

**BARNET HOMES
RESOURCES SUB-GROUP
24TH APRIL 2008
5.30pm-7.30pm**

DIRECTORS

Ken Bennett Vi Britchfield (<i>Chair</i>)	Yetunde Onifade Angela Spooner
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ITEM	TITLE	STATUS	PRESENTING
1	Introductions & Apologies		
2	Agree Minutes & Matters Arising (Pages 3-9)		
3	Declaration of Interests		
4	Central Services Review <i>5.40pm</i> (Pages 10-20)	Decision	Kate Laffan
This report outlines the findings and recommendations of the VFM Review of Central Services to date and the decisions reached in respect of the recommendations by the CEO and Heads of Service.			
5	AGM Event 2008 <i>5.55pm</i> (Pages 21-23)	Decision	Kate Laffan
This report sets out the proposals for Barnet Homes AGM 2008			
6	Staff Survey Action Plan <i>6.05pm</i> (Pages 24-26)	Decision	Gladys Mhone
This report outlines areas of improvement and actions to be taken to ensure that feedback from the survey is acted on			
7	Agency Staffing <i>6.20pm</i> (Pages 27-28)	Decision	Gladys Mhone
This paper updates the Sub-group on the current position of agency staffing within Barnet Homes. It also sets out proposed actions to improve the management and control of agency staffing within Barnet Homes thereby reducing the costs.			
8	Health & Safety Scorecard <i>6.35pm</i> (Pages 29-32)	Information	Bambos Kakouratos

This report is the latest health and Safety update to the Group.			
9	HR Stats <i>6.45pm</i> <i>(Pages 33-65)</i>	Information	Catherine Solomon
This report is to update the Sub-group on HR Statistics for the period up to 15 February 2008.			
10	HR Updates <i>7.00pm</i> <i>(Pages 66-67)</i>	Information	Cora Vigar
This paper updates the Sub-group on a range of HR issues.			
11	Future Agenda Items <i>7.10pm</i> <i>(Page 68)</i>	Decision	Cora Vigar
The Sub-Group is asked to agree future agenda items for the next meeting scheduled to take place on 5 th June 2008			
12	Any Other Business <i>7.15pm</i>		

**BARNET HOMES
RESOURCES SUB-GROUP
7TH FEBRUARY 2008
MINUTES**

Attending:

Directors:

Ken Bennett

Vi Britchfield (*Chair*)

Yetunde Onifade

Trevor Renouf (*Chair of the Board*)

Angela Spooner

Management & Staff:

Bambos Kakouratos

Gladys Mhone

Catherine Solomon

Cora Vigar

Marian Dowling (*Minutes*)

Apologies:

Kate Laffan

ITEM	TITLE	ACTION
1	Introductions & Apologies	
1.1	Introductions were not required	
1.2	Apologies were noted	
2	Declaration of Interests	
2.1	None declared	
3	Election of the Chair	
3.1	The only nomination received was for Vi Britchfield, the Sub-Group supported the nomination and VB was confirmed as Chair.	
4	Agree Minutes & Matters Arising	
4.1	Minutes agreed	
4.2	Matters Arising	
4.3	Item: 2 2.4 Medical Services for All Staff Agenda item: 11 HR Statistics refers	

4.4	<p>Item: 2 2.5 The Inclusion of Police Community Safety Information at AtHome An article incorporating both community safety and health & safety will be going in the March 2008 addition of AtHome.</p>	Peter Headland
4.5	<p>Item: 4 Health & Safety Scorecard All actions from this item are referred to under agenda Item: 6 – Health & Safety Scorecard.</p>	
4.6	<p>Item: 5 5.1 Equalities Impact Assessment Training will take place in May. GM has also provided new Board Directors with a list of training opportunities available to them.</p>	
4.7	<p>Item: 6 6.4 Staff Survey Response GM advised that she will be seeing staff on an individual basis and agreed to report back to the Group at the next meeting of the 3rd April 2008.</p>	Gladys Mhone
4.8	<p>Item: 7 7.4 HR Statistics – Use of Agency Staff The Group were advised that a policy has been developed which has been cleared by the unions. Paul Cleveland (Finance) will be attending a seminar in order to find out how about the proposed Procurement for Housing initiative which it is proposed to utilise. VB stated that this issue had also been discussed at the Business Sub-Group and it was agreed that the use of agency staff must be reduced.</p>	
4.9	<p>VB also asked how agency staff were recruited and was advised that individual managers carried out the recruitment. The Sub-Group considered that approval should be sought from HR or the appropriate Head of Service.</p>	
4.10	<p>It was noted that a high number of agency staff are recruited in the Call Centre where</p>	

