

**BUSINESS SUB-GROUP  
BARNET HOMES  
Wednesday 7<sup>th</sup> May 2008 at 5.00pm  
10<sup>th</sup> Floor Meeting Room, Barnet House**

**AGENDA**

<b>Item No</b>	<b>Item</b>	<b>Status</b>	<b>Author</b>
<b>1</b>	<b>Introductions &amp; Apologies</b>		
<b>2</b>	<b>Minutes and Matters Arising</b>		
<b>3</b>	<b>Declaration of Interests</b>		
<b>4</b>	<b>Service Level Agreements Monitor</b>	<b>Information</b>	<b>Kate Laffan/ Mel Rutherford</b>
	This paper updates the Sub-Group on the position regarding SLAs for 2008/09 and also progress on monitoring them. The findings from the recent internal audit are also set out within this report.		
<b>5</b>	<b>Replacement of Saffron Server (Live &amp; Test)</b>	<b>Decision</b>	<b>Ewa Maciejczyk</b>
	This paper explains the need for the replacement of Saffron servers at this stage and requests the provision of a capital budget for this purpose.		
<b>6</b>	<b>Relocation of Lifeline Centre</b>	<b>Decision</b>	<b>Rita Hyland</b>
	This report requests the provision of a capital budget for the relocation of the Lifeline Centre.		
<b>7</b>	<b>Budget Monitor – end March</b>	<b>Information</b>	<b>Laura Awosile/Gary Pliskin/Jo Moore</b>
	Provides a provisional outturn position on the management accounts for 2007/8.		
<b>8</b>	<b>Budget Adjustments 2008/9</b>	<b>Decision</b>	<b>Mike Wiffen</b>
	Sets out proposed changes to the budget approved in March 2008.		
<b>9</b>	<b>Review of Risk Registers</b>	<b>Information</b>	<b>Mike Wiffen</b>
	The report provides an update on the strategic risk register and action plans, and the red and amber operational risks.		
<b>10</b>	<b>Agenda Planning</b>	<b>Decision</b>	<b>Mike Wiffen</b>
	Sets out the proposed agenda for the next meeting of the sub group and for the meetings to September 2008.		
<b>11</b>	<b>Request for Contingency Allocation – Additional Leasehold Development Resource</b>	<b>Decision</b>	<b>Kevin Turnpenney</b>
	Requests an allocation from contingency funds to deal with the high level of consultation and invoicing required in 2008/9 and 2009/10.		
<b>12</b>	<b>Any Other Business</b>		
<b>13</b>	<b>Date of Next Meeting – Wednesday 4 June 2008 at 3.00pm, 10<sup>th</sup> Floor Meeting Room, Barnet House</b>		

**Attendees:**

David Sidbury (Chair)  
Vi Britchfield  
Dorothy Badrick  
Ian Sharp, Tribal  
Gary Pliskin  
Jo Moore  
Rita Hyland

Monroe Palmer, OBE, FCA  
Ingrid Beal  
Trevor Renouf  
Mike Wiffen  
Paul Cleveland  
Cora Vigar  
Kevin Turnpenney

The meeting will commence at **5.00pm, 10<sup>th</sup> Floor Meeting Room**, Barnet House. Any Director who wishes to attend as an observer please advise Denise Ashley in advance on: Tel: 020 8359 4799  
Email: [denise.ashley@barnethomes.org](mailto:denise.ashley@barnethomes.org)

**1. Statement of Purpose**

- 1.1 The establishment of service level agreements (SLAs) with clear service definitions and competitive charging structures supported by systematic approach to performance management will demonstrate a rigorous approach to value for money (VfM).

**2. Summary**

- 2.1 This paper updates the Sub-Group on the position regarding SLAs for 2008/09 and also progress on monitoring them. The findings from the recent internal audit are also set out within this report.

**3. Previous reports**

- 3.1 The last quarterly progress update on SLAs came to the Business Sub-group on 6<sup>th</sup> February 2008.

**4. Recommendations**

- 4.1 That the sub-group consider and comment on the report.

**5. Financial & Risk Management Issues**

- 5.1 Barnet Homes currently purchases approx £3m of support services from the Council via SLAs.

- 5.2 Ideally SLAs should be agreed and in place by the start of each financial year so that performance can be monitored throughout the year with corrective action taken as necessary, under the terms of the agreement. Having agreements with clearly defined services and standards and a clear pricing structure also enables services and costs to be benchmarked, and decisions to be taken on future commissioning.

- 5.3 Our management of this relationship with the Council (LBB) formed an important part of the Audit Commission's assessment at the inspection (KLOE 1 prospects for improvement and KLOE 32 – Value for Money). As a mature ALMO, Barnet Homes is expected to have completed reviews of all its SLA support services to demonstrate that value for money is being achieved.

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

6.1 Not applicable to this report.

## **7. Background**

### **7.1 Performance Monitoring**

7.1.1 A summary of 2007-08 performance monitoring meetings is shown at *Appendix 1*. This shows that regular monitoring meetings were held throughout the 2007-08 year, and minutes recorded.

7.1.2 A schedule has been created to ensure that monitoring meetings continue to be held in 2008-09. The SLA procedures include an escalation process that can be used if meetings are regularly cancelled and/or performance monitoring information not provided. This will help ensure that all SLAs are robustly monitored.

### **7.2 Financial Monitoring**

7.2.1 The majority of invoices for the 2007-08 SLAs have been received and processed. The annual review of financial performance will need to be reported to the next meeting of the Business Sub-group, as the end of year position is still being reconciled by Finance.

7.2.2 As part of our annual review of SLAs, we have identified that LBB have been unable to adhere to the invoice frequency specified in a number of our SLAs. When reviewing and drafting SLAs for 2008-09, we have discussed the invoice frequency for each SLA with LBB, and amended the agreements accordingly. We have also further developed the SLA procedure to enhance our financial monitoring of SLAs.

### **7.3 Drafting and Negotiations of 2008-09 SLAs**

7.3.1 We have not been able to achieve our aim of having all SLAs concluded by 1<sup>st</sup> April 2008. Despite our efforts, it took a considerable amount of time to resolve the issue of the Council's proposal to apply a 3.5 % blanket inflationary increase to all SLAs. After escalation to the Chief Executive, the issue has now been resolved, and we are now in the process of finalising all of the SLAs.

7.3.2 Please refer to *Appendix 2*, which shows the status of each SLA in the drafting and negotiating process.

7.3.3 As a result of LBB retendering the building cleaning contract, we have established a direct relationship with the new contractor, eliminating the need for an SLA with LBB. We now have our own relationship with the contractor, which eliminates LBB as the 'middle man' when trying

to resolve issues; and we are now also invoiced directly by the contractor. There have been significant savings as a result of this new contract, with costs for 2008-09 being reduced by almost £25,000 compared to 2007-08.

Building	2007-08 Cost	2008-09 Cost	Savings
Barnet House	£38,150.88	£26,506.52 *	£11,644.36
Grahame Park	£ 4,096.65	£ 3,924.91	£ 171.74
West Hendon	£ 6,241.70	£ 4,977.70	£ 1,264.00
Sheltered Housing Blocks	£60,931.48	£49,236.72	£11,694.76
<b>Totals</b>	<b>£109,420.71</b>	<b>£84,645.85</b>	<b>£24,774.86</b>

\*Estimated costs only – awaiting final figure for Barnet House

#### 7.4 Reviews and Benchmarking

7.4.1 As part of the end of year review process, we scheduled a satisfaction survey of all SLA users, to seek their views on how SLAs have been managed over the last financial year.

7.4.2 Headline results from the survey are as follows:

- 63.6% of respondents felt that the SLA's have delivered a good service this year, with 18.2% disagreeing and a further 18.2% that did not know or were not able to answer.
- There have been many improvements that have been implemented over the last year as a result of the SLAs. Only one respondent felt that there had been no improvements with the SLAs that they had been involved with.
- Only 27.3% of respondents felt that the SLAs they were involved with provide value for money, with one respondent (9.1%) disagreeing and with the majority (63.6%) saying that they did not know.

7.4.3 We have developed a number of recommendations from the results of the survey and these have been incorporated into the SLA Action Plan, and will be addressed during the 2008-09 financial year.

#### 7.5 Progression of Service Level Agreement Action Plan

7.5.1 Please refer to *Appendix 3* for the current Service Level Agreement action plan.

7.5.2 An internal review of SLA agreements was carried out by Tribal in February 2007 with a result of limited assurance. A follow-up internal audit review of our implementation of the recommended management

actions occurred in April 2008, and has resulted in a significant improvement – gaining **substantial assurance**.

7.5.3 The report includes three recommendations which are all graded at Level 3 – which are ‘advisable’ actions to be taken. These recommendations have been incorporated into our SLA Action Plan, and are as follows:

- That the Schedule of Delegations be reviewed for consistency with the SLA Policy to ensure that the Head of Corporate Services is formally delegated authority to sign off SLAs on behalf of Barnet Homes. (Note: actioned as resolved at meeting of Barnet Homes Board on 29<sup>th</sup> April 2008)
- That consideration is given to including an action log as an appendix to the minutes of performance monitoring meetings. (Actioned – we have updated the procedure note, created an action log template and circulated to all SLA owners for their consideration. As an action log would not be appropriate for all performance monitoring meetings, this has been implemented as an optional addition to ‘traditional’ minutes).
- That consideration be given for staff attending training courses such as those offered by ETC (This action will be considered once the transfer of SLAs is completed – Refer to 7.5.4).

7.5.4 As part of a review of existing portfolios, the Heads of Service have recently agreed that responsibility for SLAs fits more appropriately within the Finance service area. The monitoring and management role in respect of SLAs will therefore transfer to the Finance team during this financial year. Once this function has been successfully transferred, the Finance team will take over the reporting of SLAs to this sub group.

7.6 **Next Report:** 6<sup>th</sup> August 2008

**Author:** Melanie Rutherford  
**Best Value & SLA Project Officer**  
**Date:** 25<sup>th</sup> April 2008

## SLA Minutes of Monitoring Meeting 07- 08

SLA	Freq	April	May	June	July	August	September	October	November	December	January	February	March
Abandoned Vehicles	Quarterly	X	3rd	X	X	X	7th	X	X	X	29th	X	X
Accommodation	Nil	X	X	X	X	X	X	X	X	X	X	X	X
Building Cleaning	Nil	X	X	X	X	X	X	X	X	X	X	X	X
CCTV	Quarterly	X	X	X	X	X	7th	X	X	X	29th	X	X
CHAS	Quarterly	SLA Signed in December									X	X	22nd
Customer Care	Bi Monthly	X	X	X	4th	22nd	12th	X	27th	X	29th	X	31st
Facilities	Bi Monthly	X	X	X	26th	X	6th	X	X	X	X	X	X
Finance	6 Monthly	X	X	X	X	X	10th	X	X	X	X	X	Now April
Grounds Maintenance	Monthly	12th	X	14th	30th	X	X	X	2nd	X	X	1st	X
HB	Quarterly	X	X	12th	X	X	11th	X	X	X	8th	X	X
HR	Bi Monthly	27	X	X	20th	X	11th	X	X	X	14th	X	13th
ICT	Monthly	23rd	29th	X	2nd / 24th	X	24th	X	27th	X	4th	4th	12th
Legal	Bi Monthly	X	24th	X	13th	X	10th	X	5th	X	31st	X	5th
MAU	Quarterly	SLA Signed in December									X	X	22nd
Transport	Monthly	X	24th	X	X	15th	X	X	21st	X	X	X	X

### Key

Meeting Not Held	X
Meeting Scheduled	
Meeting Held	
Minutes Received	

**Barnet Homes Service Level Agreements (2008-09/10) - Status of Agreements / Negotiations**

SLA Name	Duration	End Date	LBB / External Owner	BH Owner	Status	Comments
Abandoned Vehicles	1 year	Until March 2009	Dorne Kanareck	Sheila Oliver	Completed	
Accommodation	2 years	Until March 2009	Peter Cridland	Kate Laffan	Review Required	Rent negotiations still underway for Barnet House. PC has provided a 'worse case scenario' which is £1.3 million (annual). BH share would be approximately 23% of this, and it would be backdated to September. Still awaiting final figures, along with rates and building insurance costs
CAB	1 year	Until March 2009	Tim Clark	John Gargan	Being Signed	
CCTV	1 year	Until March 2009	Dorne Kanareck	Sheila Oliver	Completed	
CHAS	1.5 years	Until March 2009	Stuart Freeman	Kevin Turnpenney	Completed	
Customer Care	1 year	Until March 2009 (TBC)	Kirsty Elderton	Jacky Nelson	In Negotiations	Awaiting decision on the Council's proposal to apply a 3.5 % blanket inflationary increase to all SLAs
Facilities	2 years	Until March 2009	Peter Cridland	Kate Laffan	Review Required	Still awaiting costs.
Grounds Maintenance & Tree Management	1 year	Until March 2009	Roger Jones	Sheila Oliver	In Discussion	Awaiting decision on the Council's proposal to apply a 3.5 % blanket inflationary increase to all SLAs
Housing Benefit	2 years	Until March 2010	Ann Buchanan	Kevin Turnpenney	Being Signed	
Human Resources	1 year	Until March 2009	Peter Dempsey / Nick Walkley	Catherine Solomon (All except Payroll) Jo Moore (Payroll)	In Negotiations	Awaiting decision on the Council's proposal to apply a 3.5 % blanket inflationary increase to all SLAs
ICT	1 year	Until March 2009	Jenny Coombs	Eva Maciejczyk	In Negotiations	Awaiting decision on the Council's proposal to apply a 3.5 % blanket inflationary increase to all SLAs
Legal	2 years	Until March 2009	Margaret Martinus	Kevin Turnpenney, Sheila Oliver, Mandy Dunstan	Review Required	Awaiting decision on the Council's proposal to apply a 3.5 % blanket inflationary increase to all SLAs
Money Advice Unit (MAU)	1.5 years	Until March 2009	Tim Clark	Kevin Turnpenney	Completed	
Revenue	2 years	Until March 2009	Dave Sharpe / Nick Walkley	Mike Wiffen	Review Required	Awaiting decision on the Council's proposal to apply a 3.5 % blanket inflationary increase to all SLAs
Transport	1.5 years	Until September 2008	Bernard McGreevy	Sheila Oliver	No Action - Runs Until Sept 08	
Valuers	2 years	Until March 2010	Peter Cridland / Judith Ellis	John Gargan	Completed	
Building Cleaning	N/A	TBC?	N/A	Kate Laffan	No SLA Needed	In discussions to whether cleaning for Barnet House will be included in the Accommodation or Facilities SLA.

