

**BUSINESS SUB-GROUP
BARNET HOMES
Wednesday 4 February 2009 at 5.00pm
9th Floor Board Room, Barnet House**

AGENDA

Item No	Item	Status	Author
1	Introductions & Apologies		
2	Minutes and Matters Arising <i>Pages 3-15</i>		
3	Declaration of Interests		
4	Budget Monitor – end December 2008 <i>Pages 16-30</i>	Information	Gary Pliskin, Laura Awosile, Jo Moore
	This report sets out the budgetary position for the company on a year to date basis as at the end of December 2008 and projects the full year figures for 2008/09. It also includes a breakdown of the Legal disbursement costs as requested at the 3 December 2008 meeting.		
5	Budget 2009/10 – Headlines <i>Pages 31-34</i>	Decision	Gary Pliskin/Mike Wiffen
	This report sets out the headline position for the 2008/9 budget, taking account of the consultation carried out, decisions of the Board and the external factors, such as inflation that will influence decision-making.		
6	Review of Repairs – Request for funding from contingency <i>Pages 35-37</i>	Decision	Mandy Dunstan
	This report outlines the case for a contingency sum to be made available to employ Ridge Property and Construction Company for three months to complete two reviews within Asset Management.		
7	Leasehold Service Charges 2009/10 <i>Pages 38-42</i>	Decision	Kevin Turnpenney
	This report advises and seeks approval regarding the proposed increases in service charges for 2009/10.		
8	Review of Risk Registers <i>Pages 43-53</i>	Information	Mike Wiffen
	The report provides an update on the Company's operational risks.		
9	Service Level Agreements Monitor <i>Pages 54-59</i>	Information	Gary Pliskin
	This report updates on the latest position with the Service Level Agreements.		
10	Agenda Planning <i>Page 60</i>	Decision	Mike Wiffen
	Sets out the proposed agenda for the next meeting of the sub group and for the meetings to September 2009.		
11	Any Other Business		
12	Date of Next Meeting – Wednesday 4th March 2009 at 5.00pm, 9th Floor Board Room, Barnet House		

Attendees:	Vi Britchfield	Monroe Palmer, OBE, FCA
	Ingrid Beal	Jane Nelson
	Ian Sharp, Tribal	Mike Wiffen
	Gary Pliskin	Jo Moore
	Chris Wilkins	Kevin Turnpenney

The meeting will commence at **5.00pm, 9th Floor Board Room**, Barnet House. Any Director who wishes to attend as an observer please advise Karen Flood in advance on: Tel: 020 8359 4915
Email: karen.flood@barnethomes.org

**BARNET HOMES BUSINESS SUB-GROUP MEETING
3 DECEMBER 2008
MATTERS ARISING**

ITEM	TITLE	ACTION TAKEN
2 2.2.2	<p>Agree Minutes & Matters Arising Item 2.2.5 Exemption from Contract Procedure Rules – Construction Design and Management, Extension of Contract - Contract extended to September 2009, possibility of extending until end of Decent Homes programme with Mike Wiffen. Action MW</p>	Ongoing
2.2.4 (a)	<p>Item 6.4.2 Agency Staff – Jane Nelson felt that the term 'agency staff' should be revised, for example, to 'agency placements', as the term 'staff' could be interpreted as a more permanent arrangement. Resources Sub-Group to consider. Action VB</p>	Instruction has been issued to relevant staff / report authors.
2.2.6	<p>Item 9.2.3 Health and Safety (Risk 17) Fire Safety – some risk assessments still to be carried out in blocks, Construction Design and Management Company may be able to assist with this task - Health & Safety Co-ordinator is investigating this further. In the meantime the H&S Assistant post is in recruitment. Action CV</p>	Being investigated. Will update verbally.
2.2.8	<p>Item 9.3.2 Sustaining Contact Centre call handling performance (Red) –issue to be picked up as part of the repairs review and contract - Tenders for the review are currently under consideration by the Head of Asset Management. Action CW</p>	Consultant Ridge appointed and review commenced early January 2009.

ITEM	TITLE	ACTION TAKEN
2.2.9	<p>Item 9.3.3 Media Coverage of Barnet Homes (Amber – New Item) – Board to receive a detailed report - this will in future be a standing item on the agenda for Resources Sub-group – starting from 4/12.</p> <p>Action CV</p>	<p>Included in Resources SG on 4/12 and will in future be a standing item.</p>
2.2.10	<p>Item 10.3 Responsive Repairs Administration cost high compared to our peer groups this will be investigated further as part of the repairs review - Tenders for the review are currently under consideration by the Head of Asset Management.</p> <p>Action CW</p>	<p>Consultant Ridge appointed and review commenced early January 2009.</p>
2.2.11	<p>Item 11.2 Delegated Authority - all requests are approved by the Business Sub-Group, it was suggested that the threshold of £10k for officers to approve be investigated - to be considered as part of review of Financial Regulations.</p> <p>Action MW</p>	<p>Ongoing</p>
5.2.3	<p>Chief Executive Office Projecting an overspend of £146k on expenditure at year end, this is mainly due to the £100k staff savings as a result of the central services review. Noted this will be split out to the relevant service areas for next months reporting.</p> <p>Action LA</p>	<p>Completed.</p>
5.2.5 (c)	<p>Housing Services LBB Legal Disbursement Costs - It was agreed that more details on costs would be provided as part of the Budget Monitor report to the next meeting on 7 January 2009.</p> <p>Action GP/LA</p>	<p>Analysis to be sent out to BSG with December management accounts.</p>

ITEM	TITLE	ACTION TAKEN
<p>5.8 5.8.4</p>	<p>Repairs and Maintenance The Sub-Group requested that the spreadsheet be reviewed to include trends and movement on virements. Gary Pliskin and Mike Wiffen to look into this. Action GP/MW</p>	<p>Work has commenced developing new possible presentations for the management accounts.</p>
<p>6. 6.5</p>	<p>Value for Money Jane Nelson commented that a good piece of work had been undertaken and that we should highlight any savings to 2014. Action MW</p>	<p>Value for Money Review report due to next meeting of Sub-Group.</p>

Barnet Homes

Board / Sub Group:	Business Sub-Group
Date:	4 February 2009
Title of Report:	Budget Monitoring 2008/09 – Year to Date to end of December 2008
Purpose of Report:	To consider the company's budgetary position as at the end of December 2008.
Classification: General Release / Exempt (if exempt state relevant ground)	General Release

Report Summary:

This report sets out the budgetary position for the company on a year to date basis as at the end of December 2008 and projects the full year figures for 2008/09. It also includes an analysis of legal expenses incurred to date as requested by the Sub-Group.

Recommendations:

1. That the Sub-group consider and note the report.

Report Author:	Laura Awosile	Date:	26 January 2009
Telephone:	0208 359 4063	Email:	laura.awosile@barnethomes.org

1. Policy context/ Business Aim

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

2. Outline of the issue

2.1 Attached as Appendix 1 are the Revenue Budget monitoring reports for Barnet Homes year to date as at December 2008. As at December 2008, the full year projection is a **Net Loss of £33,987**, an increase of £9,399 from last month's loss figure. This is as a result of the net effect of various factors which is discussed in the individual service area reports.

2.2 This position is before any funds from the budgeted transfer from reserves are utilised. For this financial year, funds from reserves of £103,395 are currently budgeted to be used to fund the company's operations. The full year's current forecast is that £33,987 is currently required from reserves, leaving budgeted reserve funds of £69,408 still available.

2.3 There are notes on the appendix and the corresponding schedules for each Head of Service area.

2.4 Repairs and Maintenance

The overall cost as at December 2008 year to date (YTD) has been accrued to the Saffron orders paid, finished and invoiced as at the end of December 2008. The total repairs cost reported for the year to date is £6.401m, with an overspend of £7,000. This is a reduction of £174,000 from last month as result of actions undertaken to address the costs.

2.5 The main area of the overspend YTD is in responsive repairs (£87,000). This is primarily as a result of standby (£31,000), electrical (£28,000), and jetting (£27,000). Actions taken to address the overspend in responsive repairs are now being reflected in the costs, as the total overspend has been reduced by £80,000 from last month. There has been a continuous reduction in the responsive repairs overspend over the last few months. Total Void YTD costs are currently £49,000 overspent, a decrease of £53,000 from last month. This is primarily as a result of void works being capitalised. Planned Estate Maintenance is currently underspent by £152,000 YTD. However, estate expenditure is expected to increase in the last quarter of the year and this is reflected in the full year projections. Gas costs YTD are currently £49,000 above budget. The full year repairs and maintenance costs have been projected to come in on budget.

2.6 Attached as Appendix 1a is the quarterly schedule of 'Other Costs' for the Sub-Group's consideration.

2.6 **Balance Sheet**

This is attached as Appendix 2.

2.7 The Sub-Group requested an analysis of legal costs incurred following the receipt of a large invoice for disbursements from the Council. This is attached as Appendix 3. Of the disbursements, which totalled £65,000 for the first six months, some £44,000 related to Court applications in respect of rental cases, and £10,000 was in respect of Home Ownership, including one Leasehold Valuation Tribunal (LVT) case. The remainder relate to anti-social behaviour, disrepair and other miscellaneous matters.

2.8 The payments to Judge and Priestley relate to service charge recovery work and one LVT case. Each LVT case is likely to attract costs of up to £10,000 – of the five this year the Council have led on four.

2.9 For all cases incurring costs of over £2,000 we receive more detailed information each month. The Head of Housing Services considers these with his managers as to the worth of continuing with the action, thus ensuring that we do achieve value for money.