<p>4.11</p> <p>4.12</p> <p>4.13</p>	<p>there is a high rate of staff turnover.</p> <p>AS asked if Barnet Homes supported staff in “acting up” in vacant posts. GM advised that this process would be reviewed.</p> <p>It was agreed to bring a paper to the next Sub-group meeting addressing the issue of agency staffing and how this is being managed.</p> <p>Confidential minutes were agreed</p>	<p>Gladys Mhone</p> <p>Cora Vigar</p>
<p>5</p> <p>5.1</p> <p>5.2</p> <p>5.3</p> <p>5.4</p> <p>5.5</p> <p>5.6</p>	<p>VfM Review of Central Services</p> <p>CV gave apologies for KL who was due to present the report.</p> <p>The report outlined the scope of the proposed VfM Review of Central Services and key milestones.</p> <p>YO raised issues around staff consultation and ensuring that staff were aware of the business case for the review. CV advised that the consultation had started this week and would be ongoing during the review.</p> <p>YO asked if there were any budgetary implications arising from the review, CV advised that estimated efficiency forecast had been reflected in the budget proposals for 08/09.</p> <p>It was also noted that there may be a need to look at the higher management structure if significant changes were implemented under the review.</p> <p>The Sub-Group noted the recommendations and agreed that a report will be brought to the next meeting of the Resources Sub-Group, with any significant changes being brought to the full Board.</p>	<p>Derek Rust/ Kate Laffan</p>
<p>6</p> <p>6.1</p>	<p>Health & Safety Scorecard</p> <p>The Group discussed the new driving</p>	

	<p>policy/procedure BK advised the Group that the HSE had advised that although there were no specific requirements to carry out driver checks, this was considered to be good practice. A proposal is to go to SMT (Senior Management Team) to approve a one-off check by managers of all essential and casual car users.</p>	<p>Bambos Kakouratos</p>
6.2	<p>GM suggested that driver's responsibility should also be highlighted on the claims forms a tick box was suggested. It was agreed to look at this option.</p>	<p>Catherine Solomon</p>
6.3	<p>BK advised that a meeting had been held with the gas servicing contractor and Asset Management to discuss a recent unreported gas leak. The contractor has agreed to report any gas leaks to Barnet Homes within two working days of the incident (over and above the obligatory reporting requirements to Transco).</p>	
6.4	<p>BK also proposed including health & safety in staff appraisals, GM advised that this should be properly structured and agreed by the People First Team.</p>	<p>Gladys Mhone/Bambo Kakouratos</p>
6.5	<p>TR asked if tenants could be reminded to check the ID badges of operatives before allowing them into their homes, and also to ensure that they do not lock doors and remove keys, as this could be dangerous in case of a fire. It was agreed to include an item on this in the next At Home.</p>	<p>Peter Headland</p>
6.6	<p>KB raised some issues relating to his hot water system and was advised that these should be taken up with the Contact Centre.</p>	<p>Ken Bennett</p>
7	<p>Terms of Reference for Resources Sub-Group</p>	
7.1	<p>TR advised that he had attended a meeting on the 4th February with David Sidbury, Angela Spooner and John Macfarlane to discuss the TOR for all the Sub-Groups and how the future business of Barnet Homes will</p>	

