

**BARNET HOMES  
RESOURCES SUB-GROUP  
7<sup>TH</sup> FEBRUARY 2008  
5.30pm – 7.30pm**

**DIRECTORS**

Ken Bennett Vi Britchfield ( <i>Chair</i> )	Yetunde Onifade Angela Spooner
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**AGENDA**

<b>ITEM</b>	<b>TITLE</b>	<b>STATUS</b>	<b>PRESENTING</b>
<b>1</b>	Introductions & Apologies		
<b>2</b>	Declaration of Interests		
<b>3</b>	Election of the Chair	Decision	Cora Vigar
<b>4</b>	Agree Minutes & Matters Arising		
<b>5</b>	Central Services VfM Review	Information	Kate Laffan
<b>6</b>	Health & Safety Scorecard	Information	Bambos Kakouratos
<b>7</b>	Terms of Reference for Resources Sub-Group	Decision	Cora Vigar
<b>8</b>	Future Agenda Planning – Future Meeting Dates and Times	Decision	Cora Vigar
<b>9</b>	Business Plan Monitoring – Quarter 3	Information	Cora Vigar
<b>10</b>	Resourcing Pilot	Information	Gladys Mhone
<b>11</b>	HR Statistics	Information	Catherine Solomon
<b>12</b>	HR Updates (To Include Payroll Policy & Staff Survey Action Plan)	Information	Cora Vigar
<b>13</b>	Any Other Business		

**Barnet Homes Board  
Resources Sub-Group  
7<sup>th</sup> February 2008  
Election of Chair and Vice-Chair**

**Item: 3**

**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 This paper sets out proposed arrangements for the election of Chair of the Resources Sub-Group

**3. Recommendations**

- 3.1 That the Group select a new Chair, if more than one nomination is confirmed then a secret ballot will be held.

**4. Financial & Risk Management Issues**

- 4.1 None arising.

**5. Resident Consultation and Equalities Issues**

- 5.1 None arising.

**6. Background**

- 6.1 Following the meeting of the Board on the 17<sup>th</sup> December 2007, and the review of the Board Sub-Groups, there is a need to elect the position of Chair for the Resources Sub-Group, the election will take place at the next meeting of the Group on the 7<sup>th</sup> February 2008.

- 6.2 To date the following nominations have been received:

**Nominations for Chair**

Vi Britchfield

- 6.3 If more than one nomination is confirmed a secret ballot will be held

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

**Date: 30<sup>th</sup> January 2008**

BARNET HOMES  
RESOURCES SUB-GROUP  
MINUTES 6<sup>TH</sup> DECEMBER 2007

**Attending:**

**Directors:**

Vi Britchfield (Chair)  
Yetunde Onifade

Trevor Renouf (*Chair of the Board*)

**Management & Staff:**

Bambos Kakouratos (*Part*)  
Gladys Mhone  
Catherine Solomon

Cora Vigar  
Marian Dowling (*Minutes*)

TITLE	TITLE	ACTION
<b>1</b>	<b>Introductions &amp; Apologies</b>	
1.1	Introductions were not required	
1.2	No apologies	
<b>2</b>	<b>Agree Minutes &amp; Matters Arising</b>	
2.1	Minutes agreed	
2.2	<b>Matters arising</b>	
2.3	<b>Item: 2 2.1</b> <b>Ratification required by the Board.</b> Ratified by the Board on 12 <sup>th</sup> November 2007	
2.4	<b>Item: 5 5.3</b> <b>Medical Services For All Staff</b> GM and CS are currently looking at procurement and the possibility of sharing services with another ALMO.	<b>Gladys Mhone/Catherine Solomon</b>
2.5	<b>Item: 6 6.4</b> <b>The Inclusion of Police Community Safety Information in AtHome</b> CV to follow up with PH the next edition is due out in January 2008. TR suggested that health & safety and community information	

<p>2.6</p> <p><b>Item: 7 7.2 Barnet Homes Sickness Comparisons with the Council</b></p> <p>CS advised that the Council are on target to achieve 6 days sickness (average), Educational Services are not included in these figures.</p> <p>2.7</p> <p><b>Confidential Minutes</b></p> <p>Minuted separately</p>	<p>should be put together under one feature.</p>	<p><b>Peter Headland</b></p>
<p><b>3</b></p> <p>3.1</p>	<p><b>Declaration of Interests</b></p> <p>None declared</p>	
<p><b>4</b></p> <p>4.1</p> <p>4.2</p> <p>4.3</p> <p>4.4</p> <p>4.5</p> <p>4.6</p>	<p><b>Health &amp; Safety Scorecard</b></p> <p>BK provided an update on the Health &amp; Safety Scorecard.</p> <p>BK advised that fire risk assessments for sheltered accommodation would be completed within six months, the Group were also advised that false alarms are also an issue as there is a potential cost implication for Barnet Homes. It was agreed that a further update would be brought back to the Group in six months time.</p> <p>There are currently no red lights and six amber lights as follows:</p> <p>Legionella Policy - A review of this is scheduled for completion in March 2008.</p> <p>Connaughts KPIs – It has been agreed to develop H&amp;S checklists to be included in quality assurance checks and redeveloping the H&amp;S Management Plan for Connaughts CDM reports.</p> <p>Quality Assurance Health &amp; Safety Checks – BK to report back to the Group with a timetable for implementation.</p>	<p><b>Bambos Kakouratos</b></p> <p><b>Bambos Kakouratos</b></p> <p><b>Bambos Kakouratos</b></p> <p><b>Bambos Kakouratos</b></p>

4.7	Residents awareness of safety – Presentation to BHCP (Barnet Housing Consultative Panel) to be Scheduled) for March 2008	<b>Bambos Kakouratos</b>
4.8	Health & Safety competency framework – to be built into the appraisal system commencing 2008/9.	<b>Bambos Kakouratos/Gladys Mhone</b>
4.9	New driving procedures (managers seeking verification of driver details) further legal clarification was sought by the Group.	<b>Bambos Kakouratos</b>
4.10	The Group noted the report.	
<b>5</b>	<b>Equalities Impact Assessment</b>	
5.1	YO asked about Equalities & Diversity training for the Board and proposed that further training on diversity and the practicalities giving real life examples of how equalities & diversity work. GM advised that training was being scheduled for new Directors and those Directors who had not attended previous training.	<b>Gladys Mhone</b>
5.2	The Group approved the Equalities Impact Assessment for the Resources Sub-Group and the recommended priority actions.	
<b>6</b>	<b>Staff Survey Response</b>	
6.1	GM presented the headline findings or the staff survey recently carried out by ORC International. The Group noted that the response rate had been higher than predicted at 63%.	
6.2	There was positive feedback on staff understanding of their role and customer service, with a significant improvement in the standard of management. The results also compared well with other RSLs.	
6.3	Lower levels of satisfaction were around communications within different service areas and inductions for new staff.	

<p>6.4</p> <p>6.5</p> <p>6.6</p>	<p>The group were concerned at the low levels of satisfaction within the Asian/Asian British – Indian staff. GM advised that she would be carrying out one to one discussions with the staff (ten from different service areas) and would report back to the Group.</p> <p>The Group also asked for the numbers of staff in each category to be shown in the report. It was agreed to provide the Group with a copy of the Flash report.</p> <p>The Group noted the report and agreed that regular feedback be reported to the Resources Sub-Group on the progress of the action plan to be developed from the findings.</p>	<p><b>Gladys Mhone</b></p> <p><b>Gladys Mhone</b></p>
<p><b>7</b></p> <p>7.1</p> <p>7.2</p> <p>7.3</p> <p>7.4</p> <p>7.5</p>	<p><b>HR Statistics</b></p> <p>CS provided the Group with a verbal update on sickness absence rates which currently stand at 5.1 days.</p> <p>The Group also received a summary analysis of the numbers and costs of agency staff within the organisation, which shows that in comparison with last year numbers are lower but costs are considerably higher. The group were advised that agency staff had been taken on for a variety of reasons which included: preparation for the inspection and cover for secondments and maternity leave.</p> <p>The Group were also advised on a case currently going through the EU courts which could result in agency staff being entitled to employment protection after six weeks.</p> <p>Further work will be carried out to develop a policy on the use of agency staff which will be monitored by the Resources Sub-Group.</p> <p>The group asked for vacant posts to be included in future monitoring reports.</p>	<p><b>Gladys Mhone/Cora Vigar</b></p> <p><b>Catherine Solomon</b></p>

<p><b>8</b></p> <p>8.1</p>	<p><b>Forward Agenda Planning</b></p> <p>The Group approved the proposed agenda:</p> <ul style="list-style-type: none"> <li>• HR Statistics</li> <li>• HR Updates</li> <li>• H&amp;S Scorecard</li> <li>• Forward Agenda Planning</li> <li>• Business Plan Monitoring – Quarter 3 Aim 5</li> <li>• Implementation of Resourcing Pilot</li> </ul> <p>Further items to be scheduled are:</p> <ul style="list-style-type: none"> <li>• Review of office accommodation</li> <li>• Communication strategy</li> </ul>	
<p><b>9</b></p> <p>9.1</p>	<p><b>Any Other Business</b></p> <p>None</p>	
	<p><b>Date &amp; Venue of Next Meeting</b></p> <p>Thursday 7<sup>th</sup> February 2007  5.30pm – 7.30pm  9<sup>th</sup> Floor Meeting Room  Barnet House</p>	

**1. Statement of Purpose**

- 1.1 Barnet Homes is striving to reduce costs and deliver efficiencies whilst delivering excellent housing services to our residents. To ensure that annual efficiencies of 2.5% are achieved, a series of VFM Reviews has been programmed each year, of which the review of central services outlined below is anticipated to be a key contributor for 07-08.

**2. Summary**

- 2.1 This report outlines the scope of the proposed VFM Review of Central Services and the key milestones. This review is likely to impact on how key back office functions are delivered: performance management, service development, communications, governance and project management.

**3. Recommendations**

- 3.1 That the sub-group note and comment on the scope of the review.
- 3.2 That the sub-group are aware that the review will certainly result in changes to the way these back office functions are delivered to maximise outputs and deliver efficiencies – resulting in possible changes for staff, including re-structuring of teams, review of job descriptions and re-distribution of portfolios.
- 3.3 That the sub-group agrees future reporting of the review.

**4. Financial & Risk Management Issues**

- 4.1 Delivery of significant cashable savings is a key driver for this review.

**5. Resident Consultation and Equalities Issues**

- 5.1 As the services under review relate pre-dominantly to back office functions. It is not therefore proposed to consult widely with residents in respect of the review. However Barnet Housing Consultative Panel will be advised of the findings of the review and their projected efficiencies and benefits to service delivery.

**6. Background Information**

- 6.1 The VFM Review of Central Services is in the 07/08 VFM Review programme and it is anticipated that the review will yield both cashable efficiencies and significantly enhanced delivery of key back office functions. Given the significant reduction of front line staff in 07/08 and future projected reductions (TUPE transfer of regeneration staff), there is also an imperative to ensure a streamlined, highly effective back office whilst ensuring the appropriate front office/back office ratio.

6.2 **The Project Sponsor** for the VFM review is Derek Rust, Deputy CEO. The scope of the review was defined by the Project Sponsor in collaboration with the core VFM Group. The VFM Group also defined the parameters of the review in relation to which staff<sup>1</sup> and functions should be included within the review's remit. The Project Sponsor has set up a Project Group which includes the senior HR Manager and all the managers of the services which may be impacted by the review. It is the objective of the Project Group to ensure that change management is implemented effectively and that all lessons learned from previous reviews have been addressed.

6.3 **The Project Scope** seeks to:

- review the provision of Service and Organisational Development type functions across Barnet Homes (including business planning)
- review provision of Performance Management type functions across Barnet Homes including data collection processes
- maximise the provision and analysis of information to inform the organisation
- look at the opportunities to implement Project Management methodologies
- understand the synergies between these services and the current governance function
- consider what other services/functions do the current structures effectively support (e.g. IT)
- consider the most effective provision of communication type services including the intranet
- consider the most effective provision of Resident Participation services in the light of the emerging VFM review and Resident Involvement Strategy
- consider how the equalities function can most effectively be delivered

6.4 **Developing Options**

Within the current Barnet Homes structure, dedicated teams have been established to carry out service development and performance management functions. These central teams sit within different reporting structures, but in other organisations more usually sit alongside each other.