3. Tenant & leaseholder implications

3.1 None in context of this report.

4. Equality & Diversity Implications

4.1 None in context of this report.

5. Financial & Risk Management Implications

5.1 See body of report.

6. Other impacts (if applicable)

6.1 None.

7. List of Appendices

7.1 Appendix 1 Budget Monitoring Reports – Total Barnet Homes Ltd

Appendix 1a Other Costs Report – Total Barnet Homes Ltd

Schedule 1 Total Heads of Service

Schedule 2 Financial Services

Schedule 3 Chief Executive Office

Schedule 4 Corporate Services

Schedule 5 Housing Services

Schedule 6 Asset Management

Schedule 7 Repairs and Maintenance

7.2 Appendix 2 Balance Sheet as at 31 December 2008

7.3 Appendix 3 – Analysis of Legal Expenses

Approved by Head of Service:

A handwritten signature in black ink, appearing to read "M. Wilson".

Date:

26 January 2009

BARNET HOMES LIMITED
PROFIT AND LOSS STATEMENT 2008/09

Period: 9
 Year to date as at: 31/12/2008

TOTAL BARNET HOMES LTD

Schedules	December 2008 YTD			Full Year		
	Actual YTD	Budget YTD	Variance (ADV)/FAV	2008/09 Projection	2008/09 Budget	Variance (ADV)/FAV
	£000	£000	£000	£000	£000	£000
Income						
LBB - General Management Fee	14,275	14,191	84	18,921	18,921	(0)
LBB - Repairs and Maintenance Allowance	6,375	6,375	(0)	8,500	8,500	(0)
LBB - Other Fees	650	783	(133)	1,036	1,043	(8)
Rechargeable Works	212		212	283		283
Third Party Income - Grants & Other	72	85	(12)	90	113	(23)
Total Income	21,584	21,433	151	28,829	28,577	252
Expenditure						
Management Costs excl. contingency	1 11,270	11,595	325	15,013	15,460	447
Operational Costs	1 2,816	2,317	(499)	3,617	3,090	(528)
Other Costs	1 968	921	(46)	1,288	1,228	(60)
Depreciation	1 133	133	0	177	177	0
Repairs and Maintenance Costs	7 6,401	6,394	(7)	8,525	8,525	0
Rechargeable Works	212		(212)	283		(283)
Hostels	115	115	(0)	154	154	(0)
Contingency	1 0	148	148	0	197	197
Total Expenditure	21,916	21,623	(293)	29,058	28,831	(227)
Operating Profit/(Loss)	(331)	(190)	(141)	(228)	(253)	25
Third Party Income - bank interest receivable	287	169	118	290	225	65
Corporation Tax Charge Payable	95	56	(38)	96	75	(21)
Net Profit/(Loss)	(139)	(78)	(62)	(34)	(103)	69
Memorandum				£	£	£
08/09 Projected Full Year Net Profit/(Loss)				(33,987)	(103,395)	69,408
08/09 Forecast Transfer from P&L Reserves (currently £103,395 in the latest budget)				33,987	103,395	
08/09 Forecast Surplus/(Deficit) after transfer from Reserves				0	0	

Notes

- As at December 2008 year to date, the full year projection is a **Net Loss of £33,987**. The net loss has increased by £9,399 from last month. The Net Loss position is before any funds from the budgeted transfer from reserves are utilised (£103,395) and includes the present contingency funds of £196,700 which have not been utilised.
- For this financial year, funds from reserves of £103,395 were budgeted to be used to fund the company's operations. The full year projection forecasts that £33,987 will currently be required from reserves, with £69,408 still available.
- The increase in the net loss position is primarily as a result of the net effect of the large value of electricity bills received, which was offset by the increased underspend in the full year projected salary and consultant costs in Finance and Corporate Services respectively.

**BARNET HOMES LIMITED
BUDGET MONITORING REPORT**

Period: 9
Year to date as at: 31/12/2008

BARNET HOMES LIMITED - TOTAL HEADS OF SERVICE

	December 2008 YTD				Full Year		
	Actual YTD	Budget YTD	Variance (ADV)/FAV	% of full year budget	2008/09 Projection	2008/09 Budget	Variance (ADV)/FAV
	£	£	£	%	£	£	£
Income							
LBB	14,924,540	14,973,341	(48,802)	75%	19,948,865	19,964,455	(15,589)
Third Party (includes bank interest)	357,657	253,485	104,172	106%	378,180	337,980	40,200
Total Income	15,282,197	15,226,826	55,370	75%	20,327,046	20,302,435	24,611
Expenditure							
Management Costs							
Salaries and Wages costs	8,357,169	9,754,653	1,397,484	64%	11,147,976	13,006,204	1,858,227
Agency placements	1,246,050	206,150	(1,039,901)	453%	1,657,334	274,866	(1,382,468)
Other Employee Related costs	489,212	443,483	(45,729)	83%	653,482	591,310	(62,172)
Office Accomodation costs	422,224	421,995	(229)	75%	562,965	562,660	(305)
Information Technology	527,209	523,702	(3,506)	76%	699,486	698,270	(1,216)
Consultant costs	228,206	244,913	16,707	70%	291,550	326,550	35,000
Contingency		147,525	147,525			196,700	196,700
Total Management Costs	11,270,070	11,742,420	472,350	72%	15,012,794	15,656,560	643,766
Operational Costs							
Transport costs	138,079	126,540	(11,539)	82%	184,104	168,720	(15,384)
Grounds Maintenance	538,441	540,885	2,444	75%	717,921	721,180	3,259
Estate, Hostel & Warden Services	382,406	351,210	(31,196)	82%	500,113	468,280	(31,833)
Utility Costs	1,085,769	771,645	(314,124)	106%	1,313,892	1,028,860	(285,032)
Tenant Related Costs	221,688	212,663	(9,026)	78%	301,355	283,550	(17,805)
Legal Costs	450,056	314,423	(135,633)	107%	600,074	419,230	(180,844)
Total Operational Costs	2,816,438	2,317,365	(499,073)	91%	3,617,459	3,089,820	(527,639)
Other Costs	967,569	921,312	(46,257)	79%	1,288,092	1,228,416	(59,676)
Depreciation	133,095	133,095	0	75%	177,460	177,460	(0)
Corporation Tax Charge	94,671	56,250	(38,421)	126%	95,700	75,000	(20,700)
Total Expenditure	15,281,843	15,170,442	(111,400)	76%	20,191,505	20,227,256	35,751

Notes

1. The full year projection on income shows that £24,611 will be received above the budget. This is an increase of £10K from last month as a result of the 3 months deposit bank interest received in December.
2. The full year projection on expenditure is an underspend of £35,751 below the total budget, a movement of £19,448 from last month. This position is with the current contingency funds of £196,700 not utilised.
3. The total projected income of £20.327m exceeds the total projected expenditure of £20.192m by approximately £135K. This is the position before any funds from reserves are utilised. £103K has been budgeted for as funds required from reserves to fund the company's operations in this financial year.

BARNET HOMES LIMITED
BUDGET MONITORING REPORT

Period: 9
 Year to date as at: 31/12/2008

FINANCIAL SERVICES

	December 2008 YTD				Full Year		
	Actual YTD	Budget YTD	Variance (ADV)/FAV	% of full year budget	2008/09 Projection	2008/09 Budget	Variance (ADV)/FAV
	£	£	£	%	£	£	£
Income							
LBB	14,305,132	14,220,728	84,405	75%	18,960,969	18,960,970	(0)
Third Party	324,382	206,250	118,132	118%	315,000	275,000	40,000
Total Income	14,629,514	14,426,978	202,537	76%	19,275,969	19,235,970	40,000
Expenditure							
Management Costs							
Salaries and Wages costs	882,413	928,313	45,899	71%	1,184,551	1,237,750	53,199
Agency placements	67,930	61,407	(6,523)	83%	86,507	81,876	(4,631)
Other Employee Related costs	10,500	11,400	900	69%	15,200	15,200	0
Office Accomodation costs	374,573	374,573	0	75%	499,430	499,430	0
Information Technology	525,993	523,702	(2,290)	75%	698,270	698,270	0
Consultant costs	61,673	61,673	0	75%	82,230	82,230	0
Contingency	0	147,525	147,525	0%	0	196,700	196,700
Total Management Costs	1,923,081	2,108,592	185,511	68%	2,566,188	2,811,456	245,268
Operational Costs							
Estate, Hostel & Warden Services	9,475	6,000	(3,475)	118%	8,000	8,000	0
Tenant Related Costs	4,732	3,563	(1,169)	100%	6,309	4,750	(1,559)
Legal Costs	3,750	3,750	0	75%	5,000	5,000	0
Total Operational Costs	17,957	13,313	(4,645)	101%	19,309	17,750	(1,559)
Other Costs							
Depreciation	417,689	408,987	(8,702)	77%	556,919	545,316	(11,603)
Corporation Tax Charge	133,095	133,095	0	75%	177,460	177,460	0
	94,671	56,250	(38,421)	126%	95,700	75,000	(20,700)
Total Expenditure	2,586,494	2,720,237	133,743	71%	3,415,576	3,626,982	211,407

Notes

1. The full year projection on income shows that an extra £40K will be received above the budgeted amount, an increase of £10K from last month. This represents a revision in the full year forecast bank interest receivable as a result of the interest received in December from the 3 months deposit account investment.
2. The expenditure for the full year is showing an underspend of £211,407. The projected underspend is primarily due to contingency funds of £196,700 still available. £80,000 from the salary budget has been transferred to the CEO service area in relation to the central review salary savings which was budgeted for in the CEO area. The full year projection on

BARNET HOMES LIMITED
BUDGET MONITORING REPORT

Period: 9
 Year to date as at: 31/12/2008

CHIEF EXECUTIVE OFFICE

	December 2008 YTD				Full Year		
	Actual YTD	Budget YTD	Variance (ADV)/FAV	% of full year budget	2008/09 Projection	2008/09 Budget	Variance (ADV)/FAV
	£	£	£	%	£	£	£
<u>Income</u>							
Third Party	0	0	0		0	0	0
Total Income	0	0	0		0	0	0
<u>Expenditure</u>							
<u>Management Costs</u>							
Salaries and Wages costs	171,039	156,465	(14,574)	82%	225,136	208,620	(16,516)
Other Employee Related costs	0	713	713	0%	0	950	950
Consultant costs	0	0	0		0	0	0
Total Management Costs	171,039	157,178	(13,861)	82%	225,136	209,570	(15,566)
<u>Operational Costs</u>							
Estate, Hostel & Warden Services	27	0	(27)		36	0	(36)
Total Operational Costs	27	0	(27)		36	0	(36)
Other Costs	949	2,153	1,204	33%	1,265	2,870	1,605
Total Expenditure	172,014	159,330	(12,684)	81%	226,436	212,440	(13,996)

Notes

1. The full year projection on expenditure is showing an overspend of £13,996, a decrease of £78,696 from last month. The reduction is mainly as a result of the salary budget being increased by £80,000 to take account of the central salary savings budgeted for in this service area.