### SLA Action Plan

Note: all Milestones showing as N/A reflect that the action is ongoing (or that it is a 'summary task')

ID		Task Name	% Complete	Milestone	Resource Names	Comments
1	✓	<b>Fill Best Value &amp; SLA Project Officer Post</b>	100%	Mon 15/01/07	KL	
2	✓	<b>Finalise all 2006-07 SLA's</b>	100%	Wed 31/01/07	KL	
3	✓	<b>Identify all Local SLA Owners</b>	100%	Fri 30/03/07	KL / MR	
17	✓	<b>Hold Meetings with all SLA Owners</b>	100%	Mon 30/04/07	KL / MR	
22	✓	<b>Draft, Negotiate &amp; Finalise 2007-08 SLA's</b>	100%	Fri 30/11/07	KL / MR	
39	✓	<b>Schedule Meeting with Finance - Agree Financial Controls</b>	100%	Fri 29/06/07	MR	
42	✓	<b>Monitor 2007-08 SLA's</b>	100%	Mon 31/03/08	MR	
46	✓	<b>Implement Recommendations from Tribal Internal Audit (February 2007)</b>	98%	Mon 31/03/08	KL / MR	
47	✓	Consideration be given to including risks in relation to Service Level Agreements in the risk map. (Para Ref: 15.1)	100%	Fri 31/08/07	MW	SLA's are now included in the strategic risk register as reported to Business SG quarterly.
48	✓	A Service Level Agreement policy be developed. (Para Ref: 18.1)	100%	Fri 07/09/07	CH	Completed - new policy/procedure note has been created and circulated to SLA Owners / Users.
49	✓	A set of procedures outlining the development, approval, monitoring and reporting of SLAs be developed, approved and implemented as soon as possible. (Para Ref: 18.2)	100%	Mon 30/04/07	MR	Completed - new policy/procedure note has been created and circulated to SLA Owners / Users.
50	✓	The process of benchmarking be added to the SLA Action Plan. (Para Ref: 21.1)	100%	Mon 20/08/07	MR	Benchmarking of SLAs will take place as a part of all VFM and SLA Reviews (eg recent reviews of Legal and ICT). Benchmarking is included as a section of the VFM Review Template document.
51	✓	The Transport SLA be finalised as soon as possible to ensure that the vehicles are in place in a timely manner to meet the needs of the organisation. (Para Ref: 21.2)	100%	Thu 01/03/07	KL	Signed and completed
52	✓	Consideration be given to timetabling discussion over the contract period of future agreements into the action plan. (Para Ref: 21.3)	100%	Fri 30/03/07	KL	Discussions of contract period reviewed in 06/07 negotiations and 2 year agreements were negotiated for Accommodation, Facilities, Legal. Further consideration for contract period will be reviewed as part of 08/09 negotiations.
53	✓	Consideration be given to incorporating Key Performance Indicators into each agreement (where appropriate). (Para Ref: 24.1)	100%	Fri 30/03/07	KL/MR	Through the monitoring of the SLAs, the agreed KPIs continue to be reevaluated and will be further reviewed as part of the 08/09 negotiations.
54	✓	Robust performance monitoring arrangements be developed, approved and implemented. (Para Ref: 24.2)	100%	Fri 30/03/07	KL/MR	Although SLA owners are responsible for monitoring of their individual SLAs, there is a centralised system of capturing the minutes of these meetings to ensure that they are taking place.
55	✓	Consideration be given to bringing forward the deadline for the consultation on SMART targets for SLA's to ensure that they can be incorporated into the 07-08 agreements. (Para Ref: 24.3)	100%	Fri 30/03/07	KL/MR	Through the monitoring of the SLAs, the agreed KPIs continue to be reevaluated and will be further reviewed as part of the 08/09 negotiations.
56	✓	A set of procedures outlining the financial processes relating to the SLA's: authorisation, late invoicing, late payment, reconciliation to the original SLA and financial reporting be developed, approved and implemented. (Para Ref: 27.1)	100%	Mon 30/04/07	MR/KL	Procedure for invoicing has been developed and sent to all SLA owners. There is ongoing dialogue with Finance.
57	✓	Consideration be given to flexing the 2006-07 budget to reflect the actual arrangements being ratified by the signed SLA's. (Para Ref: 27.2)	100%	Mon 30/04/07	MW	07/8 budgets reflect agreed SLAs
58		Consideration be given to implementing an annual review of the financial performance of the SLA's. (Para Ref: 27.3)	80%	Sun 01/03/09	MW/GP	It has been agreed that an annual review will be provided to Business Sub Group each year - including a review of financial performance. 07-08 EOY position being reconciled by Finance and will go to August meeting.
59	✓	<b>Complete Annual Review of 2007-08 SLA's</b>	100%	Wed 30/04/08	KL / MR	
60	✓	Ensure annual review meetings occur for each SLA and get copy of minutes/outcomes	100%	Wed 30/04/08	KL / MR	Review meetings have been completed for majority of SLAs. A small number have been rescheduled for April.
61	✓	Complete satisfaction survey for each SLA Owner	100%	Mon 31/03/08	MR	SLA Satisfaction survey sent out to all users; responses collated and analysed and final report completed.
62	✓	Analyse satisfaction survey results and incorporate any areas for improvement into the SLA Action Plan for 08-09	100%	Mon 31/03/08	MR	Responses analysed - refer to Summary Report. Recommendations and actions also identified.
63		<b>Implement Recommendations From Annual SLA Satisfaction Survey</b>	8%	Tue 31/03/09	KL / MR	
64		<b>Improve the attendance of monitoring meetings that they occur as specified in each SLA.</b>	32%	NA	MR	

Fri 25/04/08

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### SLA Action Plan

*Note: all Milestones showing as N/A reflect that the action is ongoing (or that it is a 'summary task')*

ID	Task Name	% Complete	Milestone	Resource Names	Comments
65	Agree dates for monitoring meetings at the beginning of the financial year and set up in Outlook. Provide dates of all meetings to G&E Team.	75%	Wed 30/04/08	BH SLA Owners	
66	Maintain spreadsheet of all SLA monitoring meetings and follow up to ensure they occur as per the schedule and get copy of the minutes.	20%	Mon 31/03/08	MR	
67	If meetings do not occur or are not attended/regularly cancelled by LBB, escalate the issue using the process outlined in the SLA procedure.	0%	NA	BH SLA Owners	Ongoing action.
68	<b>Improve SLA users understanding of the VFM of the SLAs relating to them</b>	<b>0%</b>	<b>NA</b>	<b>KL / MR</b>	
69	Schedule a VFM Review for all SLAs that have not yet had one completed.	0%	Sat 31/05/08	MR / KL	This needs to be fed into the VFM Review Timetable
70	For those SLAs that have had a review; schedule an additional benchmarking exercise of costs and/or alternate service provision on a 2-yearly basis.	0%	Sat 31/05/08	MR / KL	
71	Disseminate results of VFM reviews and/or benchmarking to all users of the SLA	0%	NA	MR / KL	Ongoing action.
72	<b>Improve the responsiveness of LBB under the Facilities SLA.</b>	<b>0%</b>	<b>NA</b>	<b>KL</b>	
73	Continue to closely monitor the timeliness and quality of response for any issues under the Facilities SLA.	0%	NA	GH	Ongoing action.
74	Identify these issues at the regular monitoring meetings and seek to resolve.	0%	NA	GH	Ongoing action.
75	Escalate any issue that continues to be a problem or that is unable to be resolved at the monitoring meeting, as per the SLA procedure.	0%	NA	GH	Ongoing action.
76	<b>Improve the timeliness of response of LBB under the ICT SLA.</b>	<b>0%</b>	<b>NA</b>	<b>EM</b>	
77	Raise the issue of customer/client relationship with LBB at the regular monitoring meetings – especially in terms of the perception that Barnet Homes is 'at the end of the line' and of timeliness in response and implementation of particular issues.	0%	NA	EM	Ongoing action.
78	Continue to monitor the timeliness of response from LBB for BH requests/issues.	0%	NA	EM	Ongoing action.
79	If timeliness issues or lack of 'customer care' persists, then escalate as per the SLA procedure.	0%	NA	EM	Ongoing action.
80	Consider including an article in 'Working Together' to make BH staff aware of the roles of LBB Vs BH IT staff; and the expected timescales for resolving issues.	0%	Mon 02/06/08	EM	
81	<b>Improve the invoicing of all the SLAs.</b>	<b>15%</b>	<b>NA</b>	<b>MR</b>	
82	Use SAP to monitor the invoices for all SLAs, and advise BH SLA 'Owner' when invoices are not submitted as specified within the SLA.	15%	NA	MR	Ongoing action.
83	Use 'Invoice' and 'Escalation' processes within SLA procedure to resolve if problem persists.	15%	NA	BH SLA 'Owner'	Ongoing action.
84	<b>Draft, Negotiate &amp; Finalise 2008-09/10 SLA's</b>	<b>50%</b>	<b>NA</b>	<b>KL / MR</b>	
85	<b>Abandoned Vehicles</b>	<b>86%</b>	<b>NA</b>	<b>-</b>	
86	✓ Create draft SLA agreement	100%	Mon 31/12/07	MR	
87	✓ Send draft to SLA Owner/s and request and incorporate their feedback into draft SLA	100%	Thu 31/01/08	MR	
88	✓ Carry out negotiations with LBB/Supplier and finalise draft	100%	Fri 14/03/08	KL	
89	✓ File final copy of SLA Agreement (electronic)	100%	Mon 31/03/08	MR	
90	✓ File signed copy of SLA Agreement (hard copy)	100%	Mon 31/03/08	MR	
91	✓ Email Finance final version of SLA Agreement	100%	Wed 30/04/08	MR	
92	Update Contract Register with SLA Details	0%	Wed 30/04/08	MR	
93	<b>Accommodation (2 year agreement until March 2009 - new SLA not required)</b>	<b>19%</b>	<b>NA</b>	<b>-</b>	
94	Review SLA with LBB and agree any amended costs for new financial year	75%	Fri 14/03/08	KL	
95	File signed copy of any SLA Variations to terms and/or costs (hard copy)	0%	Mon 31/03/08	MR	

### SLA Action Plan

Note: all Milestones showing as N/A reflect that the action is ongoing (or that it is a 'summary task')

ID	Task Name	% Complete	Milestone	Resource Names	Comments
96	Email Finance final copy of any SLA Variations	0%	Wed 30/04/08	MR	
97	Update Contract Register with any changes to SLA Details	0%	Wed 30/04/08	MR	
98	<b>Building Cleaning</b>	<b>100%</b>	<b>NA</b>	-	
99	Discuss building cleaning with LBB in terms of new tender and determine whether SLA will continue to be required	100%	Mon 31/12/07	KL	Under new contract, BH have negotiated to have our own relationship with the cleaners and be invoiced directly, so no liason with LBB will be required. Therefore no need for an SLA.
100	<b>CCTV</b>	<b>86%</b>	<b>NA</b>	-	
101	Create draft SLA agreement	100%	Mon 31/12/07	MR	
102	Send draft to SLA Owner/s and request and incorporate their feedback into draft SLA	100%	Thu 31/01/08	MR	
103	Carry out negotiations with LBB/Supplier and finalise draft	100%	Fri 14/03/08	KL	
104	File final copy of SLA Agreement (electronic)	100%	Mon 31/03/08	MR	
105	File signed copy of SLA Agreement (hard copy)	100%	Mon 31/03/08	MR	
106	Email Finance final version of SLA Agreement	100%	Wed 30/04/08	MR	
107	Update Contract Register with SLA Details	0%	Wed 30/04/08	MR	
108	<b>CAB (Money Advice) - Home Ownership</b>	<b>86%</b>	<b>NA</b>	-	
109	Create draft SLA agreement	100%	Mon 31/12/07	MR	
110	Send draft to SLA Owner/s and request and incorporate their feedback into draft SLA	100%	Thu 31/01/08	MR	
111	Carry out negotiations with LBB/Supplier and finalise draft	100%	Fri 14/03/08	KL	
112	File final copy of SLA Agreement (electronic)	100%	Mon 31/03/08	MR	
113	File signed copy of SLA Agreement (hard copy)	100%	Mon 31/03/08	MR	
114	Email Finance final version of SLA Agreement	100%	Wed 30/04/08	MR	
115	Update Contract Register with SLA Details	0%	Wed 30/04/08	MR	
116	<b>CHAS (Money Advice)</b>	<b>75%</b>	<b>NA</b>	-	
117	Review SLA with CHAS and agree any amended costs for new financial year	100%	Wed 30/04/08	MR	
118	File signed copy of any SLA Variations to terms and/or costs (hard copy)	100%	Wed 30/04/08	MR	
119	Email Finance final copy of any SLA Variations	100%	Wed 30/04/08	KL	
120	Update Contract Register with any changes to SLA Details	0%	Wed 30/04/08	MR	
121	<b>Customer Care</b>	<b>41%</b>	<b>NA</b>	-	
122	Create draft SLA agreement	100%	Mon 31/12/07	MR	
123	Send draft to SLA Owner/s and request and incorporate their feedback into draft SLA	100%	Thu 31/01/08	MR	
124	Carry out negotiations with LBB/Supplier and finalise draft	90%	Fri 14/03/08	KL	
125	File final copy of SLA Agreement (electronic)	0%	Mon 31/03/08	MR	
126	File signed copy of SLA Agreement (hard copy)	0%	Mon 31/03/08	MR	
127	Email Finance final version of SLA Agreement	0%	Wed 30/04/08	MR	
128	Update Contract Register with SLA Details	0%	Wed 30/04/08	MR	
129	<b>Facilities (2 year agreement until March 2009 - new SLA not required)</b>	<b>15%</b>	<b>NA</b>	-	
130	Review SLA with LBB and agree any amended costs for new financial year	75%	Fri 14/03/08	KL	
131	File final copy of any SLA Variations to terms and/or costs (electronic)	0%	Mon 31/03/08	MR	
132	File signed copy of any SLA Variations to terms and/or costs (hard copy)	0%	Mon 31/03/08	MR	
133	Email Finance final copy of any SLA Variations	0%	Wed 30/04/08	MR	
134	Update Contract Register with any changes to SLA Details	0%	Wed 30/04/08	MR	
135	<b>Grounds Maintenance &amp; Tree Management</b>	<b>41%</b>	<b>NA</b>	-	
136	Create draft SLA agreement	100%	Mon 31/12/07	MR	
137	Send draft to SLA Owner/s and request and incorporate their feedback into draft SLA	100%	Thu 31/01/08	MR	
138	Carry out negotiations with LBB/Supplier and finalise draft	90%	Fri 14/03/08	KL	
139	File final copy of SLA Agreement (electronic)	0%	Mon 31/03/08	MR	
140	File signed copy of SLA Agreement (hard copy)	0%	Mon 31/03/08	MR	

