

**BARNET HOMES
RESOURCES SUB-GROUP
30TH AUGUST 2007
5.30pm – 7.30pm**

DIRECTORS

Vi Britchfield (<i>Chair</i>) Julie Johnson	Yetunde Onifade
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AGENDA

ITEM	TITLE	STATUS	PRESENTING
1	Introductions & Apologies		
2	Agree Minutes & Matters Arising		
3	Declaration of Interests		
4	HR Statistics	Information	Catherine Solomon
This report is to update the Sub-group on HR Statistics for the period up to 15 June 2007.			
5	Business Plan Monitoring – Quarter 1 Aim 5	Information	Cora Vigar
This report provides the sub group with an update on performance against the balanced scorecard targets set for business aim 5.			
6	Equalities	Information	Cora Vigar
This report updates the sub group on work undertaken in respect of Equalities.			
7	Health & Safety Update	Information	Bambos Kakouratos
The Resources Sub-group was last updated on health and safety in May 2007.			
8	HR Updates	Information	Cora Vigar
This paper updates the Sub-group on a range of HR issues.			

9	Future Agenda Planning		
The Sub-Group is asked to agree future agenda items for the next meeting.			
10	Update on TUPE/Regeneration (Confidential Item)	Discussion/Decision	Cora Vigar
11	Any Other Business		

**BARNET HOMES
RESOURCES SUB-GROUP
MINUTES
5TH JULY 2007**

Attending:

Directors:

Brian Altman

Vi Britchfield (*Chair*)

Trevor Renouf (*Chair of the Board*)

Tim Sims

Apologies:

Julie Johnson

Yetunde Onifade

Management & Staff:

Gladys Mhone

Catherine Solomon

Cora Vigar

Marian Dowling (*Minutes*)

ITEM	TITLE	ACTION
1	Introductions & Apologies	
1.1	Introductions were not required	
1.2	Apologies were noted	
2	Agree Minutes & Matters Arising	
2.1	Minutes agreed	
2.2	Matters Arising	
2.3	Item: 2 2.2.1 Feedback from Directors Training VB to speak to GM separately	
2.4	Item: 2 2.2.2 Feedback from New Head of Asset Management Feedback was positive and that the selection process was robust and challenging.	
2.5	Item: 2 2.2.4 Mobile Phone/Driving The Health & Safety officer has met with HR	

	and a reference to this issue has now been added to the Disciplinary Policy/Procedures.	
2.6	<p>Item: 4 4.2 Water Pressure/Legionella To be brought to a future meeting.</p>	<p>Bambos Kakouratos/Phil Buck</p>
2.7	<p>Item: 4 4.4 Lessees Subletting It was agreed that the Home Ownership Services Manager would bring a report to a future meeting.</p>	<p>Bambos Kakouratos/John Gargan</p>
2.8	<p>Item: 5 5.2 Benchmarking of Viral Infections CS advised the Group that she had attended an Inter ALMO Group meeting where sickness absence was discussed, viral infections were the most common reasons for short term absence with back pain and stress being the main cause of long term sickness.</p>	
2.9	<p>Item: 5 5.3 Staff Turnover Agenda Item/HR Statistics</p>	
2.10	<p>Item: 7 7.2 360 Degree Feedback Agenda item</p>	
2.11	<p>Item: 7 7.3 Belbin Training Agreed at HoS meeting that this should be rolled out to Senior Managers early next year.</p>	
2.12	<p>Item: 8 8.2 Essential Car User Allowance Agenda item</p>	
2.13	<p>Item: 8 8.3 Smoking outside Barnet House The Health & Safety Officer has taken this up with the Council and it has been agreed that smoking will not be allowed in front of the building, a designated area will be provided to the rear of the building.</p>	

2.14	Addition to the Agenda Update on IiP	
2.15	GM gave a presentation on feedback from the IiP assessor which was very positive. One of the recommendations was that Barnet Homes should consider going for level 4 profile. It was agreed that this could be looked at after the inspection.	
2.16	The Group thanked GM and all those who took part in ensuring a successful IiP outcome and asked if GM could present this to the next Board meeting.	Gladys Mhone
4	Learning & Development Plan & Evaluation	
4.1	GM advised the Group that a copy of the full Action Plan was available upon request. BA requested a copy.	Gladys Mhone
4.2	TR asked if Barnet Homes will be employing trainees. GM advised that Barnet Partnership had attended team briefings, we also have the CTI scheme with our Partners. GM agreed to review the housing trainee programme.	Gladys Mhone
4.3	GM advised that the focus for this year will be the development of managers and project management.	
4.4	GM advised the group of the Staff Development Charter. It was agreed to ensure that the Staff Handbook is updated.	Gladys Mhone
4.5	The Group commended GM and gave their approval to the report.	
5	HR Statistics	
5.1	Sickness Absence is currently within target giving a year end projection of 5.7 days.	
5.2	The Group had requested an analysis of the reasons for staff leaving. This was distributed to the Group who were advised that exit interviews are conducted to determine the reasons for people leaving and any issues	

<p>5.3</p> <p>5.4</p>	<p>arising from this are taken up.</p> <p>Further discussions took place around work related stress and the group raised concerns over the workload and long hours worked by some members of staff. CV advised that this was being monitored by senior managers.</p> <p>Appraisals are currently 90% completed and the position to the end of June will be reported to the next meeting. The Group were advised that further work was needed in order to bring in Performance related Pay. The Group asked if appraisals were working for the staff CV advised that a staff survey was due to take place in September 2007 would provide more feedback.</p>	
<p>6</p> <p>6.1</p>	<p>Progress on Inspection-related Issues</p> <p>The group noted the report.</p>	
<p>7</p> <p>7.1</p>	<p>HR Updates</p> <p>The Group were updated on:</p> <ul style="list-style-type: none"> • Outcome of the car User Review – TS asked for further information on the implications for staff who may lose this income as a result of the review. • Staff Survey • Performance Related Pay – a report will be going to the Remuneration & Nomination Committee on the 23rd July 2007. • 360 Degree Feedback – the next phase • Proposed Review of HR team Structure 	<p>Catherine Solomon</p>
<p>8</p> <p>8.1</p>	<p>Forward Agenda Planning</p> <p>The Group agreed the agenda for 30th August 2007:</p> <ul style="list-style-type: none"> • HR Statistics • Business Plan Monitoring - quarter 1 (aim 5) • Detailed Feedback from IiP assessment. • Health & Safety Update • Communications 	

	<ul style="list-style-type: none"> • HR Updates • Proposed Framework for HR Planning • Proposed HR Structure Review 	
9	Any other Business	
9.1	None	
	Date & Venue of next Meeting Thursday 30 th August 2007 5.30pm – 7.30pm 9 th Floor Meeting Room Barnet House	

1. Statement of Purpose

- 1.1 One of our Business Aims is "to develop a highly skilled, motivated and satisfied workforce which is reflected in high quality services to residents".

As part of the Human Resources Strategy we aim to produce accurate and up to date management information. This forms a critical part of management planning and performance monitoring for Barnet Homes.

Meeting the needs of all of our diverse and vulnerable customers. Ensuring our workforce is broadly reflective of our customer profile and appropriate to our business needs. Ensuring we know our staff and respond to their needs.

2. Summary

- 2.1 This report is to update the Sub-group on HR Statistics for the period up to 15 June 2007.

3. Previous reports

- 3.1 This report is reported as a standing information item.

4. Recommendations

- 4.1 This report is for information / discussion.

5. Financial & Risk Management Issues

- 5.1 The reduction in sickness in 2006/07 equated to a non-cashable efficiency gain of £41,000. Our proposed target for 2007/08 is to achieve a further reduction to 7 days. This would equate to a further efficiency gain of £117,927.

6. Resident Consultation and Equalities Issues

- 6.1 Not applicable in this case

7. Background Information

7.1 This report summarises the statistics on staff sickness, maternity, disciplinary, capability, tribunal, grievance, recruitment, staff turnover, recruitment and vacancy rates, agency staff levels, accidents and near misses and appraisals completed. The traffic lights indicate whether current performance is on target and the arrows show direction of travel since the previous month.

