6.9 These principles lead to the proposed skill sets for the following 2<sup>nd</sup> tier posts:

##### **Operational Asset manager (east and west)**

##### **Primary functions**

- Lead the delivery of all aspects of asset management programmes for a specific area.
- Directly manage (with staff) all capital and repairs and maintenance contractors.
- Integrate the delivery of specialist contracts to form a seamless asset delivery service .

- Represent Barnet Homes as the responsible party for all aspects of area asset management.
- Lead the development of customer relations and participation in construction based programmes

### **Operational Asset Manager (Special Projects)**

#### **Primary functions**

- Procurement and delivery of specialist projects falling outside the remit of the four key partners for repairs and maintenance and capital works.
- Integration of specialist contracts to complement the geographic structure for operational delivery of partnered contracts.
- Harnessing the value of alliances with procurement consortia and intergrating them with operational delivery structures
- 

### **Investment Planning and Value Manager**

#### **Primary functions**

- Optimum allocation of available finance to operational areas to meet demands but consistent with continuous improvement targets for economy.
- Establishment of QA processes to support the operational delivery function.
- Set up a performance regime for each area of the asset management service aimed at top quartile delivery with continuous improvement targets.
- Set up a performance measurement regime using a 'balanced scorecard' approach to cover a range of indicators reflecting the objectives of the organisation.
- Set up financial accountability structures for contract delivery and final account audit
- Set up contract monitoring and reporting structures within the organisation to establish early warnings of contracts under performing and to inform the Senior Management Team

6.10 Underneath the 2<sup>nd</sup> tier it is proposed that will be a 3<sup>rd</sup> tier operational level of posts which are to be defined through a staff working group in February.

## **7. Delivery**

7.1 Appendix (3) outlines the proposed project plan to implement the 2<sup>nd</sup> tier senior management positions and 3<sup>rd</sup> tier operational staff posts by the end of June 07

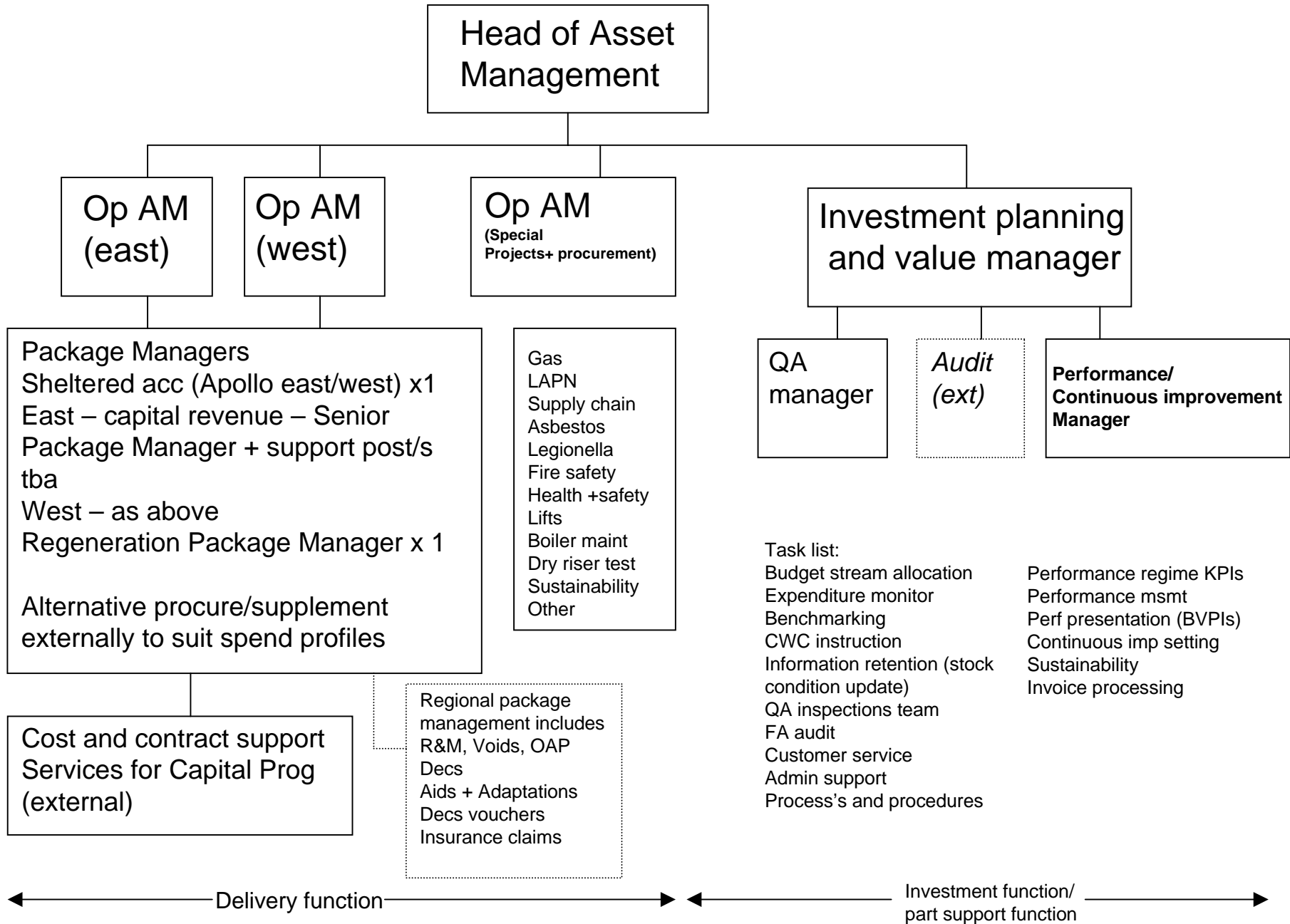
7.2 It is proposed that we approach this restructure in 2 phases for the following reasons:

- It is essential that existing operational staff are included in the shaping of the 3<sup>rd</sup> tier team
- This supports an extended period of time to embed the new Connaught repairs and maintenance contract
- Ensures the continued delivery of the service

7.3 The project plan attached as appendix 2 outlines a 30 day staff consultation period for 2<sup>nd</sup> tier posts in place by end of Feb 07 and a 30 day consultation period for 3<sup>rd</sup> tier posts in place by end of June 07

**Author(s): Nigel Reeves  
(Interim Head of Asset Management)  
Mandy Dunstan  
(Interim Housing Maintenance Manager)**  
**Date: 19<sup>th</sup> January 2006**

# Outline Asset Management Post Structure (key management posts for first stage recruitment)



**Asset Management Sub-group**

**Date: 31 January 2007**

**Title: Performance Management & Partnering Update**

**1.0 Statement of Purpose**

1.1 To provide information on the performance of Technical Services with the delivery of repairs and improvements to the housing stock.

**2.0 Summary**

2.1 This report covers the regular monthly update on the Technical Services Performance Indicators to December 2006 (3<sup>rd</sup> Quarter), plus gives an update on the partnering contracts.

**3.0 Recommendations**

3.1 That progress is noted.

**4.0 Financial & Risk Management Issues**

4.1 The process includes tendered projects of work, year end predictions on time and cost, plus budget monitoring as a way of managing and tracking financial and risk issues as identified in the report.

**5.0 Resident Consultation and Equalities Issues**

5.1 Resident consultation is carried out prior to the major works starting and satisfaction surveys carried out on completion.

**6.0 Background Information**

**6.1 Monthly Performance Update**

Attached as **Appendix 1** is the December 2006 update

**6.1.1 Investment Programme (spend v budget)**

Spend at the end of December was £14.8M. End of year prediction is an overall spend of £27.5M. This still forecasts a substantial increase in spend in the final quarter of the year as the internal programme accelerates and the external works commence.

**6.1.2 Revenue Repairs Expenditure (spend v budget) (Appendix 2)**

Actual spend was £4.912M and including commitments this rises to £5.892M which is 90% of the profiled budget for the 9 months and is 67% of the overall annual budget. The expectation is that there will be a slight underspend at the end of the year.

**6.1.3 Adaptations (Revenue and Capital) (Appendix 3)**

The position on the adaptations budget (Revenues) is a small underspend predicted although the pressure on this budget is great and no underspend is likely. Regarding Capital – 64% of the budget is spent to the end of December. There is currently outstanding adaptations to the value of £1.87M

and officers are working with the Council to agree priorities and an increased budget in 2007/08.