	<p>be run. It was agreed at this meeting that it would be proposed to Board that the portfolios for accommodation and IT would in future go to the Resources Sub-Group.</p> <p>7.2 TR advised that accommodation must be looked at on a like for like basis to get a good comparison on costs.</p> <p>7.3 VB asked if a resource centre could be included when investigating future office accommodation options.</p> <p>7.4 CV advised that a review of accommodation would be taking place, which she would be sponsoring, and Kate Laffan would be project managing. A report on the proposed scoping of this review will be going to Board in March 2008.</p> <p>7.5 The Sub-Group were advised that to ensure continuity across all of the Sub-Groups the Terms of Reference would be rewritten and presented to Board on the 17th March 2008 for approval.</p>	<p>Cora Vigar/ Kate Laffan</p>
<p>8</p> <p>8.1</p> <p>8.2</p> <p>8.3</p>	<p>Future Agenda Planning – Future Meeting Dates & Times</p> <p>The group agreed the meeting dates, they were also advised of their responsibility in ensuring a replacement in their absence (if known in time) MD agreed to assist if any problems.</p> <p>The proposed agenda was agreed for the next meeting:</p> <ul style="list-style-type: none"> • HR Statistics • HR Updates Forward Agenda Planning • Health & Safety Scorecard • Central Services Review • Proposed Staff Survey Action Plan • Barnet Homes AGM 2008 <p>It was agreed to schedule an item: Recruitment of the CEO (lessons learnt) at a later date.</p>	

9	Business Plan Monitoring – Quarter 3	
9.1	The report provided the Sub-Group with an update on performance against the balanced scorecard targets set for business aim 5.	
9.2	The Group noted the need for the recruitment of younger people	
9.3	The Group noted the report and all agreed on the need to “get smarter” and cut down on paperwork. CV advised that a report was going to February’s Standards Sub-Group which would review future performance monitoring.	
10	Resourcing Pilot	
10.1	GM updated the Group on the progress of the pilot HR planning process currently being carried out in the asset Management Team.	
10.2	The Group gave their full support to the report and congratulated GM on an excellent piece of work.	
11	HR Statistics	
11.1	The report updated the Group on HR statistics for the period up to 15 th December 2007.	
11.2	Sickness absence gives a year end projection of 8.8 days which exceeds Barnet Homes target of 7 days but nevertheless represents an improvement on last year’s performance.	
11.3	CS updated the Group on the work of the formal tender process for a new occupational health and attendance management contract. The Group supported the proposals subject to financing. Mike Wiffen has asked for business case to be put forward.	Cora Vigar
11.4	It was noted that a separate report on agency staffing would be brought to the next Sub-Group meeting.	Cora Vigar

11.5	The Sub-group requested that an update on HR equalities and diversity monitoring should be brought to the next Sub-group meeting.	Catherine Solomon
12	HR Updates	
12.1	The Group noted the updates on: <ul style="list-style-type: none"> • Payroll Policy • Feedback from JNCC • Performance Related Pay • Office Accommodation • Staff Survey Action Plan 	
13	Any Other Business	
13.1	YO asked for confirmation of the dates of the Housing Conference as she hopes to attend.	Marian Dowling
	Date & Venue of Next Meeting Thursday 3 rd April 2008 5.30pm – 7.30pm 9 th Floor meeting Room Barnet House	

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. The review of central services is anticipated to be a key contributor for 07-08.

2. Summary

- 2.1 This report outlines the findings and recommendations of the VFM Review of Central Services to date and the decisions reached in respect of the recommendations by the CEO and Heads of Service.

3. Previous reports

- 3.1 This item was last reported to the Resources Sub-group on 7th February 2008.

4. Recommendations

- 4.1 That the sub-group note the findings of the review and approve the way forward agreed by the executive team.

5. Financial & Risk Management Issues

- 5.1 Delivery of significant cashable savings is a key driver for this review.
- 5.2 Given the number of vacancies within central teams there is no risk of compulsory redundancies as an outcome of the recommendations.
- 5.3 There will be some significant change as a result of the review and this will require careful management to minimise the risk of staff dissatisfaction whilst new structures and working practices are embedded.

6. Resident Consultation and Equalities Issues

- 6.1 As the services under review relate pre-dominantly to back office functions, it is not therefore proposed to consult widely with residents. The new Resident Hub will be advised of the findings of the review and their projected efficiencies and benefits to service delivery. There has been significant resident consultation in respect of the new resident approach to resident involvement and the creation of the 'hub'.