Sickness absence

7.2 The average number of days lost across Barnet Homes is 1.7 days (comprising 0.9 days due to long-term sickness and 0.8 days due to short-term sickness). This figure represents an improvement in sickness on last years performance with a reduction 0.6 of a day. This figure gives a year end projection of 7.3 days which exceeds our target of 7 days.

7.3 Reports B & C show sickness levels in more detail, excluding the Caretakers and Sheltered Housing Staff, you will notice that the average days sickness for Barnet Homes is 1.4 days. With the average number of days lost in these areas also being 2.4 days.

7.4 Report B details sickness by department for the period 1 April 2007 to 15 June 2007. The following areas are showing a higher than average sickness level.

- Supported Housing Team
- Lifeline / SHO
- Rental Income Team
- Barnet Team
- Ground Maintenance Team
- Caretaking Edgware
- Caretaking Regeneration
- Operational Team West

In many of the above areas longer periods of sickness of one or more individuals is a major factor.

7.5 The main cause of sickness absence for this period is "other reasons".

7.6 At the time of this report there were 5 long term sickness cases, all cases have been referred to Occupational Health, of the five cases, one has resigned, one has returned to work, one is due to be ill health retired and 2 are ongoing.

- 7.7 Our focus this year will be to continue to reduce short-term sickness absence by ensuring that staff who reach the trigger points (3 to 4 spells of uncertificated absence to trigger a counselling interview, 4 to 5 spells to trigger a capability interview) are identified. This will enable us to work with managers to ensure effective sickness counselling is being carried out across Barnet Homes. We will also be reviewing our attendance management policy. This year we will go out to formal tender on our occupational health contract, we will also consider employee assistance programmes as part of this package.
- 7.8 There is concern in relation to the level of stress related sickness absence in Barnet Homes. All employees are offered support through our confidential counselling service. Stress risk assessments are completed on return to work for all stress related cases. A course on 'Beating Burnout' workplace stress has taken place for managers with training arranged for staff in September and October. Our Health and Safety team are currently planning a staff stress survey and activities during Health and Safety week in October will include relaxation and massage classes.
- 7.9 You will notice a change in staffing numbers in reports B and L this is due to changes in method for calculation of the figure, this now reflects FTE (Full time equivalent) figures.

Appraisals

- 7.10 Our business plan to is to achieve 100% completion by the end of June 07, approximately 90% of appraisal meetings have taken place however only 35.48% of paperwork has been fully completed and sent to Human Resources, managers have given commitment to submit outstanding paperwork by the end of August 2007.

**Author(s): Catherine Solomon – Human Resources Manager
(Operations)**

Date: 22 August 2007

Human Resources Report: to 15 June 2007

Ref.	Freq.	Description	05/06 Outturn	06/07 Outturn	07/08 Target	This Months Results	Performance Against Previous Month	Result
Highly Skilled, Motivated & Satisfied Workforce								
B,C	M	Average days lost through sickness - long term and routine	10.0 days	9.3	7	1.7	↑	● Amber
D	M	Most Common Reason for Sickness - Month	Viral Infection	Viral Infection	Nil - Monitoring Activity Only	Other	-	-
D	M	Most Common Reason for Sickness - Year To Date	Viral Infection	Viral Infection	Nil - Monitoring Activity Only	Other	-	-
E	M	Number of Staff Who Have Taken 3 or More Periods of Sickness YTD	TBA	86 = 25.74% of staff	TBA	1	↑	-
F	M	Number of Staff Who Have Taken 8 Days Or More Sickness - Year To Date	121	99= 29.63% staff	TBA	17	↓	-
G	M	Number of Staff Who Are Currently On Long Term Sickness - Month	N/A	0	Nil - Monitoring Activity Only	5	↑	-
G	M	Number of Staff Who Have Taken Long Term Sickness During The Year (YTD)	18	18	TBA	6	↑	-
H	M	Number of Staff Who Are Absent Due To Industrial Injury	N/A	0 in month 12 YTD	Nil - Monitoring Activity Only	1	-	-
I	M	Staff on Maternity/Adoption/ Paternity Leave	4	4 in month	Nil - Monitoring Activity Only	2	-	-
J	M	Number of Disciplinary Cases	15 YTD	13 in month, 20 YTD	Nil - Monitoring Activity Only	9	-	-
J	M	Number of Grievances	1 YTD	1 in month, 4YTD	Nil - Monitoring Activity Only	4	-	-
J	M	Number of Tribunal Cases	1 YTD	0 in month, 0 YTD	Nil - Monitoring Activity Only	1	-	-

Human Resources Report: to 15 June 2007

Ref.	Freq.	Description	05/06 Outturn	06/07 Outturn	07/08 Target	This Months Results	Performance Against Previous Month	Result	
Highly Skilled, Motivated & Satisfied Workforce									
K	Q	% appraisals completed - 2007/08 Financial Year (12 Months Rolling)	75%	100%	100%	35.48%	-	-	-
L,M	M	Ratio of Agency To Permanent Staff	8.10%	6.66%	TBA	9.04%	-	-	-
N	M	Staff Turnover Rate	8.54%	0.91% in month, 22.02% YTD	TBA	1.9% in month 4.3% YTD	-	-	-
O	M	Number of Posts Out To Advert	N/A	0	Nil - Monitoring Activity Only	4	-	-	-
O	M	Number of Posts Awaiting Interview	N/A	4	Nil - Monitoring Activity Only	2	-	-	-
O	M	Number of Posts Awaiting Checking	N/A	0	Nil - Monitoring Activity Only	2	-	-	-
P	M	Accidents, Incidents and Near Misses	55 YTD	0 in Month, 122YTD	Nil - Monitoring Activity Only	4	-	-	-

Sickness - Average Days Lost



TEAM	Target	1 Apr - 15 Apr	16 Apr - 15 May	16 May - 15 Jun	16 Jun - 15 Jul	16 Jul - 15 Aug	16 Aug - 15 Sep	15 Sep - 15 Oct	16 Oct - 15 Nov	16 Nov - 15 Dec	16 Dec - 15 Jan	16 Jan - 15 Feb	16 Feb - 15 Mar	15 Mar - 31 Mar
Chief Executives		0.8	0.8	1.1										
Corporate Services		0.1	0.3	0.4										
Finance		0.2	0.8	1.3										
Housing Services		0.2	0.7	1.8										
Caretakers		0.3	1.0	2.7										
Asset Management		0.3	1.3	1.4										
Service Total- Days (KLOE 1)	7	0.2	0.8	1.7										
Of Which Routine Sickness		0.2	0.5	0.8										
Total (Exc /CT/SHO)		0.2	0.8	1.4										
Total /CT/SHO Only)		0.3	0.8	2.4										
End Year Projection					2.2	2.8	3.4	3.9	4.5	5.1	5.6	6.2	6.7	7.3
2006/ 07 Comparison Service Total		0.4	1.4	2.3	3.3	4.4	5.3	6.1	6.6	7.4	8.1	8.6	9.2	9.3
2006/ 07 Comparison Routine Sickness		0.3	0.9	1.3	1.6	1.9	2.5	3.0	3.5	4.0	4.7	4.2	5.3	5.3
2005/2006 Comparison - Service Total		0.5	1.4	2.2	3.1	4.0	4.9	5.6	6.5	7.0	7.8	8.5	9.4	10.0
2005/2006 Comparison - Routine Sickness		0.2	0.6	1.5	2.0	2.6	3.0	3.7	4.0	4.5	5.0	5.8	6.2	7.0

Reasons for Sickness

Sickness Reason	Number of Sickness Periods Taken													Totals
	1 Apr - 15 Apr	16 Apr - 15 May	16 May - 15 Jun	16 Jun - 15 Jul	16 Jul - 15 Aug	16 Aug - 15 Sep	15 Sep - 15 Oct	16 Oct - 15 Nov	16 Nov - 15 Dec	16 Dec - 15 Jan	16 Jan - 15 Feb	16 Feb - 15 Mar	15 Mar - 31 Mar	
Back Problem	1	2	1											4
Chest or Respiratory	0	2	0											2
Eye, Ear, Nose, Mouth	1	3	1											5
Genito-Urinary	0	2	0											2
Headaches/Migraine	0	4	2											6
Heart, Blood Pressure	0	1	0											1
Operations Etc	1	5	1											7
Other	1	5	15											21
Other Muscle Skeletal	2	1	0											3
Pregnancy Related	0	0	1											1
Reason Unknown	1	0	0											1
Stomach, Liver, Kidney	4	10	3											17
Stress/Depression	1	3	3											7
Viral Infection	4	4	2											10
Total	16	42	29											87