#### 6.1.4 **Repairs Service Satisfaction**

Satisfaction with the overall repairs service has improved over the last quarter following discussions with and closer monitoring of contractors. The year to date figure is currently 97% showing a sustained improvement.

#### 6.1.5 **Resident Satisfaction with Decent Homes**

Improvements have been made in the last quarter, particularly November which has seen the year to date figure rise to 92.63%.

#### 6.1.6 **Number of homes made decent**

345No. completed properties for the quarter, in total 693No. for the year to date. Internal works to a considerably larger number of properties have been finished but there is a delay in progressing external works, mainly windows and so actual completed properties are lower than anticipated. A revised work plan has been developed with the constructors and a greater number of properties are being worked on. External works are progressing. Non access properties are being substituted with some of next years addresses to ensure the volume and value of works is maintained.

### 6.2 **Partnering Updates**

#### 6.2.1 **Sheltered (Apollo)**

##### **Market Place**

Has been completed

##### **Summers Lane Conversions**

Work is on programme in all three blocks and is approximately 60% complete.

##### **Derby House**

Started 20<sup>th</sup> November 2006 and is on programme. Have completed 3 flats.

A new master programme for the works has been agreed with the partner constructor, Apollo, and new monitoring arrangements are in place.

#### 6.2.2 **Hendon & Edgware (Balfour Beatty)**

##### **Year 2 Packages**

**HF3A** – Carried over from year one. Externals and windows to Burnt Oak Broadway Flats started on 20<sup>th</sup> November 2006 and are proceeding to programme.

**HF3B** – Carried over from year one. Window replacement works started 27<sup>th</sup> November 2006. Still awaiting planning approval for one location (Sheaveshill Court) which will cause works to this block to overrun into 2007/08.

**HH3B**. - Internal works progressing well and nearing completion. Windows have been installed. Completed 111 of 114 units.

**HH2**. – Works nearing completion. Windows have been installed. Completed 125 of 128 units.

**HW8a** – works nearing completion. Completed 27 of 30 units.

**HH1** – package brought forward from 2007/08, works commenced 20<sup>th</sup> November 2006. Completed 19 of 151 units.

**HH4** – package brought forward from 2007/08 to fill projected spend shortfall. Works just started on site.

#### **Future Years Surveys**

Year 3 (2007/08 programme) surveys mostly complete. Surveys started on year4 properties.

A new master programme for the works has been agreed with the partner constructor, Balfour Beatty, and new monitoring arrangements are in place.

### **6.2.3 Barnet & Finchley (United House)**

#### **Year 1 Packages**

**FH1** – North Finchley – 171 units completed, draft final account submitted. No access properties now being put back to the end of the programme.

**BH4** – Completed 96 units, draft final account submitted. No access properties now being put back to the end of the programme.

**BF4** – Internals – completed 232 units, draft final account being prepared. No access properties now being put back to the end of the programme.

**BF4** – Externals – 13 blocks – 10 completed.

#### **Year 2 Packages**

**FF1** – North Finchley – internal works – completed 129 of 138 units.

**FF4** – Finchley Central – internal works – completed 58 of 75 units.

**FH2** – brought forward from 2008/09 due to regeneration proposals affecting progress with package FF6 Whitefields Estate.

**BF5** – Internal works in progress 66%. Completed 79 units of 119

**BF6** – Internal works in progress 86%. Completed 112 units of 161

**BF7** – Internal works in progress 81%. Completed 73 units of 90

Access issues have affected performance. To overcome this 196 properties have been brought forward from year 3 (packages BF3, BF2, BH5) to fill this gap.

External works are currently being programmed as the cost information becomes available.

#### **Year 3 Surveys**

Approximately 75% of surveys have been carried out. Addresses for future years with constructors who are to programme the surveys.

A new master programme for the works has been agreed with the partner constructor, United House, and new monitoring arrangements are in place.