A recent audit of these functions has revealed that as well as these central teams, there are a significant number of performance management and service development functions delivered by staff elsewhere in the organisation. Other teams, such as the Governance & Efficiency Team also provide some central project management or 'service development' for the organisation.

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<sup>1</sup> See appendix 1 for staffing structures included in the initial stage of the review

It is to be noted that some service areas have dedicated performance or service development staff, whilst other service areas rely wholly on the central teams.

The review aims to scrutinise the way functions are currently provided and their costs, benchmark with other ALMOs and develop possible options for delivery with recommendations for a fit for purpose lean structure to deliver the most effective outcomes.

### 6.5 Staff Consultation

Initial briefing meetings have been scheduled to consult with staff that may be affected by the review. Further consultation meetings will be held with them, as the possible options are developed, to ensure their views are considered before any recommendations go forward to the VFM Core Group. The unions will also be drawn into the process at an early stage.

### 6.6 Wider Consultation

A survey<sup>2</sup> has been developed by the Project Group which canvasses the views of all Barnet Homes' managers on their satisfaction with current service delivery and their views on how well it meets their needs and how it could be improved. The analysis of both the survey and the benchmarking exercise will feed into the development of alternative models of service delivery and will be set out in the final review document.

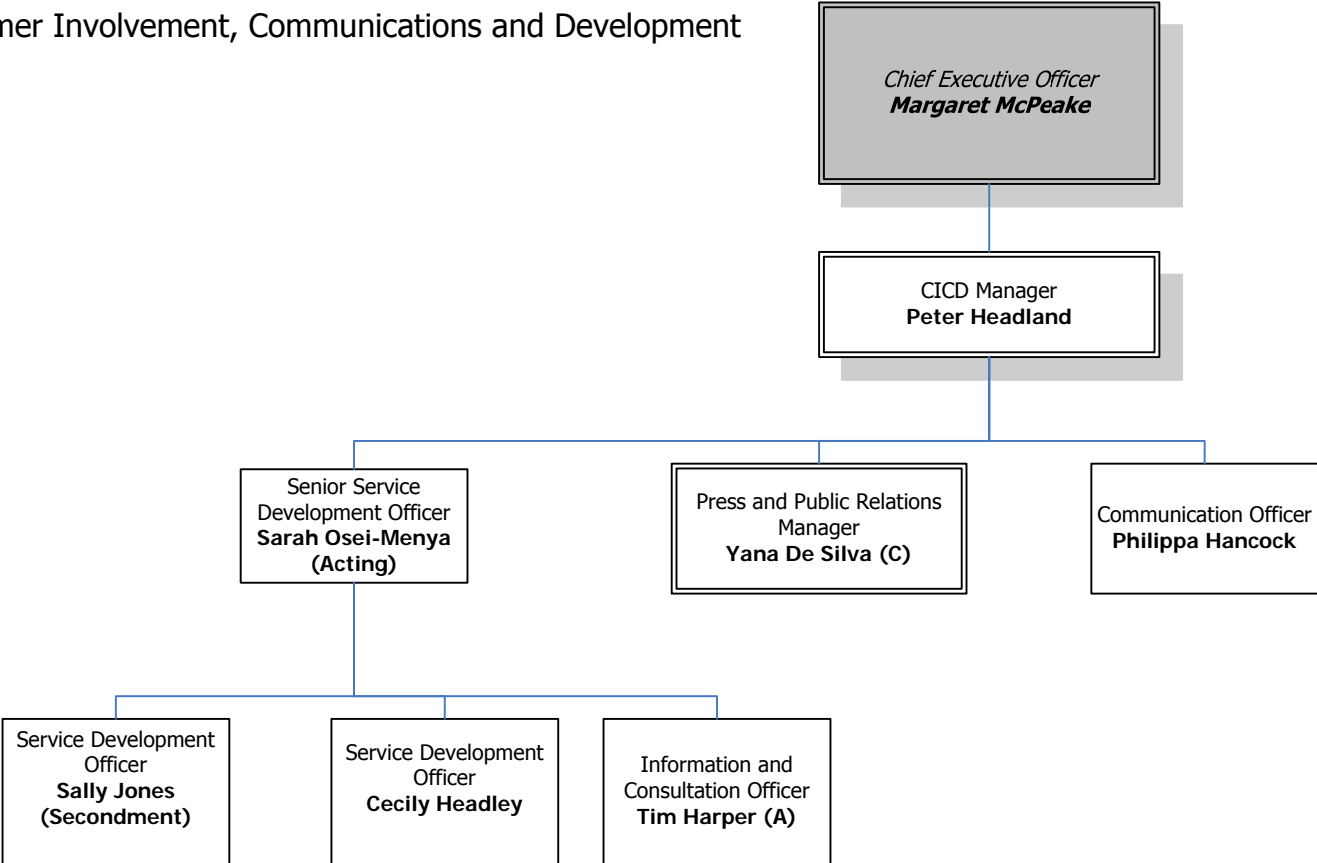
### 6.7 Review Timetable

Deadline for completion	Task	Owner
4 <sup>th</sup> January 08	Set up Project Group	DR
7 <sup>th</sup> February 08	Report to Resources Sub-group	KL
8 <sup>th</sup> February 08	Benchmarking with other ALMOs	KL/MR
Ongoing	Consultation with staff	DR & GM
15 <sup>th</sup> February 08	Complete Survey of Central Services & collate and analyse results	KL/MR
15 <sup>th</sup> February 2008	Analysis of how the services are currently provided – including review of functions, existing structures, staff & associated budgets and current vacancies	Project Group

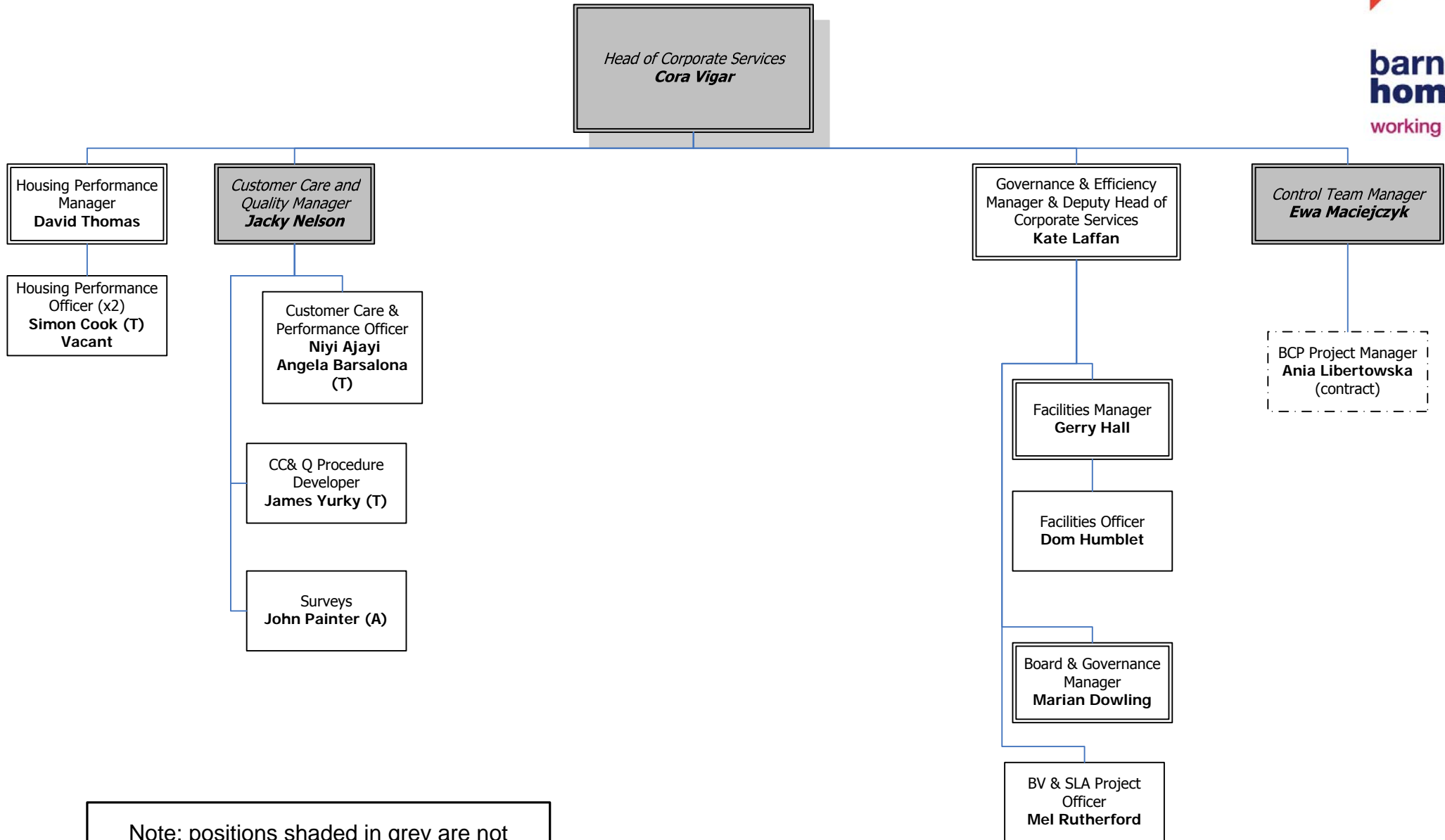
<sup>2</sup>

7 <sup>th</sup> March 08	Complete draft report setting out options and potential cashable and non-cashable savings	DR/KL
March/April	Report Findings for decision making <ul style="list-style-type: none"> <li>✓ Report to VFM Core Group (19/3/08)</li> <li>✓ Report to HOS (April)</li> <li>✓ Reports to Resources and Business Sub-group (April)</li> </ul>	DR
TBC	Consultation on decisions of VFM review <ul style="list-style-type: none"> <li>✓ Report to Union</li> <li>✓ Report to staff following change management procedures</li> <li>✓ Draft JDs</li> </ul>	DR/HR
TBC	Report outcomes to residents <ul style="list-style-type: none"> <li>✓ Report to BHCP</li> </ul>	DR
April - June 2008	Implement change management & recruitment <ul style="list-style-type: none"> <li>✓ Finalise JDs</li> <li>✓ Complete recruitment &amp; redeployment</li> </ul>	DR/HR