Note: This information is gathered from SW66 Reports submitted by teams each month

Staff Who Have Taken 3 Spells of Sickness or More

	1 Apr - 15 Apr	16 Apr - 15 May	16 May - 15 Jun	16 Jun - 15 Jul	16 Jul - 15 Aug	16 Aug - 15 Sep	15 Sep - 15 Oct	16 Oct - 15 Nov	16 Nov - 15 Dec	16 Dec - 15 Jan	16 Jan - 15 Feb	16 Feb - 15 Mar	15 Mar - 31 Mar
Number of Staff Who Have Taken 3 Spells of Sickness YTD or More	0	0	1										
Percentage of Staff Who Have Taken 3 Spells of Sickness YTD or More, In Relation to Overall Number of Staff	0.00%	0.00%	0.28%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Staff Who Have Taken 8 Days Sickness or More

	1 Apr - 15 Apr	16 Apr - 15 May	16 May - 15 Jun	16 Jun - 15 Jul	16 Jul - 15 Aug	16 Aug - 15 Sep	15 Sep - 15 Oct	16 Oct - 15 Nov	16 Nov - 15 Dec	16 Dec - 15 Jan	16 Jan - 15 Feb	16 Feb - 15 Mar	15 Mar - 31 Mar
Number of Staff Who Have Taken 8 Days Sickness or More (rolling year)	7	10	17										
Percentage of Staff Who Have Taken 8 Days Sickness or More, In Relation to Overall Number of Staff	2.06%	2.98%	5.06%										

Long Term Sick

	1 Apr - 15 Apr	16 Apr - 15 May	16 May - 15 Jun	16 Jun - 15 Jul	16 Jul - 15 Aug	16 Aug - 15 Sep	15 Sep - 15 Oct	16 Oct - 15 Nov	16 Nov - 15 Dec	16 Dec - 15 Jan	16 Jan - 15 Feb	16 Feb - 15 Mar	15 Mar - 31 Mar
Number of Long Term Sick (Current)	2	1	5										
Number of Long Term Sick (YTD)	2	2	6										

Staff Who Are Absent Due To Industrial Injury

	1 Apr - 15 Apr	16 Apr - 15 May	16 May - 15 Jun	16 Jun - 15 Jul	16 Jul - 15 Aug	16 Aug - 15 Sep	15 Sep - 15 Oct	16 Oct - 15 Nov	16 Nov - 15 Dec	16 Dec - 15 Jan	16 Jan - 15 Feb	16 Feb - 15 Mar	15 Mar - 31 Mar	YTD
Number of Staff Who Have Taken Absence Due To Industrial Injury In Month	1	1	1											
Number of Staff Who Have Taken Absence Due To Industrial Injury YTD	1	1	2											
Percentage of Staff Who Have Been Absent Due To Industrial Injury, In Relation to Overall Number of Staff	0.30%	0.29%	0.29%											
Days Lost Due to Industrial Injury By Month	8	21	9											38

Staff on Other Leave

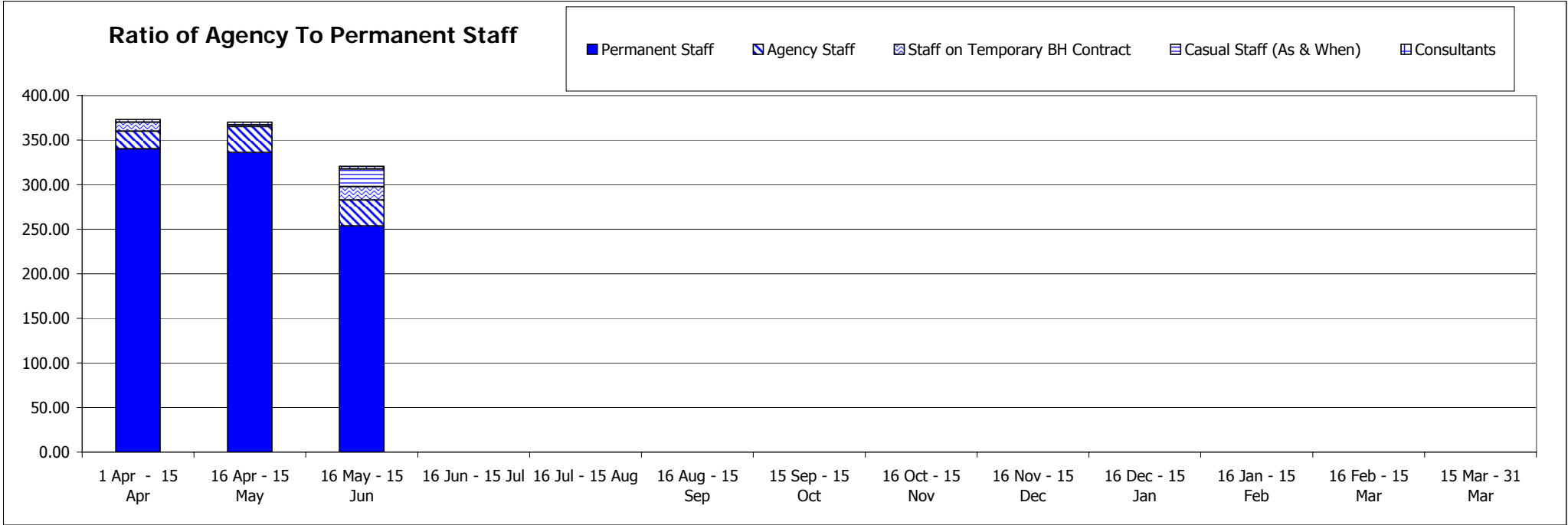
Description	1 Apr - 15 Apr	16 Apr - 15 May	16 May - 15 Jun	16 Jun - 15 Jul	16 Jul - 15 Aug	16 Aug - 15 Sep	15 Sep - 15 Oct	16 Oct - 15 Nov	16 Nov - 15 Dec	16 Dec - 15 Jan	16 Jan - 15 Feb	16 Feb - 15 Mar	15 Mar - 31 Mar
Number of Staff on Maternity Leave (M)	2	3	2										
Number of Staff on Paternity Leave (P)	0	0	0										
Number of Staff on Adoption Leave (A)	0	0	0										
Number of Staff on Special Leave - Paid (SLP)	0	0	0										
Number of Staff on Special Leave - Unpaid (SLU)	2	0	0										
Number of Staff on Suspension - Paid (SP)	0	0	1										
Number of Staff on Other Paid Absence (OPA)	0	0	0										
Number of Staff on Unauthorised Absence (UA)	0	0	1										
Number of Staff on Jury Duty (J)	0	0	0										

		Appraisals					
Team	Total Staff	Number Submitted to HR					
Chief Executive's	11	1					
Corporate Services	30.15	21					
Finance	12.4	6					
Central Total	53.55	28					
Senior HS Managers	4	3					
Supported Housing Team	5.5	1					
Lifeline/SHO Team	25.29	23					
Voids and Lettings Team	8	1					
Rental Income Team	11	0					
Home Ownership Team	14.9	0					
ASB Team	6	1					
Barnet Team	5	1					
Finchley Team	4	2					
Edg/Hen/BO Team	10.5	6					
GPE Regen Team	8.42	0					
WH/SG/DV Regen Teams	7.5	10					
Grounds Maintenance	3	0					
Housing Services Sub Total	113.11	48					
Caretaking - Barnet	8	0					
Caretaking - Finchley	15	0					
Caretaking - Edgware	12	0					
Caretaking - Graham Park	9	0					
Caretaking - Regeneration	9	10					
Bulk refuse	3	0					
Caretaking Sub Total	56.0	10.0					
Housing Services Total	169.1	58.0					
Investment Planning and Value Team	13.5	0					
Operational Team East	6	1					
Operational Team West	6	0					
Special Projects Team	5.5	3					
Asset Management Sub Total	31	4					
Total - All Barnet Homes	253.7	90.0	35.48%				