### SLA Action Plan

Note: all Milestones showing as N/A reflect that the action is ongoing (or that it is a 'summary task')

ID	Task Name	% Complete	Milestone	Resource Names	Comments
141	Email Finance final version of SLA Agreement	0%	Wed 30/04/08	MR	
142	Update Contract Register with SLA Details	0%	Wed 30/04/08	MR	
143	<b>Human Resources</b>	<b>41%</b>	<b>NA</b>	-	
144	Create draft SLA agreement	100%	Mon 31/12/07	MR	
145	Send draft to SLA Owner/s and request and incorporate their feedback into draft SLA	100%	Thu 31/01/08	MR	
146	Carry out negotiations with LBB/Supplier and finalise draft	90%	Fri 14/03/08	KL	
147	File final copy of SLA Agreement (electronic)	0%	Mon 31/03/08	MR	
148	File signed copy of SLA Agreement (hard copy)	0%	Mon 31/03/08	MR	
149	Email Finance final version of SLA Agreement	0%	Wed 30/04/08	MR	
150	Update Contract Register with SLA Details	0%	Wed 30/04/08	MR	
151	<b>ICT</b>	<b>41%</b>	<b>NA</b>	-	
152	Create draft SLA agreement	100%	Mon 31/12/07	MR	
153	Send draft to SLA Owner/s and request and incorporate their feedback into draft SLA	100%	Thu 31/01/08	MR	
154	Carry out negotiations with LBB/Supplier and finalise draft	90%	Fri 14/03/08	EM	
155	File final copy of SLA Agreement (electronic)	0%	Mon 31/03/08	MR	
156	File signed copy of SLA Agreement (hard copy)	0%	Mon 31/03/08	MR	
157	Email Finance final version of SLA Agreement	0%	Wed 30/04/08	MR	
158	Update Contract Register with SLA Details	0%	Wed 30/04/08	MR	
159	<b>Legal</b>	<b>23%</b>	<b>NA</b>	-	
160	Review SLA with LBB and agree any amended costs for new financial year	90%	Mon 31/12/07	KL	
161	File final copy of any SLA Variations to terms and/or costs (electronic)	0%	Thu 31/01/08	MR	
162	File signed copy of any SLA Variations to terms and/or costs (hard copy)	0%	Fri 14/03/08	MR	
163	Update Contract Register with any changes to SLA Details	0%	Mon 31/03/08	MR	
164	<b>Money Advice Unit (MAU)</b>	<b>75%</b>	<b>NA</b>	-	
165	Review SLA with MAU and agree any amended costs for new financial year	100%	Wed 30/04/08	MR	
166	File signed copy of any SLA Variations to terms and/or costs (hard copy)	100%	Wed 30/04/08	MR	
167	Email Finance final copy of any SLA Variations	100%	Wed 30/04/08	KL	
168	Update Contract Register with any changes to SLA Details	0%	Wed 30/04/08	MR	
169	<b>Revenues (2 year agreement until March 2009 - new SLA not required)</b>	<b>23%</b>	<b>NA</b>	-	
170	Review SLA with LBB and agree any amended costs for new financial year	90%	Wed 30/04/08	KL	
171	File final copy of any SLA Variations to terms and/or costs (electronic)	0%	Wed 30/04/08	MR	
172	File signed copy of any SLA Variations to terms and/or costs (hard copy)	0%	Wed 30/04/08	MR	
173	Update Contract Register with any changes to SLA Details	0%	Wed 30/04/08	MR	
174	<b>Transport (Runs Until September 2008)</b>	<b>0%</b>	<b>NA</b>	-	
175	Create draft SLA agreement	0%	Tue 01/07/08	MR	
176	Send draft to SLA Owner/s and request and incorporate their feedback into draft SLA	0%	Fri 18/07/08	MR	
177	Carry out negotiations with LBB/Supplier and finalise draft	0%	Fri 29/08/08	KL	
178	File final copy of SLA Agreement (electronic)	0%	Mon 01/09/08	MR	Signed and completed (runs till September 08)
179	File signed copy of SLA Agreement (hard copy)	0%	Mon 01/09/08	MR	
180	Email Finance final version of SLA Agreement	0%	Mon 01/09/08	MR	
181	Update Contract Register with SLA Details	0%	Mon 01/09/08	MR	
182	<b>Valuers</b>	<b>71%</b>	<b>NA</b>	-	
183	Create draft SLA agreement	100%	Mon 31/12/07	MR	
184	Send draft to SLA Owner/s and request and incorporate their feedback into draft SLA	100%	Thu 31/01/08	MR	
185	Carry out negotiations with LBB/Supplier and finalise draft	100%	Fri 14/03/08	KL	

### SLA Action Plan

Note: all Milestones showing as N/A reflect that the action is ongoing (or that it is a 'summary task')

ID		Task Name	% Complete	Milestone	Resource Names	Comments
186	✓	File final copy of SLA Agreement (electronic)	100%	Mon 31/03/08	MR	
187		File signed copy of SLA Agreement (hard copy)	0%	Mon 31/03/08	MR	
188	✓	Email Finance final version of SLA Agreement	100%	Wed 30/04/08	MR	
189		Update Contract Register with SLA Details	0%	Wed 30/04/08	MR	
190		<b>Monitor 2008-09/10 SLA's</b>	<b>59%</b>	<b>Tue 31/03/09</b>	<b>MR</b>	
191	✓	Further develop the financial processes in SLA Monitoring. (e.g. - late invoicing, late payment, reconciliation to the original SLAs, financial reporting)	100%	Mon 31/03/08	MR	New processes created in conjunction and consultation with Finance.
192	✓	Send out SLA Procedures to all 'Owners - for new financial year'	100%	Mon 31/03/08	MR	Sent out to all SLA Owners / Users in March 2008
193		Create schedule of all SLA Monitoring meetings for the year ahead	95%	Mon 31/03/08	MR	
194		Receive & file copies of all minutes of meetings that occur	0%	NA	MR	Ongoing
195		Receive and file copies of all SLA invoices	0%	NA	MR	Ongoing
196		<b>Carry out Benchmarking &amp; Reviews of SLA's</b>	<b>79%</b>	<b>NA</b>	<b>MR / KL</b>	
197		Complete Benchmarking of SLA Templates (style, quality, length, content)	50%	Mon 30/06/08	KL/MR	Posted on Housemark, but received no responses. Contacted some ALMOs direct - received templates from Citywest, Hounslow, and Brent. Comparison and review underway.
198	✓	Complete VFM Review of Grounds Maintenance	100%	Thu 23/02/06	GS	Completed
199	✓	Complete VFM Review of Building Cleaning	100%	Tue 01/11/05	GS	Completed
200	✓	Complete VFM Review of Legal	100%	Fri 31/08/07	MR	Completed
201	✓	Complete VFM Review of ICT & Telephony	100%	Sat 07/06/08	GP	Completed
202	✓	Complete VFM Review of Transport	100%	Fri 01/09/06	MR	Completed
203		Complete VFM Review of Payroll	0%	NA	JM	VFM Core Group to advise of milestone
204		<b>Report to Business Sub Group on SLAs (Quarterly)</b>	<b>50%</b>	<b>Tue 31/03/09</b>	<b>MR / KL</b>	
205	✓	Submit Report to Business Sub Group	100%	Thu 31/01/08	MR	
206	✓	Submit Report to Business Sub Group	100%	Wed 30/04/08	MR	
207		Submit Report to Business Sub Group	0%	Thu 31/07/08	MR	
208		Submit Report to Business Sub Group	0%	Thu 30/10/08	MR	
209		<b>Implement Recommendations from April 2008 Internal Audit</b>	<b>67%</b>	<b>NA</b>		
210	✓	Review the Schedule of Delegations for consistency with the SLA policy to ensure that the Head of Corporate Services is formally delegated authority to sign off SLAs on behalf of Barnet Homes	100%	Tue 29/04/08	CV	A governance report is due to go to the BH Board on 29/4/08.
211	✓	Consider including an action log as an appendix to the minutes of performance monitoring meetings.	100%	Mon 30/06/08	KL / MR	Completed. Developed Action Log - included in Procedures and Circulated
212		Consider sending staff on training courses such as those offered by ETC (www.etccorp.co.uk)	0%	Tue 31/03/09	MW / GM	Needs to be considered by Finance as part of transfer of SLA function.

### MANAGEMENT ACTION PLAN

Para. Ref.	Recommendation	Priority	Management Comments	Implementation Timetable	Responsible Officer
15.1	The Schedule of Delegations be reviewed for consistency with the SLA Policy to ensure that the Head of Corporate Services is formally delegated authority to sign off SLAs on behalf of Barnet Homes.	3	<i>A governance report is due to go to the BH Board on 29<sup>th</sup> April 2008. This report will include a request for the board to approve that the Head of Service is formally delegated authority to sign off SLAs on behalf of Barnet Homes.</i>	<i>29<sup>th</sup> April 2008</i>	<i>Cora Vigar</i>
15.2	Consideration be given to including an action log as an appendix to the minutes of performance monitoring meetings.	3	<i>This may cause duplication of work (i.e. having minutes, plus repeating the actions required in the action log). With the exception of the ICT SLA there are not high levels of actions generated at the regular monitoring meetings.  ‘Traditional’ minutes must still be prepared, as these show the nuances of discussions, and the relationship between the two parties, particularly that the ALMO is arms length from the council. The minutes must also reflect that BH is striving to deliver VFM and high performance levels and is challenging service failures robustly.  However; we will provide all SLA owners with the action log template, and give them the option of using this as an appendix to the minutes as appropriate.</i>	<i>30<sup>th</sup> June 2008</i>	<i>Kate Laffan Mel Rutherford</i>
15.3	Consideration be given for staff attending training courses such as those offered by ETC (www.etccorp.co.uk).	3	<i>The Governance &amp; Efficiency Team have received details of the ETC training course on SLAs. Details have also been provided to the HR Manager – who will consider request as part of the training budget. As a decision has now been reached to transfer the responsibility for SLAs from Corporate Services to Finance – the training will be directed to the appropriate staff in Finance.</i>	<i>By 31<sup>st</sup> March 2009</i>	<i>Mike Wiffen/ Gladys Mhone</i>

**Title: Replacement of Saffron Servers (Live & Test)**

**1. Statement of Purpose**

- 1.1 In order to support the provision of excellent services to its residents it is essential that the company's IT systems are modern and efficient.

**2. Summary**

- 2.1 This paper explains the need for the replacement of Saffron servers at this stage and requests the provision of a capital budget for this purpose.

**3. Previous Reports**

- 3.1 None.

**4. Recommendations**

- 4.1 That the Business Sub-Group approves an increase to the Capital Budget of £16,000 to cover the purchase of the new hardware (server, associated drives, backup device etc.).

**5. Financial & Risk Management Issues**

- 5.1 No provision was made in the capital budget for this item. Under the company's accounting policies there will be no depreciation charge in 2008/9, but there will be an equal charge in each of the following three years' budgets.
- 5.2 Other revenue costs associated with the implementation will be contained within existing budgets.
- 5.3 Saffron system is the most critical software system to ensure Barnet Homes' service delivery. Both servers support essential internal and external processing (e.g. via interfacing) across all service areas of Barnet Homes.
- 5.4 The servers have been in place since before April 2004. Their operational support (e.g. maintenance, backups and daily processing) is provided by Logica under the SLA agreement with the Council. The servers' performance has been closely monitored by Barnet Homes, Logica and Civica and all parties agree that the replacement is now critical. An earlier replacement has not been feasible due to on-going processing of the Connaught interfacing (see paragraph 7.4 for details).
- 5.5 To minimise the risk, it is proposed that Logica will be responsible for the hardware build while Civica undertakes the new server's build on

the application level. Barnet Homes will have the overall responsibility for managing the replacement tasks.

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

6.1 Not applicable.

## **7. Background Information**

7.1 Barnet Homes utilises two servers critical to efficient functioning of the Saffron system. The Live server, which enables us to deliver key services e.g. processing Rents and Leaseholder payments, raising Job Orders, invoices to SAP etc.; and the Test server, which is used to test any software developments and interfaces with 3<sup>rd</sup> party systems (e.g. Conntrol, VHL and Pericles). Although its specification is lower, the usage and impact remain as essential as the Live one. Both servers are now reaching the end of their functional life and with recent growth of processing, they are no longer able to support our business requirements efficiently.

7.2 The proposal is to procure a new high-specification server to replace the current Live server, which will then be downgraded to Test status. Subject to suitability, we will decommission the current Test server for use in Barnet Homes. Due to current and planned processing work on Saffron, it is essential that the replacement is scheduled as a matter of urgency for Go Live in June 2008.

7.3 The usage and processing of both servers is monitored by all parties and as a result, a number of improvements to the storage, speed and general housekeeping routines have been implemented over the past few years. However, work undertaken in recent months had a huge impact on the processing ability of the servers and available disk space. These were mainly due to the following activities:

- Increased volumes of job orders raised in the Repairs module as a result of the Connaught interfacing
- Higher volumes of transactions on both Rents and Sundry modules
- Increasing size of Case Files (across all modules)

7.4 However, the main contributing factor is the on-going work on job orders between Connaught and Barnet Homes. The decision taken by the Asset Management and the Chief Executive Office with regard to the resolution of the backlog meant that since December 2007, we no longer archive job order files (e.g. variations, payment requests etc.) as constant access is required for auditing and reporting purposes.