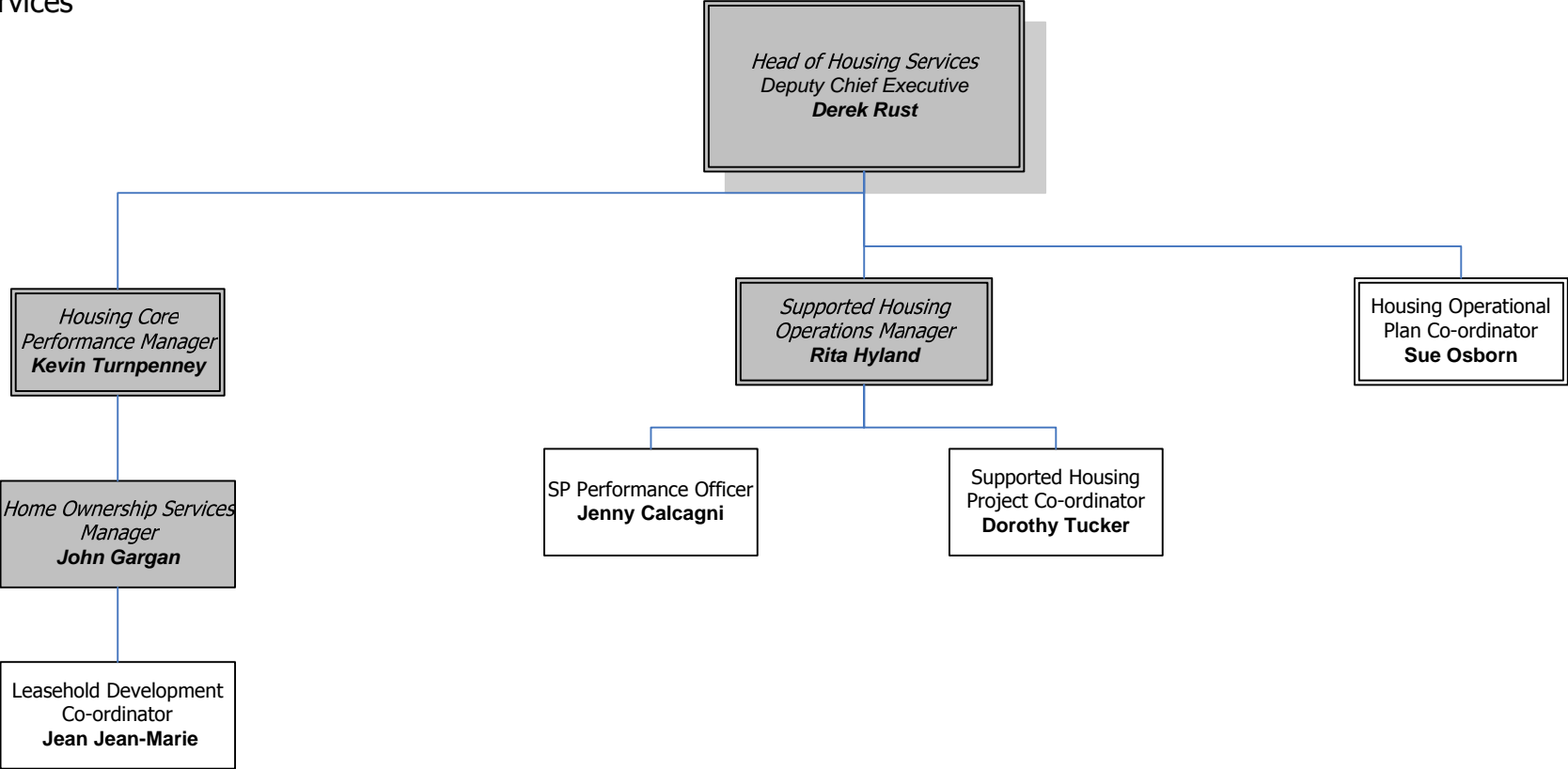
**Author: Kate Laffan – Governance & Efficiency Manager**  
**Date: 31<sup>st</sup> January 2008**



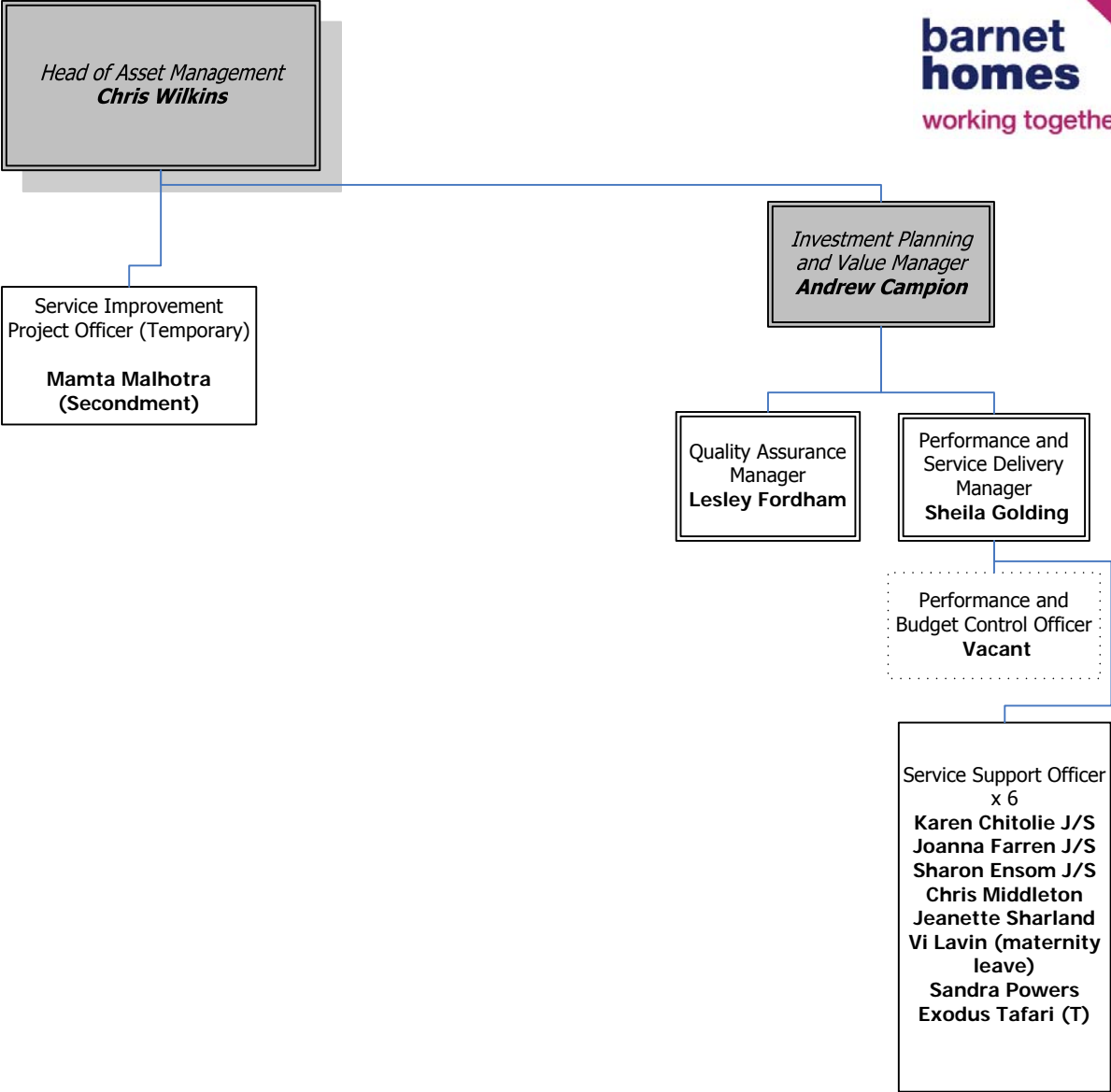
Note: positions shaded in grey are not included in the review, but are shown in the structure chart above as the relevant line manager/head of service



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Note: positions shaded in grey are not included in the review, but are shown in the structure chart above as the relevant line manager/head of service

# Central Services VFM Review

## 1. Communications

Who is in the team?

Philippa Hancock – Communications Officer  
Yana De Silva – Press & PR Manager (approx 2 days a week)

What do they do?

The Communications Team are responsible for developing and overseeing the implementation of both our internal and external communications strategy.

The team produces our newsletter to residents "AtHome" and our internal newsletter "Working Together".

They deal with media enquiries and promote the achievements of Barnet Homes to our customers and a wider audience.

The team is also responsible for the branding and marketing of Barnet Homes.

### 1. What contact do you have with the Communications team?

- Daily
  - Weekly
  - Monthly
  - Quarterly
  - Less Frequently
  - No Contact
  - Other
- Other (please specify)

### \* 2. What Communications Team services do you use or access?

### 3. Could you give examples of communication issues you have worked on with the team which worked well?

### 4. Are there any communication issues which did not work so well? Could you give examples and say why you feel this did not work well?

# Central Services VFM Review

5. How satisfied/dissatisfied are you with the service provided by the team?

Very Satisfied

Fairly Satisfied

Fairly Dissatisfied

Very Dissatisfied

Don't Know / Not Able To Comment

If dissatisfied why do you say that?

6. What additional services would you like the team to provide? (This could be services currently provided elsewhere.)

7. How could the services provided by the team be improved?

# Central Services VFM Review

## 2. Service Development

Who is in the team?

Sarah Osei-Menya – Senior Service Development Officer  
Cecily Headley – Service Development Officer  
Sally Jones – Service Development Officer  
Tim Harper – Information and Consultation Officer

What do they do?

The service development team carries out consultancy work on organisational development and strategic issues identified by the Board and Heads of Service.

The team is responsible for co-ordinating corporate survey methodology and questionnaire development with the external market research agency, as well as analysis of corporate customer feedback; and provides a consultancy and co-ordination role on the development of feedback systems across the organisation – each team within Barnet Homes has responsibility for their own customer involvement/ feedback systems and ensuring this is incorporated in improved service delivery.

The service development and resident participation team work jointly on a number of customer involvement projects. Viewpoint is our resident sounding board which the team has developed.

The team leads on the strategic development of our equalities and diversity policy, monitoring the action plan and consultation issues, developing guidance and procedures for Equality Impact Assessments and quality checking EIAs – however equalities practice is mainstreamed across the organisation.

The Housing Services Manual is administered by the section, with staff throughout Barnet Homes contributing to the development of procedure notes.

The team also leads on the development of the five year Business Plan.

### 8. What contact do you have with the Service Development team?

- Daily
  - Weekly
  - Monthly
  - Quarterly
  - Less Frequently
  - No Contact
  - Other
- Other (please specify)

### 9. What Service Development Team services do you use or access?

### 10. Could you give any examples of projects you have worked on with Service Development which worked well?

## Central Services VFM Review

11. Are there any projects which did not work so well? Could you give examples and say why you feel it did not work well?

12. How satisfied/dissatisfied are you with the service provided by the team?

Very Satisfied

Fairly Satisfied

Fairly Dissatisfied

Very Dissatisfied

Don't Know / Not Able To Say

If dissatisfied why do you say that?

13. What additional services would you like the team to provide? (This could be services currently provided elsewhere.)

14. How could the services provided by the team be improved?

# Central Services VFM Review

## 3. Performance Team

Who is in the team?

David Thomas - Performance Manager  
Simon Cook - Performance Officer

What do they do?

- Performance team collect statistics relating to company performance and produce monthly reports for SMT, Heads of Service, LBB and Board and the Top Ten report for residents
- Performance team set targets and review performance throughout the year alongside key managers and staff
- Performance team work with service managers to produce detailed analysis of data and assist in improvement planning
- Performance team maintain the Intranet
- Performance team act as a 'critical friend' to challenge accepted ways of doing things and to audit the definitions applied to key PIs
- Performance team represent Barnet Homes at Housemark events and lead on coordinating cost benchmarking
- Performance team work with staff on Saffron interrogation, including writing Merlin reports and delivering training

15. What contact do you have with the Performance Team?

- Daily
- Weekly
- Monthly
- Quarterly
- Less Frequently
- No Contact
- Other

Other (please specify)

16. What Performance Team services do you use or access?

17. Could you give any examples of performance issues that you have worked on with the team that worked well?

18. Are there any performance issues which did not work so well? Could you give any examples why you feel these did not work well?

# Central Services VFM Review

19. How satisfied/dissatisfied are you with the service provided by the team?

- Very Satisfied
- Fairly Satisfied
- Fairly Dissatisfied
- Very Dissatisfied
- Don't Know / Not Able To Answer

If dissatisfied, why do you say that?

20. What additional services would you like the team to provide? (This could be services currently provided elsewhere.)

21. How could the services provided by the team be improved?

22. Do you receive accurate and adequate performance information to deliver your services and/or manage your contracts?

- Yes
- No
- Don't Know

If no, please provide details and your suggestions for improvement.

## 4. Other Services

This section considers services that are currently provided in a variety of ways and considers how they will best be provided for the benefit of the organisation.

23. How often do you use the Intranet?

- Daily
- Weekly
- Monthly
- Less Frequently
- Never
- Don't Know

24. What do you use the intranet for?

25. How would you rate the BH intranet?

- Excellent
- Good
- Poor
- Very Poor
- Don't Know / Not Able To Say

Please provide reasons behind your answer.

26. What additional Intranet services would you like?

27. Do you compare / benchmark with other organisations?

- Yes
- No
- Don't Know

If so, how do you benchmark/compare (e.g. Benchmarking clubs)?

## Central Services VFM Review

28. Do you think that you are adequately advised of best practice, benchmarking opportunities/results, forthcoming changes in legislation and/or government thinking?

Yes

No

Don't Know

If no, please provide details/examples and suggestions for obtaining and cascading this information.