7. Background Information

- 7.1 A VFM Review of Central Services has been undertaken between January and March 2008. The key drivers for the review were:

- the findings of the Audit Commission whilst on site, which have subsequently been reflected in the inspection report – particularly in relation to performance, strategies and SMART action plans
- improving the effectiveness of the services provided
- the need to deliver cashable efficiencies whilst significantly enhancing and streamlining the delivery of key back office functions
- a need to review the portfolios of the executive with particular reference to the Chief Executive's portfolio

7.2 **Services within the scope of the review**

- Service Development and Project Management
- Performance
- Communications
- Procurement (this was a late addition and requires further work)

The Central Services Review linked up with the VFM Review of Resident Involvement and considered how the functions of the team would be delivered in the future.

7.3 **Work of the review group**

The scope and methodology of the review were set out in a paper to Resources Sub-Group in February 2008. The review work completed to date has included:

- Benchmarking with 13 other ALMOs
- On line customer survey of existing services
- Identifying current costs (circa £1.1m)
- Shadowing staff to identify what functions are actually undertaken
- Staff consultation events

7.4 **Benchmarking¹**

A comprehensive benchmarking exercise was undertaken with 13 ALMOs. The key emerging message from the exercise is that there is no 'right' way of delivering these key back office functions. The evidence suggests that these functions are designed and delivered to meet the specific needs of the company, reflecting their resources and priorities. However there were a number of emerging trends:

- Communications – generally provided centrally
- Performance – generally provided centrally
- Equalities – 77% have a dedicated equalities resource within their organisation
- Service Development – mixture of centralised and decentralised
- Chief Executives – Barnet Homes is the only ALMO where CEO has a portfolio

¹ Appendix 1 – executive summary of benchmarking exercise

7.5 Consultation with Service Users

As part of the review the views of Barnet Homes Managers who are the significant customer group of the services under review was sought. The key findings were as follows:

- Communications 44% satisfaction
- Service Development 46% satisfaction
- Performance 88% satisfaction

The detailed analysis from the survey has informed the recommendations set out later in this report.

7.6 Audit Commission Observations

The Audit Commission's Inspection report highlighted a number of concerns that can be summarised as follows:

- **Service & organisational development** – Unclear how strategies will be delivered and monitored, lack of clear SMART action plans, difficult to monitor progress of delivery and outcomes
- **Performance management** – there is a need to review and streamline current reports, monitor against all service standards, ensure targets are SMART, develop systems to formally evaluate success and outcomes of pilots, plans and strategies, approach to target setting is mixed, presentation of performance information is confusing
- **Procurement** – there is a lack of procurement expertise within the organisation, non asset management procurement is process driven rather than outcome based, lack of guidance for contract management

There are a number of specific recommendations in relation to performance management, procurement and service/organisational development with deadlines for implementation ranging between August and December 2008.

7.7 Staff Consultation

All staff included within the remit of the review have been involved in two consultation meetings. There is a third meeting scheduled for 24th April 2008. GMB and Unison have been involved in the consultation meetings and also been invited to the working group meetings. Unison has commented favourably on the approach to the review to date.

8 Findings and Recommendations of the Review

8.1 Performance

- 8.1.2 A more robust central team is needed that has ownership and responsibility for all pulse PIs including the integrity, audit trail and quality of data.

- 8.1.3 There is a need to amend Performance Team's responsibility to include the collection, analysis and feeding back of data and information similar to the LBB information observatory.
- 8.1.4 The review highlighted the need to transfer the responsibility for the Asset Management PIs to the Central Performance Team but not the responsibility or activity around producing contract management data/information.
- 8.1.5 The review identified that surveys are not carried out consistently within Barnet Homes putting a number of performance indicators at risk which rely on survey data. The review recommended the transfer of responsibility for all survey functions within Barnet Homes to the Performance Team (including Viewpoint and Face to Face) to rationalise and inform data collection. This will result in less surveying more smartly undertaken and ensure that the results are used more effectively.
- 8.1.6 The review recommended the transfer of the complaints team to the performance team, as complaints is a corporate function which impacts on the satisfaction of other performance indicators.
- 8.1.7 The Executive supported the above recommendations with next step being a review of the resulting structure of the performance team.
- 8.2 Communications** – the findings of the review were that a better service, focused on raising the profile of Barnet Homes could be provided for the same cost.
- 8.2.1 The review highlighted the need to retain a central communications team and to recruit a full time Press and PR Manager (to date this function has been provided by a part-time consultant).
- 8.2.2 It is recommended that a review of the print and design budget should be undertaken which would consider the potential recruitment of a web/graphic designer to sit within the team - (existing budget £70k+ with approx £35k pa on design services)
- 8.3 Equalities** – the review found that this is still not sufficiently embedded within the organisation.
- 8.3.1 There are two options to consider. Firstly whether to have a dedicated equalities officer post or to continue to have decentralised ownership but with greater clarity and definition of deliverables.
- 8.3.2 The preference of the CEO and Heads of Service has been to continue with a model of decentralised ownership of equalities. Equalities is key