BARNET HOMES LIMITED
BUDGET MONITORING REPORT

Period: 9

Year to date as at: 31/12/2008

CORPORATE SERVICES

	December 2008 YTD				Full Year		
	Actual YTD	Budget YTD	Variance (ADV)/FAV	% of full year budget	2008/09 Projection	2008/09 Budget	Variance (ADV)/FAV
	£	£	£	%	£	£	£
Income							
LBB	91	0	91		91	0	91
Third Party	2,420	1,710	710	106%	2,420	2,280	140
Total Income	2,511	1,710	801	110%	2,511	2,280	231
Expenditure							
Management Costs							
Salaries and Wages costs	831,954	929,415	97,461	67%	1,102,250	1,239,220	136,970
Agency placements	98,246	36,938	(61,308)	199%	130,994	49,250	(81,744)
Other Employee Related costs	150,919	131,160	(19,759)	86%	201,226	174,880	(26,346)
Office Accomodation costs	1,123	0	(1,123)		1,497	0	(1,497)
Information Technology	150	0	(150)		150	0	(150)
Consultant costs	66,990	93,240	26,250	54%	89,320	124,320	35,000
Total Management Costs	1,149,381	1,190,752	41,371	72%	1,525,437	1,587,670	62,233
Operational Costs							
Transport costs	4,613	4,613	0	75%	6,150	6,150	0
Estate, Hostel & Warden Services	11,672	12,326	(654)	71%	16,435	16,435	(0)
Tenant Related Costs	78,456	86,738	8,282	68%	115,650	115,650	0
Legal Costs	32,198	32,198	0	75%	42,930	42,930	0
Total Operational Costs	126,938	135,874	8,936	70%	181,165	181,165	0
Other Costs	256,704	256,403	(302)	75%	342,272	341,870	(402)
Total Expenditure	1,533,024	1,583,029	50,005	73%	2,048,874	2,110,705	61,831

Notes

1. The projected full year income is £2,511, being miscellaneous other fees for fire warden training and grants received from Decent Homes Partners for the summer holiday scheme.
2. The full year projection on expenditure is an underspend of £61,831, an increase of £20,879 from last month. This increase is primarily as a result of the consultants' costs projected underspend increasing by £20K this month. The consultants' budget in relation to the Barnet House move is expected to be utilised in year 09/10.

BARNET HOMES LIMITED
BUDGET MONITORING REPORT

Period: 9
 Year to date as at: 31/12/2008

HOUSING SERVICES

	December 2008 YTD				Full Year		
	Actual YTD	Budget YTD	Variance (ADV)/FAV	% of full year budget	2008/09 Projection	2008/09 Budget	Variance (ADV)/FAV
	£	£	£	%	£	£	£
Income							
LBB	142,812	281,696	(138,885)	38%	359,915	375,595	(15,680)
Third Party	17,795	35,775	(17,980)	37%	47,700	47,700	0
Total Income	160,607	317,471	(156,865)	38%	407,615	423,295	(15,680)
Expenditure							
Management Costs							
Salaries and Wages costs	4,942,557	5,795,797	853,240	64%	6,590,075	7,727,729	1,137,653
Agency placements	610,404	65,805	(544,599)	696%	813,872	87,740	(726,132)
Other Employee Related costs	314,559	298,268	(16,292)	79%	419,412	397,690	(21,722)
Office Accomodation costs	11,931	12,825	894	70%	15,908	17,100	1,192
Information Technology	1,066	0	(1,066)		1,066	0	(1,066)
Consultant costs	37,500	37,500	0	75%	50,000	50,000	0
Total Management Costs	5,918,016	6,210,194	292,178	71%	7,890,333	8,280,259	389,926
Operational Costs							
Transport costs	133,466	121,928	(11,538)	82%	177,954	162,570	(15,384)
Grounds Maintenance	538,441	540,885	2,444	75%	717,921	721,180	3,259
Estate, Hostel & Warden Services	224,857	224,036	(821)	75%	299,810	298,715	(1,095)
Utility Costs	737,461	422,438	(315,024)	131%	848,282	563,250	(285,032)
Tenant Related Costs	124,797	110,363	(14,434)	85%	163,396	147,150	(16,246)
Legal Costs	388,358	247,725	(140,633)	118%	517,811	330,300	(187,511)
Total Operational Costs	2,147,380	1,667,374	(480,006)	97%	2,725,174	2,223,165	(502,009)
Other Costs	258,723	225,000	(33,723)	86%	344,964	300,000	(44,964)
Total Expenditure	8,324,119	8,102,568	(221,552)	77%	10,960,471	10,803,424	(157,047)

Notes

1. The full year projection on income is currently £16K less than the budgeted income, the same as last month. Supporting people income of £188K has being accrued to budget in the full year's projection.
2. The full year projection on expenditure is forecast to have an overspend of £157,047, an increase of £94,870 from last month. Electricity and Gas invoices processed in December were higher than anticipated, which primarily accounted for the large increase in the overspend. £12K redundancy costs were paid to two employees in December. The full year legal services costs have increased by £17K, which has been offset by a reduction in accruals in other areas where costs are likely to be lower. The £16K overspend in tenant related cost relates to ex gratia payments made to tenants as a result of the Garth House Fire and the repair fault in Elmhurst Crescent, East Finchley.

BARNET HOMES LIMITED
BUDGET MONITORING REPORT

Period: 9
 Year to date as at: 31/12/2008

ASSET MANAGEMENT

	December 2008 YTD				Full Year		
	Actual YTD	Budget YTD	Variance (ADV)/FAV	% of full year budget	2008/09 Projection	2008/09 Budget	Variance (ADV)/FAV
	£	£	£	%	£	£	£
Income							
LBB	476,505	470,918	5,587	76%	627,890	627,890	0
Third Party	13,060	9,750	3,310	100%	13,060	13,000	60
Total Income	489,565	480,668	8,897	76%	640,950	640,890	(60)
Expenditure							
Management Costs							
Salaries and Wages costs	1,529,207	1,944,664	415,456	59%	2,045,965	2,592,885	546,920
Agency placements	469,471	42,000	(427,471)	838%	625,961	56,000	(569,961)
Other Employee Related costs	13,233	1,943	(11,291)	511%	17,644	2,590	(15,054)
Office Accomodation costs - GP Rates	34,598	34,598	0	75%	46,130	46,130	0
Consultant costs	62,043	52,500	9,543	89%	70,000	70,000	0
Total Management Costs	2,108,552	2,075,704	(32,848)	76%	2,805,701	2,767,605	(38,096)
Operational Costs							
Estate, Hostel & Warden Services	136,374	108,848	(27,527)	94%	175,832	145,130	(30,702)
Utility Costs - GP Boiler House	348,308	349,208	900	75%	465,610	465,610	0
Tenant Related Costs	13,704	12,000	(1,704)	86%	16,000	16,000	(0)
Legal Costs	25,750	30,750	5,000	63%	34,333	41,000	6,667
Total Operational Costs	524,135	500,805	(23,330)	78%	691,776	667,740	(24,036)
Other Costs							
	33,504	28,770	(4,734)	87%	42,672	38,360	(4,312)
Total Expenditure	2,666,191	2,605,279	(60,913)	77%	3,540,149	3,473,705	(66,444)

Notes

1. The projected full year income is forecast to come in on budget at £641K, the same as last month.
2. The full year projection on expenditure is an overspend of £66,444, a decrease of £15,403 from last month
 This improvement is mainly as a result of an increase in the Call Centre agency placement budget by £20K, being a virement from Corporate Services.
3. The overspend in the other employee related costs is mainly due to the car lump sum and mileage costs.

BARNET HOMES LIMITED
QUARTERLY REPORT ON OTHER COSTS CATEGORY

Appendix 1A

Period: 9
 Year to date as at: 31/12/2008

TOTAL BARNET HOMES LTD - OTHER COSTS REPORT

Schedules	December 2008 YTD			Full Year		
	Actual YTD	Budget YTD	Variance (ADV)/FAV	2008/09 Projection	2008/09 Budget	Variance (ADV)/FAV
	£	£	£	£	£	£
<u>Other Costs</u>						
Insurance costs	204,638	205,605	967	274,136	274,140	4
Miscellaneous Expenses	49,400	39,278	(10,122)	65,586	52,370	(13,216)
Printing & Stationery costs	129,074	121,196	(7,878)	172,099	161,595	(10,504)
SLA costs	122,455	132,431	9,976	163,274	176,575	13,301
Equipment & Material costs	137,019	133,298	(3,721)	182,692	177,730	(4,962)
Travelling costs	10,309	398	(9,912)	13,746	530	(13,216)
Telephone costs	70,462	63,578	(6,884)	93,949	84,770	(9,179)
Bank Interest & Charges	80,568	80,565	(3)	107,420	107,420	0
External & Internal Audit Fees	53,063	53,063	0	70,750	70,750	0
Postage costs	59,673	42,068	(17,605)	79,564	56,090	(23,474)
Photocopier costs	10,149	13,118	2,969	13,532	17,490	3,958
Food & Subsistence costs	7,108	3,825	(3,283)	7,977	5,100	(2,877)
Corporate Subscriptions	22,998	21,330	(1,668)	30,664	28,440	(2,224)
Grant Payments	2,269	3,848	1,579	3,025	5,130	2,105
Books & Publications	2,508	1,868	(641)	2,490	2,490	(0)
Conference Expenses	3,544	2,310	(1,234)	3,080	3,080	(0)
General Office Expenses	2,333	3,537	1,204	4,110	4,716	606
Total Other Costs	967,569	921,312	(46,257)	1,288,092	1,228,416	(59,676)

Notes

1. The full year projection on expenditure is forecasting an overspend of £59,676. This is primarily due to a number of areas namely postage, miscellaneous expenses, printing, travelling and telephone costs.