29. Would you find it useful to have a dedicated project management resource in the organisation?

Yes

No

Don't Know

If Yes – where do you think it should sit within the organisation and what resources should it be allocated?

30. Currently VFM reviews are undertaken by a number of BH Managers within their day to day role. Do you think this is effective or should the review programme be undertaken by a dedicated resource supported by BH Managers? Please give your reasons behind your answer.

31. If you are a regular customer of these services, think they could be improved, and would like to join the VFM working group for this review; please provide your name and contact details.

Name:

Team:

Extension:

**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 This report is the latest health and Safety update to the Group.

**3. Previous Reports**

- 3.1 This is a standing item to the Resources Sub-Group. The last update was to the December meeting

**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 in March 2008 and a report has already been presented to the

Sheltered Housing Panel. It is proposed to report annually to BHCP and other Panels as appropriate.

6.2 DDA and equalities issues are integral to safety risk assessments.

## **7. Background**

7.1 **New driving Policy/Procedure:** The Senior Management Team will be advised to carry out a one off checking of all employees for driving licenses, tax and MOT. A procedure will be added to absence management requiring managers to make sure any staff who have illnesses that can affect their ability to drive safely are fully risk assessed.

7.2 **CDM Site audits** by SWH are progressing well. A full report is expected during April/May period.

7.3 **Gas Leak Incident** at a tenant's property has raised issues regarding the safety performance of Village Heating (i.e. carrying out of gas leak safety procedures, quality of workmanship and compliance to RIDDOR reporting procedure). All issues to be discussed in the next operational group meeting with the company.

### **7.4 Fire safety:**

- A new contract has been signed with LFB for domestic fire safety checks by Lifeline Service that will result in further income for Barnet Homes of approx. £40,000 for 2008/9. Last year the Lifeline Service met LFB targets and earned an income of £50,000.
- The fire risk assessment programme for all sheltered housing blocks has started and is due for completion at end of April 2008.
- Unfortunately, discussions to involve the London Fire Brigade in carrying out domestic fire safety surveys in Grahame Park have not progressed. The LFB are not able to provide a planned programme of domestic surveys. It may be necessary to consider other options.

6.5 **H&S Competencies** have been drafted and have been passed to HR for consultation and agreed timescale for implementation.

**Author: Bambos Kakouratos – Health and Safety Co-ordinator**

**Date: 28<sup>th</sup> January 2008**





Appendix 1 Health and Safety Score Card

Barnet Homes Corporate H&S Scorecard 2007/8													
Action	H&S Area	Description	Service/Team	Lead	Milestone	Current status	Priority Level	Risk Level	Due date	Completion Date	Origin of Action	Direction of Travel	Traffic Light Score
AMP Review	Asbestos	Review to comply with new Asbestos regs and new contract with Connaught	Asset management	Phil Buck	Draft document/action plan for consultation	Action plan and training reviewed	High	High	Mar-08		Operational Plan/Statutory Review	→	
Legionella Policy Review	COSHH	monitoring/testing/maintenance of high risk properties	Asset management	David Foster/Bambos Kakouratos	Draft policy document/action plan for consultation	Policy drafted	High	High	Mar-08		Statutory review	→	
Connaughts KPIs	Monitoring Contractors	Working with Steve Berry man of Connaughts	Asset management	Bambos Kakouratos	Safety monitoring programme initiated by Connaughts	Conaughts quality inspection check list to include some h&s checks	High	High	Nov-07	Nov-07	Operational Plan	↑	
Decent Homes H&S Monitoring Scorecard	Monitoring Contractors		Asset management	Bambos Kakouratos		Completed	High	High	Dec-07	27/07/2007	Operational Plan	↑	
Grahame Park Risk Register	Boiler Hse and Roof Voids	Implementation of Risk assessment for Boiler Hse and Roof Voids	Asset management	Phil	Programme of improvements and funding has been agreed		High	High	Mar-07		Resources Sub Group	→	
Implementation of CDM 2007 arrangements	Monitoring Contractors		Asset management	David Hann/Kieran Ryan/BK		Completed	High	High	Jul-07	Jul-07	Operational Plan	↑	
Inspection and Auditing of Contractors	Managing contractors	Ensuring contractors health and safety performance meets expected standards	Asset management	Chris Wilkins	Start monthly inspection/audits	Started	High	High	27-Nov		CDM Workshop	↑	
Fire Safety Surveys for maisonettes in Grahame Park and Dollis	Fire Safety	Joint project with London Fire Service	Asset management	BK	Procedures agreed with Lettings and Fire Service	In discussion	High	High	Jan-08		Resources Sub Group	→	
Fire Risk Assessments for Sheltered Housing	Fire Safety	A specific FRA for each residential block	Corporate Services H&S	BK/RB	Start of monthly FRA target in Sheltered accommodation	Training booked for Nov and Dec 07	High	High	Jul-08		London Fire Service advice to Sheltered Housing Team	↑	
CDM Tender	Contractor monitoring		Corporate Services H&S	BK/HW		Completed	High	High	01/06/2007	15/05/2007	Asset Management Sub Group	↑	

Appendix 1 Health and Safety Score Card

Action	H&S Area	Description	Service/Team	Lead	Milestone	Current status	Priority Level	Risk Level	Due date	Completion Date	Origin of Action	Direction of Travel	Traffic Light Score
Residents awareness of safety	Monthly articles in At Home - general H&S issues relevant to residents		Corporate Services H&S	RB	Monthly Articles	Article produced each month since April 2007	High	High	Monthly	Ongoing	Resources Sub Group	↑	
Residents awareness of safety	Fire Safety/Gas Safety on communal noticeboards		Corporate Services H&S	RB	Agree with Caretaking Service	Gas Safety Posters to be targetted in those residential blocks that have tenants who are not complying with annual gas servicing.	High	High			Resources Sub Group	↑	
Residents awareness of safety	Attendance at BHCP meeting		Corporate Services H&S	BK	Presentation due by March 08		Medium	Medium	Mar-08		Resources Sub Group	→	
Residents awareness of safety	Attendance at Sheltered Housing meeting		Corporate Services H&S	RB		Completed	Medium	Medium		18/07/2007	Resources Sub Group	↑	
Reality Checklist	Fire Safety		Corporate Services H&S	BK		Completed	Medium	High		01/06/2007	Resources Sub Group	↑	
Competency Framework - H&S competencies	H&S management	H&S competencies incorporated into staff/managers appraisals	Corporate Services H&S	GM	An agreed set of H&S competencies by People First	Agreed with Gladys to have this discussed by the People First group	Medium	Medium			Operational Plan	→	
Risk Assessment Training	H&S management	Risk assessment training provided to Premises Controllers	Corporate Services H&S	BK	First course provided to Premises controllers	Ongoing	Medium	Medium		15/06/2007	Operational Plan	↑	
Violence Workshop for Contractors	Monitoring Contractors	Promoting Barnet Homes Violence Policy to contractors	Corporate Services H&S	BK	Invitations sent to contractors and key BH managers	Room booked for January 2007	High	High	Jan-08	Jan-08	Operational Plan	↑	
Fire escape route signs	Fire Safety		Housing Management	RB/ESMs		Completed	Medium	Medium		Jul-07	Resources Sub Group	↑	
Implementation of Smokefree legislation	New legislation	Developing policy, procedures, publicity and signage	Housing Management	Rachel Bancroft/Sheila oliver		Completed	Medium	Medium	May-07	May-07	Health Act 2006	↑	
New driving procedures	New Regulations	Review and development of procedures	Corporate Services H&S	Rachel Bancroft	Agree Procedures	Senior management Team approval	Medium	Medium	Nov-07		New Regulations	→	

Appendix 1 Health and Safety Score Card

Action	H&S Area	Description	Service/Team	Lead	Milestone	Current status	Priority Level	Risk Level	Due date	Completion Date	Origin of Action	Direction of Travel	Traffic Light Score
Review of all Barnet Homes H&S Policies and Procedures	H&S Policy/Procedure Review	Annual Review of policies and procedures and inputting on intranet	Corporate Services H&S	Rachel Bancroft	Rebranding/ amendment of LBB policies	Passed to Tim for inputting on to intranet	Medium	Medium	Dec-07	Nov-07	Statutory review	↑	
Residents awareness of safety	Safety Information for Tenants on intranet	An information resource for tenants on important safety areas	Corporate Services H&S	Rachel Bancroft	Benchmarking other ALMOs and design of web page		Medium	Medium	Apr-08		Resources Sub Group	→	
Faulty Immersion Heaters	Tenant Safety	Developing a strategy to deal with faulty immersion heaters	Asset Management Team	Martin Drakeford, Stuart Lawrence and Elliot Sweetman	Consultation with Contractors		Medium	Medium	Apr-08		Safety alert from HSE	→	
Safety errors arising from repairs and servicing	Gas Safety	Safety Performance of Vuillage Heating	Asset Management Team	Stuart Lawrence, Mandy Dunstan and Jacky Nelson	Regular review in operational meetings		High	High	Feb-08		Gas Leak - RIDDOR	↓	

**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. Having well-defined terms of reference supports clarity of decision-making and ensures a transparent and accountable governance structure.

**2. Summary**

- 2.1 Amendments are proposed to the Sub-group's terms of reference.

**3. Recommendations**

- 3.1 That the proposed amendment to appendix: 1 Item: 3 3.2 – to read, "The position of Chair will be agreed by the members of the Sub-Group at the first meeting following the election of the Chair of the Board".
- 3.2 It is proposed that the remit for office accommodation should in future report to the Business Sub-Group and therefore items: 1.3 and 2.19 should be removed from the Resources Sub-Group Terms of Reference.
- 3.3 That the Sub-group considers whether any further amendments should be proposed.

**4. Financial & Risk Management Issues**

- 4.1 None applicable to this report.

**5. Resident Consultation and Equalities Issues**

- 5.1 None applicable to this report.

**6. Background**

- 6.1 Following the meeting of the Board on the 17<sup>th</sup> December 2007 changes to the Sub-Groups terms of reference were agreed.
- 6.2 The Sub-Group's terms of reference have been revised in line with these recommendations and are attached at Appendix 1.
- 6.3 Given that the remit for IT and financial implications associated with office accommodation fall within the remit of the Business Sub-group, it is proposed that this responsibility should be deleted from the Resources Sub-group's terms of reference.
- 6.4 The Sub-group is invited to consider these changes and also to reflect on whether any further changes are needed.

6.5 The amended Terms of Reference will then be submitted to the Board in March 2008 for formal approval.

**Author:** Cora Vigar Head of Corporate Services  
**Date:** 28<sup>th</sup> January 2008

|

### Resources Sub-Group Terms of Reference

#### 1. Objectives

- 1.1 The Sub-Group will make decisions with the aim of achieving the best possible utilisation of staffing resources in order to achieve Barnet Homes' business objectives. Specifically to "develop a highly skilled, motivated and satisfied workforce which is reflected in high quality services to residents".
- 1.2 The Sub-Group will ensure that staffing issues are properly addressed within Barnet Homes, and promote staff interests by developing employment policies and procedures that enhance the working lives of staff, promote diversity, and ensure that Barnet Homes' staff ratios reflect the customers it services.
- ~~1.3 The Sub-Group will lead on the development of an office accommodation strategy for Barnet Homes to ensure that future office provision is closely aligned to business needs and provided in the most cost effective way~~
- 1.4 The Sub-Group will lead the co-ordination of Barnet Homes' publicity and events with the aims of achieving excellence in communications, ensuring that residents are clearly informed, and raising the profile of Barnet Homes.

#### 2. Purpose

- 2.1 To continuously review the Barnet Homes staffing establishment and to consider issues of recruitment, training and retention of staff.
- 2.2 To approve appropriate terms and conditions of service for Barnet Homes employees taking into account the application of TUPE.
- 2.3 To promote effective working practices to meet the targets set out in the Barnet Homes Business Plan.
- 2.4 To promote Health & Safety awareness and the development of Health & Safety standards throughout the organisation.
- 2.5 To continuously review and develop Barnet Homes' learning & development policy (for staff and board directors).
- 2.6 To develop Barnet Homes' change management programme.
- 2.7 To develop and promote Barnet Homes Equal Opportunities in employment policies.
- 2.8 To participate in recruitment and selection panels for senior management team posts.
- 2.9 To participate in Barnet Homes' employee relations machinery (specifically the Barnet Homes Corporate JNCC), and approve agreements reached with staff representatives.
- 2.10 To form part of the pool of board members eligible to sit on employment appeals panels.