Disciplinary Cases, Tribunal Cases & Grievances

Description	1 Apr - 15 Apr	16 Apr - 15 May	16 May - 15 Jun	16 Jun - 15 Jul	16 Jul - 15 Aug	16 Aug - 15 Sep	15 Sep - 15 Oct	16 Oct - 15 Nov	16 Nov - 15 Dec	16 Dec - 15 Jan	16 Jan - 15 Feb	16 Feb - 15 Mar	15 Mar - 31 Mar	YTD
Number of Disciplinary Cases	5	7	9											
Number of Grievances	1	2	4											
Number of Tribunal Cases	0	1	1											

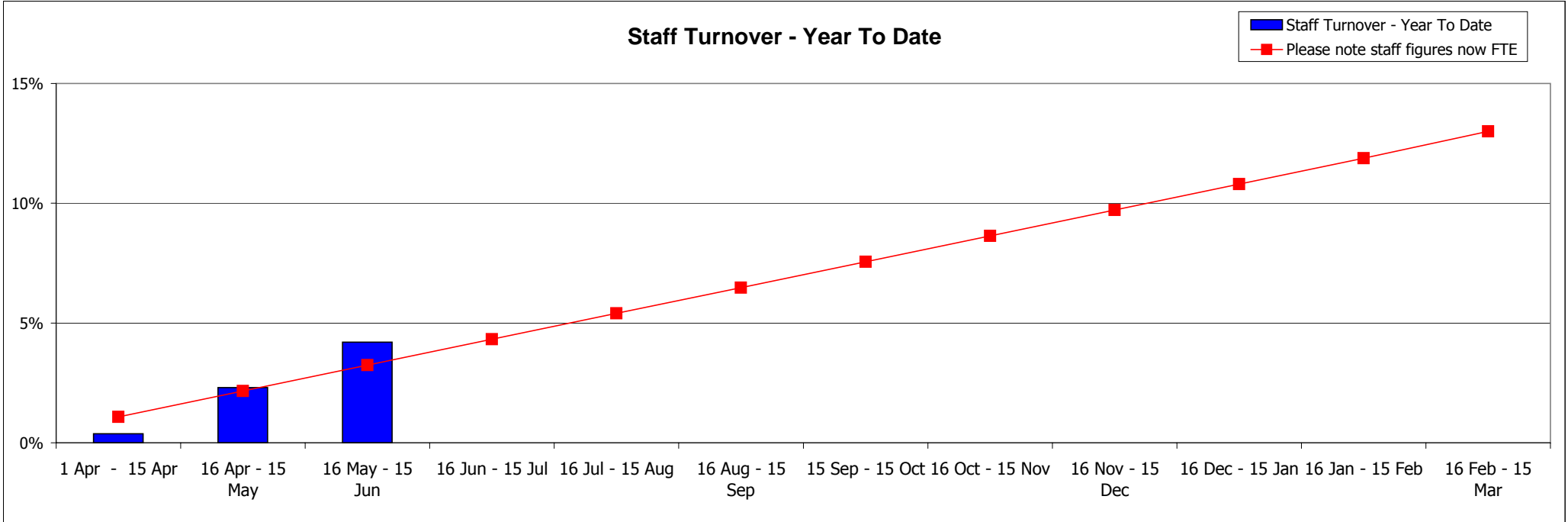
Staff Breakdown By Team (Current Month)						
Please note staff figures now FTE						
Team	Permanent Staff	Temporary Contract Staff	As & When Staff	Consultants	Agency Staff	Total Staff
Chief Executive's	11	2		1.00		14.00
Corporate Services	30.15	2	1	2.00	6.00	41.15
Finance	12.4				1.00	13.40
Central Total	53.55	4	1	3	7	68.55
Senior HS Managers	4					4.00
Supported Housing Team	5.5	2				7.50
Lifeline/SHO Team	25.29		19			44.29
Voids and Lettings Team	8	2				10.00
Rental Income Team	11	1			1.00	13.00
Home Ownership Team	14.9	2			3.00	19.90
ASB Team	6				1.00	7.00
Barnet Team	5					5.00
Finchley Team	4	1				5.00
Edg/Hen/BO Team	10.5					10.50
GPE Regen Team	8.42	1			2.00	11.42
WH/SG/DV Regen Teams	7.5	1				8.50
Grounds Maintenance	3					3.00
Housing Services Sub Total	113.11	10	19	0	7	149.11
Caretaking - Barnet	8					8.00
Caretaking - Finchley	15					15.00
Caretaking - Edgware	12				3.00	15.00
Caretaking - Graham Park	9				6.00	15.00
Caretaking - Regeneration	9					9.00
Bulk refuse	3					3.00
Caretaking Sub Total	56.0	0.0	0.0	0.0	9.0	65.0
Housing Services Total	169.1	10.0	19.0	0.0	16.0	214.1
Investment Planning and Value Team	13.5					13.50
Operational Team East	6					6.00
Operational Team West	6					6.00
Special Projects Team	5.5	1			6.0	12.50
Asset Management Sub Total	31	1	0	0	6.0	38
Total - All Barnet Homes	253.7	15.0	20.0	3.0	29.0	320.7



% of Agency Staff	1 Apr - 15 Apr	16 Apr - 15 May	16 May - 15 Jun	16 Jun - 15 Jul	16 Jul - 15 Aug	16 Aug - 15 Sep	15 Sep - 15 Oct	16 Oct - 15 Nov	16 Nov - 15 Dec	16 Dec - 15 Jan	16 Jan - 15 Feb	16 Feb - 15 Mar	15 Mar - 31 Mar
Permanent Staff	340.00	336.00	253.70										
Staff on Temporary BH Contract	10.00	2.00	15.00										
Casual Staff (As & When)	0.00	0.00	20.00										
Consultants	3.00	3.00	3.00										
Agency Staff	20.00	29.00	29.00										
Total Number of Staff	373.00	370.00	320.70										
% of Agency Staff	5.36%	7.84%	9.04%										