7.5 All the above factors lead to constant problems with the storage and daily processing. The upgrade of the outdated server with a new machine seems the only feasible option. We also need to mitigate the risk of system outages, which have occurred recently.

- 7.6 Further consideration needs to be taken with regard to a new interface between Saffron and Village Heating (scheduled to go live June'08) as the current server may not be able to support additional traffic and volumes.
- 7.7 The costs are based on the detailed specification and quote provided by Dell and Logica to cover a new server, drives, server software and a backup device. Logica and Civica both had input into the specification.

**Author: Ewa Maciejczyk, Control Team Manager**  
**Date: 1 May 2008**

**Title: Relocation of the lifeline service**

**1. Statement of Purpose**

- 1.1 The Lifeline service has a major role to play in contributing to two of the key business aims for Barnet Homes.
- To provide services that meets the needs of our most vulnerable customers
  - To develop new business areas for Barnet Homes

**2. Summary**

- 2.1 The report seeks the allocation of a capital budget for the relocation of the lifeline service. This has been considered as a key area to contribute to the business development opportunities for Barnet Homes. The current location in St Johns Close is very small and the potential for expansion is limited. We have considered various options available to us and the preferred choice is a move to Gadsbury Close NW7 the former sheltered housing officers accommodation.
- 2.2 The new replacement IT system has already been identified and it would be sensible for the two processes of moving and installing to run consecutively.

**3. Previous reports**

- 3.1 None

**4. Recommendations**

- 4.1 That the Sub-Group agree a capital budget of £20,500 for the relocation of the Lifeline Centre.

**5. Financial & Risk Management Issues**

- 5.1 The estimated capital costs of the work are £20,500 as set out below:-

<b>Capital works</b>	<b>Costs (£)</b>
BT re-location costs	9,200
IT cables	5,300
Electrical works	5,000
Flooring	1,000
<b>Total</b>	<b>20,500</b>

Although the work required to the structure of the accommodation is negligible the bulk of the expenditure is going to be in the infrastructure costs, BT cabling, electrical works etc.

- 5.2 In accordance with the Company's accounting policies there will be no depreciation charge in 2008/9, but the asset will be written down in the following years.
- 5.3 The 2008/09 budgets include assumed levels of new income arising from the project.
- 5.4 The procurement of the replacement Lifeline system has been undertaken within requirements of the financial regulations and scheme of delegation
- 5.5 Any potential risks involved in this project are associated with the system re-location and have been addressed in the project initiation document. The level of risk identified is medium. Risks included finding a suitable location and obtaining planning permission, these have already been addressed. The other generic risks involve successful data migration to the new system, the training of staff on the new system and the availability of staff during the moving and re-location process.

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

- 6.1 Residents at Gadsbury Close have been consulted on the relocation of the lifeline centre as part of the planning permission requirements and planning permission has now been granted.

## **7. Background Information**

- 7.1 The lifeline service offers Barnet Homes the potential for new business areas by combining developments in new technology and the growing need for communities and individuals to feel safe at home and within the community. The council and health want to develop the use of Telecare and Telemedicine to contribute to various government agendas i.e. to facilitate earlier hospital discharge and assist in falls prevention.
- 7.2 In addition the development of lone worker IT management systems are increasingly attractive to employers who have staff who work alone. A crucial element in all of these systems is the need to be linked into a control centre such as the lifeline service.
- 7.3 Alongside the move we propose to re-launch the service by re-branding and developing a publicity campaign for potential stakeholders.

**Author: Rita Hyland, Supported Housing Manager**

**Date: 2 May 2008**

**Title: Budget Monitoring 2007/08 – end March 2008**

**1. Statement of Purpose**

- 1.1 Regular financial reporting is key to the sound financial management of Barnet Homes Limited and in supporting the Company in achieving its business objectives.

**2. Summary**

- 2.1 This report sets out a provisional outturn position on the Company's management accounts for the 2007/8 financial year.

**3. Previous Reports**

- 3.1 The budget monitor is reported every meeting of the Sub-Group.

**4. Recommendations**

- 4.1 That the Sub-Group consider and note the report.

**5. Financial & Risk Management Issues**

- 5.1 See body of report.

**6. Resident Consultation and Equalities Issues**

- 6.1 None in context of this report.

**7. Background Information**

- 7.1 Attached as Appendix 1 are the monitoring reports to 31 March 2008 at 'Total Heads of Service' and 'Company' level, together with the 'Other Costs' analysis for your consideration. The preliminary outturn position shows a net surplus of £162,497 which is an improvement on the projection at the last meeting. The difference results mainly from the resolution of some income issues with the Council and the level of bank interest received.

- 7.2 There is still some outstanding work to be carried out, mainly in relation to provisions which will result in this figure being revised. The draft statutory accounts, including FRS17 are due to be submitted to the next meeting of the Sub-Group.

**7.3 Repairs and Maintenance**

The repairs and maintenance position is shown at Appendix 2. The preliminary outturn shows an underspend of approximately £60,000.

**7.4 Balance Sheet**

The balance sheet is attached at Appendix 3.

**Author: Laura Awosile, Chief Management Accountant**

**Date: 2 May 2008**

**BARNET HOMES LIMITED**  
**PROFIT AND LOSS STATEMENT 2007/08**

Period: 12  
Year : 2007/2008

**TOTAL BARNET HOMES LTD**

Schedules	Full Year 2007/08			
	Actual 2007/08	Budget 2007/08	Variance (ADV)/FAV	
	£000	£000	£000	
<b>Income</b>				
LBB - General Management Fee	18,628	18,426	202	
LBB - Repairs and Maintenance Allowance	8,830	8,875	(45)	
LBB - Other Fees	911	983	(71)	
Rechargeable Works	142		142	
Third Party Income - Grants & Other	84	75	9	
<b>Total Income</b>	<b>28,595</b>	<b>28,359</b>	<b>236</b>	
<b>Expenditure</b>				
Management Costs excl. contingency	1	14,470	14,403	(66)
Operational Costs	1	3,320	3,037	(283)
Other Costs	1	1,820	1,938	118
Depreciation	1	168	153	(15)
Repairs and Maintenance Costs	7	8,818	8,878	60
Rechargeable Works		80		(80)
Hostels		94	150	56
DLO		(3)		3
Contingency	1	0	0	0
<b>Total Expenditure</b>		<b>28,767</b>	<b>28,560</b>	<b>(208)</b>
<b>Operating Profit/(Loss)</b>		<b>(172)</b>		
Third Party Income - bank interest receivable		468	0	468
Corporation Tax Charge		(133)	0	(133)
<b>Net Profit/(Loss)</b>		<b>162</b>		

**Notes**

- The company has made a 2007/08 full year *Net Profit of £162,497*.  
The Net Profit position is before any funds from the budgeted transfer from reserves is utilised.
- The increase in the Net profit position is primarily due to the increased income from the Council and increased bank interest receivable (£58K) which has been offset by increased expenditure.
- No funds are expected to be utilised from the budgeted transfer from reserves.

**BARNET HOMES LIMITED**  
**BUDGET MONITORING REPORT**

Period: 12  
 Year : 2007/2008

**BARNET HOMES LIMITED - TOTAL HEADS OF SERVICE**

	2007/08 Full Year			
	Actual 2007/08	Budget 2007/08	Variance (ADV)/FAV	% of full year budget
	£	£	£	%
<b>Income</b>				
LBB	19,538,936	19,408,550	130,386	101%
Third Party (includes bank interest)	552,059	75,000	477,059	736%
<b>Total Income</b>	<b>20,090,994</b>	<b>19,483,550</b>	<b>607,444</b>	<b>103%</b>
<b>Expenditure</b>				
<b>Management Costs</b>				
Salaries and Wages costs	11,098,651	12,373,841	1,275,190	90%
Staff Agency costs	1,603,501	322,558	(1,280,943)	497%
Other Employee Related costs	500,344	536,224	35,880	93%
Office Accommodation costs	606,228	490,390	(115,838)	124%
Information Technology	660,958	680,404	19,446	97%
Contingency				
<b>Total Management Costs</b>	<b>14,469,681</b>	<b>14,403,417</b>	<b>(66,264)</b>	<b>100%</b>
<b>Operational Costs</b>				
Transport costs	184,228	164,600	(19,628)	112%
Grounds Maintenance	672,626	673,730	1,104	100%
Estate, Hostel & Warden Services	1,794,067	1,589,775	(204,292)	113%
Tenant Related Costs	251,009	219,290	(31,719)	114%
Legal Costs	418,123	389,620	(28,503)	107%
<b>Total Operational Costs</b>	<b>3,320,054</b>	<b>3,037,015</b>	<b>(283,039)</b>	<b>109%</b>
<b>Other Costs</b>	<b>1,820,321</b>	<b>1,938,018</b>	<b>117,697</b>	<b>94%</b>
Depreciation	167,693	152,600	(15,093)	110%
Corporation Tax Charge	133,438			
<b>Total Expenditure</b>	<b>19,911,187</b>	<b>19,531,050</b>	<b>(380,137)</b>	<b>102%</b>

**Notes**

1. The full year income shows an extra £607,444 was received above the budgeted amount. This is an increase of £11,025 from last month. Third party income has increased by bank interest received (£58K). LBB income has increased following the resolution of a number of outstanding queries.
2. The full year expenditure is showing an overspend of £380,137 above the total budget, an increase of £121,259 from last month. This is primarily due to the net effect of a number of factors. Increased utilities cost for the estate services were £70K more than expected, increased legal costs in Housing (£115K), Accommodation costs are £72K more than projected. These extra costs were mainly offset by extra savings in Corporate Services (£81K), and CEO (£16K).
3. The extra projected income of £607,444 above budget exceeds the extra projected expenditure of £380,137 by £227,307.

**BARNET HOMES LIMITED**  
**YEARLY REPORT ON OTHER COSTS CATEGORY**

Period: 12  
 Year : 2007/2008

**TOTAL BARNET HOMES LTD - OTHER COSTS REPORT**

Schedules	Full Year		
	Actual 2007/08	Budget 2007/08	Variance (ADV)/FAV
	£	£	£
<b>Other Costs</b>			
Consultants costs	292,735	390,874	98,138
Insurance costs	350,123	333,980	(16,143)
Miscellaneous Expenses	121,114	141,957	20,843
Printing & Stationery costs	211,132	186,650	(24,482)
SLA costs excl. accommodation	136,471	228,260	91,789
Equipment & Material costs	172,478	198,347	25,869
Travelling costs	129,455	52,860	(76,595)
Telephone costs	89,612	92,150	2,538
Bank Interest & Charges	114,367	111,630	(2,737)
External & Internal Audit Fees	65,032	69,020	3,988
Postage costs	68,345	35,200	(33,145)
Photocopier costs	10,974	26,820	15,846
Food & Subsistence costs	14,777	14,800	23
Corporate Subscriptions	24,908	23,990	(918)
Grant Payments	2,800	5,000	2,200
Books & Publications	4,867	4,380	(487)
Conference Expenses	3,336	3,000	(336)
General Office Expenses	8,050	19,101	11,051
Profit/Loss on sale of assets	(257)	0	257
<b>Total Other Costs</b>	<b>1,820,321</b>	<b>1,938,018</b>	<b>117,697</b>

**Notes**

1. The full year expenditure on other costs is an underspend of £117,697 below the budgeted amount.
2. The key areas with variances are the SLA costs (which excludes accommodation costs) with a saving of £92K which has now been utilised for increased accommodation costs.  
 Travelling expenses are overspent by £76K which is mainly as a result of the delay in the implementation of the VFM review of car allowances previously reported. Postage costs overspend (£33K) and Printing costs overspend (£25K), have been flagged during the year as being due to inspection work.

**BARNET HOMES LIMITED**  
**REPAIRS AND MAINTENANCE**  
**YEAR 2007/2008**  
**SUMMARY REPORT**

<b>FULL YEAR</b>			
	<b>2007/08 Actual</b>	<b>2007/08 Budget</b>	<b>Variance (ADV)/FAV</b>
	£000's	£000's	£000's
<b><u>EXPENDITURE</u></b>			
<i>Direct Costs</i>			
Repairs & Maintenance Costs	6,046	5,868	(178)
Total Void Costs	1,272	1,497	225
Total Gas Costs	1,435	1,510	75
<b>Total Direct Cost</b>	<b>8,753</b>	<b>8,875</b>	<b>122</b>
<i>Indirect Cost</i>			
Other Costs	65	4	(62)
<b>Total Indirect Cost</b>	<b>65</b>	<b>4</b>	<b>(62)</b>
<b>Total Repair Costs</b>	<b>8,818</b>	<b>8,879</b>	<b>60</b>

**Notes**

1. The full year 2007/08 Repairs Fund is showing an underspend of £60K.
2. This is the resultant effect of an underspend in total gas costs (£75K) and Void costs (£225K), an overspend of £178K in other repairs & maintenance costs, and £62K in other costs.