**BARNET HOMES LIMITED
REPAIRS AND MAINTENANCE**

DECEMBER 2008 YTD

PERIOD 9

SUMMARY REPORT

	DECEMBER 2008 YTD			FULL YEAR			
	YTD Actual	YTD Budget	Variance (ADV)/FAV	2008/09 Projection	2008/09 Budget	Variance (ADV)/FAV	2007/08 Actual
	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<u>EXPENDITURE</u>							
<i>Direct Costs</i>							
Total Responsive Repairs	2,682	2,595	(87)	3,576	3,460	(116)	3,923
Total Planned Repairs/Works	499	480	(19)	666	640	(26)	755
Total Cyclical Works	469	533	63	626	710	84	608
Total Planned Estate Maintenance	516	668	152	764	890	126	559
Total Void Works	949	900	(49)	1,200	1,200	0	1,252
Total Gas Repairs/Works	1,232	1,200	(32)	1,630	1,600	(30)	1,426
Total Direct Cost	6,347	6,375	28	8,461	8,500	39	8,523
<i>Indirect Cost</i>							
Other Costs	54	19	(36)	63	25	(39)	75
Total Indirect Cost	54	19	(36)	63	25	(39)	75
Total Repair Costs	6,401	6,394	(7)	8,525	8,525	0	8,597

Notes

1. Responsive repairs overspend reduced by £80K to £87K as a result of actions undertaken to address the overspend. The main areas of overspend in responsive repairs are Standby (£31K), Electrical (£28K), and Jetting (£27K). Current Void overspend has reduced by £53K to £49K in December which mainly is as a result of a reduction in Void Works overspend (£41K). Total Gas costs have an overspend of £32K, which is attributed to seasonal variation in the Winter months.
2. The current year to date position is £7K overspent , and the full year overall repairs & maintenance costs have been projected to come in on budget.
3. All commitments with finished and invoiced status have been accrued.

BARNET HOMES LTD
BALANCE SHEET
AS AT 31 DECEMBER 2008

APPENDIX 2

Note	At 31 Dec 2008	At 31 Dec 2008	At 31 Dec 2008	AT 31 March 2008	Movement
	£	£	£	£	£
Fixed assets					
Tangible fixed assets					
Fixtures, Fittings & Equipment		109,047		137,644	
Vehicles, Plant & Machinery		23,668		26,262	
Computer Equipment		140,093		187,336	
			272,808	351,242	(78,434)
Investments					
Loan to LAPN			39,086	39,086	0
			311,894	390,328	(78,434)
Current assets					
Stock		52,220		0	
Trade debtors		29,049		21,154	
Amounts owed by Parent Undertaking		498,473		3,566,609	
VAT		0		44,065	
Other debtors		2,378		6,960	
Prepayments and accrued income TP		96,829		304,389	
Net cash at bank and in hand					
Cash & imprest bank a/c's	1,856			2,482	
Bank Current a/c	(653,211)			(418,197)	
Bank Deposit a/c	7,909,698			123,234	
Overnight Treasury Deposit	0			4,900,000	
Weekly Treasury Deposit	0			0	
Monthly Treasury Deposit	5,000,000			2,500,000	
		12,258,343			
			12,937,292	11,050,696	1,886,596
Current liabilities					
Trade creditors		(1,961,582)		(4,905,959)	
Amounts owed to Parent Undertaking		(7,746,420)		(1,942,345)	
VAT		(51,211)		0	
Corporation tax		0		(136,264)	
Other Taxation and Social Security		(227,356)		(224,576)	
Accruals and Deferred Income (TP)		(1,698,928)		(2,532,819)	
Other creditors		(5,214)		(1,405)	
			(11,690,711)	(9,743,368)	(1,947,343)
Net current assets/ (liabilities)			1,246,581	1,307,328	(60,747)
Total assets less current liabilities			1,558,475	1,697,656	(139,181)
Long-term liabilities					
Provisions for liabilities		(131,292)		(131,292)	
FRS17 Pension Deficit		(5,857,000)		(5,857,000)	
			(5,988,292)		
Net (Liabilities)/Assets			(4,429,817)	(4,290,636)	(139,181)
Capital and Reserves					
Profit and Loss Account			(4,429,817)	(4,290,636)	(139,181)

NOTES TO THE BALANCE SHEET

BARNET HOMES LTD
ANALYSIS OF LEGAL EXPENSES
FOR THE NINE MONTHS FROM 1 APRIL 2008 TO 31 DECEMBER 2008

	FINANCE £	CORPORATE SERVICES £	HOUSING SERVICES £	ASSET MANAGEMENT £	Grand Total £
London Borough of Barnet	3,750	18,190	293,442	18,217	333,599
Judge & Priestley			88,080		88,080
Veale Wasborough Lawyers		12,208			12,208
Trowers & Hamlins		5,819			5,819
Rawal & Co Solicitors			3,083		3,083
Wragge & Co				2,045	2,045
Reynolds Porter Chamberlain		1,250			1,250
Other suppliers	0	(5,269)	3,754	5,488	3,973
Grand Total	<u>3,750</u>	<u>32,198</u>	<u>388,358</u>	<u>25,750</u>	<u>450,056</u>

Barnet Homes

Board / Sub Group:	Business
Date:	4 February 2009
Title of Report:	Budget Headlines 2009/10
Purpose of Report:	
Classification: General Release / Exempt (if exempt state relevant ground)	General Release

Report Summary:
The report sets out the headline position for the 2008/9 budget, taking account of the consultation carried out, decisions of the Board and the external factors, such as inflation that will influence decision-making.

Recommendations:
<ol style="list-style-type: none"> 1. That the Sub-Group agree that the detailed budget be drawn up on the basis outlined in the report. 2. That the Sub-Group agree to the use of reserves to support the 2008/9 budget and confirms the amount to be so utilised. 3. That the budget headlines be presented to the Resident Involvement Hub at its February meeting.

Report Author:	Mike Wiffen, Head of Financial Services	Date:	28 January 2009
Telephone:	020 8359 4153	Email:	mike.wiffen@barnethomes.org

1. Policy context/ Business Aim

1.1 Forward financial and business planning are essential in meeting the business aims of the Company.

2. Outline of the issue

2.1 The Board on 16 January 2009 received reports that summarised the results of consultation and the housing subsidy settlement from the Department for Communities and Local Government.

2.2 The subsidy settlement led to further resources being withdrawn from the housing revenue account (HRA), and the Council had requested that we make 5% efficiencies in the management fee. The net increase in management fee and other income from the Council will be only £33,000 (0.11%) to ensure a balanced HRA.

2.3 The budget has been drawn up in line with the priorities expressed by residents and the Board, and as far as possible front-line services have been protected.

2.4 Appendix 1 to this report sets out the budget headlines to be considered. It shows the 2008/9 base for both expenditure and income, cost increases, developments, savings and efficiencies and increased income. A key assumption is that the pay award from April 2009 will be set at 2.5%. All budgets have been scrutinised in detail, and have been tightly set. Only a limited amount of inflation has been allowed for non-pay budgets, with many set at 2008/9 cash levels or lower. Nonetheless, there is at this point a shortfall of £157,000 identified. The employer's contribution to the pension fund increases to 26.5% in 2009/10, and will increase further to 27.8% in 2010/11. A contingency has again been provided and this has been increased by £50,000 to £300,000. The Innovations Fund of £50,000 is also retained.

2.5 A limited number of developments are provided for. We are required to provide energy performance certificates for each new letting and a budget of £44,000 is proposed, in line with the subsidy allowance made by government. New business and other income will become increasingly important to us and provision is made for the recruitment of a specialist post. It is envisaged that over time this will become self-financing. Provision is also made for a part-year effect of remuneration of Board Members.

2.6 The anticipated position on the Company's reserves at 31 March 2009 is as follows:-

	£'000
Balance at 31 March 2008 (excluding FRS17 liability)	1,567
<u>Less</u>	
Estimated use of reserves 2007/8	<u>34</u>
Estimated balance at 31 March 2008	<u>1,533</u>

- 2.7 As described above the draft budget figures at present show a small deficit of £157,000 which requires further efficiencies to be identified.
- 2.8 Proposals for the company's capital expenditure will be brought to the next meeting of the Sub-Group with the detailed budget.
- 2.9 The level of the management fee and repairs and maintenance budgets will need to be agreed by the Council at its meeting on 3 March 2009.
- 2.10 It is proposed that the budget headlines be presented to the meeting of the Resident Involvement Hub later this month.
- 3. Tenant & leaseholder implications**
- 3.1 Consultation with residents is an important part of the budget process and the outcomes are taken into account in the proposals set out in this report.
- 4. Equality & Diversity Implications**
- 4.1 None in the context of this report.
- 5. Financial & Risk Management Implications**
- 5.1 As set out in the body of the report and the appendix.
- 6. Other impacts (if applicable)**
- 6.1 None
- 7. List of Appendices**
- 7.1 Appendix 1 – Budget Headlines 2009/10.