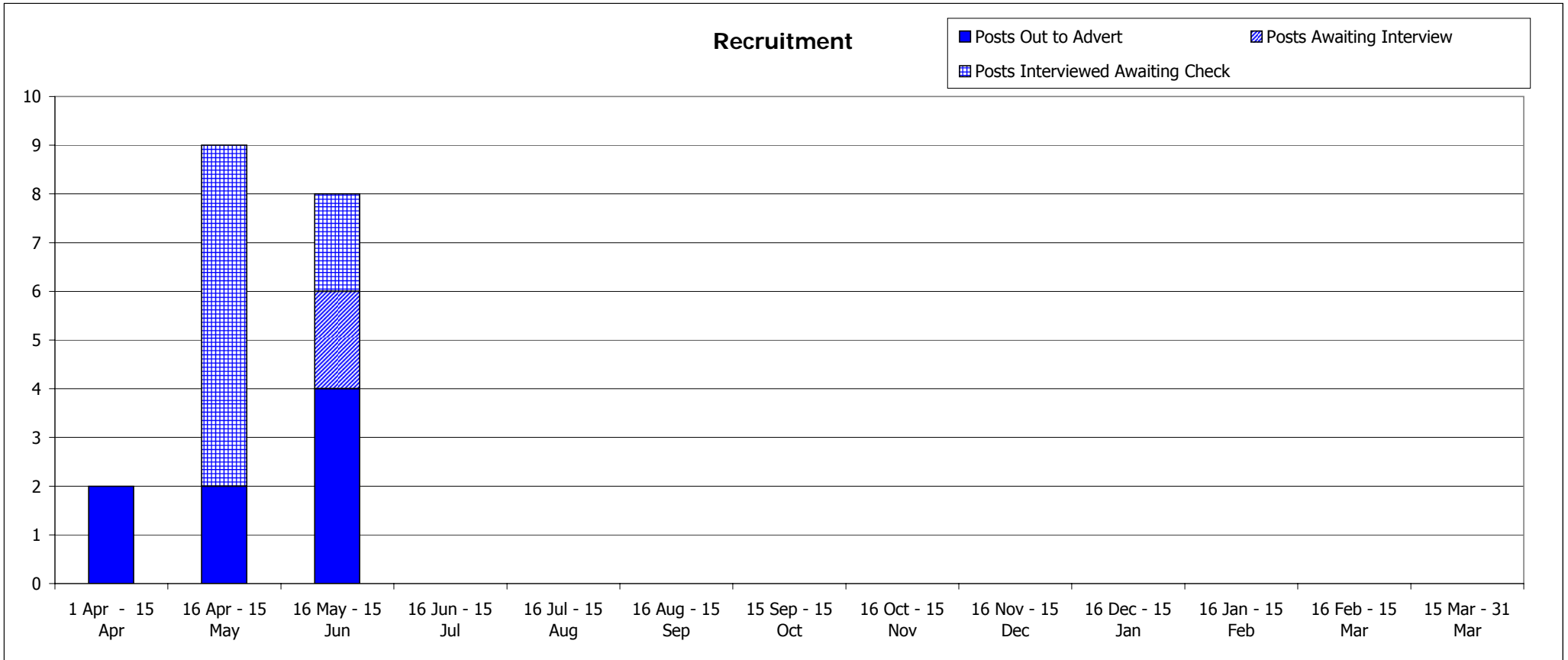
Please note staff figures now FTE

Staff Turnover - Year To Date



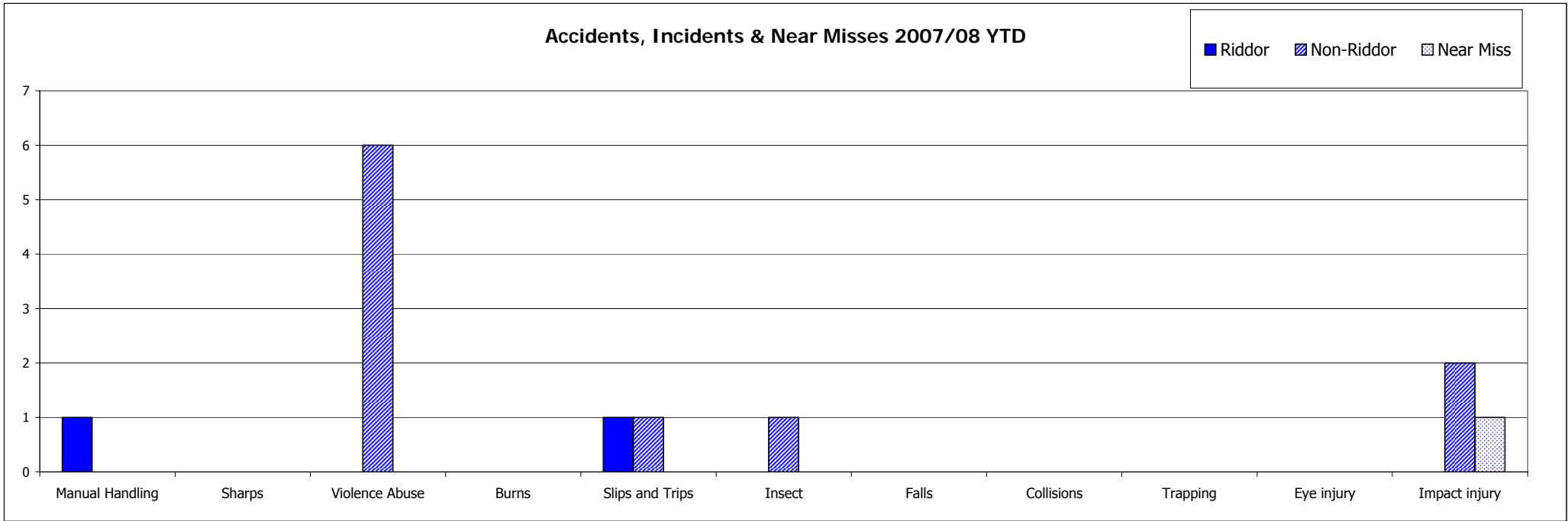
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Total Staff At Beginning of Period	262.70	261.70	257.70										
Number of New Starters	0.00	1.00	1.00										
Number of Leavers	1.00	5.00	5.00										
Number of Transfers	0.00	0.00	7.00										
Total Staff At End of Period	261.70	257.70	253.70										
Staff Turnover - In Month	0.38%	1.90%	1.90%										
Staff Turnover - Year To Date	0.38%	2.30%	4.20%										

Please note staff figures now FTE



Description	1 Apr - 15 Apr	16 Apr - 15 May	16 May - 15 Jun	16 Jun - 15 Jul	16 Jul - 15 Aug	16 Aug - 15 Sep	15 Sep - 15 Oct	16 Oct - 15 Nov	16 Nov - 15 Dec	16 Dec - 15 Jan	16 Jan - 15 Feb	16 Feb - 15 Mar	15 Mar - 31 Mar
Posts Out to Advert	2	2	4										
Posts Awaiting Interview	0	0	2										
Posts Interviewed Awaiting Check	0	7	2										

Accidents, Incidents & Near Misses 2007/08 YTD



Accidents, Incidents and Near Misses 2006/2007: To 15th June

	Manual Handling	Sharps	Violence Abuse	Burns	Slips and Trips	Insect	Falls	Collisions		Eye injury	Impact injury	Totals
Riddor												0
Non-Riddor			2								2	4
Near Miss												0
Totals	0	0	2	0	0		0	0	0	0	2	4

Accidents, Incidents and Near Misses 2006/2007: YTD

	Manual Handling	Sharps	Violence Abuse	Burns	Slips and Trips	Insect	Falls	Collisions	Trapping	Eye injury	Impact injury	Totals
Riddor	1				1							2
Non-Riddor			6		1	1					2	10
Near Miss											1	1
Totals	1		4		2	1					1	13

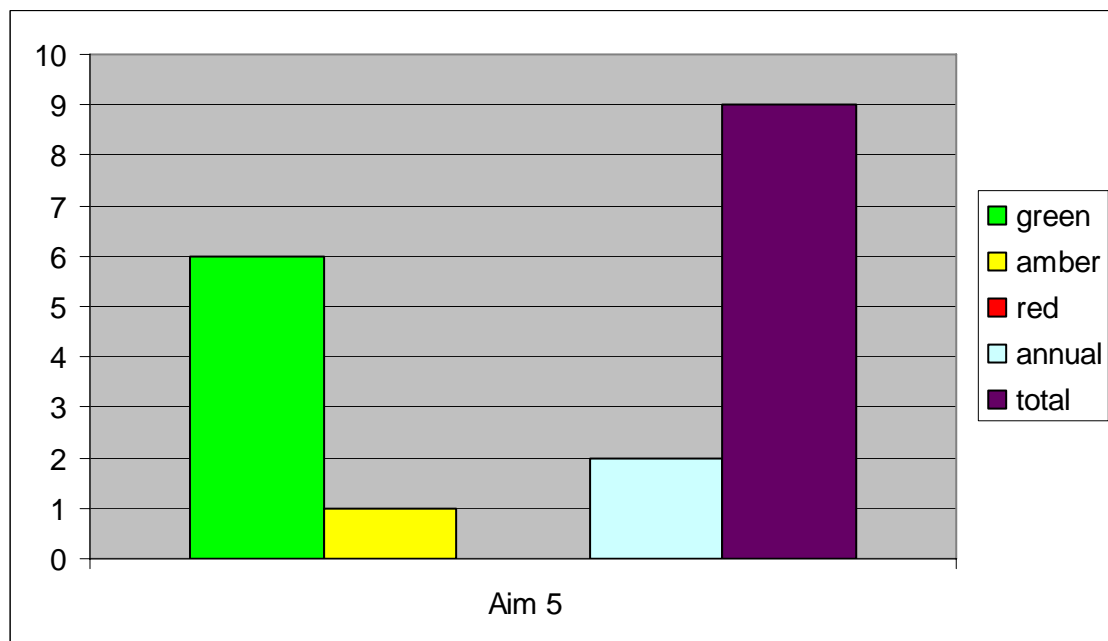
Balanced Scorecard Quarterly Performance – Business Aim 5

1 Statement of Purpose

1.1 The Barnet Homes mission statement commits us “to achieving excellence by delivering high quality and improving services to all residents.” In the business plan aim 5 is “to develop a highly skilled, motivated and satisfied workforce which is reflected in high quality services to residents.” This report shows how Barnet Homes is performing in its approach to developing and motivating the workforce to achieve this aim.