**BARNET HOMES LTD  
BALANCE SHEET  
AS AT 31 MARCH 2008**

**APPENDIX 2**

Note	At 31 March 2008	At 31 March 2008	At 31 March 2008	AT 31 March 2007	Movement
	£	£	£	£	£
<b>Fixed assets</b>					
<b>Tangible fixed assets</b>					
Fixtures, Fittings & Equipment		137,644		168,518	
Vehicles, Plant & Machinery		20,239		12,540	
Computer Equipment		187,336		228,926	
			345,219	409,984	(64,765)
<b>Investments</b>					
Loan to LAPN			39,086	36,943	2,143
			384,305	446,927	(62,622)
<b>Current assets</b>					
Stock		0		12,449	
Trade debtors		21,154		32,477	
Amounts owed by Parent Undertaking		3,539,583		5,148,059	
VAT		44,065		212,786	
Other debtors		3,511		9,303	
Prepayments and accrued income TP		296,531		192,503	
Net cash at bank and in hand					
Cash & imprest bank a/c's	2,482			(2,207)	
Bank Current a/c	(418,197)			(580,767)	
Bank Deposit a/c	123,234			12,972	
Overnight Treasury Deposit	4,900,000			1,000,000	
Weekly Treasury Deposit	0			2,000,000	
Monthly Treasury Deposit	2,500,000			3,000,000	
		7,107,519		5,429,998	
			11,012,363	11,037,575	(25,212)
<b>Current liabilities</b>					
Trade creditors		(4,902,510)		(3,428,306)	
Amounts owed to Parent Undertaking		(1,979,195)		(3,232,497)	
VAT		0		0	
Corporation tax		(133,438)		(112,259)	
Other Taxation and Social Security		(224,576)		(266,528)	
Accruals and Deferred Income (TP)		(2,847,576)		(3,299,301)	
Other creditors		(1,405)		(140)	
			(10,088,700)	(10,339,031)	250,331
Net current assets/ (liabilities)			923,663	698,544	225,119
<b>Total assets less current liabilities</b>			1,307,968	1,145,471	162,497
<b>Long-term liabilities</b>					
Provisions for liabilities		(29,660)		(29,660)	
FRS17 Pension Deficit		(8,578,000)		(8,578,000)	
			(8,607,660)	(8,607,660)	0
<b>Net (Liabilities)/Assets</b>			(7,299,692)	(7,462,189)	162,497
<b>Capital and Reserves</b>					
Profit and Loss Account			(7,299,692)	(7,462,189)	162,497

**NOTES TO THE BALANCE SHEET**

**Title: Budget Adjustments 2008/9**

**1. Statement of Purpose**

- 1.1 Regular financial reporting is key to the sound financial management of Barnet Homes Limited and in supporting the Company in achieving its business objectives.

**2. Summary**

- 2.1 The report details proposed amendments to the 2008/9 budget.

**3. Previous Reports**

- 3.1 The Board agreed the budget for 2008/9 at its meeting on 17 March 2008.

**4. Recommendations**

- 4.1 That the revised budgets be agreed.

**5. Financial & Risk Management Issues**

- 5.1 See body of report.

**6. Resident Consultation and Equalities Issues**

- 6.1 None in context of this report.

**7. Background Information**

- 7.1 The Sub-Group will recall that in setting the 2008/9 budget there were efficiencies totalling £109,350 still to be identified. Cost centre managers have been confirming their budget, which has led to other changes. We have also learnt of other demands on the budget for the likely accommodation cost increase at Barnet House and for the Status survey later this year.

- 7.2. The table below sets out the changes now proposed which bring the budget back into balance:-

<b>Description</b>	<b>Amount (£)</b>	<b>Comment</b>
Opening Difference	109,350	
Accommodation	90,000	Further provision for Barnet House rent review
Status Surveys	15,000	Now required in 2008/9
Agency Staff (IT)	(61,130)	Double-counting in base budget
Project Officer Asset Management	48,600	One post incorrectly omitted from establishment
Housing Assistant	(28,510)	Post deleted (Rents)

Salaries	16,880	Miscellaneous adjustments to establishment
Service Level Agreements	(68,500)	Overprovision in base budget
Water Services	(20,000)	Better management through meter readings
Telephony	(10,000)	Savings through new mobile phone contract
Central Alarm	(20,000)	New contract for maintenance of smoke alarms in sheltered accommodation.
Photocopiers	(10,000)	Overprovision in base
Ex-gratia payments	(5,000)	Reduced provision
CCTV	(5,000)	Correction to base
Insurance	(27,340)	Review of provision for BH share of settlements
Environmental Works	(10,000)	Overprovision in base
Building Cleaning	(14,350)	Savings from letting of new contract

7.3 There is still a contingency provision in the 2008/9 budget of £250,000.

7.4. The revised budgets are attached as Appendix 1.

**Author: Mike Wiffen, Head of Financial Services**

**Date: 1 May 2008**

**BARNET HOMES  
REVENUE BUDGET 2008/9**

**APPENDIX 1**

<b>Chief Executive</b>	<b>Approved 2008/9 Budget</b>	<b>Revised 2008/9 Budget</b>
<b><u>Income</u></b>	<b>£</b>	<b>£</b>
LBB	0	0
Third Party	0	0
Use of Reserves		
<b>Total Income</b>	<b>0</b>	<b>0</b>
<b><u>Expenditure</u></b>		
<b><u>Management Costs</u></b>		
Salaries and Wages costs	667,320	667,320
Staff Agency costs	10,250	10,250
Other Employee Related costs	20,500	20,500
Office Accomodation costs	0	0
Information Technology	0	0
Contingency	0	0
<b>Total Management Costs</b>	<b>698,070</b>	<b>698,070</b>
<b><u>Operational Costs</u></b>		
Transport costs	6,150	6,150
Grounds Maintenance	0	0
Estate, Hostel & Warden Services	10,410	10,410
Tenant Related Costs	49,750	49,750
Legal Costs	0	0
<b>Total Operational Costs</b>	<b>764,380</b>	<b>764,380</b>
<b>Other Costs</b>	<b>127,050</b>	<b>142,050</b>
<b>Depreciation</b>	<b>0</b>	<b>0</b>
<b>Total Expenditure</b>	<b>1,589,500</b>	<b>1,604,500</b>

**BARNET HOMES  
REVENUE BUDGET 2008/9**

**APPENDIX 1**

<b>Financial Services</b>	<b>Approved 2008/9 Budget</b>	<b>Revised 2008/9 Budget</b>
<b><u>Income</u></b>	<b>£</b>	<b>£</b>
LBB	18,921,000	18,921,000
Third Party	200,000	200,000
Use Of Reserves	100,000	100,000
<b>Total Income</b>	<b>19,221,000</b>	<b>19,221,000</b>
<b><u>Expenditure</u></b>		
<b><u>Management Costs</u></b>		
Salaries and Wages costs	1,004,820	1,004,820
Staff Agency costs	15,380	15,380
Other Employee Related costs	0	0
Office Accomodation costs	509,430	599,430
Information Technology	41,000	41,000
Contingency	250,000	250,000
<b>Total Management Costs</b>	<b>1,820,630</b>	<b>1,910,630</b>
<b><u>Operational Costs</u></b>		
Transport costs	0	0
Grounds Maintenance	0	0
Estate, Hostel & Warden Services	0	0
Tenant Related Costs	0	0
Legal Costs	42,230	42,230
<b>Total Operational Costs</b>	<b>42,230</b>	<b>42,230</b>
<b>Other Costs</b>	<b>1,089,200</b>	<b>1,102,710</b>
<b>Depreciation</b>	<b>171,600</b>	<b>171,600</b>
<b>Total Expenditure</b>	<b>3,123,660</b>	<b>3,227,170</b>

**BARNET HOMES  
REVENUE BUDGET 2008/9**

APPENDIX 1

<b>Corporate Services</b>	<b>Approved 2008/9 Budget</b>	<b>Revised 2008/9 Budget</b>
<b><u>Income</u></b>	<b>£</b>	<b>£</b>
LBB	75,520	75,520
Third Party	0	0
<b>Total Income</b>	<b>75,520</b>	<b>75,520</b>
<b><u>Expenditure</u></b>		
<b><u>Management Costs</u></b>		
Salaries and Wages costs	1,743,990	1,696,330
Staff Agency costs	149,630	149,630
Other Employee Related costs	158,760	158,760
Office Accomodation costs	0	0
Information Technology	284,020	284,020
Contingency	0	0
<b>Total Management Costs</b>	<b>2,336,400</b>	<b>2,288,740</b>
<b><u>Operational Costs</u></b>		
Transport costs	0	0
Grounds Maintenance	0	0
Estate, Hostel & Warden Services	0	0
Tenant Related Costs	1,540	1,540
Legal Costs	64,570	64,570
<b>Total Operational Costs</b>	<b>66,110</b>	<b>66,110</b>
<b>Other Costs</b>	<b>335,750</b>	<b>325,750</b>
<b>Depreciation</b>	<b>0</b>	<b>0</b>
<b>Total Expenditure</b>	<b>2,738,260</b>	<b>2,680,600</b>

**BARNET HOMES  
REVENUE BUDGET 2008/9**

**APPENDIX 1**

<b>Housing Services</b>	<b>Approved 2008/9 Budget</b>	<b>Revised 2008/9 Budget</b>
<b><u>Income</u></b>	<b>£</b>	<b>£</b>
LBB	313,510	313,510
Third Party	31,000	31,000
<b>Total Income</b>	<b>344,510</b>	<b>344,510</b>
<b><u>Expenditure</u></b>		
<b><u>Management Costs</u></b>		
Salaries and Wages costs	7,575,740	7,550,640
Staff Agency costs	105,740	105,740
Other Employee Related costs	366,680	366,680
Office Accomodation costs	17,100	17,100
Information Technology	0	0
Contingency	0	0
<b>Total Management Costs</b>	<b>8,065,260</b>	<b>8,040,160</b>
<b><u>Operational Costs</u></b>		
Transport costs	162,570	162,570
Grounds Maintenance	708,410	708,410
Estate, Hostel & Warden Services	1,058,970	989,620
Tenant Related Costs	96,330	91,330
Legal Costs	301,270	301,270
<b>Total Operational Costs</b>	<b>2,327,550</b>	<b>2,253,200</b>
<b>Other Costs</b>	<b>404,970</b>	<b>394,970</b>
<b>Depreciation</b>	<b>0</b>	<b>0</b>
<b>Total Expenditure</b>	<b>10,797,780</b>	<b>10,688,330</b>

**BARNET HOMES  
REVENUE BUDGET 2008/9**

**APPENDIX 1**

<b>Asset Management</b>	<b>Approved 2008/9 Budget</b>	<b>Revised 2008/9 Budget</b>
<b><u>Income</u></b>	<b>£</b>	<b>£</b>
LBB	515,920	515,920
Third Party	0	0
<b>Total Income</b>	<b>515,920</b>	<b>515,920</b>
<b><u>Expenditure</u></b>		
<b><u>Management Costs</u></b>		
Salaries and Wages costs	1,755,980	1,804,580
Staff Agency costs	25,000	25,000
Other Employee Related costs	0	0
Office Accomodation costs	46,130	46,130
Information Technology	41,000	41,000
Contingency	0	0
<b>Total Management Costs</b>	<b>1,868,110</b>	<b>1,916,710</b>
<b><u>Operational Costs</u></b>		
Transport costs	0	0
Grounds Maintenance	0	0
Estate, Hostel & Warden Services	684,630	684,630
Tenant Related Costs	0	0
Legal Costs	50,000	50,000
<b>Total Operational Costs</b>	<b>734,630</b>	<b>734,630</b>
<b>Other Costs</b>	<b>3,080</b>	<b>3,080</b>
<b>Depreciation</b>	<b>0</b>	<b>0</b>
<b>Total Expenditure</b>	<b>2,605,820</b>	<b>2,654,420</b>

**BARNET HOMES  
REVENUE BUDGET 2008/9**

<b>Barnet Homes Total</b>	<b>Approved 2008/9 Budget</b>	<b>Revised 2008/9 Budget</b>
<b><u>Income</u></b>		
LBB	19,825,950	19,825,950
Third Party	231,000	231,000
Reserves	100,000	100,000
<b>Total Income</b>	<b>20,156,950</b>	<b>20,156,950</b>
<b><u>Expenditure</u></b>		
<b><u>Management Costs</u></b>		
Salaries and Wages costs	12,747,850	12,723,690
Staff Agency costs	306,000	306,000
Other Employee Related costs	545,940	545,940
Office Accommodation costs	572,660	662,660
Information Technology	366,020	366,020
Contingency	250,000	250,000
<b>Total Management Costs</b>	<b>14,788,470</b>	<b>14,854,310</b>
<b><u>Operational Costs</u></b>		
Transport costs	168,720	168,720
Grounds Maintenance	708,410	708,410
Estate, Hostel & Warden Services	1,754,010	1,684,660
Tenant Related Costs	147,620	142,620
Legal Costs	458,070	458,070
<b>Total Operational Costs</b>	<b>3,236,830</b>	<b>3,162,480</b>
<b>Other Costs</b>	<b>1,960,050</b>	<b>1,968,560</b>
<b>Depreciation</b>	<b>171,600</b>	<b>171,600</b>
<b>Total Expenditure</b>	<b>20,156,950</b>	<b>20,156,950</b>

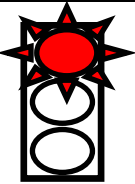
- 1. Statement of Purpose**
  - 1.1 An effective risk management process will assure management that objectives can be met effectively and efficiently. Results can be expected to include increased efficiency, reduced costs and a greater ability to meet targets.
  
- 2. Summary**
  - 2.1 The report provides an update on the company's strategic risks and action plans, and on the red and amber operational risks identified.
  
- 3. Previous Reports**
  - 3.1 Risk registers are reviewed at this Sub-group on a quarterly basis.
  
- 4. Recommendations**
  - 4.1 That the Sub-Group review the registers and comment accordingly.
  
- 5. Financial & Risk Management Issues**
  - 5.1 Covered within the report.
  
- 6. Resident Consultation and Equalities Issues**
  - 6.1 None in the context of this report.
  
- 7. Background Information**
  - 7.1 The strategic risk register and action plans have been updated and are attached for your consideration. Each action plan has key dates and a target risk assessment that the plan aims to achieve. None of the positions has worsened from the last report and two, 'Funding Uncertainty' and 'Relationship with the Council' show an improvement.
  
  - 7.2 The red and amber operational risks are also shown for your attention. Two items have now been removed from the schedules, having reached 'green' last time, and two more have now achieved the green light. The number of red and ambers has reduced to 14 from 15, although there are now two red items compared to one in the last report.
  
  - 7.3 The Sub-Group is invited to comment on the content.