- 2.11 To review benefit packages and ensure an effective job evaluation scheme is in place.
- 2.12 To develop Human Resources policies and procedures as the need arises taking into account developments in good practice, employment legislation, and business needs.
- 2.13 To monitor Human Resources activity across Barnet Homes including but not restricted to:
  - Gender and ethnicity workforce monitoring information
  - Sickness reports
  - Disciplinary and grievance statistics
  - Staff turnover figures
  - Recruitment activity
  - Training plan update
  - Accident statistics
- 2.14 To raise awareness of staffing issues and training initiatives across Barnet Homes for managers and staff through staff consultation mechanisms.
- 2.15 To oversee development and implementation of an action plan to address the findings of the employee opinion survey.
- 2.16 To ensure effective internal communication processes are in place with staff including the development of a new staff handbook.
- 2.17 To oversee development and implementation of the Investors in People action plan.
- 2.18 To direct the strategic planning of Barnet Homes' external communications strategy including publicity and events.
- ~~2.19 To develop an office accommodation strategy for Barnet Homes.~~
- 2.20 The Sub-Group will take decisions in accordance with the powers delegated to it by the Board. Where the matter concerns an issue of wider policy, the Sub-Group will make recommendations as appropriate to the full Board.

### **3. Membership**

- 3.1 The membership will consist of at least 4 Directors, one of whom will be nominated as Chair.
- 3.2 **The position of Chair will be nominated by the Chair/ Vice Chair of the Board and will then be submitted to the Board for approval.** In the event of the Chair of the Sub-group standing down,, the Board Chair will stand in as Chair until a new Chair of the Sub-group is selected.
- 3.3 A minimum of 3 Board Directors will represent a quorum.
- 3.4 The Chair of the Board has the right to attend and vote at any Sub-group meeting and will also form part of the quorum.
- 3.5 Where designated members of the Sub-Group are unable to attend a Sub-Group meeting, it will be their responsibility to find a positive confirmed replacement Board Director to attend in their place and also to inform the Chair and the Board & Governance Manager in advance.

A substituted Board Director will be able to vote and form part of the quorum.

- 3.6 Other Board Directors are free to attend any Sub-group meeting but other than 3.4 and 3.5, they will not be able to vote or form part of the quorum.
- 3.7 In attendance will also be the Head of Corporate Services and a representative(s) from the Human Resources team. Additional representation will be requested when required relating to specific issues (e.g. Health & Safety, communications etc.).
- 3.8 Working groups may be convened for specific projects and will disband on the completion of projects. Not all members of the working groups need to be formal members of the Sub-Group. However, any formal co-options will require prior approval by the Board/~~Strategic Steering Group.~~

#### 4. Meetings

- 4.1 Meetings will normally be held two-monthly. Dates and times of meetings will normally be set at the first scheduled meeting of each calendar year and should take place approximately two weeks before the Board meeting.
- 4.2 Meetings will be open to the public unless exempt items are being discussed in which case the public will be excluded from that part of the meeting. Dates of meetings will be published on the website, however, any members of the public wishing to attend meetings will be required to notify the -Board & Governance Manager in advance.
- 4.3 In the event of the minimum quorum of 3 not being achieved, meetings will still be able to proceed, however, any decisions taken by the Sub-Group will be subject to subsequent ratification by the Board.

#### 5. Reporting arrangements

- 5.1 Papers for meetings will be sent out hard copy and electronically unless agreed otherwise to all members of the Resources Sub-group seven days prior to the date of the meeting.
- 5.2 Minutes and agendas will be sent (where possible electronically) to all wider Board members.
- 5.3 In addition -all papers will be forwarded hard copy and electronically to the Chair of the Board and electronically to all other Board Directors also to the Chairs of the other Sub-Groups.
- 5.4 The Chair of the Sub-group will arrange through the appropriate Head of Service, to provide written feedback on key decisions/discussions of the Sub-Group to the following Board meeting.

**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 scheduled to take place on 3<sup>rd</sup> April 2008.
- 2.2 The Sub-Group is also asked to agree the proposed future meeting dates for the Resources Sub-Group, the meeting normally starts at 5.30pm – 7.30pm the Group are asked to consider if the time is still appropriate.

**3. Previous Reports**

- 3.1 Not applicable

**4. Recommendations**

- 4.1 The Sub-Group is asked to consider the proposed future agenda items.
- 4.2 The Sub-Group is asked to consider what time future meetings will commence
- 4.3 The Sub-Group is asked to consider the proposed meeting dates

**5. Financial & Risk Management Issues**

- 5.1 None arising

**6. Resident Consultation and Equalities Issues**

- 6.1 None Arising

**7. Background Information**

7.1 Proposed Meeting Dates

- Thursday 3<sup>rd</sup> April 2008
- Thursday 5<sup>th</sup> June 2008
- Thursday 7<sup>th</sup> August 2008
- Thursday 2<sup>nd</sup> October 2008
- Thursday 5<sup>th</sup> December 2008

7.2 Forward Agenda – 3<sup>rd</sup> April 2008

- HR Statistics

- HR Updates
- Forward Agenda Planning
- Health & Safety Scorecard

**Author:** Cora Vigar Head of Corporate Services  
**Date:** 28<sup>th</sup> January 2008

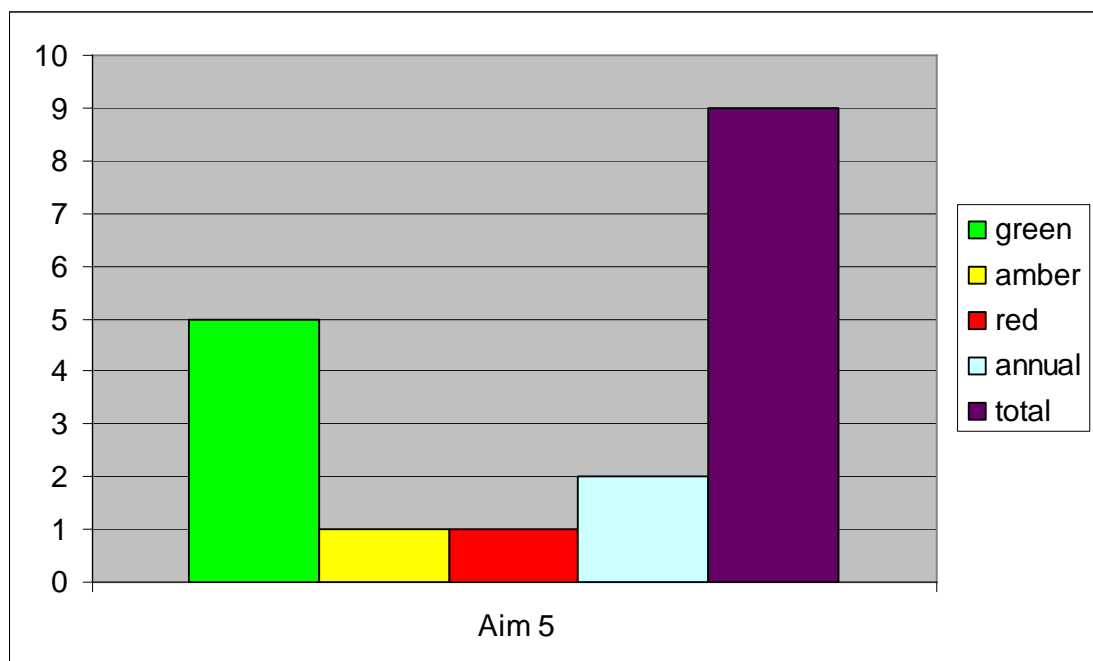
Balanced Scorecard Quarterly Performance – Business Aim 5

**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 third 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 third 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 third 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 December 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 previously reported are the achievement of Investors in People status and the successful staff awayday.

## **9 Amber**

- 9.1 There is one amber – development of resourcing strategy. Although considerable progress has been made on this (see concurrent item on resourcing), the development of a future resourcing plan and policy for Barnet Homes is still to be finalised. It is proposed to develop SMARTER targets to track the progress on this in 2008/09.




## **10 Red**

- 10.1 Sickness absence is currently not on track (although performance is improved on this time last year) and the HR Statistics report (also on this agenda) outlines the management action being taken to address this.

**Author(s): Cora Vigar Head of Corporate Services**

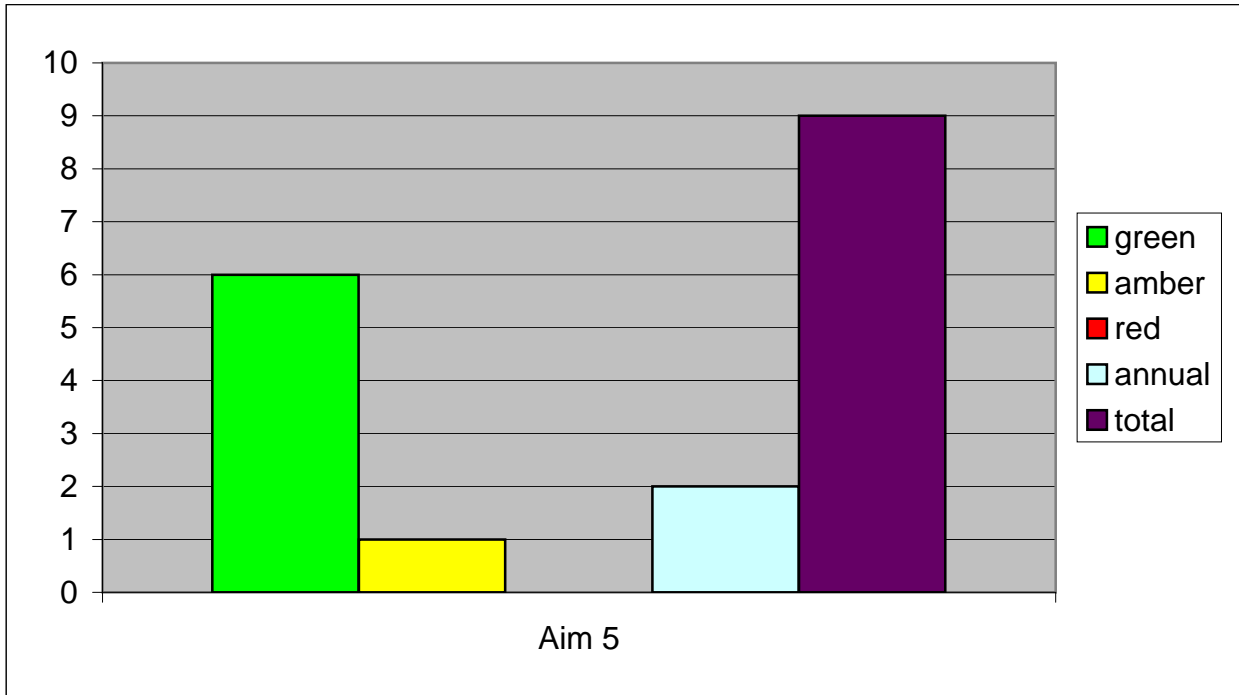
**Date: 29<sup>th</sup> January 2008**

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				action now completed		
		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		survey results were reported to the Sub-group in December 07. Action plan to be reported in April 08		↑		
	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	96.99% now completed - only ones outstanding are on sick leave				action now 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	successful staff awayday held on 21/9/07				action now completed	

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	4.7 days to September 07	6.9 days to December 07		↓	
	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	project tool kit developed, training underway	project management training completed. Review of projects for 08/09 by SMT scheduled for February 08		→	
		· 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	report to RSG on 25 October 07	update reported to RSG in February 08. Pilot on target		→	
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	

### Summary chart for business Aim 5

AIM	green	amber	red	annual	total	no. targets
Aim 5	6	1	0	2	9	9



**1. Statement of Purpose**

- 1.1 Barnet Homes is committed to developing a highly skilled, motivated and satisfied workforce to deliver excellent services to its customers. A holistic approach to human resource planning within the context of a resourcing strategy will ensure effective deployment of people to deliver excellent service and achieve value for money.