2 Summary

2.1 This report provides the sub group with an update on performance against the balanced scorecard targets set for business aim 5. The report is for the first quarter of 2007-2008. The proportion of green, amber and red lights is shown in the table below.



3 Previous Reports

3.1 This is the first report to the sub group that covers the new balanced scorecard format. Further performance reports will be made quarterly.

4 Recommendations

4.1 The sub group are asked to note the first quarterly report.

5 Financial & Risk Management Issues

- 5.1 Provision of quality services is fundamental to achieving a 3 star rating from the Housing Inspectorate. To achieve this, the organisation needs its workforce to be well trained and motivated to delivering high standards of service. The targets for business aim 5 have been defined to help Barnet Homes assess progress in developing staff to achieve the highest possible performance.

6 Resident Consultation and Equalities Issues

- 6.1 Performance information is reported in the tenant newsletter "At Home" and posted on the Barnet Homes website. The aim is to maximise the transparency and contribution of all residents to developing the services of Barnet Homes. Feedback from these sources will be made where appropriate within reports to the sub group.

7 Background Information

- 7.1 In line with previous reports to the sub group, this report concentrates on exception reporting of performance, dealing specifically with areas where amber or red traffic light issues are identified. However, where exceptional performance is noted this is also brought to the sub group's attention.
- 7.2 The Board has previously approved the new approach to business plan reporting using a balanced scorecard for each business aim. The sub groups will receive quarterly updates only on those business aims they are responsible for, with the main Board meeting receiving a report on all of them.
- 7.3 The timetable for reports is as follows:

Business update	Date	Meeting
Quarter 1	30 August 2007	Resources subgroup
	17 September 2007	Board
Quarter 2	25 October 2007	Resources subgroup
	12 November 2007	Board
Quarter 3	7 February 2008	Resources subgroup
	17 March 2008	Board
Quarter 4	April 2008	Subgroups
	May 2008	Board

8 General commentary on results

- 8.1 The attached spreadsheet shows the results to the end of June 2007. Where targets are measured annually they have been highlighted appropriately.
- 8.2 For those that are monitored quarterly, there are a number of green lights recorded. Notable results are the achievement of Investors in People status and the reduction in sickness absence by 53% on this time last year.

9 Amber

- 9.1 The number of appraisals completed by the end of June 2007 should have been 100%. It is in fact 90%, but only 22% of the paperwork has been completed. All managers have been asked to chase this up and get this target back on track before the next quarterly report.

10 Red

- 10.1 At this stage in the financial year there are no red lights to report. The performance for completion of appraisals will be monitored closely so that this does not become a red light.

Author(s):

Name Cathy Arnold
Job title Project Management Advisor

Date: 15 August 2007

Scorecard area	To achieve this we need to	We will measure our success by	Definition	Current perf Mar-07	Target March 2008	5 year Target 2012	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Direction of travel	RAG score	
Excellence	Be truly acknowledged as an employer of choice	· IIP accreditation		IIP sought Feb 06 – 4 areas identified for development	IIP accreditation achieved June 2007	IIP accreditation retained and employer of choice accreditation achieved	IIP accreditation June 2007				↑		
		· Positive outcomes from staff satisfaction survey		68% recommend BH as employer 74% find work interesting and challenging (Feb 2005)	75% recommend BH as an employer, 80% find work interesting and challenging	Over 80% recommend BH as an employer, Over 85% find work interesting and challenging	survey in September - reporting Quarter 3				↔		
	Ensure we achieve a performance management culture	· 100% of appraisals carried out April – June and SMART targets in place		99.6% completed	100% completed by June 07, Annual performance - related bonus scheme implemented	Individual performance related pay scheme in place	90% appraisal interviews held; 22% paperwork/ development plans completed					↔	
		· Suggestion and award schemes		Scheme in place.	Annual awards presented at staff awayday	Individual performance related pay/incentive scheme in place	Awayday in September - reporting Quarter 3					↔	

Scorecard area	To achieve this we need to	We will measure our success by	Definition	Current perf Mar-07	Target March 2008	5 year Target 2012	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Direction of travel	RAG score
Value for money	Ensure our sickness absence is in line with top performing organisations	· Average sickness absence per staff member (routine/non routine)	BVPI 8	9.3 days (routine 5.3)	Ave 7 days annual sickness projected	Year on year reduction achieved	0.8 days to June 2007				↑	
	Ensure our organisation is the right shape and size and appropriately skilled	· Effective management of projects across the organisation		SMT planning for real exercise completed in March 07	Projects and project management resources mapped and prioritised company-wide	ongoing	projects mapped and toolkit in development; L&D scheduled for Sep 07				↑	
		· Clear resource plan in place		Resourcing strategy in development	Resourcing strategy in place, future skills/resource needs accurately mapped	Resourcing fully meets business needs	to be reported in October following completion of strategy				↔	
Customer involvement	Our workforce is reflective of our customers	· % of disabled employees, BME employees, % age profile		1% staff declared a disability, 69% white, 5% aged 20-25yrs, 45% aged 26-44yrs, 42% aged 45-59yrs 6% aged 60+yrs	Increased applications received from underrepresented groups	ongoing					annual target reporting Quarter 4	
		· Evidence of positive projects to employ young people ourselves and in partnership with our contractors		Construction Training Initiative being developed, Participating in schools business challenge	No. visits to schools, colleges, recruitment fairs and mentoring partnerships facilitated by HR	Year on year increase achieved					annual target reporting Quarter 4	

1. Statement of Purpose

- 1.1 The Barnet Homes mission statement seeks to achieve “excellence by delivering high quality and improving services to **all** residents”. This report updates on progress towards meeting this objective.

2. Summary

- 2.1 This report updates the sub group on work undertaken in respect of Equalities.

3. Previous reports

- 3.1 Not applicable.

4. Recommendations

- 4.1 The sub group are asked to note the report.

5. Financial & Risk Management Issues

- 5.1 There are no financial implications of this report.
- 5.2 BME satisfaction is a key Best Value Performance Indicator (BVPI) in respect of both Barnet Homes’ inspection and the Comprehensive Performance Assessment (CPA) for the Council. Our ability to know our customer and respond to their service needs will have a direct impact on these BVPIs.

6. Resident Consultation and Equalities Issues

- 6.1 These are addressed in the main body of the Equality and Diversity Strategy and there are a number of specific involvement tasks within the action plan.

7. Background Information

- 7.1 Updating our information
The new Ethnicity screen on our Saffron Housing Management System

has now gone live. Comino are updating the records automatically and where this is not possible (in 3500 cases) volunteers have updated the screens manually. This work will be finished this week. The position will then be published.

To complete the picture all staff will be allocated a share of the addresses where we do not have information and during September I expect to collect and update all the remaining records.

7.2 Launching Equalities Group

We have reviewed our approach to managing our approach towards equalities within Barnet Homes. Two groups have been established. One will be of managers chaired by the Chief Executive Officer to oversee the development and implementation of initiatives across the company. This group will meet monthly from September and quarterly from December.

7.3 The second is a sounding board made up of a diagonal slice of staff from across the company who will test and challenge for the main group, policy and operations. This group will be launched in the last week in September 2007 and meet quarterly.

7.4 Equalities awareness raising

We plan to devote September to raising the awareness of Equalities work. Detailed below are just some of the activities that will take place during the month and relevant to the Standard sub group terms of reference:

- Language Day (4th September 2007) facilitated by the Grahame Park Area Housing Manager maximizing staff ability to translate for residents into key languages. So far we have 12 staff have offered their skills and help. The languages we have are: - French, Dutch, Danish, Gujerati, Hindi, Bengali, Polish, Chinese, Italian, Portugese, and sign language.
- Launch of targeted visits to vulnerable residents (including implementing the innovative message in a bottle scheme etc)
- New language introduction cards for caretakers – handy size to fit their pockets
- Translation of welcome pack and caretakers duties for new tenants on the regeneration estates

- Launch of service standards for harassment and domestic violence
- New tenant DVD translated into key languages will be filmed and cut for implementation
- Second vulnerability forum to be held 25th September 2007 at the Barnet Multi Cultural Centre
- Rent arrears summit will review equalities data on distribution of debt and plan responses

Author: Margaret McPeake

Date: 7th August 2007

HOS Meeting 7th August 2007

Report on Equalities

To raise our profile and address issues from the mock inspection we are doing the following:

1. Updating our information

The new Ethnicity screen is live. Comino are updating the records automatically and where this is not possible (in 3500 cases) volunteers are updating the screens manually. This work will be finished this week. David will then publish the position.