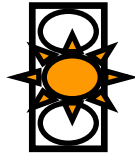
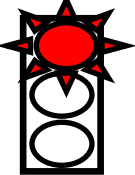
**Author: Mike Wiffen, Head of Financial Services**  
**Date: 2 May 2008**

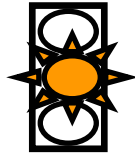
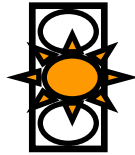
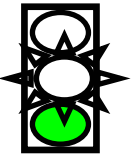
Service: <b>Barnet Homes</b>	Reference
Risk Management Register	Date: <b>7 May 2008</b>

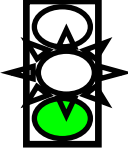
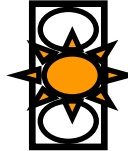
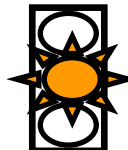
**BARNET HOMES: OUR BUSINESS AIMS (BA)**

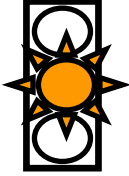

1. To provide excellent services driven by customer involvement
2. To bring all homes up to decent homes plus standard by 2010
3. To provide services that meet the needs of all our diverse and vulnerable customers
4. Through partnership develop safe sustainable and cohesive communities
5. To develop a highly skilled, motivated and satisfied workforce which is reflected in high quality services to residents
6. To develop new business areas for Barnet Homes


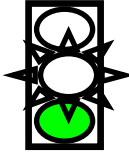
Ref	Vulnerability	Trigger	Consequence	Rating					Further Action
				Likelihood	Impact	Value	Traffic Light	Change	
	<b>Corporate Services</b>								
<b>C3</b>	<b>Sickness</b>	<ul style="list-style-type: none"> <li>▪ High levels of sickness absence</li> </ul>	<ul style="list-style-type: none"> <li>▪ Adverse effects on staff morale</li> <li>▪ Inefficient service</li> <li>▪ Additional costs to Company</li> </ul>	<b>LIK 0.5</b>	<b>SEV £300k</b>	<b>£150k</b>		<b>↑</b>	A number of measures planned/progressed to address this with regular reporting to RSG. End of year performance only slightly lower than last year at 9.2 (from 9.3) largely due to LTS.

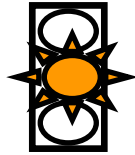

Ref	Vulnerability	Trigger	Consequence	Rating					Further Action
				Likelihood	Impact	Value	Traffic Light	Change	
C4	<b>Recruitment and retention of skilled Board Members</b>	<ul style="list-style-type: none"> <li>Resignations</li> </ul>	<ul style="list-style-type: none"> <li>Inability to attract response to advert</li> <li>increased workload for remaining Board</li> <li>Unbalanced Board</li> </ul>	<b>UNL</b> 0.2	<b>SEV</b> £300k	£60k		↑	One independent Director has indicated his intention to resign at the AGM. Recruitment will take place over the Summer.
C5	<b>Sustaining Contact Centre call handling performance</b>	<ul style="list-style-type: none"> <li>Over-establishment</li> <li>Senior Manager input not sustainable</li> </ul>	<ul style="list-style-type: none"> <li>Additional costs to the company</li> <li>Impact on other projects</li> <li>Adverse effects on staff morale</li> <li>High turnover of staff</li> <li>Missed opportunities</li> <li>Increased costs following Barnet House rent review</li> </ul>	<b>LIK</b> 0.5	<b>SEV</b> £300k	£150k		↔	Team currently over establishment to handle increased call volumes and maintain satisfactory service levels. Further review needed in early 2008 to assess workload and impact of new repairs contract. Following outcome of Central Service Review this function will transfer to Asset Management. The strategy for this is currently being planned by HoS.

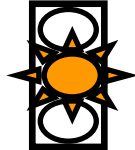

Ref	Vulnerability	Trigger	Consequence	Rating					Further Action
				Likelihood	Impact	Value	Traffic Light	Change	
C6	Provision of effective support services	<ul style="list-style-type: none"> <li>Support services not meeting corporate priorities effectively</li> </ul>	<ul style="list-style-type: none"> <li>Duplication of effort/resources</li> <li>Inconsistencies in performance management</li> <li>Missed communications opportunities</li> <li>Increased pressure on other staff</li> </ul>	LIK 0.5	MOD £200k	£100k		↔	First phase of review now completed and implementation of new structure is being planned. Report to HoS 6 May 2008.
C7	Office Accommodation	<ul style="list-style-type: none"> <li>Uncertainties over LBB's strategy for Barnet House</li> </ul>	<ul style="list-style-type: none"> <li>Duplication of resources</li> <li>Missed opportunities</li> <li>Impact on customer service/access</li> </ul>	LIK 0.5	MOD £300k	£150k		(NEW)	Meeting with LBB/Board planned for 19 May 2008
	Housing Services								
H1	Staff Morale	<ul style="list-style-type: none"> <li>Increased absence</li> </ul>	<ul style="list-style-type: none"> <li>Performance drops</li> <li>Service delivery suffers</li> <li>Increased pressure on other staff</li> </ul>	UNL 0.2	MOD £100k	£20k		↓	Positive feedback from the mock inspection on staff attitudes. Staff attitudes survey published.

Ref	Vulnerability	Trigger	Consequence	Rating					Further Action
				Likelihood	Impact	Value	Traffic Light	Change	
H2	<b>Relationship with Council</b>	<ul style="list-style-type: none"> <li>Barnet Homes not delivering what Council requires</li> </ul>	<ul style="list-style-type: none"> <li>Council intervene in operations</li> <li>Forced change in management team/Board</li> <li>Council take back services</li> <li>Management fee adjusted</li> </ul>	<b>UNL</b> 0.2	<b>MOD</b> £250k	£50k		↓	GM issues raised with NW and improved result achieved. Telecare meeting with GJ. DR engaged with Multi Agency Group.
H3	<b>Closedown of IT Projects</b>	<ul style="list-style-type: none"> <li>Full functionality not available</li> </ul>	<ul style="list-style-type: none"> <li>Lack of confidence in IT</li> <li>Additional workload</li> <li>Inefficient use of resources</li> </ul>	<b>LIK</b> 0.5	<b>MOD</b> £200k	£100k		↔	Email at home introduced, ASB database operational. HOS database still not fully functional and more functions from RENTS and leaseholder module to be introduced. Jontek installation to be implemented.
H4	<b>Performance Management</b>	<ul style="list-style-type: none"> <li>Poor performance outcome</li> </ul>	<ul style="list-style-type: none"> <li>Staff morale drops</li> <li>Resident satisfaction drops</li> </ul>	<b>UNL</b> 0.25	<b>SEV</b> £400K	£100K		↔	Performance culture being established for supported housing. SMT role

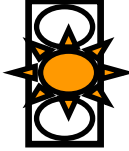

Ref	Vulnerability	Trigger	Consequence	Rating					Further Action
				Likelihood	Impact	Value	Traffic Light	Change	
			<ul style="list-style-type: none"> <li>Council dissatisfied</li> <li>No continuous improvement</li> </ul>						established. Main areas of concern are Voids, MW billing, VIPs and complaints. Actions are in place to improve.
H5	Control Environment	<ul style="list-style-type: none"> <li>Breach of procedures</li> </ul>	<ul style="list-style-type: none"> <li>Resources needed to investigate</li> <li>Reputation affected</li> <li>Disciplinary action</li> <li>Council dissatisfied</li> </ul>	UNL 0.25	SEV £400k	£100k		↓	SIC being worked through and action plan is being implemented. Legal audit of all legal processes procured.
	Financial Services								
F1	Weak Financial Controls and Procedures	<ul style="list-style-type: none"> <li>Audit Reports</li> </ul>	<ul style="list-style-type: none"> <li>Staff unclear of procedures leading to errors</li> <li>Potential for fraud</li> <li>Inefficient use of resource</li> <li>Lack of control</li> </ul>	UNL 0.20	SEV £400k	£80k		↔	Work plan in place for documentation of all procedures. All processes being mapped following SAP implementation. Programme of following up on all audit report management action in place.

Ref	Vulnerability	Trigger	Consequence	Rating					Further Action
				Likelihood	Impact	Value	Traffic Light	Change	
F2	Duplicate, late or fraudulent payments	<ul style="list-style-type: none"> <li>Queries from Suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Inefficient use of resource in following up queries</li> <li>Customers dissatisfied</li> <li>Invoice payment targets not met</li> </ul>	LIK 0.4	MOD £100k	£25k		↔	Payments policy in place. Compliance audit gave substantial assurance. New process in place for monitoring invoice payment times. Purchase ordering project to take place in 2008/09.
	Asset Management								
A1	Delivery of Capital Programme	<ul style="list-style-type: none"> <li>Decent Homes target not achieved</li> </ul>	<ul style="list-style-type: none"> <li>Not meeting DH targets</li> <li>Poor inspection rating</li> <li>Not achieving efficiency savings</li> </ul>	AIM 0.1	SEV £1M	£100k		↓	The Master Plan for all constructors has been developed and is being used.  Performance matrix has been

Ref	Vulnerability	Trigger	Consequence	Rating					Further Action
				Likelihood	Impact	Value	Traffic Light	Change	
			<ul style="list-style-type: none"> <li>Reputation of the service low satisfaction result</li> </ul>						<p>developed to track and monitor spend as well compilation of works.</p> <p>CLG have agreed £5m can be brought forward form 2007/8 to escalate the programme.</p> <p>DHS target being exceeded.</p>
<b>A2</b>	<b>Budget Management</b>	<ul style="list-style-type: none"> <li>Underspend/ Overspend</li> </ul>	<ul style="list-style-type: none"> <li>Not achieving value for money</li> <li>Not meeting repair priorities</li> <li>Pressures on the HRA</li> </ul>	<b>UNL</b> 0.2	<b>SEV</b> £1M	<b>£200k</b>			<p>Monthly reports tracking and monitoring spend being made available to key budget holders.</p>

Ref	Vulnerability	Trigger	Consequence	Rating					Further Action
				Likelihood	Impact	Value	Traffic Light	Change	
			<ul style="list-style-type: none"> <li>Reduction of services</li> </ul>						<p>Monthly operational meetings are being used to review revenue budget and recommend action if required to ensure spend meets budget. Monthly meetings with contractors include budget management performance issues. As mentioned financial performance matrix developed to track and monitor capital spend.</p>
A3	Performance Management	<ul style="list-style-type: none"> <li>Targets not achieved</li> </ul>	<ul style="list-style-type: none"> <li>Not meeting service targets</li> <li>Not able to tackle poor contractor/staff performance</li> <li>Poor service delivery</li> </ul>	LIK 0.5	MOD £200k	£100k			<p>Restructured the performance team has clear responsibility to monitor service. Monitor system. Resident Inspection Panel in place to</p>

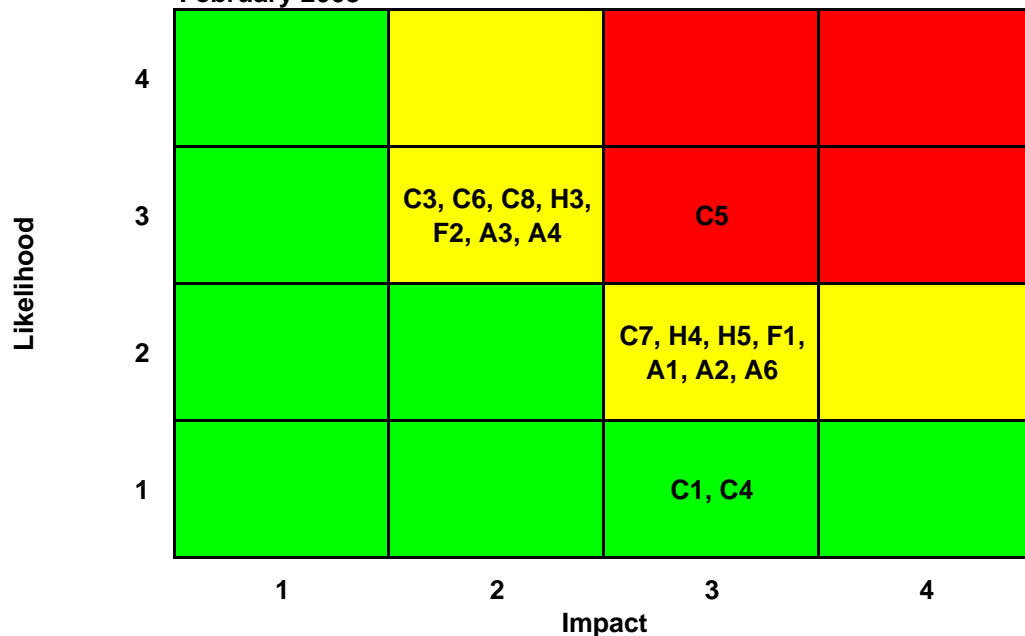
Ref	Vulnerability	Trigger	Consequence	Rating					Further Action
				Likelihood	Impact	Value	Traffic Light	Change	
			<ul style="list-style-type: none"> <li>▪ Poor inspection rating</li> <li>▪ Poor customer satisfaction</li> </ul>						<p>assist in monitoring the service. Quality Assurance Manual has been developed and being used to assist the Quality Assurance Team to manage and monitor contractor performance more effectively. Quality assurance lesson learnt. Improved reporting mechanism in place. 1:1s, team meetings.</p> <p>Investment Planning &amp; Value Manager role now established. Regular reports now going through performance in the final quarter showing improvements.</p>

Ref	Vulnerability	Trigger	Consequence	Rating					Further Action
				Likelihood	Impact	Value	Traffic Light	Change	
A4	Information Technology	<ul style="list-style-type: none"> <li>Lack of robust information</li> </ul>	<ul style="list-style-type: none"> <li>Not able to plan investment strategy effectively</li> <li>Difficulty in producing statistical information in timely manner</li> <li>Impact on existing resources (staff)</li> <li>Not able to improve data collection method which impacts on resources</li> <li>Impact on BV Inspection</li> </ul>	LIK 0.5	MOD £200k	£100k		↔	New Stock Condition Database purchased. (Apex) Project plan in place to implement new system by July 2008.
A6	Implementation of Repairs Contract	<ul style="list-style-type: none"> <li>Poor service</li> </ul>	<ul style="list-style-type: none"> <li>Impact on existing resources</li> <li>Low satisfaction with service</li> <li>Impact on Barnet Council CPA</li> <li>Reputation issues</li> </ul>	UNL 0.25	SEV £400k	£100k		↔	Further staff briefing sessions held with Caretakers and Housing officers to embed the WIP team. Project Manager agreed for the resolution of the data