**Author: Harry Williams, Investment Strategy Manager**

**Date: 23<sup>rd</sup> January 2007**

**Barnet Homes – Technical Services  
Monthly Monitoring – 2006/07**

Reporting Frequency	PI Type	Description	Performance			Comment
			Actual 05/06	Target 06/07	Dec 2006	
Monthly	Local	Investment Programme Spend v Budget	98.54%	100%	49.95%	End of year prediction is 93% spend
Monthly	Local	Revenue Repairs Budget Spend v Budget	101.1%	<100%	67%	Below profiled spend by 10%
Monthly	Local	Satisfaction with Repairs Service (survey)	96.9%	98%	97%	This is the third month in succession that performance has been 97% suggesting a sustained improvement
Monthly	Local	Resident Satisfaction with Decent Homes Work	90.72%	92%	92.63%	Improvement in last quarter
Quarterly	Local	Repairs Appointments Made and Kept	98.7%	98%	98.3%	
Quarterly	Local	Urgent Repairs Completed within Government time limits	99%	98%	99%	
Quarterly	Local	Proportion of planned to responsive repairs	NA	60:40	66:34	Calculated for the year to date using the new methodology agreed with Robson Rhodes
Quarterly	Local	Average time taken to complete non urgent repairs	8 days	8 days	8 days	
Quarterly	BV63	Average SAP rating per property	68.3	69	68.3	Data base still to be updated with the information
Quarterly	Local	Number of Homes Made Decent in Year to date	NEW	1460	693	Below expectation due to counting process on completed properties
Annual	BV184a	% Stock non decent at 1 April 06	58.79%	52%	Annual	
Annual	BV184b	% Change in non decent homes by 31 March 07	10.46%	21%	Annual	

**REPAIRS AND MAINTENANCE COSTS 2006/07**  
**DECEMBER 2006 YTD**

Item 6 Appendix 2

Period 9

	Description	December YTD			Full Year		
		YTD Actual £	YTD Budget £	Variance ADV/(FAV) £	2006/07 Projection £	2006/07 Revised Budget £	Variance ADV/(FAV) £
<b>VOIDS</b>							
	Building Repairs & Maintenance	970,396	1,222,500		1,293,861	1,630,000	
	Other costs	473			630		
	Accruals based on committed orders	30,042			40,056		
	Adjustment re full years forecast				295,453		
	<b>Total Voids</b>	<b>1,000,910</b>	<b>1,222,500</b>	<b>(221,590)</b>	<b>1,630,000</b>	<b>1,630,000</b>	<b>0</b>
<b>RESPONSIVE REPAIRS</b>							
	Building Repairs & Maintenance	2,424,693	2,878,988		3,232,925	3,838,650	
	Other costs	680			907		
	Accruals based on committed orders	488,253			651,004		
	Adjustment re full years forecast				(46,186)		
	<b>Total Responsive Repairs</b>	<b>2,913,627</b>	<b>2,878,988</b>	<b>34,639</b>	<b>3,838,650</b>	<b>3,838,650</b>	<b>0</b>
<b>PLANNED REPAIRS</b>							
	Building Repairs & Maintenance	520,683	904,500		694,244	1,206,000	
	Other costs				0		
	Accruals based on committed orders	336,439			448,585		
	Adjustment re full years forecast				63,171		
	<b>Total Planned Repairs</b>	<b>857,122</b>	<b>904,500</b>	<b>(47,378)</b>	<b>1,206,000</b>	<b>1,206,000</b>	<b>0</b>
<b>CYCLICAL REPAIRS</b>							
	Building Repairs & Maintenance	742,604	1,108,500		990,139	1,478,000	
	Other costs	1,541			2,055		
	Accruals based on committed orders	105,082			140,109		
	Adjustment re full years forecast				345,697		
	<b>Total Cyclical Repairs</b>	<b>849,227</b>	<b>1,108,500</b>	<b>(259,273)</b>	<b>1,478,000</b>	<b>1,478,000</b>	<b>0</b>
<b>EXTERNAL DECORATIONS</b>							
	Building Repairs & Maintenance	250,444	450,000		333,926	600,000	
	Other costs				0		
	Accruals based on committed orders	20,342			27,123		
	Adjustment re full years forecast				238,951		
	<b>Total External Decorations</b>	<b>270,786</b>	<b>450,000</b>	<b>(179,214)</b>	<b>600,000</b>	<b>600,000</b>	<b>0</b>
	<b>Total Repairs Fund</b>	<b>5,891,673</b>	<b>6,564,488</b>	<b>(672,815)</b>	<b>8,752,650</b>	<b>8,752,650</b>	<b>0</b>