Approved by Head of Service:



Date:

28 January 2009

BARNET HOMES LIMITED BUDGET HEADLINES 2009/10

APPENDIX 1

	£'000	£'000
Base Budget 2008/9 - Expenditure (incl Repairs)		28,735
Base Adjustments		
Removal of one-off costs 2008/9	(95)	
Pension and early retirement provisions	<u>(240)</u>	(335)
Cost increases/(decreases)		
Employee costs - pay and pension increases	501	
Non-pay inflation	617	
Increased requirement for legal costs	125	
Increase in contingency provision	50	
Reduction in depreciation requirement	(35)	
Delete corporation tax budget	<u>(75)</u>	1,183
Proposed Developments		
Energy Performance Certificates	44	
New Business and Grants Officer	30	
Leasehold services - new handbook and support for major works	35	
Board remuneration	<u>18</u>	127
Proposed Efficiencies		
VFM review of caretaking	(60)	
VFM review neighbourhoods and rental income team	(113)	
Improved processes rental income team	(24)	
Sheltered Housing - review of requirements	(100)	
Cash-limit certain non-staffing budgets	(85)	
Review management of regeneration estates	(20)	
Review Customer Care SLA and Freephone	(25)	
Delete Performance Manager post	(41)	
Delete senior management post Asset Management	(60)	
Delete senior management post Financial Services	(55)	
Resident involvement	(10)	
Control Team reduction in external agency costs	<u>(32)</u>	(625)
Proposed Reductions		
New Repairs Policy	(316)	
Reduced administration Home Ownership Services	(30)	
ASB - reduce provision for Neighbourhood Warden scheme	(23)	
Ex-gratia payments	(16)	
Reduction in Trees and estates budgets	<u>(30)</u>	(415)
Efficiencies to be determined		(157)
		<u><u>28,513</u></u>
Base Budget 2008/9 - Income		(28,735)
Base Adjustments		
Remove planned use of reserves 2008/9	<u>100</u>	100
Increased Income		
Income from new business	(20)	
Management Fee and other income from LBB	<u>(33)</u>	(53)
Reduced Income		
Delete bank interest budget	<u>225</u>	225
Use of Reserves		(50)
		<u><u>(28,513)</u></u>

**Item No:
Barnet Homes**

6

Board / Sub Group:	Business Sub Group
Date:	4 February 2009
Title of Report:	Request for contingency allowance- Asset Management
Purpose of Report:	To request £40,000 contingency in 08/09 to support the procurement of Ridge Property and Construction Company to deliver a commercial and operational review of the Connaught repairs and maintenance contract and the function of the generic Barnet Homes Call Centre.
Classification: General Release / Exempt (if exempt state relevant ground)	General Release

Report Summary:

This report outlines the case for a contingency sum to be made available to employ Ridge Property and Construction Company for three months. The purpose of the commission is to:

- (a) Complete a thorough review of the repairs and maintenance contract with Connaught PLC and make recommendations for improvement operationally and commercially.
- (b) Complete a thorough review of the Barnet Homes Customer Contact Centre and make recommendations for improvement operationally and commercially.

Recommendations:

1. That the Board/Sub-group considers and approves the allocation of £40,000 from the contingency provision in 2008/09.

Report Author:	Mandy Dunstan	Date:	13 January 2009
Telephone:	020 8359 5202	Email:	Mandy.dunstan@barnethomes.org

Policy context/ Business Aim

1.1 Barnet Homes' mission statement undertakes to "achieve excellence by delivering high quality and improving services to all residents". The management of the Repairs and Maintenance Service and the clienting of the Connaughts contract is a key business target.

2. Outline of the issue

2.1 The TPC2005 Contract is a standard form of Term Partnering Contract, which uses the ideas from the PPC2000 ACA (Association of Consultant Architects) Standard Form of Contract for Project Partnering and applies these to create a single multi-party contract that provides the foundation and route map to term partnering.

2.2 The total value of the contract is £35,000,000 based on an annual spend in the region of £7,000,000 per year. There is an option to extend the contract for a further period of five years.

2.3 We have successfully delivered an eighteen months bedding-in process. Operational activities have stabilised and performance on delivery is improving.

2.4 Within the terms of the contract a 2 year review date was set for Connaught to re-assess their tender in relation to the Schedule of Rates (SOR) and overheads and preliminaries - this will be completed for April 2009.

2.5 To support this review Barnet Homes has timetabled a similar exercise in-house to look at in terms of forward planning a three pronged approach to review the future delivery options for the repairs and maintenance contract post 2010:

- (a) Revert back to traditional client resourcing
- (b) Move forward in our partnering arrangements to open book accounting
- (c) Am possible exit strategy from partnering with future delivery options

2.6 A tender exercise was completed in November 2008 using the Barnet Homes contract procedure rules. An invitation to tender was sent to the following companies:

- (a) Ridge Property and Construction Consultants
- (b) Chelsfield Associates Ltd
- (c) Ark Consultancy

Each organisation was asked to cost for a combined review and an independent review. All submissions gave overall confidence on their

ability to project plan and resource the review. The tender was awarded to Ridge Construction and Property Consultants on costs at a price of £32,450.

- 2.7 We have requested a further sum of £7,550 to support the in house preparation and validation of audit information to support the review, It has been recognised due to in house skills gaps and the impact of extra work above the normal operational expectation we will have to compensate with staff overtime.

3. Tenant & leaseholder implications

- 3.1 The Communities for Local Government recently published a paper on what they believe to be groundbreaking service improvement for delivering a step improvement in Housing service delivery
- 3.2 Lean thinking provides a way to do more with less, while coming closer to providing customers or users with exactly what they want.
- 3.3 It focuses on creating value and capacity rather than eliminating jobs in the name of efficiency. The methodology eliminates waste while improving performance and quality as flow and capacity increase.
- 3.2 We have adopted the main principles of lean in these reviews to ensure that the outcome supports our service improvement targets to improve customer satisfaction.

4. Equality & Diversity Implications

- 4.1 None in the context of this report.

5. Financial & Risk Management Implications

- 5.1 The recruitment of a resource to manage this project will take the Asset Management central budget over establishment; therefore a contingency sum is needed.
- 5.2 This work is also in support of our business aims to reduce our revenue costs year on year to support VFM and the general organisational risks related to the reduction in the HRA.

6. Other impacts (if applicable)

- 6.1 None

7. List of Appendices

- 7.1 None

Approved by Head of Service:



Date:

28 January 2009

Item No:
Barnet Homes

7

Board / Sub Group:	Business Sub Group
Date:	4 February 2009
Title of Report:	Leasehold Service Charges 2009/10
Purpose of Report:	This report advises and seeks approval regarding the proposed increases in service charges for 2009/10
Classification: General Release / Exempt (if exempt state relevant ground)	General Release

Report Summary:

This report advises the Business Sub Group on the proposed increase in service charge estimates for the year 2009/10.

It should be noted that this is the second year this matter has been reported to the Sub Group and follows a recommendation made by the internal auditors following their audit of Leasehold Management in April 2007.

Recommendations:

That the Sub Group note this report

That the Sub Group approve and agree the recommendations outlined at sections 2.10 to 2.12 of the report

Report Author:	Kevin Turnpenney	Date:	26 January 2009
Telephone:	020 8359 5300	Email:	Kevin.turnpenney@barnethomes.org

1. Policy context/ Business Aim

- 1.1** Barnet Homes' mission statement undertakes to "achieve excellence by delivering high quality and improving services to all residents". The estimated billing and collection of service charges is a core housing management activity.

2 Outline of the issue

- 2.1** Every late February / late March we issue over 3,500 leaseholders with a service charge bill setting out what we believe to be the estimated costs for the year ahead.

- 2.2** The bills themselves are broken down into several elements, these being:-

- (a) estate costs – this is broken down into estate maintenance/repair and grounds maintenance.
- (b) block costs – this is broken down into block maintenance/repair, lift maintenance/ repairs and caretaking costs.
- (c) block lighting – communal lighting to stairs etc
- (d) block heating – this only applies to a small % of leaseholders often where the heating to their flat is provided by a District Heating system
- (e) Management costs – this is the direct costs of the Home Ownership staff providing the service, other staff whose work involves services to leaseholders and other indirect costs such as IT systems, legal fees etc. The management fee for leaseholders is currently made up of a fixed part (£107) and a variable part (23.7% of the total charges (a) to (d) above). Grahame Park freeholders pay a management fee of £25 only.
- (f) insurance – the cost of the building insurance and cover for the communal areas and structure.
- (g) ground rent – a fixed fee of £10 per year.

- 2.3** Historically the bills issued have been based on an average of the previous 2 to 3 years' actual bills.

- 2.4** Unfortunately it is not possible to tailor any increase in the estimated bills to each and every block as our expenditure is not ring-fenced to individual blocks and/or estates. However when applying an increase

in charges across the 3,500 leaseholder properties we do try and make adjustments to bills where we believe there to be a significant discrepancy between the estimate and reality.

- 2.5 Within 6 months of the accounts closing for a financial year we are required to issue leaseholders with an actual bill for that year. For example leaseholders issued in March 2006 with an estimated bill for the financial year 2006/07 received their actual bill in September 2007.
- 2.6 Whilst every effort is made to accurately estimate bills it is difficult in view of the fact that it is impossible to predict what responsive repairs work is likely to take place on a specific estate within the next 12 months. For example, we may increase estimated bills by an average of 3% but there could be a 20% increase in the repair works undertaken to a specific estate. This would lead to an increased actual bill for leaseholders living on that estate.
- 2.7 Prior to 2006 there were significant negative adjustments applied to leaseholder accounts. One of these adjustments related primarily to additional repairs expenditure in the run up to the 2004 Inspection, whilst another related to a lengthy backdated pay increase for caretakers following the introduction of the single status pay agreement.
- 2.8 There is a threefold effect of sizeable negative adjustments. Firstly most leaseholders receive another actual bill on top of their original estimated bill. Secondly a negative adjustment results in an increased volume of complaints/queries and also affects our performance collecting service charge arrears as can be demonstrated by Appendix A.
- 2.9 Over the last two years we have tried to more accurately estimate. This resulted in 2006/07 seeing a sizeable positive adjustment, with 2007/08 showing a more reasonable positive adjustment to leaseholder accounts. This resulted in the majority of leaseholders receiving a credit. In turn this resulted in a reduction in the volume of complaints received and has positively helped with our service charge collection performance.
- 2.10 Following discussions between officers within Barnet Homes and having sought the views of the Panel it is proposed to:-
 - (a) increase the charges for estate/block repairs, caretaking, lift maintenance and grounds maintenance by 3%, the RPI for the year to December 2008 being 3 %;

- (b) increase the charges for block heating and estate/block lighting by 5%.
- (c) increase the charges for Insurance in line with the recommendation made by the Council's insurers Zurich. It is anticipated that this increase will be no more than 3.5%.