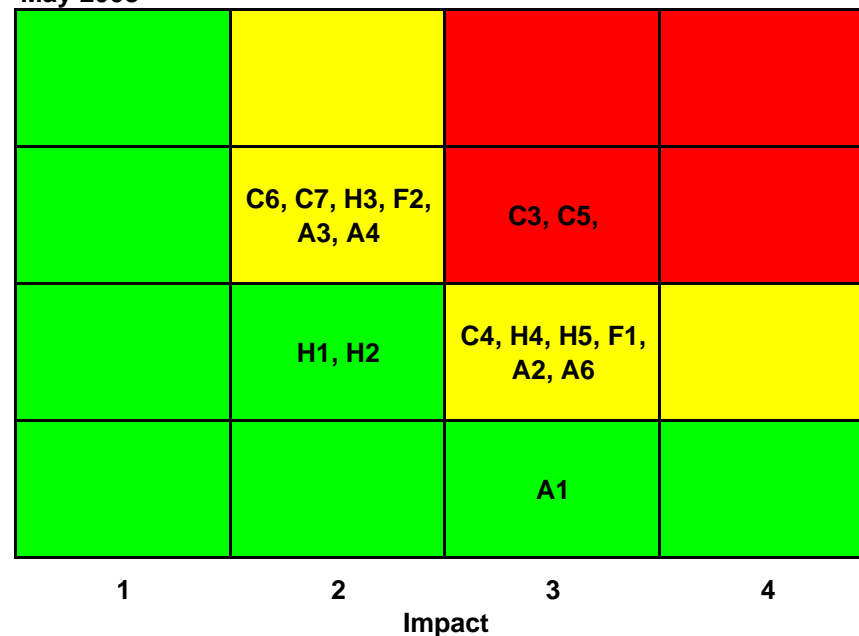
Ref	Vulnerability	Trigger	Consequence	Rating					Further Action
				Likelihood	Impact	Value	Traffic Light	Change	
			<ul style="list-style-type: none"> <li>Poor inspection rating</li> </ul>						<p>reconciliation and IT issues.</p> <p>End of year contract review carried out. As a result of the review a number of clear/robust actions are in place to ensure performance improvements in final quarter and next year.</p>

# Risk Matrix - Operational Registers

February 2008



May 2008



q

- 4 Very Likely
- 3 Likely
- 2 Unlikely
- 1 Almost Impossible

Impact

- 4 Catastrophic
- 3 Severe
- 2 Moderate
- 1 Low

Barnet Homes - Strategic Risk Register

Item 9

No	Cluster	Vulnerability	Trigger	Consequence	Rating			Owner
					Likelihood	Impact	Score	
1	Financial and Forward Planning	<p><b>Viability of HRA</b> Currently, the HRA doesn't look too viable and the CSR may reduce it further.</p> <p>The Council management fee comes directly from the HRA and every time stock is lost, through regeneration for example, a percentage of the fee is lost.</p> <p>Barnet Homes is working with the Council on a Business Plan for HRA which will give greater certainty on the figures.</p>	HRA reduces significantly	<ul style="list-style-type: none"> <li>Ability to plan suffers</li> <li>Business Plan unviable</li> <li>Significant impact on Council</li> <li>Fee from Council decreases</li> <li>Service provision falls</li> <li>Barnet Homes under threat as company</li> <li>Barnet Homes forced to reduce significantly</li> <li>Staff morale suffers</li> <li>Resident satisfaction drops</li> </ul>	V Likely	Severe	12	MW – Head of Financial Services
2	Financial and Forward Planning	<p><b>Funding uncertainty</b> Uncertainty around Decent Homes funding streams makes it difficult to plan for the future and manage contractors.</p> <p>£33m is being drawn down for next year. Funding post-2010 remains uncertain.</p>	Decent Homes programme extended/allocations significantly reduced	<ul style="list-style-type: none"> <li>Very quick decisions must be made on future programme</li> <li>Reduce scope of programme</li> <li>Won't achieve Decent Homes by 2010</li> <li>Have to lose contractor(s)</li> <li>Possible claim for loss of profit from contractor</li> <li>Resident dissatisfaction</li> <li>Barnet Homes blamed</li> </ul>	Likely	Severe	9	CW – Head of Asset Management
6	Contract Management	<p><b>Relationship with Council</b> Barnet Homes have a number of SLA's with the Council including for IT.</p> <p>There are issues about how robust these are with some areas of poor service and lack of clarity over roles</p>	Service failure due to SLA issue	<ul style="list-style-type: none"> <li>Customers dissatisfied</li> <li>Increased complaints</li> <li>Relationship with Council suffers</li> <li>Critical inspection – fail to get 3*</li> <li>Reputation damaged</li> </ul>	Unlikely	Severe	6	CV – Head of Corporate Services

No	Cluster	Vulnerability	Trigger	Consequence	Rating			Owner
					Likelihood	Impact	Score	
		and responsibilities. Sharing of and access to information can be difficult so VFM hard to demonstrate.						
7	IT Systems	<p><b>Software development</b> Barnet Homes has a history of problems in IT projects, in specification, delivery and implementation.</p> <p>Resource has been agreed to deal with some of these problems however staff have lost confidence in the systems.</p> <p>The systems now need to embed but they aren't functioning properly and staff are not engaged so are not using them properly.</p>	Systems are not fit for purpose, do not deliver what is needed	<ul style="list-style-type: none"> <li>Resources seen to be wasted</li> <li>Performance information unreliable</li> <li>Faith in IT decreases further</li> <li>Staff morale falls</li> <li>Efficiencies not achieved</li> <li>Fall further below industry norm</li> <li>Unable to compete for new areas of business</li> </ul>	V Likely	Severe	12	CV – Head of Corporate Services
9	Reputation	<p><b>Regeneration Schemes</b> Barnet Homes is responsible for managing the stock and estates on 4 schemes until the demolition and rebuild programme commences. There is no clear agreement as to when this will happen.</p> <p>The longevity of the schemes indicates more investment than the budget allows for.</p> <p>There is already a big difference in satisfaction between these areas and others and management of this will only get more difficult.</p>	Schemes are significantly delayed	<ul style="list-style-type: none"> <li>Strategic decision needed on how to maintain stock</li> <li>Drain on other areas</li> <li>Legal consequences – health and safety, repairs</li> <li>Consequences of repairs claim – indefensible</li> <li>Will become obsolete so difficult to repair</li> <li>Customer satisfaction falls lower</li> <li>Fail to get 3*</li> <li>Relationship with partners deteriorates</li> <li>Reputation damaged</li> </ul>	V Likely	Severe	12	DR – Head of Housing
4	Reputation	<p><b>Resident participation</b> Barnet Homes aims to put residents at the heart of service delivery and</p>	Participation is not carried out effectively	<ul style="list-style-type: none"> <li>Participation exercises perceived to be a waste of time</li> <li>Further disengagement of residents</li> </ul>	Likely	Severe	9	MM – Chief Executive

No	Cluster	Vulnerability	Trigger	Consequence	Rating			Owner
					Likelihood	Impact	Score	
		<p>resident participation and satisfaction are key indicators. In face to face surveys, satisfaction with opportunities to participate has reduced.</p> <p>Resident participation is seen as the job of the dedicated team so is not embedded or consistent across the organisation.</p>	or used to drive service delivery	<ul style="list-style-type: none"> <li>Two tier areas</li> <li>Officers frustrated</li> <li>Resident satisfaction falls</li> <li>Fail to get 3*</li> <li>Service deteriorates</li> <li>Reputation of organisation damaged</li> <li>Council unhappy</li> </ul>				Officer
11	<b>Contract Management</b>	<p><b>Partnerships</b> Barnet Homes has outsourced a lot of services and must ensure that it is clear about who's doing what, how robust the arrangements are and that effective monitoring takes place.</p> <p>The organisation lacks experience of the size and complexity of partnership it is now entering into and there have been issues with some arrangements as a result.</p> <p>Contract management and monitoring skills are lacking in many areas.</p>	Partnership fails to deliver Barnet Homes requirements	<ul style="list-style-type: none"> <li>Service delivery suffers</li> <li>Performance indicators fall</li> <li>Inspection criticism</li> <li>Management criticised</li> <li>Relationship with partners damaged</li> <li>Reputation damaged</li> </ul>	Likely	Severe	9	CW – Head of Asset Management
17	<b>Health and Safety</b>	<p><b>H&amp;S Procedures</b> Barnet Homes has a duty to maintain robust health and safety procedures.</p> <p>The Chief Executive attends the H&amp;S welfare group but SMT as a whole needs to increase it's ownership of health and safety and ensure that it's embedded across the organisation.</p>	Serious incident occurs due to poor procedures	<ul style="list-style-type: none"> <li>Barnet Homes at fault</li> <li>HSE investigation and punishment</li> <li>Grievances and claims</li> <li>Litigation</li> <li>Potential corporate manslaughter charges</li> <li>Personal liability of senior officers</li> <li>Time and resources required to defend claim</li> <li>Lack of documentation to defend claim</li> </ul>	Likely	Severe	9	BK – Health and Safety Coordinator

No	Cluster	Vulnerability	Trigger	Consequence	Rating			Owner
					Likelihood	Impact	Score	
		There are concerns about whether this is the case at present particularly with relation to HSG65.		<ul style="list-style-type: none"> <li>Financial compensation paid</li> <li>Censure by audit / inspection</li> <li>Adverse publicity</li> <li>Image of Group damaged</li> </ul>				

Likelihood	4			CP	
	3				
	2			A	
	1				
		1	2	3	4
	Impact				

Risk Number	Current Risk Score	Target Risk Score	Description
1	12	6	<p style="text-align: center;"><b>Viability of the HRA</b></p> <p>Currently, the HRA doesn't look too viable. The Council management fee comes directly from the HRA and every time stock is lost, through regeneration for example, a percentage of the fee is lost. Barnet Homes is working with the Council on a Business Plan for HRA which will give greater certainty on the figures.</p> <p style="text-align: center;"><b>Others in same cluster - Funding uncertainty</b></p>

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates
Barnet Homes is working with the council on an HRA Business Plan that will give greater certainty on the figures.	As effective as can be. Subsidy mechanism and determination outside BH control.	<ul style="list-style-type: none"> <li>▪ Verification checks with HQN</li> <li>▪ Financial modelling on basis of latest subsidy information</li> <li>▪ Consultation with residents</li> <li>▪ Ensure assumptions are realistic</li> <li>▪ Ensure efficiencies achievable both by BH and LBB</li> <li>▪ Review Self-financing options</li> </ul>	Head of Financial Services	<ul style="list-style-type: none"> <li>▪ Fit for purpose Business Plan</li> <li>▪ Outturns in line with budget and performance targets</li> <li>▪ LBB Cabinet agrees way forward</li> <li>▪ Appraisal of options with residents</li> </ul>	Quarterly	June 2008

**Matrix: CP = Current Position A = Aim**

Likelihood	4				
	3		A	CP	
	2				
	1				
		1	2	3	4
	Impact				

Risk Number	Current Risk Score	Target Risk Score	Description
2	9	6	<p style="text-align: center;"><b>Funding uncertainty</b></p> <p>Uncertainty around Decent Homes funding streams makes it difficult to plan for the future and manage contractors. £36m is being drawn down for next year but don't know what will come next. Slowing down the programme would have a negative cost effect. We have now received a decision regarding funding allocations for 2008/9 and 2009/2010.</p> <p style="text-align: center;"><b>Others in same cluster – None</b></p>

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates
High level meetings DLGC and lobbying them.	DH allocation has been confirmed via DCLG and there have been no reductions in spending streams for 2008/9. However, there is need to have strategies in place to address funding uncertainty especially post 2010	<ul style="list-style-type: none"> <li>DH programme needs to project managed effectively to ensure budgets and DH targets are met (using the master plan effectively). Demonstrate to DCLG we are fit for purpose organisation and able to spend within deadlines.</li> <li>HRA Business Plan to address how post 2010 works will be addressed such as how will shortfalls within the HRA will be addressed i.e. efficiency savings, prudential borrowing or LVT</li> <li>Carry out options appraisal to determine how future funding requirement will be met and consider options contained in the Business Plan i.e. LVT</li> </ul>	Andy Campion Chris Wilkins Mike Wiffen	Meeting Decent Homes targets by 2010/11  Core PIs  DH Government returns  A fit for purpose HRA Business Plan	Quarterly	October 2008

**Matrix: CP = Current Position A = Aim**

Likelihood	4				
	3				
	2		A	CP	
	1				
		1	2	3	4
	Impact				

Risk Number	Current Risk Score	Target Risk Score	Description
6	6	4	<p>Relationship with the Council (SLAs)</p> <p>Barnet Homes have a number of SLA's with the Council including for IT. There are issues about how robust these are with some areas of poor service and lack of clarity over roles and responsibilities. Sharing of and access to information can be difficult so VFM hard to demonstrate.</p> <p>Others in same cluster - Partnerships</p>

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates
<ul style="list-style-type: none"> <li>o Process for SLA negotiation established</li> <li>o System for regular SLA monitoring and review in place and recorded</li> <li>o SLA invoicing arrangements reviewed and new flow chart procedure established</li> <li>o Internal audit review of SLA management in April 2008 – substantial assurance</li> <li>o Quarterly reporting on progress to Business Sub-group started in 07/08</li> </ul>	Effective	<ul style="list-style-type: none"> <li>o ICT SLA benchmarking exercise – Dec 2007 – to be completed</li> <li>o Timetable of cost reviews in line with open book to be established with LBB for 2009/10 SLA's</li> </ul>	Cora Vigar/ Kate Laffan (Mike Wiffen from June/July 2008 TBC)	<ul style="list-style-type: none"> <li>o SLAs in place by May each year (achieved for 07/08 – outlook for 2008/09 - great improvement on previous years)</li> <li>o Regular monitoring and review of all SLAs according to agreed frequencies</li> <li>o SLA review recommendations implemented</li> <li>o Improved internal audit findings in Q4</li> <li>o Further work needed with LBB on costs/open book approach</li> </ul>	Quarterly	May 08 – SLAs for 08/09 in place and progress report to BSG

Matrix: CP = Current Position A = Aim

Likelihood	4			CP	
	3		A		
	2				
	1				
		1	2	3	4
	Impact				

Risk Number	Current Risk Score	Target Risk Score	Description
7	12	6	<p style="text-align: center;"><b>Software Development (in-house)</b></p> <p>Barnet Homes has a history of problems in IT projects, in specification, delivery and implementation. Resource has been agreed to deal with some of these problems however staff have lost confidence in the systems. The systems now need to embed but they aren't functioning properly and staff are not engaged so are not using them properly.</p> <p style="text-align: center;"><b>Others in same cluster - None</b></p>