**2. Summary**

- 2.1 This report updates the sub-group on progress of the pilot HR planning process as reported to the October sub-group and provides the sub-group with the template developed with a view to cascading this across the organization in order to integrate HR Planning as part of the Business and Budget Planning process.

**3. Recommendations**

- 3.1 The sub-group to note progress and make comments on the proposed approach to HR Planning

**4. Financial & Risk Management Issues**

- 4.1 Lack of human resource planning is costly to any business and creates numerous people management difficulties which in turn impacts on the ability to deliver to standard and timescales.

**5. Resident Consultation and Equalities Issues**

- 5.1 Resident consultation is not applicable at this time.
- 5.2 HR Planning will ensure that resourcing is transparent and equitable and links directly to the projected levels of activity within the Business Plan.

## **6. Asset Management Pilot**

6.1 Asset Management Service current structure was implemented in June 2007 with the new head of service joining the team soon after. These two factors were considered in deciding the best approach to take in the pilot exercise – whether top-down or bottom-up. Taking into account the impact of change within the service, it was decided that the best approach would be top down and therefore a facilitated session was agreed and carried out on the 17<sup>th</sup> January 2008 with Asset Management Services Senior Management team. The first session focused on introducing the concept of HR Planning, the rationale and the outcome of the session was:

- Agreed targets and likely future activities beyond 2010
- Clear understanding of the role of HR Planning in development of HR Policies e.g. succession planning

The second session will be on 15<sup>th</sup> February 2008 and this will

- identify key skills required,
- what skills the service already has
- how many people to deliver
- identifying the external environment
- what needs buying-in to
- What can be developed internally
- Impact of Decent Homes Standard completion will have on the structure and skills
- Systems and processes
- Identifying critical roles and people
- Agreeing strategies for managing critical people within the service

A template at Appendix 1 has been developed to facilitate these sessions.

An action plan will be developed, which will be owned and monitored by Asset Management Senior Management Team.

**Author: Gladys Mhone, Senior HR Manager**

## HR Planning Checklist

## Appendix I

### Link Human Resources Planning to Business Plan and Operational Plan Goals

A solid understanding of Business Plan priorities and the Business Planning cycle is critical for effective alignment of HR plans and business goals.

As you begin your human resource planning, ask the following questions:

- What are your service's key commitment and priorities from the business Plan?
- What are your service's current and long-term business and human resource priorities?
- Which emerging directions and anticipated changes will have an impact on human resources plan? (regenerations, value for money, decent homes standards)
- Have all necessary strategic partnerships been established to facilitate your human resource planning



### Environmental Scan



Workforce analysis	Internal Scan	External Scan
<p><b>Key component of HR Planning is understanding your workforce and planning for projected shortages and surpluses in specific occupations and skills</b></p> <p>Has the following information been analysed for various occupational categories?</p> <ul style="list-style-type: none"> <li>- Skills /competencies (e.g. training/learning data, performance management data,</li> <li>- Employee survey findings</li> <li>- Performance against set targets</li> <li>- Internal workforce trends (e.g. promotions, secondments, retirements, vacancy rates)</li> </ul>	<p><b>Identify factors internal to the organisation that may affect HR capacity to meet your business goals</b></p> <p>Have you considered?</p> <ul style="list-style-type: none"> <li>- changes in operational plan delivery</li> <li>- employee engagement</li> <li>- HR initiatives</li> <li>- Anticipated changes to funding</li> <li>- Changes in leadership and priorities</li> <li>- Re-structuring</li> <li>- Tenant satisfaction</li> <li>- Source of recruitment and talent of recruitment pool</li> <li>- Inspection results</li> <li>-</li> </ul>	<p><b>Determine the most important environmental factors expected to affect workforce capacity, given known operational and HR priorities and emerging issues</b></p> <p>Have you considered?</p> <ul style="list-style-type: none"> <li>- Current workforce trends (eg retirements patterns, occupations)</li> <li>- Demand and supply of employees in growing occupations</li> <li>- Current and projected economic conditions</li> <li>- IT advancements/lack of it</li> <li>- Immigration patters that may affect your workforce capacity – hard to recruit to areas becoming less so? Or vice versa</li> </ul>

### Examples of considerations:



### Gap Analysis



Based on an analysis of the environmental scan and operational plan goals, what are your current and future HR needs?

#### Example of considerations:

- Based on projects, are you experiencing a skills shortage in specific occupational groups?
- Will changes in programme delivery require the acquisition of new skills - how will these be acquired?
- Do you have enough qualified middle managers to feed into the executive team
- Have you conducted a risk assessment on elements of the scan critical to your service area

### Priority Setting and Work Plan

Based on the service's priorities, environmental scan, and HR performance related data: 1) What are the major human resources priorities; and 2) what strategies will achieve the desired outcome? Work plans may include strategies on:

- |                     |                            |                       |
|---------------------|----------------------------|-----------------------|
| - Service design    | - Leadership Development   | - Employee engagement |
| - Change management | - Learning and Development | - Service culture     |

<ul style="list-style-type: none"> <li>- IT capacity</li> </ul>	<ul style="list-style-type: none"> <li>- Performance management</li> <li>- Competency/skills development</li> <li>- Succession planning</li> <li>- Knowledge management</li> <li>- Retention and talent strategy</li> </ul>	<ul style="list-style-type: none"> <li>- Accommodation</li> <li>- Values and behaviours</li> <li>- Service Development</li> </ul>
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Examples of considerations:

- Are budgetary considerations factored into the work plan?
- What are the options re resources – outsource, restructure, partnership working, fixed term contracts etc
- Is the work plan/strategy cascaded to team level?
- Are strategies in place effective and efficient to achieving objectives
- Are performance measures in place for each objective



**Measure, monitor and Report Progress**

Monitoring, evaluating and reporting (internally and corporately) performance results advances our capacity to measure performance, set targets, and, most importantly, to integrate results information into decision making processes and determine future priorities

- Are systems in place to track performance measures (e.g. Learning and Development Plan, sickness, employee engagement, customer satisfaction etc)
- Do results from your performance indicators inform your priority? Have you reviewed your mid-year and year-end results?
- 

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**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 December 2007.

**3. Previous reports**

- 3.1 This report is reported to 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.
- 7.2 The key area to highlight to the Sub-group where performance is below target is sickness absence. This area is showing a red light indicator.

### **Sickness absence**

- 7.3 The average number of days lost across Barnet Homes is 6.9 days (comprising 4.0 days due to long-term sickness and 2.9 days due to short-term sickness). This figure represents an improvement in sickness on last years performance with a reduction 0.5 of a day. This figure gives a year end projection of 8.8 days which exceeds our target of 7 days.
- 7.4 Reports B & D 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 6.5 days. With the average number of days lost in these areas also being 8 days.
- 7.5 Report B details sickness by department for the period 1 April 2007 to 15 December 2007. The following areas are showing a higher than average sickness level.
- Supported Housing Team
  - Lifeline / SHO
  - Rental Income Team
  - Barnet Team
  - Edgware / Hendon and Burnt Oak Team
  - Grounds Maintenance Team
  - Caretaking Edgware
  - Caretaking Regeneration
  - Operational Team West
  - Special Projects Team – Asset Management

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

- 7.5 Report C main cause of sickness absence for this period is for viral infections and stomach, liver and kidney.
- 7.6 At the time of writing this report there were 2 long term sickness cases one of which is due to return to work.
- 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 have now reviewed our attendance management policy and will be running a new series of managers training workshops.
- 7.8 We have commenced work on formal tender process for occupational health contract. As part of this process we are considering a joint procurement framework option for absence management and occupational health with other Almos (Sandwell Homes, Ealing Homes and Hounslow Homes).



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

**Date: 28 January 2008**

## Human Resources Report: to 15 December

Ref.	Freq.	Description	05/06 Outturn	06/07 Outturn	07/08 Target	This Months Results	Performance Against Previous Month	Result	
<b>Highly Skilled, Motivated &amp; Satisfied Workforce</b>									
B,C	M	Average days lost through sickness - long term and routine	10.0 days	9.3	7	6.9	↑	<span style="color: red;">●</span>	Red
D	M	Most Common Reason for Sickness - Month	Viral Infection	Viral Infection	Nil - Monitoring Activity Only	Stomach, Liver, Kidney	-	-	-
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	20	-	-	-
F	M	Number of Staff Who Have Taken 7 Days Or More Sickness YTD	121	99= 29.63% staff	TBA	47	-	-	-
G	M	Number of Staff Who Are Currently On Long Term Sickness - Month	N/A	0	Nil - Monitoring Activity Only	2	-	-	-
G	M	Number of Staff Who Have Taken Long Term Sickness During The Year (YTD)	18	18	TBA	13	-	-	-
H	M	Number of Staff Who Are Absent Due To Industrial Injury	N/A	0 in month 12 YTD	Nil - Monitoring Activity Only	0 (2 ytd)	-	-	-
I	M	Staff on Maternity/Adoption/ Paternity Leave	4	4 in month	Nil - Monitoring Activity Only	1	-	-	-
J	M	Number of Live Disciplinary/Capability Cases	15 YTD	13 in month, 20 YTD	Nil - Monitoring Activity Only	5 (14 ytd)	-	-	-
J	M	Number of Live Grievances	1 YTD	1 in month, 4YTD	Nil - Monitoring Activity Only	2 (5 ytd)	-	-	-
J	M	Number of Live Tribunal Cases	1 YTD	0 in month, 0 YTD	Nil - Monitoring Activity Only	0 (1 ytd)	-	-	-

## Human Resources Report: to 15 December

Ref.	Freq.	Description	05/06 Outturn	06/07 Outturn	07/08 Target	This Months Results	Performance Against Previous Month	Result	
<b>Highly Skilled, Motivated &amp; Satisfied Workforce</b>									
K	Q	% appraisals completed - 2007/08 Financial Year (12 Months Rolling)	75%	100%	100%	100.00%	-		Green
L,M	M	Ratio of Agency To Permanent Staff	8.10%	6.66%	TBA	10.48%	-	-	-
N	M	Staff Turnover Rate	8.54%	0.91% in month, 22.02% YTD	13%	8.7% ytd	↓		Amber
O	M	Number of Posts Out To Advert	N/A	0	Nil - Monitoring Activity Only	2	-	-	-
O	M	Number of Posts Awaiting Interview	N/A	4	Nil - Monitoring Activity Only	0	-	-	-
O	M	Number of Posts Awaiting Checking	N/A	0	Nil - Monitoring Activity Only	1	-	-	-
P	M	Accidents, Incidents and Near Misses	55 YTD	0 in Month, 122YTD	Nil - Monitoring Activity Only	3	-	-	-