2.11 The management fee is presently a fixed £107 per annum, plus 23.7% of costs (excluding heating and insurance) over £50. It is proposed that this be increased by £6 to £113, with the additional percentage remaining unchanged. This increase is necessary to cover all costs associated with the administration of leaseholder services are recovered, which in 2009/10 will also include the reprint and reissue of a revised handbook to all leaseholders. It should be noted that this increase will need to be agreed by the Council.

2.12 The administration charge for capital works is currently 15% for the first £1,000, plus 4.6% on costs above £1,000. It is proposed to increase the percentages to 16% and 5.6% respectively. This is to recover additional costs being incurred in relation to major works schemes.

3. Tenant & leaseholder implications

3.1 Officers sought the views of the members of the Leasehold Partnership Panel at their January meeting on 27 January 2009 regarding the proposed increases outlined in section 2.10 (a) of the report. A verbal report will be given at the Sub Group meeting regarding the observations of the panel.

3.2 It was not possible to discuss the proposals in Paras 2.10 (b) (c). 2.11 and 2.12 as they were not available.

4. Equality & Diversity Implications

4.1 There are no specific equalities issues relevant to this paper.

5. Financial & Risk Management Implications

5.1 The lease requires that we issue an estimated service charge bill before the 31st March for the new financial year. It is our normal practice to issue this towards the latter part of February/ early March. It is good financial practice to issue estimates as this assists the council's cash flow. Not issuing estimates would mean that we were constantly recovering costs long after the expenditure had been incurred.

5.2 The failure to either issue the bill on time can clearly impact on our ability to collect the service charge due.

5.3 Failure to accurately estimate the bill results in leaseholders either receiving a further bill seeking additional monies when the actual costs are known or receiving a credit because of an over-estimate.

6. Other impacts (if applicable)

6.1 None

7. List of Appendices

7.1 None

Approved by Head of Financial Services



Date:

29 January 2009

Barnet Homes

Board / Sub Group:	Business Sub-Group
Date:	4 February 2009
Title of Report:	Review of Risk Registers
Purpose of Report:	To provide an update to the Sub Group on the Company's risk registers.
Classification: General Release / Exempt (if exempt state relevant ground)	General

Report Summary:

The report provides an update on the Company's operational risks.

Recommendations:

1. That the Sub-Group review the registers and comment accordingly.

Report Author:	Mike Wiffen	Date:	28 January 2009
Telephone:	0208 359 4153	Email:	mike.wiffen@barnethomes.org

1. Policy context/ Business Aim

1.1 Good corporate practice suggests that Directors and Officers should be aware of the risks that their business faces, and should ensure that appropriate controls are in place to mitigate those risks.

2. Outline of the issue

2.1 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.

2.2 The operational risks are also shown for your attention (see Appendix 1). The number of red and ambers remains at 16, but three items, 'Recruitment and retention of skilled Board Members, Control Environment and Inspection Action Plan Delivery' have moved to green. There are a number of new items in Corporate Services in relation to satisfaction and complaints, all showing as amber, and two new items in Housing Services relating to Community Tension and the Credit Crunch, although at present these are shown with a green light.

2.3 The strategic register will be brought to the next meeting of the Sub-Group.

2.4 The Sub Group is invited to comment on the content.

3. Tenant & leaseholder implications

3.1 Covered within the Appendices.

4. Equality & Diversity Implications

4.1 Covered within the Appendices.

5. Financial & Risk Management Implications

5.1 Covered within the Appendices.

6. Other impacts (if applicable)

6.1 Covered within the Appendices.

7. List of Appendices

7.1 Appendix 1 is a detailed list of operational risks.

Approved by Head of Service:



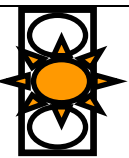

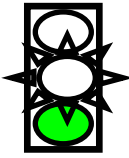

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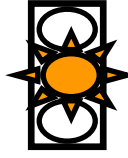
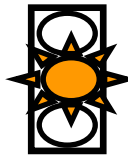
28 January 2009

Service: Barnet Homes	Barnet Homes Business Sub-Group
Risk Management Register	Date: 4 February 2009

BARNET HOMES: OUR BUSINESS AIMS (BA)

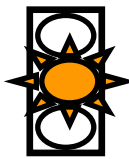
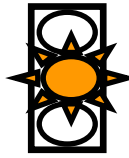
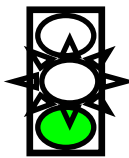
1. To provide excellent services driven by customer involvement
2. To bring all homes up to decent homes plus standard by 2010
3. To provide services that meet the needs of all our diverse and vulnerable customers
4. Through partnership develop safe sustainable and cohesive communities
5. To develop 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

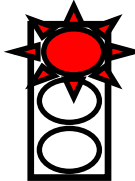
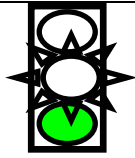
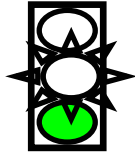
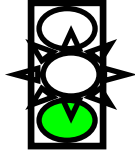
Ref	Vulnerability	Trigger	Consequence	Rating					Further Action
				Likelihood	Impact	Value	Traffic Light	Change	
	Corporate Services								
C1	Sickness	<ul style="list-style-type: none"> ▪ High levels of sickness absence 	<ul style="list-style-type: none"> ▪ Adverse effects on staff morale ▪ Inefficient service ▪ Additional costs to Company 	UNL 0.3	SEV £300k	£90k			Target for 08/09 is 7 days and is tracking at a projected 9.9 days at 15 November. New Occupational Health contract in place from 01/07/08. New attendance management policy in place. Regular review of staff reaching trigger points and also performance reporting to RSG.
C2	Recruitment and retention of skilled Board Members	<ul style="list-style-type: none"> ▪ Resignations 	<ul style="list-style-type: none"> ▪ Inability to attract response to advert ▪ increased workload for remaining Board ▪ Unbalanced Board 	UNL 0.1	MOD £100k	£10k			Currently 1 vacancy (Council nominee which the Council does not intend to replace pending review of the board's size) and 1 further independent vacancy. Recruitment of another independent completed in January and will be referred to LBB for approval.

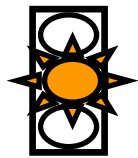
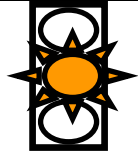
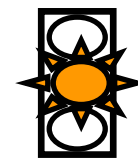
Ref	Vulnerability	Trigger	Consequence	Rating					Further Action
				Likelihood	Impact	Value	Traffic Light	Change	
C4	Provision of effective support services	<ul style="list-style-type: none"> Support services not meeting corporate priorities effectively 	<ul style="list-style-type: none"> Duplication of effort/resources Inconsistencies in performance management Missed communications opportunities Increased pressure on other staff 	LIK 0.5	MOD £200k	£100k		↔	VfM central services has completed. New structure is being implemented. All senior appts have now made. Complaints and surveys transferred to Corp Services on 20/11. To ensure no adverse impact on complaints J Nelson will continue to oversee complaints with D Thomas until March 2009. BP Manager vacancy has arisen and the development of the Business Plan for 2009/10 is being covered on an interim basis through additional support from the Comms Team. This will be reported further to the RS-G in February.
C5	Office Accommodation	<ul style="list-style-type: none"> Uncertainties over LBB's strategy for Barnet House 	<ul style="list-style-type: none"> Duplication of resources Missed opportunities Impact on customer service/access 	LIK 0.5	MOD £300k	£150k		↔	Accommodation project in progress. Further clarification of cost information needed - has been further raised with J Bunt and J Oldale at LBB by CV and KL on 19/1/09/. To follow up with matrix of options for LBB comment. Following Board on 19/1/09 KL to scope the pilot for mobile working and report to Resources Sub-Group in February.

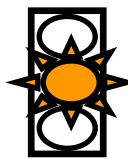

Ref	Vulnerability	Trigger	Consequence	Rating					Further Action
				Likelihood	Impact	Value	Traffic Light	Change	
C6	Media coverage of BH	<ul style="list-style-type: none"> A number of adverse / unbalanced articles appear in local press 	<ul style="list-style-type: none"> Impact on BH reputation externally and with LBB 	VLIK 0.7	MOD £40K	£28k		↔	Comms Mgr to start 2/2/09. Management of Comms function now in place. Google alert for BH press items in place. SMT on message to respond to media enquiries promptly. Proactive feeding of positive stories to local press and inclusion on BH website. Possibility of media SLA - LBB's proposal is still awaited.
C7	Resident Satisfaction STATUS	<ul style="list-style-type: none"> Low/falling level of overall satisfaction Low/falling level of satisfaction with R&M Low/falling level of satisfaction with participation Low/falling level of satisfaction with neighbourhood 	<ul style="list-style-type: none"> Impact on reputations with LBB – NI160/CAA and peer group Impact on ability to win new business Impacts on business planning priorities Survey fatigue 	LIK 0.4	MOD £200k	£80k		new	Links to Strategic Risk Register Nos. 9, 4 and 11 London standing is above average. R&M satisfaction has fallen, impact on council CAA score not yet known. Feedback from MORI on 28/1/09. Worksoop planned for February to develop an action plan.
C8	Resident Satisfaction LEASEHOLDER	<ul style="list-style-type: none"> Low/falling level of overall satisfaction Low/falling level of satisfaction with R&M 	<ul style="list-style-type: none"> Impact on reputation with LBB and peer group Impact on ability to win new business Impacts on business planning priorities 	LIK 0.5	MOD £200K	£100k		new	Links to Strategic Risk Register Nos. 9, 4 and 11. Survey currently underway due to complete 23 January 2009.