Future Action:

- All staff will be allocated a share of the addresses where we do not have information and during September I expect to collect and update all records.
- Yana to include in staff newsletter

2. Launching Equalities Group

The mock inspection suggested two groups, one of managers and a sounding board. The equalities group will be relaunched at the beginning of September. Proposed membership is as follows:

- CEO to chair
- Gary, Rita, David Thomas, Peter Headland, Sarah Osei-Menya, Anne Dennison, Graham Ambler, Ramsey Hood and Jacky Nelson.

The group will meet monthly to review the developments in this year and quarterly from December 2007.

Future meetings are:

Wednesday 5 th September 2007	at 9.30 – 11.00am (11 th flr mtg rm)
Wednesday 3 rd October 2007	at 9.30 – 11.00am (9 th flr mtg rm)
Wednesday 7 th November 2007	at 9.30 – 11.00am (9 th flr mtg rm)
Wednesday 5 th December 2007	at 9.30 – 11.00am (9 th flr mtg rm)
Wednesday 23 rd April 2008	at 9.30 – 11.00am (9 th flr mtg rm)
Wednesday 22 nd October 2008	at 9.30 – 11.00am (9 th flr mtg rm)
Wednesday 21 st January 2009	at 9.30 – 11.00am (9 th flr mtg rm)
Wednesday 22 nd April 2009	at 9.30 – 11.00am (9 th flr mtg rm)

The sounding board is to be a diagonal slice through the organisation to provide a test and challenge for the group, policy and operations. This group will be launched in the last week in September 2007 and meet quarterly.

Action:

- Volunteers requested in August staff newsletter

3. We plan to devote September to raising the awareness of Equalities work and I attach a copy of the schedule of events so far.

Ahead of this, in the last week of August there will be a staff newsletter announcing the activities and asking for contributions to make the month successful. We will do an update every week of the progress against our targets. Please team brief in August and update calendar with your events or operational plan update.

We plan to use the last week in September to recap – where we are, what have we learned, what do we need to do? What went well, best performers prize, exotic lunch for all staff etc.

Author: Margaret McPeake

Date: 7th August 2007

1. Statement of Purpose

- 1.1 Reporting on Health, Safety and Welfare is a Corporate Governance Requirement. All Board members carry joint legal responsibility for Health and Safety, and it is therefore, essential that they are fully briefed so that all our decisions properly protect residents, staff and the public from harm.
- 1.2 Progress towards a comprehensive Health and Safety strategy also helps us to meet Barnet Homes' mission statement and business objectives.

2. Summary

- 2.1 The Resources Sub-group was last updated on health and safety in May 2007.

3. Previous reports

- 3.1 This report is the latest health and safety update to the Group which is now a regular agenda item.

4. Recommendations

- 4.1 The Group is asked to note and comment on this progress report

5. Financial & Risk Management Issues

- 5.1 Insurance claim schedules are reviewed by the Heads of Service from a risk management/health and safety perspective, with action taken as appropriate.
- 5.2 Health and safety impacts on staff sickness, morale and resources. Performance is reviewed in the Health Safety and Welfare Group.
- 5.3 There is a risk of civil or criminal liability on Barnet Homes if legal action is taken for instances of non-compliance to legislative requirements.
- 5.4 Public relations – adverse publicity may arise through serious health and safety failures.
- 5.5 Business continuity challenges e.g. fire hazards could lead to utilities failure to entire Grahame Park Estate, or a major accident in

construction sites can result in HSE improvement and prohibition notices or prosecution.

6. Resident Consultation and Equalities Issues

- 6.1 An annual report on health and safety is scheduled for presentation to BHCP and to the Sheltered Housing Panel during September and October 2007.
- 6.2 DDA and equalities issues are integral to safety risk assessments.

7. Background

- 7.1 Health and safety was added on to the estate inspection checklist in July 2007. This has proved to be useful in identifying a number of hazards in individual estates and residential blocks (e.g. damaged fire doors, trip hazards such as uneven paving, electrical hazards such as exposed wiring, damaged lighting, fly tipping, electrical cupboards used for storage).
- 7.2 A Gas Safety Policy has been drafted by Mandy Dunstan (Asset Manager) that clearly sets out Barnet Homes approach and responsibilities. Quality assurance is included in the policy as a way of monitoring the performance of our contractors. Resources are also being targeted for publicity and to achieve 100% annual gas servicing for tenants.

A pilot scheme offering gas servicing to leaseholders at a competitive price in the N20/N11 areas is due to commence by the end of August 2007. If this is successful it will be implemented borough-wide.

- 7.3 A Legionella policy is being developed to ensure that Barnet Homes is fully compliant to the Approved Code of Guidance for Legionella (Health and Safety Executive). There are a number of residential blocks that are required to be regularly tested and maintained for legionella. The policy will state Barnet Homes' responsibilities and the duties of specific Barnet Homes' officers or teams. This policy will be completed by mid-September 2007.
- 7.4 The Asbestos Management Plan is being reviewed by Adams Environmental (specialist asbestos surveyors and consultants) as part of an annual review and to bring the plan up to date with recent changes within Barnet Homes and with the asbestos regulations in 2006.
- 7.5 Barnet Homes Health and Safety and the London Fire Service are negotiating a new scheme to provide domestic fire safety checks to

tenants and leaseholders in maisonette style flats. This scheme is expected to be in operation by the end of 2007.

- 7.6 The Driving at Work Policy for Employees (using their own vehicles) has been reviewed and a revised policy and procedure has been sent out for general consultation. A key change has been to link driving safety to ill health and sickness monitoring.
- 7.7 A CDM (Construction Design Management) Coordinator contract has been finalised and is ready for signing. The Asset Management Sub Group has been regularly updated on progress with regards to this contract. SWH are the new CDM consultants and were introduced to our contractors and Asset Management staff in a CDM Workshop that took place in July 2007.
- 7.8 All Barnet Homes H&S policies and arrangements are being reviewed and put on the Barnet Homes intranet
- 7.9 Corporate Manslaughter Law was passed by Parliament in July 2007 (see attached brief on new legislation). This law creates a new offence of corporate manslaughter aimed to deal with the most serious breaches of the duty of care that result in a fatality. It will make it easier to prosecute corporations and to punish them with unlimited fines. The new law targets those organisations that fail to manage health and safety effectively at a senior management level.

Author: Bambos Kakouratos – Health and Safety Co-ordinator
Date: 24th August 2007

The New Corporate Manslaughter Law (2007)

(Passed through Parliament on 24/7/07)

1. The new law fills a gap in current legislation

It is difficult in current legislation for a company to be prosecuted for manslaughter because it is necessary to identify a "controlling mind" who is also personally guilty of manslaughter.

It is not possible under the present law to add up the negligence of several individuals to show the company as grossly negligent. A specific individual has to be identified as a controlling mind for corporate manslaughter to be proven.

2. The new law in nutshell

Under the proposed legislation, an organisation is guilty of the offence of corporate manslaughter if the way in which any of the organisation's activities are managed or organised by the senior managers:

a) causes a person's death;

and b) amounts to a gross breach of a relevant duty of care owed by the organisation to the deceased.

3. The Pressure for Change in the Law

3.1 There have been a number of recent accidents, in the transport sector and in the workplace, which have provoked demands for the use of the law of manslaughter.

3.2 It addresses the overwhelming public concern expressed over the leniency shown to workplace deaths compared to other forms of homicide occurring outside the workplace.