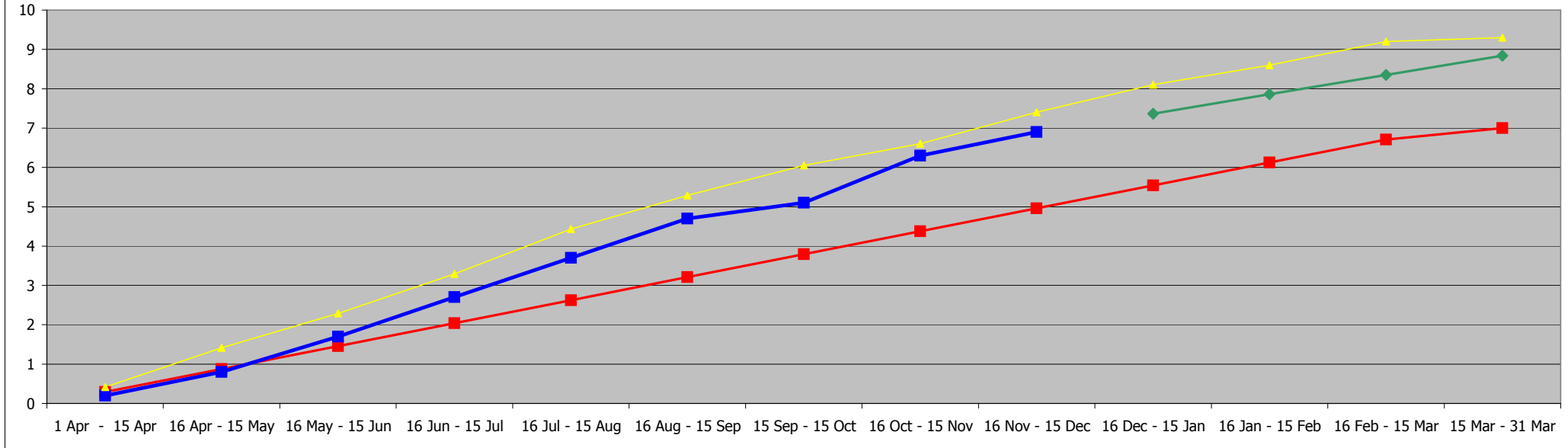


## Reasons for Sickness

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	2	3	2	2	0	2					15
Chest or Respiratory	0	2	0	0	1	1	0	5	2					11
Eye, Ear, Nose, Mouth	1	3	1	5	0	0	1	0	1					12
Genito-Urinary	0	2	0	0	0	0	0	0	0					2
Headaches/Migraine	0	4	2	5	0	0	0	0	1					12
Heart, Blood Pressure	0	1	0	0	0	0	1	0	0					2
Operations Etc	1	5	1	3	4	4	2	2	2					24
Other	1	5	15	3	7	7	2	8	8					56
Other Muscle Skeletal	2	1	0	3	7	8	4	2	1					28
Pregnancy Related	0	0	1	0	0	0	0	0	0					1
Reason Unknown	1	0	0	0	0	0	0	0	0					1
Stomach, Liver, Kidney	4	10	3	7	2	2	5	2	13					48
Stress/Depression	1	3	3	8	7	6	3	6	2					39
Viral Infection	4	4	2	2	3	3	5	8	13					44
<b>Total</b>	<b>16</b>	<b>42</b>	<b>29</b>	<b>38</b>	<b>34</b>	<b>33</b>	<b>25</b>	<b>33</b>	<b>45</b>					<b>295</b>

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

### 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	1.1	1.1	1.1	1.1	1.7	1.6				
Corporate Services		0.1	0.3	0.4	0.5	0.9	1.5	1.9	2.3	2.5				
Finance		0.2	0.8	1.3	1.3	1.6	1.6	1.7	2.4	2.4				
Housing Services		0.2	0.7	1.8	3.0	4.5	5.9	6.6	7.8	8.5				
Caretakers		0.3	1.0	2.7	3.8	4.8	5.8	6.1	8.1	8.0				
Asset Management		0.3	1.3	1.4	2.7	3.5	4.1	4.1	5.9	7.0				
<b>Service Total- Days (KLOE 1)</b>	<b>7</b>	<b>0.2</b>	<b>0.8</b>	<b>1.7</b>	<b>2.7</b>	<b>3.7</b>	<b>4.7</b>	<b>5.1</b>	<b>6.3</b>	<b>6.9</b>				
<b>Of Which Routine Sickness</b>		<b>0.2</b>	<b>0.5</b>	<b>0.8</b>	<b>1.0</b>	<b>2.7</b>	<b>1.6</b>	<b>1.7</b>	<b>2.3</b>	<b>2.9</b>				
<b>Total (Exc CT/SHO)</b>		<b>0.2</b>	<b>0.8</b>	<b>1.4</b>	<b>2.2</b>	<b>3.2</b>	<b>3.9</b>	<b>4.4</b>	<b>5.7</b>	<b>6.5</b>				
<b>Total (CT/SHO Only)</b>		<b>0.3</b>	<b>0.8</b>	<b>2.4</b>	<b>3.7</b>	<b>5.0</b>	<b>6.4</b>	<b>6.9</b>	<b>7.6</b>	<b>8.0</b>				
End Year Projection											7.4	7.9	8.3	8.8
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

### 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	3	5	10	10	12	20				
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%	0.85%	1.73%	3.35%	3.26%	4.22%	7.21%	0.00%	0.00%	0.00%	0.00%

### Staff Who Have Taken 7 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 7 Days Sickness or More	6	10	18	23	27	32	36	38	47				
Percentage of Staff Who Have Taken 7 Days Sickness or More - in relation to overall number of staff (FTE)	1.76%	2.98%	5.36%	6.85%	9.36%	11.10%	12.48%	13.19%	17.41%				
Percentage of Staff Who Have Taken 7 Days Sickness or More - in relation to overall number of sick days	83.10%	87.36%	92.18%	88.09%	87.85%	85.41%	87.10%	82.17%	84.88%				

## 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	7	9	7	7	5	2				
Number of Long Term Sick (YTD)	2	2	6	8	10	13	13	13	13				

### 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	2	2	1	1	0	0	0	0					
Number of Staff Who Have Taken Absence Due To Industrial Injury YTD	1	1	2	2	2	2	2	2	2					
Percentage of Staff Who Have Been Absent Due To Industrial Injury, In Relation to Overall Number of Staff	0.30%	0.59%	0.59%	0.29%	0.29%	0.00%	0.00%	0.00%	0.00%					
Days Lost Due to Industrial Injury By Month	8	21	30	20	15	0	0	0	0					94

## 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	2	2	3	1	1	1				
Number of Staff on Paternity Leave (P)	0	0	0	0	0	2	2	0	0				
Number of Staff on Adoption Leave (A)	0	0	0	0	0	0	0	0	0				
Number of Staff on Special Leave - Paid (SLP)	0	0	0	0	0	0	0	0	0				
Number of Staff on Special Leave - Unpaid (SLU)	2	0	0	1	2	3	1	0	1				
Number of Staff on Suspension - Paid (SP)	0	0	1	2	2	3	0	0	0				
Number of Staff on Other Paid Absence (OPA)	0	0	0	0	0	0	0	0	0				
Number of Staff on Unauthorised Absence (UA)	0	0	1	0	0	0	0	0	0				
Number of Staff on Jury Duty (J)	0	0	0	0	0	0	0	0	0				

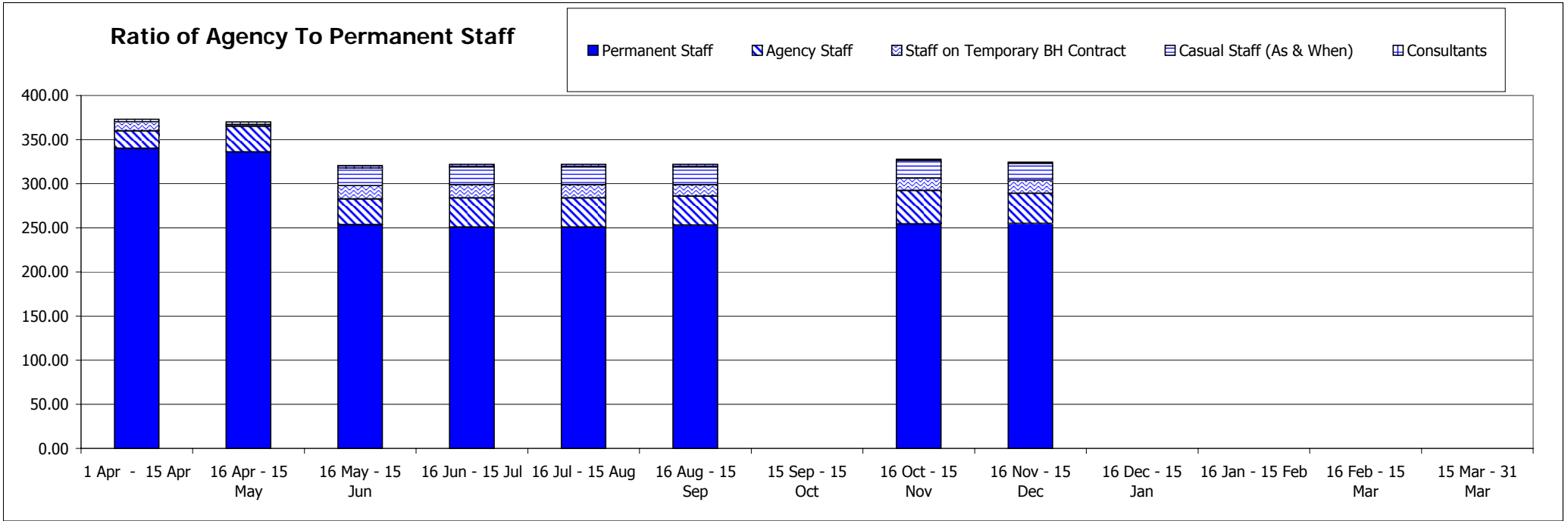
## Disciplinary, Capability, Grievances and Tribunal Cases

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 / Capability Cases	5	7	9	7	7	7	9	9	5					12
Number of Grievances	1	2	4	4	4	2	2	1	1					5
Number of Tribunal Cases	0	1	1	1	1	1	1	1	1					1

## Staff Breakdown By Team (Current Month) 15th December

Please note staff figures now FTE

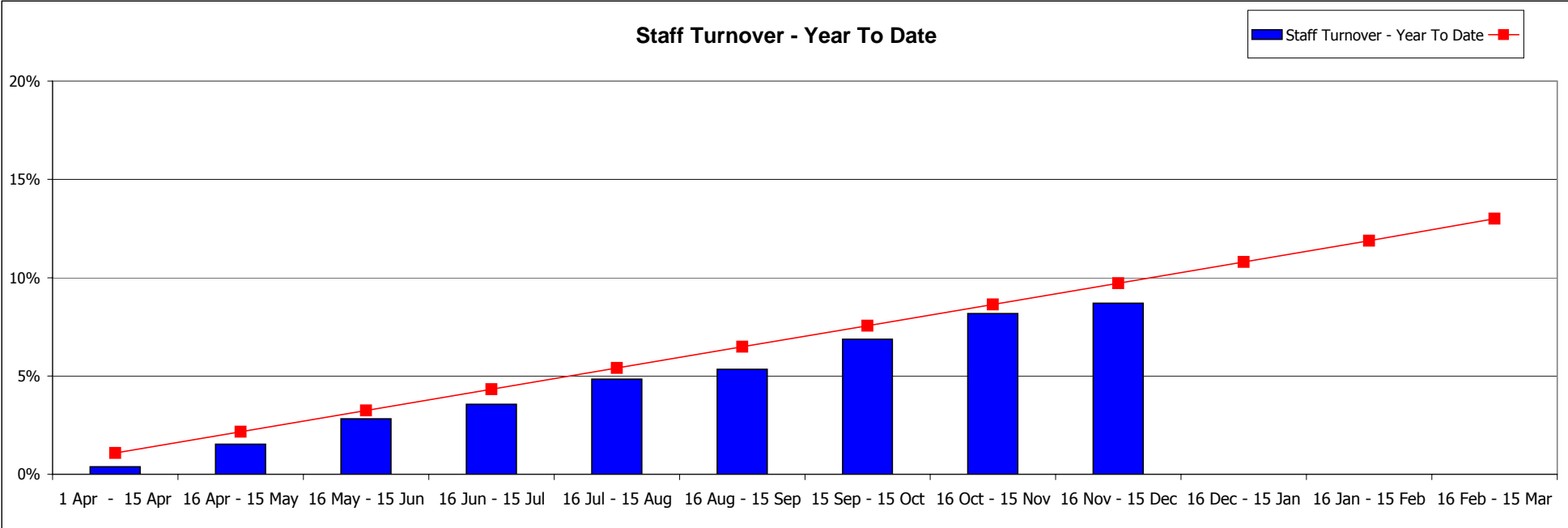
Team	Permanent Staff	Temporary Contract Staff	As & When Staff	Consultants	Agency Staff	Total Staff
Chief Executive's	11.5	4		1		16.50
Corporate Services	30.25	4		0.40	7	41.65
Finance	12.5					12.50
<b>Central Total</b>	<b>54.25</b>	<b>8</b>	<b>0</b>	<b>1.4</b>	<b>7</b>	<b>70.65</b>
Senior HS Managers	4	1				5.00
Supported Housing Team	4.5	2				6.50
Lifeline/SHO Team	25.3		19			44.30
Voids and Lettings Team	7					7.00
Rental Income Team	12.5	1				13.50
Home Ownership Team	12	1			3	16.00
ASB Team	7					7.00
Barnet Team	3					3.00
Finchley Team	5					5.00
Edg/Hen/BO Team	10.5				1	11.50
GPE Regen Team	8.4				3	11.40
WH/SG/DV Regen Teams	10	1				11.00
Grounds Maintenance	4				1	5.00
<b>Housing Services Sub Total</b>	<b>113.2</b>	<b>6</b>	<b>19</b>	<b>0</b>	<b>8</b>	<b>146.20</b>
Caretaking - Barnet	10				1	11.00
Caretaking - Finchley	15					15.00
Caretaking - Edgware	8				2	10.00
Caretaking - Grahame Park	10				6	16.00
Caretaking - Regeneration	9				2	11.00
Bulk refuse	4					4.00
<b>Caretaking Sub Total</b>	<b>56.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>11.0</b>	<b>67.0</b>
<b>Housing Services Total</b>	<b>169.2</b>	<b>6.0</b>	<b>19.0</b>	<b>0.0</b>	<b>19.0</b>	<b>213.2</b>
Haed of Asset Management	2.0					
Investment Planning and Value Team	11.5				3	14.50
Operational Team East	7.5	1			3	11.50
Operational Team West	5				2	7.00
Special Projects Team	5.5					5.50
<b>Asset Management Sub Total</b>	<b>31.5</b>	<b>1.0</b>	<b>0.0</b>	<b>0.0</b>	<b>8.0</b>	<b>38.5</b>
<b>Total - All Barnet Homes</b>	<b>255.0</b>	<b>15.0</b>	<b>19.0</b>	<b>1.4</b>	<b>34.0</b>	<b>322.4</b>