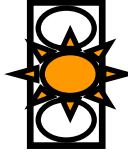
Barnet Homes Business Sub-Group 4 February 2009
Review of Risk Registers – Item 8

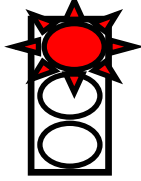
Ref	Vulnerability	Trigger	Consequence	Rating					Further Action
				Likelihood	Impact	Value	Traffic Light	Change	
C9	Complaints/VIPS	<ul style="list-style-type: none"> Falling response performance (quality and timeliness) Low satisfaction Critical external audit 	<ul style="list-style-type: none"> Impact on reputation with Council and MPs Impact on resident satisfaction Impacts on business planning priorities 	LIK 0.5	MOD £150k	£75k		new	Links to Strategic Risk Register Nos. 9, 4 and 11. Follow up audit due by year end. VIPS not responding to our satisfaction survey. Complaint Handling satisfaction low (60%).
	Housing Services								
H1	Performance Management	<ul style="list-style-type: none"> Poor performance outcome 	<ul style="list-style-type: none"> Staff morale drops Resident satisfaction drops Council dissatisfied No continuous improvement 	UNL 0.25	SEV £400K	£100K		↔	Main current issues are: 1). Voids – detailed work currently being undertaken with LBB to rectify led by PS 2). Lifeline response times impacted by Telecare calls – report to Standards November 2008 with action plan.
H2	Control Environment	<ul style="list-style-type: none"> Breach of procedures 	<ul style="list-style-type: none"> Resources needed to investigate Reputation affected Disciplinary action 	UNL 0.1	MOD £150k	£104k		↓	SIC being worked through and action plan is being implemented.

Ref	Vulnerability	Trigger	Consequence	Rating					Further Action
				Likelihood	Impact	Value	Traffic Light	Change	
			<ul style="list-style-type: none"> Council dissatisfied 						
H3	Regeneration Estates	<ul style="list-style-type: none"> Scheme Slippage Performance Statistics 	<ul style="list-style-type: none"> Low tenants satisfaction 	LIK 0.5	SEV £500k	£300k		↔	Action plan and strategy developed to deal in particular with poor delivery. Credit Crunch impact still being understood. Review of GP caretaking commenced Aug 2008. Corporate development work commenced December 2008.
H4	Inspection Action Plan delivery	<ul style="list-style-type: none"> Pressure on delivery 	<ul style="list-style-type: none"> Targets not met Board/Council dissatisfied 	UNL 0.1	MOD £100k	£10k		↓	Some slippage in timetable but will currently meet overall target. Leaseholder satisfaction – strategy in place and results of survey awaited.
H5	Community Tension	<ul style="list-style-type: none"> Increase in hate crime 	<ul style="list-style-type: none"> Impact on community cohesion Lower tenant satisfaction 	UNL 0.2	SEV £400k	£80k		new	Awareness raised across BH of the potential for incidents and where to report them given current Middle East conflict.
H6	Credit Crisis	<ul style="list-style-type: none"> Reduced rental and service charge/major works income collection 	<ul style="list-style-type: none"> Performance indicators drop Increased evictions and abandoned properties No continuous improvement Community cohesion 	UNL 0.3	SEV £500k	£150k		new	

Ref	Vulnerability	Trigger	Consequence	Rating					Further Action
				Likelihood	Impact	Value	Traffic Light	Change	
	Financial Services								
F1	Weak Financial Controls and Procedures	<ul style="list-style-type: none"> Audit Reports 	<ul style="list-style-type: none"> Staff unclear of procedures leading to errors Potential for fraud Inefficient use of resource Lack of control 	UNL 0.20	SEV £400k	£80k		↔	Work plan in place for documentation of all procedures. All processes being mapped following SAP implementation, and to be placed on intranet. Programme of following up on all audit report management action in place.
F2	Duplicate, late or fraudulent payments	<ul style="list-style-type: none"> Queries from Suppliers 	<ul style="list-style-type: none"> Inefficient use of resource in following up queries Customers dissatisfied Invoice payment targets not met 	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	Budget Management	<ul style="list-style-type: none"> Underspend/Overspend 	<ul style="list-style-type: none"> Not achieving value for money Not meeting repair priorities Pressures on the HRA Reduction of services 	UNL 0.2	SEV £1M	£200k		↔	Quarter 3 position has seen a marked improvement in spend. Fortnightly monitoring in place to track spend.

Ref	Vulnerability	Trigger	Consequence	Rating					Further Action
				Likelihood	Impact	Value	Traffic Light	Change	
A2	Performance Management	<ul style="list-style-type: none"> Targets not achieved 	<ul style="list-style-type: none"> Not meeting service targets Not able to tackle poor contractor/staff performance Poor service delivery Poor inspection rating Poor customer satisfaction 	LIK 0.5	MOD £200k	£100k		↔	<p>Quality Assurance Manual has been developed and being used to assist the Quality Assurance Team to manage and monitor contractor performance more effectively. Quality Forum set up to monitor and manage performance of United House. Report to Asset Management Investment Panel on quality for Decent Homes in August 2008 to continue to monitor performance closely.</p> <p>Now also set up Quality Team for Balfour Beatty and Connaught. We are reviewing the inspections we carry out i.e., our Quality Assurance Manual is under review.</p>
A3	Information Technology	<ul style="list-style-type: none"> Lack of robust information 	<ul style="list-style-type: none"> Not able to plan investment strategy effectively Difficulty in producing statistical information in timely manner Impact on existing resources (staff) 	LIK 0.5	MOD £200k	£100k		↔	<p>New Stock Condition Database purchased (Apex). System testing for data upload now completed.</p> <p>Currently learning the system and preparing for asbestos and NHER. NHER Seminar – 13 January. Apex User Group meeting – 20 January 2009. Loading Energy Data – now completed. Currently testing and reviewing the system. Plan to load Asbestos data by mid-</p>

Ref	Vulnerability	Trigger	Consequence	Rating					Further Action
				Likelihood	Impact	Value	Traffic Light	Change	
			<ul style="list-style-type: none"> Not able to improve data collection method which impacts on resources Impact on BV Inspection 						February 2009. To test and review by end of February 2009.
A4	Repairs Contract	<ul style="list-style-type: none"> Poor service 	<ul style="list-style-type: none"> Impact on existing resources Low satisfaction with service Impact on Barnet Council CPA Reputation issues Poor inspection rating 	UNL 0.25	SEV £400k	£100k		↔	A performance recovery plan is in place to lift end of quarter 2 position.

Ref	Vulnerability	Trigger	Consequence	Rating					Further Action
				Likelihood	Impact	Value	Traffic Light	Change	
A5 (C3)	Sustaining Contact Centre call handling performance	<ul style="list-style-type: none"> ▪ Over-establishment ▪ Senior Manager input not sustainable 	<ul style="list-style-type: none"> ▪ Additional costs to the company ▪ Impact on other projects ▪ Adverse effects on staff morale ▪ High turnover of staff ▪ Missed opportunities ▪ Increased costs following Barnet House rent review 	LIK 0.5	SEV £300 k	£150k		↔	Team currently still over establishment to handle increased call volumes and maintain satisfactory service levels. Call capture rates are being met however average wait times are currently 28 seconds (target 20 seconds). A review of structure/ performance is underway and due to complete in March 2009. Additional resources are being drafted in at peak times to try and maintain performance.

Barnet Homes

Board / Sub Group:	Business Sub Group
Date:	4 th February 2009
Title of Report:	Service Level Agreements (SLAs) Monitor
Purpose of Report:	To update the Business Sub Group on the current situation regarding SLAs.
Classification: General Release / Exempt (if exempt state relevant ground)	General Release

Report Summary:
<p>The SLAs for 2008-09 have all been finalised. (Details of each SLA are listed in Appendix 1 for your reference).</p> <p>Negotiations for the 2009-10 SLAs are progressing generally satisfactorily. SLA owners are being asked to finalise agreements as soon as possible to aid budgetary control for 2009-10.</p> <p>Dates of the SLA meetings that have occurred so far and that are planned can be found in Appendix 2.</p>

Recommendations:
1. That the Sub Group consider and comment on the report.

Report Author:	Gary Pliskin	Date:	28 th January 2009
Telephone:	0208 359 4944	Email:	gary.pliskin@barnethomes.org

1. Policy context/ Business Aim

- 1.1 The first business aim of Barnet Homes is "to provide excellent services driven by customer involvement". In order to deliver on this business aim, robust SLAs with the Council should be in place, delivering services for a cost that provides good value for money.

2. Outline of the issue

- 2.1 The progress of negotiating and signing SLAs needs to be monitored to ensure SLAs are finalised on a timely basis.

3. Tenant & leaseholder implications

- 3.1 Some of the services provided by SLA, such as grounds maintenance, are delivered directly to our tenants and leaseholders.

4. Equality & Diversity Implications

- 4.1 SLAs need to address any equality and diversity issues in the area of service they cover.

5. Financial & Risk Management Implications

- 5.1 Barnet Homes currently purchases approximately £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.
- 5.3 It is important to have agreements with clearly defined services and costs to ensure effective financial management is possible.

6. Other impacts (if applicable)

- 6.1 Our management of this relationship with the Council 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.