3.3 The need to change the law to fit the modern commercial environment so that it is much more straightforward to bring corporations to account for their actions. Hopefully, to improve safety standards across a wide range of organisations and afford workers and the public better protection.

3.4 To make corporations and their leaders more accountable under the law of manslaughter as well as under the health and safety legislation. This will also serve as a deterrent.

4. The Corporate Manslaughter Law

4.1 The new law creates a new, specific offence of corporate manslaughter.

An organisation would be prosecuted for this if a gross failing by its senior managers to take reasonable care for the safety of their workers or members of the public caused a person's death.

The law creates an offence that should be more effective for prosecuting companies and other organizations, but which remains targeted at the worst cases of management failure causing death.

4.2 "Management Failure": the new offence would be based on failures in the way an organisation's activities were managed or organized.

The offence is designed to capture truly corporate failings in the management of risk and, therefore, applies to management failings by an organisation's senior managers – either individually or collectively.

4.3 The management failure must amount to a gross breach of the duty to take reasonable care

The law states that there should be a serious breach of the duty of care. The law provides a framework for assessing an organisation's conduct, including a clear link with standards imposed by health and safety legislation and guidance on how these should be discharged.

The focus is on failings where the corporation as a whole has inadequate practices or systems for managing a particular activity.

It is not the intention to catch companies or others making proper efforts to operate in a safe or responsible fashion or where efforts have been made to comply with health and safety legislation but appropriate standards not quite met.

The offence is to be reserved for cases of gross negligence, where this sort of serious criminal sanction is appropriate.

Barnet Homes - Health and Safety Briefing

15th August 2007

4.4 This does not mean that individuals will not be accountable for their actions.

They will remain liable to prosecution for individual offences, including gross negligence manslaughter under health and safety law, where it can be shown that their personal conduct amounts to an offence.

4.5 Sanction

The draft Bill makes provision for financial penalties and organisations found guilty of corporate manslaughter would face an unlimited fine. *Where the circumstances of the case merit, a fine can be set at a very high level.*

4.6 Investigation and Prosecution

The Law proposes no change to current responsibilities of the police to investigate, and the CPS to prosecute, corporate manslaughter. The HSE will work jointly with the Police in investigations and prosecutions.

5. Implications for Barnet Homes

1. Higher Risk of Successful Prosecution

This law increases the risk of a successful prosecution due to a fatality of an employee, contractor or resident due to Barnet Homes' negligence.

2. Business Risk

A successful prosecution is likely to impose a severe fine and will be disastrous to the reputation of the organization and senior managers.

3. 'Management Failure'

This emphasises the importance of developing health and safety management as an objective led and reviewed by senior managers.

1. Statement of Purpose

- 1.1 Barnet Homes is committed to achieving effective governance and ensuring that we deliver our objectives and commitments to target. This is to ensure the Sub-group is updated on issues within its remit.

2. Summary

- 2.1 This paper updates the Sub-group on a range of HR issues.

3. Previous reports

- 3.1 This is a regular item to each Resources Sub-Group meeting.

4. Recommendations

- 4.1 The report is for noting.

5. Financial & Risk Management Issues

- 5.1 None applicable at this time.

6. Resident Consultation and Equalities Issues

- 6.1 None applicable at this time.

7. Background Information

7.1 *Outcome of car user review*

Of the initial 116 essential car users, there are currently still 93 employees in receipt of Essential Car User Allowance. There are a number of outstanding cases within Housing Services and Asset Management that are still to be resolved and a target has been set to conclude these by the middle of September. Within other service areas there are 3 further cases where a decision has been made and not yet implemented so that a consistent implementation date can be applied across the organisation.

In terms of the overall effects of the proposed change, the savings likely to result are in the region of £26,000 p.a. (less the extra costs attributable to paying higher casual car allowance rates which will depend on individual mileage). This is lower than the annual savings of £90,000 originally anticipated.

The effects on individual staff who move from essential to casual car user allowances will be a loss of the annual essential user lumpsum payment of £819, however this will be partially offset by receiving a higher additional payment equivalent to 8.9p per mile.

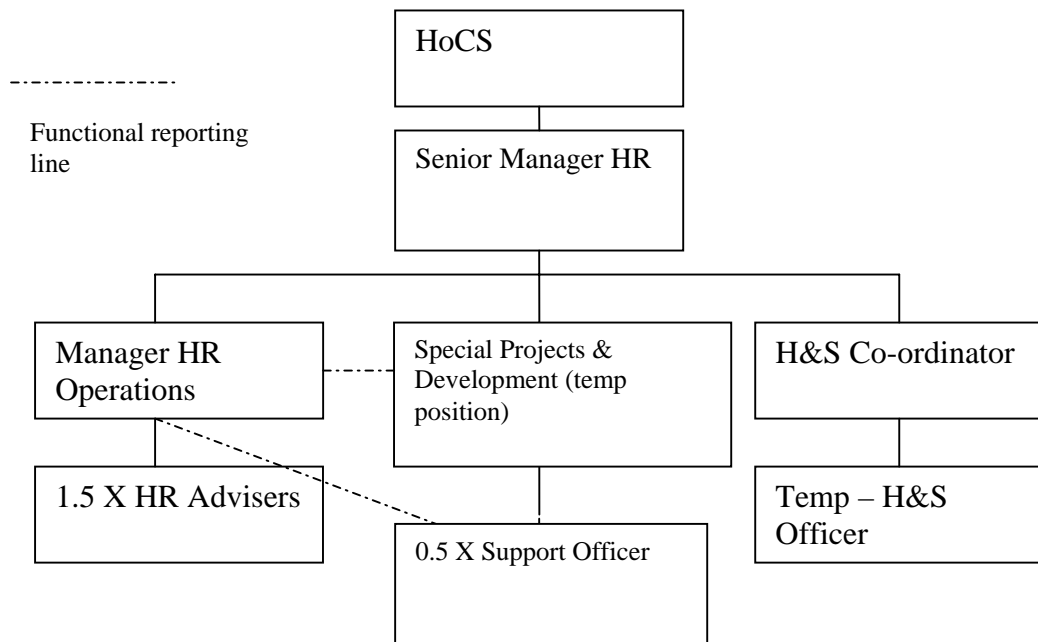
Performance related pay

7.2 Following discussion at the Remuneration & Nomination Committee in July, consultants have now been appointed to take forward the development of a company-wide performance bonus scheme for 07/08 and an individual PRP pilot scheme for the Senior Management Team from 08/09.

7.3 *Review of HR team structure*

Consultation has completed and recruitment to the new senior HR Manager position is proceeding. The benefits of the change will be unified management of the HR team, integration of HR and Health & Safety and a reduction in the number of direct reports to the Head of Corporate Services.

The revised team structure is shown below:



7.3 *Application for 2 ticks scheme*

Following a meeting with the Job Centre's Disability Employment Adviser we have been advised that we meet the requirements for accreditation under the 2 ticks "Positive about Disabled People" scheme. We are now required to make a formal application and our membership will thereafter be subject to annual assessment.

Author: Cora Vigar - Head of Corporate Services

Date: 20th August 2007

**Barnet Homes
Resources Sub-Group
30th August 2007
Future Agenda Items**

Item: 9

1. Statement of Purpose

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

2. Summary

- 2.1 The Sub-Group is asked to agree future agenda items for the next meeting.

3. Previous Reports

- 3.1 Not applicable

4. Recommendations

- 4.1 The Sub-Group is asked to consider the proposed future agenda items.

5. Financial & Risk Management Issues

- 5.1 None arising

6. Resident Consultation and Equalities Issues

- 6.1 None Arising

7. Background Information

7.1 Next meeting 25th October 2007

- 7.2 Suggested agenda items are outlined below:

7.3 Meeting on 25th October 2007

Standard/Suggested agenda items are outlined below:

- HR Statistics
- Health & Safety Update
- Business Plan Monitoring Quarter 2 Aim 5
- Feedback from Staff Survey & Action Plan
- Proposed Framework for HR Planning
- HR Updates

7.4 Meeting 6th December 2007

Standard/Suggested agenda items are outlined below

- HR Statistics
- HR Updates
- Business Plan Monitoring - Quarter 3 Aim 5

Author: Cora Vigar Head of Corporate Services

Date: 13th August 2007