% 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	250.90	250.90	252.90	data not available	254.30	254.95				
Staff on Temporary BH Contract	10.00	2.00	15.00	15.00	15.00	13.00		14.00	15.00				
Casual Staff (As & When)	0.00	0.00	20.00	20.00	20.00	20.00		20.00	19.00				
Consultants	3.00	3.00	3.00	3.00	3.00	3.00		3.00	1.40	1.40			
Agency Staff	20.00	29.00	29.00	33.00	33.00	33.00		33.00	38.00	34.00			
Total Number of Staff	373.00	370.00	320.70	321.90	321.90	321.90		321.90	327.70	324.35			
% of Agency Staff	5.36%	7.84%	9.04%	10.25%	10.25%	10.25%		11.60%	10.48%				

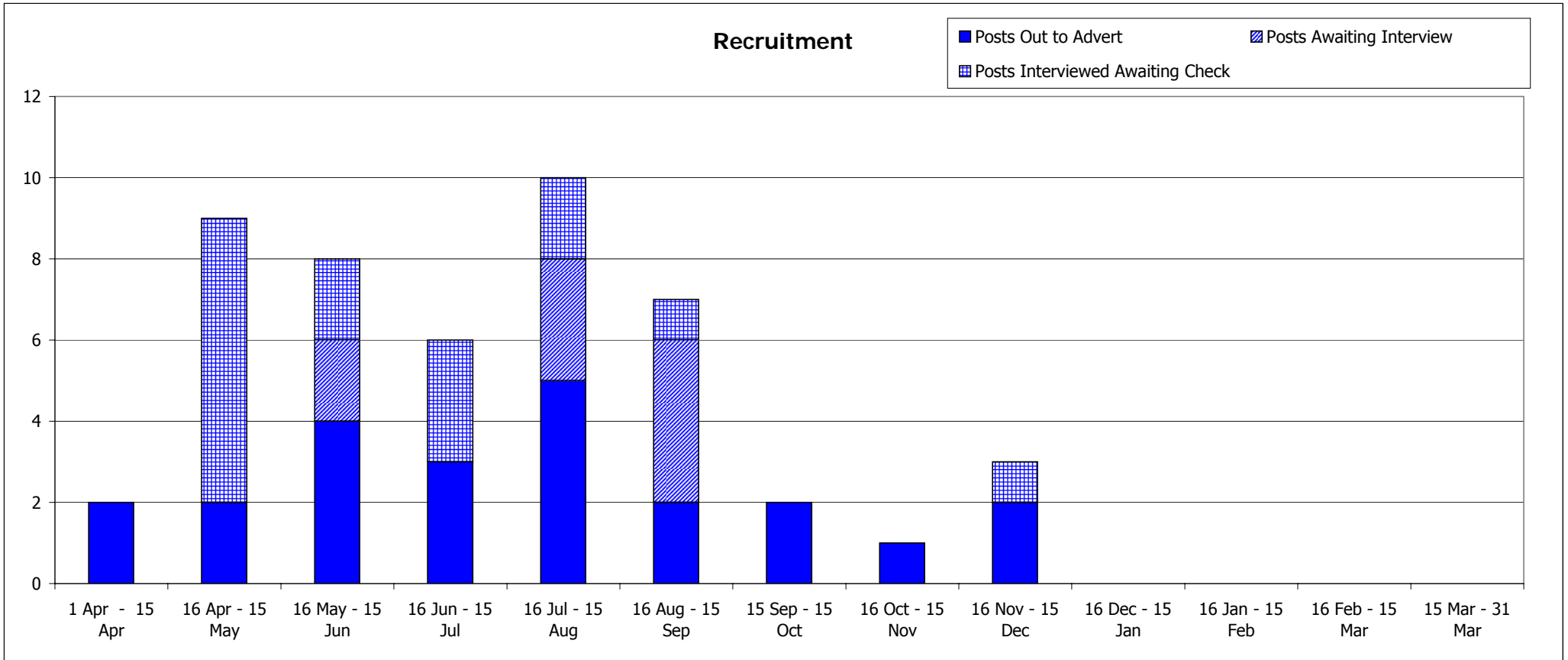
Please note staff figures now FTE

### Staff Turnover - Year To Date



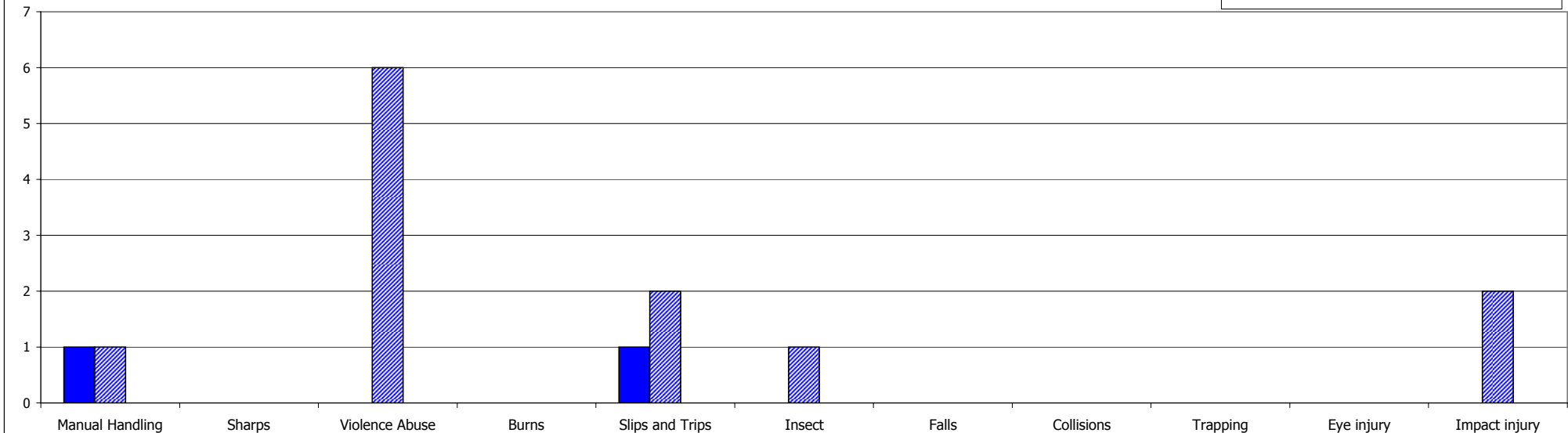
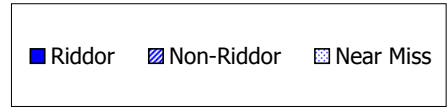
Description	1 Apr - 15 Apr	16 Apr - 15 May	16 May - 15 Jun	16 Jun - 15 Jul	16 Jul - 15 Aug	16 Aug - 15 Sep	15 Sep - 15 Oct	16 Oct - 15 Nov	16 Nov - 15 Dec	16 Dec - 15 Jan	16 Jan - 15 Feb	16 Feb - 15 Mar	15 Mar - 31 Mar	YTD
Total Staff At Beginning of Period	262.70	261.70	257.70	253.70	250.90	250.90	252.90	254.90	252.90					
Number of New Starters	0.00	1.00	1.00	0.00	5.00	4.00	8.00	3.00	1.00					23
Number of Leavers	1.00	5.00	5.00	2.80	5.00	2.00	6.00	5.00	2.00					34
Number of Transfers	0.00	0.00	7.00	2.00	2.00	3.00	6.00	2.00	0.00					22
Total Staff At End of Period	261.70	257.70	253.70	250.90	250.90	252.90	254.90	252.90	251.90					
Staff Turnover - In Month	0.38%	1.93%	1.96%	1.11%	1.99%	0.79%	2.36%	1.97%	0.79%					
Staff Turnover - Year To Date	0.38%	1.53%	2.82%	3.56%	4.84%	5.34%	6.87%	8.17%	8.70%					

**Formula used from CIPD:**  
 Total number of leavers over period/Average number of staff employed over period  
**All staff numbers now FTEs**



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	3	5	2	2	1	2				
Posts Awaiting Interview	0	0	2	0	3	4	0	0	0				
Posts Interviewed Awaiting Check	0	7	2	3	2	1	0	0	1				

Accidents, Incidents & Near Misses 2007/08 YTD



Accidents, Incidents and Near Misses 2007/2008: To End Period

	Manual Handling	Sharps	Violence Abuse	Burns	Slips and Trips	Insect	Falls	Collisions	Trapping	Eye injury	Impact injury	Totals
Riddor												0
Non-Riddor			3									3
Near Miss												0
<b>Totals</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3</b>

Accidents, Incidents and Near Misses 2007/2008: 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	1		6		2	1					2	12
Near Miss												0
<b>Totals</b>	<b>2</b>		<b>6</b>		<b>3</b>	<b>1</b>					<b>3</b>	<b>15</b>

**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 *Payroll Policy*

A review of the payroll policy has been completed and is being reported to the Business Sub group for approval this month. This follows recommendations from a recent internal audit by Tribal which recommended that the existing policy, which at that time was in draft form, should be finalised as soon as possible. There are no material changes to existing arrangements which continue to be provided under a SLA with the Council pending a VfM review of these arrangements to be carried out in 2008/09.

A suite of more detailed operational payroll procedures also needs to be developed to underpin the policy (e.g. payment of overtime, temporary allowances etc). These are currently being prioritised and developed by HR in conjunction with the Financial Controller.

*Feedback from JNCC*

- 7.2 The last JNCC meeting was held on 21/1/08 and discussed the review of Benefits in kind, Performance Related Pay, Essential Car User Allowances, proposed budget and business plan for 08/09 and TUPE

implications for residential caretakers on the regeneration estates. No matters were referred to Corporate JNCC.

**7.3** *Performance Related Pay*

Following consultation with SMT and the unions it has been decided to defer this for the time being, with the exception of the new CEO post which the Board has agreed will be on the basis of PRP applying.

**7.3** *Office accommodation*

A review of the future strategy for office accommodation is proposed as a priority project in 2008/09. The proposed scoping of this review will be reported to the Board in March. Given the IT and financial implications associated with this it is proposed that this should in future come within the remit of the Business sub-group rather than the Resources Sub-group. A change to the terms of reference is therefore proposed to reflect this (see separate item on this agenda), with overall progress continuing to be monitored by the full Board.

**7.4** *Staff survey action plan*

People First are meeting this month to formulate an action plan in response to the staff survey. It is proposed to report this to the next Sub-group meeting in April 08.

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

**Date: 29<sup>th</sup> January 2008**