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates
<p><b>1. Understanding user requirements</b></p> <p>1.1 CM User Group (representatives from all user areas and IT) has been set up. Meetings every 4-6 weeks. Main purpose is to review software faults and discuss new developments.</p> <p>1.2 Regular meetings between HOS and IT (SQL developer) to review progress and new requirements.</p> <p><b>2. Audit:</b></p> <p>2.1 Separate Action Logs (CM and HOS) in operation to record faults and developments (excel spreadsheet, shared drive). Full audit information recorded e.g. status, name of requestor (CM Super users only), date resolved etc.</p>	<p>Effective (both systems). Provides means of reviewing system functionality and enhancements.</p> <p>Effective (CM). Means of internal audit, progress monitoring. Good reference for both users and SQL developer.</p>	<p>1.1 &amp; 1.2 Users to improve testing turnaround i.e. faster testing of new developments will enable quicker rollout to a Live environment.</p> <p>1.1. &amp; 1.2 Users need to take ownership of reviewing requirements and their definition; in particular in view of meeting business processes.</p> <p>2.1. HOS to improve ownership of HOS Action Log items e.g. regular update, review and monitoring.</p>	<p>Service Areas (CM and HOS)</p> <p>HOS team</p>	<ul style="list-style-type: none"> <li>VfM review (2007) confirmed high level of user satisfaction with IT and confidence in its future improvements.</li> <li>Systems used effectively.</li> <li>Better buyout from service areas.</li> <li>Improved performance management reporting.</li> </ul>	<p>CM Action Log is reviewed monthly</p> <p>Meetings 4-6 weeks</p>	

**Matrix: CP = Current Position A = Aim**

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates
<p><b>3. SQL Development:</b></p> <p>3.1 Development based on user specification (see above), monitored and planned.</p> <p>3.2. Testing environment set up for users to test changes before rolling to Live.</p> <p>3.3. SQL developer working together with users to gain better understanding of processes.</p>	<p>Effective at the moment. Positive feedback from users as testing more controlled.</p>	<p>3. Risk factors include:-</p> <ul style="list-style-type: none"> <li>• No in-house contingency for skilled SQL development and system administration.</li> <li>• Difficult to retain in-house staff following SQL training (previous SQL developers left BH).</li> <li>• Skill transfer affected by competition from private sector (rates for SQL development)</li> <li>• Dependency on external resources (contractual) for reasons above.</li> <li>• High increase in costs (see above).</li> </ul> <p>3.3. SQL developer working together with users to gain better understanding of processes.</p> <p>3.4 Review of CM/HOS Planned for 2008/09</p> <p>4. General</p> <p>Better needs to be taken for the Corporate planning of projects (including IT) to ensure sufficient input from service areas.</p> <p>Improvement of central project planning and coordination of core projects following implementation of CSR.</p>	<p>Ewa Maciejczyk (IT budget holder)</p> <p>Ewa Maciejczyk</p>	<ul style="list-style-type: none"> <li>• Better quality of complaints performance measurement.</li> <li>• Higher user satisfaction levels.</li> </ul>		<p>TBC</p> <p>New structure in place by July 2008</p>

Matrix: CP = Current Position A = Aim

Likelihood	4			CP	
	3				
	2			A	
	1				
		1	2	3	4
	Impact				

Risk Number	Current Risk Score	Target Risk Score	Description
9	12	6	<p style="text-align: center;"><b>Regeneration Schemes</b></p> <p>Barnet Homes is responsible for managing the stock and estates on 4 schemes until the demolition and rebuild programme commences. There is no clear agreement as to when this will happen. The longevity of the schemes indicates more investment than the budget allows for. There is already a big difference in satisfaction between these areas and others and management of this will only get more difficult.</p> <p style="text-align: center;"><b>Others in same cluster – Resident Participation</b></p>

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates
Regeneration strategy developed and adopted by the Board for implementation	Adequate but under regular review	<p>Development of "Managing Regeneration Successfully" strategy including the key elements of:</p> <ul style="list-style-type: none"> <li>• Investment strategy to be finalised for regeneration estates by fourth quarter 07/08 and communicated</li> <li>• Enhanced resident involvement work</li> <li>• Improved communication and maximising certainty</li> <li>• Developing the future approach towards non secure tenants with the council</li> </ul>	Sheila Oliver	F2F survey outcomes and core KPIs	Monthly	Summer 2008

**Matrix: CP = Current Position A = Aim**

Likelihood	4				
	3			CP	
	2		A		
	1				
		1	2	3	4
	Impact				

Risk Number	Current Risk Score	Target Risk Score	Description
4	9		<p style="text-align: center;"><b>Resident Participation</b></p> <p>Barnet Homes aims to put residents at the heart of service delivery and resident participation and satisfaction are key indicators. In face to face surveys, satisfaction with opportunities to participate has reduced. The current system of Resident/ Consultation Panels is not working well and officers struggle to see tangible outcomes from them. Resident participation is seen as the job of the dedicated team so is not embedded or consistent across the organisation.</p> <p style="text-align: center;">Others in same cluster - Regeneration</p>

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key Dates
<ul style="list-style-type: none"> <li>▪ Residents Involvement Strategy agreed November 2007</li> <li>▪ Communication Plan agreed</li> <li>▪ VfM Review underway</li> <li>▪ View point established</li> <li>▪ R I month planned for new year</li> <li>▪ Resident Participation HUB approved</li> </ul>	<ul style="list-style-type: none"> <li>▪ Targeted action for first two quarters of 2008/09 to raise satisfaction levels by 4%</li> </ul>	<ul style="list-style-type: none"> <li>▪ Communication Strategy</li> <li>▪ All staff to buy into R I as key element of job</li> <li>▪ Connaught Bus and Road Shows needed</li> <li>▪ More ownership and relationship of DHs programme</li> <li>▪ Structured campaign required</li> <li>▪ Regeneration Strategy needs to be operational</li> </ul>	<p>Peter Headland for VfM and Strategy</p> <p>All staff for raising awareness</p>	<p>Increase in overall satisfaction with landlord and involvement</p>	<p>Quarterly</p>	<ul style="list-style-type: none"> <li>▪ Launch HUB in May 2008</li> <li>▪ Review RLO's role in Contract Review Quarter 4 2007/08</li> <li>▪ Status survey by September 2008-05-02</li> <li>▪ Event Planner for first and second quarters 2008/09</li> </ul>

**Matrix: CP = Current Position A = Aim**

Likelihood	4				
	3			CP	
	2		A		
	1				
		1	2	3	4
	Impact				

Risk Number	Current Risk Score	Target Risk Score	Description
11	9	4	<p style="text-align: center;"><b>Partnerships</b></p> <p>Barnet Homes has outsourced a lot of services and must ensure that it is clear about who's doing what, how robust the arrangements are and that effective monitoring takes place. The organisation lacks experience of the size and complexity of partnership it is now entering into and there have been issues with some arrangements as a result. Contract management and monitoring skills are lacking in many areas.</p> <p style="text-align: center;">Others in same cluster – Relationship with Council</p>

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates
<p>5 year master plan developed in conjunction with our DH partners to ensure DH works is delivered within timescale and spend</p> <p>Professional services matrix devised to ensure partnering arrangements are clearly defined as well as roles and responsibilities within the Decent Homes partnering arrangements.</p> <p>Partnership core groups in place for each contract</p> <p>Strategic partnering forum in place for all partnered contractors</p> <p>Support mechanises in place via LAPN to support partnering ethos</p>	<p>To ensure BH is delivering an efficient repair service and meeting key performance targets as well as meeting the 2010 Decent Homes Standard</p>	<ul style="list-style-type: none"> <li>Continue to review the master plan on monthly basis</li> <li>Partnering workshop(s)</li> <li>Training in regard to open book and supply chain management</li> <li>Continue to reinforce the partnering ethos at all levels as team briefs and partnering meetings</li> </ul>	Chris Wilkins	<p>Delivering DH programmes within timescale and budget</p> <p>Core KPIs</p> <p>Tenant satisfaction with the repair service</p>	Quarterly	October 2008

**Matrix: CP = Current Position A = Aim**

**Item 9**

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates
BH Investment panel use to monitor partnership performance						

**Matrix: CP = Current Position A = Aim**

Likelihood	4				
	3			CP	
	2		A		
	1				
		1	2	3	4
	Impact				

Risk Number	Current Risk Score	Target Risk Score	Description
17	9	4	<p style="text-align: center;"><b>Health and Safety</b></p> <p>Barnet Homes has a duty to maintain robust health and safety procedures. The Chief Executive attends the H&amp;S welfare group but SMT as a whole needs to increase it's ownership of health and safety and ensure that it's embedded across the organisation. There are concerns about whether this is the case at present particularly with relation to HSG65.</p> <p style="text-align: center;">others in same cluster - None</p>

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates
Health and Safety Policy	Does not adequately meet HSG65 Guidance	Review of policy and management arrangements	Bambos Kakouratos		Annual	March 2009
CDM 2007 arrangements	Adequate system in place		Bambos Kakouratos		Annual	Complete
Asbestos Management Plan	Inadequate plan	Review of processes, database, information provision to contractors and residents and training of staff/contractors	Phil Buck/David Foster		Annual	March 2009
Legionella Management Plan	Inadequate plan	Review of risks in buildings, responsibilities of staff, staff training, review of contract with specialist provider	Phil Buck/ David Foster		Annual	October 2008

**Matrix: CP = Current Position A = Aim**

**Item 9**

Action/controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPI's	Review frequency	Key dates
Gas Servicing	Adequate system in place	Annual delivery of Gas Servicing program through partners Village heating and Barnet Homes Gas Safety team, target set at 100%	Mandy Dunstan	PLUSE KPI's	Annual	
Fire Safety in Residential Accommodation	In need of further development	Sheltered Housing blocks require individual fire risk assessments. Fire safety checks in tenants properties is example of good practice.	Bambos Kakouratos		Annual	July 2008
Raising tenants awareness	In need of further development	Regular articles in Athome. H&S information required on website for tenants	Rachel Bancroft		Annual	July 2008
Central Risk register	Not in place	A central record of all risk assessment in Barnet Homes	Rachel Bancroft		Annual	July 2008
Flow of Health and Safety management information within Barnet Homes	Good practice requires embedding and there is continual improvement	HSW Group meets regularly, regular reports to Resources sub-group, HOS has agreed to quarterly H&S performance updates, SMT to be updated by HR Manager	Heads of Service		Monthly or Quarterly depending on management group	
Appointment of Board director to lead on H&S for Board	Not in place	HSE guidance on Directors' Responsibilities mentions this as a requirement for successful management of H&S	Board			March 2008

**Matrix: CP = Current Position A = Aim**

- 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. Previous Reports**
  - 3.1 This is a regular item at each meeting of the Sub-Group.
- 4. Recommendations**
  - 4.1 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.
- 5. Financial & Risk Management Issues**
  - 5.1 Not applicable
- 6. Resident Consultation and Equalities Issues**
  - 6.1 None in context of this report.
- 7. Background Information**
  - 7.1 The table below sets out proposed agenda items for the next meeting and up to September 2008. The Sub-Group is asked to note and suggest further items for inclusion.

<b>Meeting Date</b>	<b>Agenda Items</b>
4 June 2008 3.00 p.m.	Draft Statutory Accounts and Final Management Accounts 2007/8 New Business Update Value for Money Action Plan Agenda Planning
2 July 2008 5.00 p.m.	Budget Monitor – end May Insurance Arrangements Value for Money – 2007/8 Backward Look AES Agenda Planning
6 August 2008 3.00 p.m.	Budget Monitor – end June Annual Report and Accounts 2007/8 Budget Planning 2009/10 and later years Review of Risk Registers Service Level Agreements Monitor Innovations Fund Agenda Planning

3 September 2008 5.00 p.m.	Private Session with External Auditors Budget Monitor – end July Final Annual Report and Accounts 2007/8 and Residents’ Annual Report Value for Money Action Plan Internal Audit Management Action Agenda Planning
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**Author:** Mike Wiffen, Head of Financial Services  
**Date:** 1 May 2008

**Title: Request for Contingency Allocation – Additional Leasehold Development Resource**

**1. Statement of Purpose**

- 1.1 Barnet Homes' mission statement undertakes to "achieve excellence by delivering high quality and improving services to all residents. Consulting with leaseholders and issuing major work invoices is a key part of the Decent Homes programme.

**2. Summary**

- 2.1 This paper outlines a proposal to provide additional resources to the Home Ownership Team for the remainder of the Decent Homes programme. This will ensure that leaseholders are consulted and invoiced in a timely manner to ensure completion of the Decent Homes programme by 2009/10.

**3. Previous Reports**

- 3.1 None.

**4. Recommendations**

- 4.1 The sub group are recommended to support the request for an allocation from the contingency fund of £19,300 for this year and to provide for this in the draft 2009/10 budget.

**5. Financial and Risk Management Issues**

- 5.1 Failure to consult leaseholders regarding decent homes work in a timely manner would lead to delays in the commencement of the works on site.
- 5.2 Subsequent delays in issuing invoices are likely to result in reduced collection rates and greater difficulties in resolving queries raised by leaseholders regarding the work.

**6. Resident Consultation and Equalities Issues**

- 6.1 Not applicable

**7. Background Information**

- 7.1 As part of the budget setting process in 2007/08 the Board approved funding for an additional half a leaseholder development officer post to assist with the anticipated increase in consultation and invoice billing as a result of the Decent Homes Programme.
- 7.2 The experience in 2007/08 demonstrated that we under estimated the impact this work would have from both a consultation and invoicing perspective.

- 7.3 As a result resources within the team were redirected to ensure that the Decent Homes Programme ran as smoothly as possible. Overall officers undertook over 80 block leasehold consultation exercises and issued invoices totalling over £3.5 million.
- 7.4 In 2008/09 we are scheduled to carry approximately 100 block leasehold consultation exercises and issue invoices in excess of £3.5million.
- 7.5 The year 2009/10 will also see a similar volume of consultation exercises and invoices.
- 7.6 The Sub-group is recommended to allocate £19,300 from the contingency fund in 2008/9 and to provide for this in the draft 2009/10 budget.**

**Author: Kevin Turnpenney  
Housing Core Performance Manager**

**Date: 2 May 2008**