7. List of Appendices

- 7.1 Appendix 1 – Barnet Homes Service Level Agreements
7.2 Appendix 2 – SLA Monitoring Meetings Schedule

Approved by Head of Service



Date:

28 January 2009

Barnet Homes Service Level Agreements (2008-09)

SLA Name	Final Version No	Final Version Dated	Duration of Agreement	Variation for 08-09 Y/N	LBB / External Owner	Barnet Homes Owner	SLA Contract Amount	Invoice Frequency	Monitoring Meeting Frequency	Comments
Abandoned Vehicles	2.0	29/01/2008	April 2008 - March 2009	N	Paul Lamb	Sheila Oliver	£3,000	Quarterly in 4 equal payments	Quarterly	
Accommodation	5.0	15/05/2007	April 2007 - March 2009	Y	Peter Cridland	Kate Laffan	£327,892	Annual	Nil, but Account Manager quarterly reviews	Variation for 08-09. Version: 6.0. Dated: 16/06/08.
CAB	2.0	18/01/2008	Date Signed Until March 2009	N	Tim Clark	John Gargan	£230 per successful client referral	Upon completion of initial interview with each client	Quarterly	
CCTV	4.0	29/02/2008	April 2008 - March 2009	N	Dorne Kanareck	Sheila Oliver	£44,817	Quarterly	Quarterly	
CHAS	1.0	01/11/2007	Date Signed Until March 2009	N	Stuart Freeman	Kevin Turnpenney	£200 per successful client referral (Minimum of 25 per year)	Upon completion of initial interview with each client	Quarterly	
Customer Care	8.0	08/08/2008	April 2008 - March 2009	N	Kirsty Elderton	Jacky Nelson	£78,095	Quarterly	Quarterly	
Facilities	4.0	04/05/2007	April 2007 - March 2009	Y	Peter Cridland	Kate Laffan	£96,830	Annual	Bi-Monthly (to be varied to quarterly)	Variation for 08-09. Version: 2. Dated: 28/07/08.
Grounds Maintenance & Tree Management	4.0	27/06/2008	April 2008 - March 2009	N	Roger Jones	Sheila Oliver	Grounds Maintenance (Cyclical) - £513,416. Tree Management - £ 19,604.	Quarterly	Monthly	
Housing Benefit	1.0	31/03/2008	April 2008 - March 2010	N	Ann Buchanan	Kevin Turnpenney	Nil	N/A	Quarterly	
Human Resources	4.0	07/05/2008	April 2008 - March 2009	N	Peter Dempsey / Nick Walkley	Catherine Solomon (All except Payroll) Jo Moore (Payroll)	Variable - Hourly Rates/Unit Prices	Monthly	Quarterly	
ICT	3.0	29/05/2008	April 2008 - March 2009	N	Jenny Coombs	Eva Maciejczyk	Variable - Hourly Rates/Unit Prices	Fixed and variable cost services will be charged quarterly in arrears	Monthly	
Legal	4.0	18/05/2007	April 2007 - March 2009	Y	Margaret Martinus	Kevin Turnpenney, Sheila Oliver, Mandy Dunstan	Variable - Hourly Rates/Unit Prices	Monthly	Bi-Monthly	Variation for 08-09. Dated: 2/6/08 (Version 5.0)
Money Advice Unit (MAU)	1.0	01/11/2007	Date Signed Until March 2009	N	Tim Clark	Kevin Turnpenney	£225 per successful client referral (minimum 25 referrals per annum)	Upon completion of initial interview with each client	Quarterly	
Revenue	3.0	15/05/2007	April 2007 - March 2009	Y	Dave Sharpe / Nick Walkley	Mike Wiffen	Variable	Quarterly in Arrears	Quarterly	Variation for 08-09. Version:4.0. Dated: 16/07/08.
Transport	2.0	08/02/2007	April 2007 - September 2008	N	Bernard McGreevy	Sheila Oliver	£348,931.26	Hire Charges (6 Monthly in Advance), All Other Charges, Monthly	Monthly	
Valuers	3.0	13/03/2008	Until March 2010	N	Peter Cridland / Judith Ellis	John Gargan	£150 per valuation, £156.15 per plan	Annual	6 Monthly (Originally set as quarterly)	

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	SLA finalised, agreed, signed by both parties, with a copy on file.
Accommodation	2 years	Until March 2009	Peter Cridland	Kate Laffan	Completed	SLA finalised, agreed, signed by both parties, with a copy on file.
CAB	1 year	Until March 2009	Tim Clark	John Gargan	Completed	SLA finalised, agreed, signed by both parties, with a copy on file.
CCTV	1 year	Until March 2009	Dorne Kanareck	Sheila Oliver	Completed	SLA finalised, agreed, signed by both parties, with a copy on file.
CHAS	1.5 years	Until March 2009	Stuart Freeman	Kevin Turnpenney	Review Completed	
Customer Care	1 year	Until March 2009 (TBC)	Kirsty Elderton	Jacky Nelson	Completed	SLA finalised, agreed, signed by both parties, with a copy on file.
Facilities	2 years	Until March 2009	Peter Cridland	Kate Laffan	Completed	SLA finalised, agreed, signed by both parties, with a copy on file.
Grounds Maintenance & Tree Management	1 year	Until March 2009	Roger Jones	Sheila Oliver	Completed	SLA finalised, agreed, signed by both parties, with a copy on file.
Housing Benefit	2 years	Until March 2010	Ann Buchanan	Kevin Turnpenney	Completed	SLA finalised, agreed, signed by both parties, with a copy on file.
Human Resources	1 year	Until March 2009	Peter Dempsey / Nick Walkley	Catherine Solomon (All except Payroll) Jo Moore (Payroll)	Completed	SLA finalised, agreed, signed by both parties, with a copy on file.
ICT	1 year	Until March 2009	Jenny Coombs	Eva Maciejczyk	Completed	SLA finalised, agreed, signed by both parties, with a copy on file.
Legal	2 years	Until March 2009	Margaret Martinus	Kevin Turnpenney, Sheila Oliver, Mandy Dunstan	Completed	SLA Variation finalised, agreed, signed by both parties, with a copy on file.
Money Advice Unit (MAU)	1.5 years	Until March 2009	Tim Clark	Kevin Turnpenney	Review Completed	

SLA Name	Duration	End Date	LBB / External Owner	BH Owner	Status	Comments
Revenue	2 years	Until March 2009	Dave Sharpe / Nick Walkley	Mike Wiffen	Completed	SLA Variation finalised, agreed, signed by both parties, with a copy on file.
Transport	1.5 years	Until September 2008	Bernard McGreevy	Sheila Oliver	No Action - Runs Until Sept 08	Meeting with BH and LBB held on 9/4. Relevant SLA Owners and Finance now following up on actions. No further action for G&E Team at this stage.
Valuers	2 years	Until March 2010	Peter Cridland / Judith Ellis	John Gargan	Completed	SLA finalised, agreed, signed by both parties, with a copy on file.
Building Cleaning	N/A	TBC?	N/A	Kate Laffan	No SLA Needed	It has been agreed that building cleaning for Barnet House will be included in the Accommodation SLA. All other cleaning will be invoiced directly to BH.

SLA Monitoring Meetings Schedule

SLA Name	Frequency	April	May	June	July	August	September	October	November	December	January	February	March
Abandoned Vehicles	Quarterly	X	X	4th	X	27th	29th		19th	X	12th	X	X
Accommodation	Nil	X	X	X	X	X	X	X	X	X	X	X	X
CAB	Quarterly	30th	X	X	30th	X	X	29th	X	X	28th	X	X
CCTV	Quarterly	X	X	4th	X	27th	29th		19th	X	X	X	X
CHAS	Quarterly	X	28th	9th	X	21st	9th	X	13th	4th	X	9th	X
Customer Care	Bi Monthly	X	22nd	X	30th	X	16th	X	7th	X	6th	X	23rd
Facilities	Quarterly	X	X	16th	X	X	15th	13th	X	15th	X	X	16th
Grounds Maintenance	Bi-Monthly	X	2nd	X	4th	X	18th	X	7th	X	2nd	26th	X
Trees	Quarterly	X	4th	26th	X	3rd	11th	X	3rd	X	X	2nd	X
Housing Benefit	Quarterly	22nd	X	X	22nd	X	X	28th	X	X	27th	X	X
Human Resources	Quarterly	X	X	5th	X	28th	X	20th	X	X	X	12th	X
ICT	Monthly	11th	9th	24th	17th	13th				9th			
Legal	Bi Monthly	X	7th	X	2nd	X	30th	X	12th		14th		11th
Money Advice Unit	Quarterly	X	22nd	20	X	22nd	26th	X	21st	4th	X	20th	X
Revenues	6 Monthly	X	X	X	X	X		X	X	X	X	X	
Transport	Monthly	14th	21st	18th	30th	20th	17th						
Valuers	6 Monthly	X	X	X	X	X		X	14th	X	X	X	

Key

Meeting Not Required	X
Meeting Cancelled / Did Not Occur	
Meeting Scheduled	
Meeting Held	
Minutes Received	

Notes:

Transport is held the 3rd Wednesday of every Month - But often Changes

Issue	4 Mar 2009 - 5pm	8 Apr 2009 – 5pm	6 May 2009 – 5pm	3 Jun 2009 – 5pm	8 July 2009 – 5pm	5 Aug 2009 – 5pm	2 Sept 2009 – 5pm	Comments
Standard Agenda Items								
Budget Monitor	X	X	X	X	X	X	X	
Agenda Planning	X	X	X	X	X	X	X	
Review of Risk Registers			X			X		
Service Level Agreements Monitor			X			X		
Other Agenda Items								
Value for Money	X							
Internal Audit Management Action	X						X	
Budget and Business Plan 2009/14	X							
Audit Committee (private session with external auditors)							X	

Approved by Head of Service: *M. Wilken*
 Date: 28 January 2009