DECEMBER 2006 YTD	95200 VOIDS	95300 Responsive Repairs	95400 Planned Repairs	95500 Cyclical Repairs	95600 External Decorations	TOTAL R&M YTD
<b>Repairs Fund</b>						
Repairs & Maintenance Paid to Date	970,396	2,424,693	520,683	742,604	250,444	4,908,820
Committed Orders (Accruals)	30,042	488,253	336,439	105,082	20,342	980,158
Other Costs Paid to Date	473	680	0	1,541	0	2,694
<b>Total Expenditure</b>	<b>1,000,910</b>	<b>2,913,627</b>	<b>857,122</b>	<b>849,227</b>	<b>270,786</b>	<b>5,891,673</b>

## Repairs & Maintenance - Adaptations Budgets

### Revenue

Summary	Total YTD Costs £	YTD Budget £	Variance ADV( FAV) £	2006/07 Projection £	2006/07 Budget £	Variance ADV(FAV) £
Adaptations (S39)	109,974	112,500	-2,526	146,632	150,000	-3,368
<b>Total</b>	<b>109,974</b>	<b>112,500</b>	<b>-2,526</b>	<b>146,632</b>	<b>150,000</b>	<b>-3,368</b>

### Capital

Summary	Total YTD Costs £	YTD Budget £	Variance ADV( FAV) £	2006/07 Projection £	2006/07 Budget £	Variance ADV(FAV) £
Adaptations	397,283	395,420	1,863	529,710	527,227	2,483
<b>Total</b>	<b>397,283</b>	<b>395,420</b>	<b>1,863</b>	<b>529,710</b>	<b>527,227</b>	<b>2,483</b>

**Barnet Homes**  
**Asset Management Sub-Group**  
**31 January 2007**  
**Title: Future Agenda Planning**

**1. Statement of Purpose**

- 1.1 Barnet Homes is committed to achieving effective governance and ensuring we deliver our objectives and commitments to target.

**2. Summary**

- 2.1 This paper sets out proposed agenda items to the sub-group.

**3. Recommendations**

- 3.1 That the sub-group consider the proposed agenda items and agree or amend as it wishes, and propose any items for inclusion on future agendas.

**4. Financial & Risk Management Issues**

- 4.1 Not applicable.

**5. Resident Consultation and Equalities Issues**

- 5.1 None in context of this report.

**6. Background Information**

- 6.1 The table below sets out proposed agenda items for the remainder of 2007. The sub-group is asked to note and suggest further items for inclusion.

<b>Meeting Date</b>	<b>Agenda Items</b>
14 March 2007 6.30pm	Performance Management & Partnering Update Technical Services Restructure – Update Repairs & Maintenance Mobilization – Update Procurement of New Gas Servicing and Maintenance Contracts Repairs and Maintenance Budget Planning Supervisor - Update Future Agenda Planning Operational Plan 2007/08
25 April 2007 6.30pm	Performance Management & Partnering Update Technical Services Restructure – Update Repairs & Maintenance Mobilization – Update Procurement of New Gas Servicing and Maintenance Contracts Repairs and Maintenance Budget Future Agenda Planning
27 June 2007 6.30pm	Performance Management & Partnering Update LAPN - Update Future Agenda Planning Community Benefits from Decent Homes Responding to climate change agenda

**Item 7**

<b>Meeting Date</b>	<b>Agenda Items</b>
29 August 2007 6.30pm	Performance Management & Partnering Update Future Agenda Planning Self assessment and preparing for Inspection
31 October 2007 6.30pm	Performance Management & Partnering Update Budget 2008/09 and beyond Future Agenda Planning
19 December 2007 6.30pm	Performance Management & Partnering Update Future Agenda Planning

**Author: Karen Flood****Date: 3 January 2007**