cross cutting priority and it was felt that by placing ownership in a single post there was a risk that this would impede the further embedding of equalities across Barnet Homes.

8.4 Service Development – stakeholders expressed high levels of dissatisfaction with the central service development team. This may in part have been due to a continued expectation of managers that the teams would provide 'traditional' service development work, while the team had shifted its work stream to activities more closely aligned to resident involvement e.g. focus groups and surveys.

However there is currently a mixed economy with some service areas having retained their own dedicated service development resource, which continued to deliver this type of work. The review identified the need for greater clarity in service development and a better understanding as to the capacity required to deliver projects and service improvements in organisation this size. There is currently no ownership within Barnet Homes for scanning the horizon for government agendas and sharing best practice across the organisation – a gap that the review intends to address.

8.4.1 The review outlined two possible options for service development:

Option 1

- To create a fully decentralised service development function within the front line service areas of asset management and housing services.
- To agree the level of organisational work (including Business Planning & equalities) to remain as a centralised function, with possibly a dotted line back to the centre to ensure some level of central control and project management discipline is maintained.

Option 2

- Develop a more centralised service development function drawing in all existing decentralised service development staff.

8.4.2 The preference of the Heads of Service has been to increase the decentralisation of service development but to ensure strong central control of agreed projects. An agreed level of organisational work e.g. Business Plan, would be retained centrally.

8.5 Resident Involvement

8.5.1 The VFM of Resident Involvement has led to revised structures for resident involvement as approved by the Board on 17th March 2008. However this did not consider the staffing structure to implement the new approach to delivering involvement.

8.5.2 In line with the central services review the Heads of Service considered two options of a centralised or decentralised approach to staffing and have recommended a decentralised model with agreed accountability to the corporate centre.

8.5.3 This approach is recommended as it would enable resident involvement to work alongside the key service areas of Asset Management and Housing services thereby maximising the impact and increasing the profile of opportunities to become involved. This is particularly critical as there is a driver to increase BVPI 74 and 75 (overall tenant satisfaction and satisfaction with opportunities to participate). These are key performance indicators which contribute to the Council's CPA score and which will be tested later this year through a STATUS survey.

8.6 Chief Executives Portfolio

8.6.1 It is recommended that the existing portfolio of the current CEO is redistributed amongst the Heads of Service, reflecting the revised structures of the above recommendations.

9 Cashable Efficiencies

9.1 The review is confident of delivering approximately £100k cashable efficiencies through the implementation of the above recommendations. This is achievable without redundancies due to the high level of vacancies in the structures under review.

10 Next Steps

- 10.1 Staff Consultation – as outlined above, both staff and the unions have been fully involved in the review process. The findings and recommendations will be communicated at the next staff consultation meeting on 24th April. At this meeting staff will be invited to give their comments on how the new structures might be shaped.
- 10.2 Developing Structures – the Deputy CEO and Head of Corporate Services will work with the HR Manager to develop a revised structure on the basis of these recommendations. Following this, revised job descriptions will be drafted and put out for consultation to the staff and unions. The timetable for completion of this is the end of June 2008.

Author: Kate Laffan – Governance & Efficiency Manager

Date: 16th April 2008

Appendix 1

BENCHMARKING EXECUTIVE SUMMARY

As part of the VFM Review of Central Services a benchmarking exercise was undertaken to consider how those functions within the scope of the review are delivered by other ALMOs.

Ten London ALMOs and three regional ALMOs took part in the benchmarking exercise. As the size of the organisations varies considerably from managing 43,000 to 10,000 units – the benchmarking results in the body of the report set out both the organisation's stock size and number of FTE employees as a point of reference when making comparisons. It is also worth noting that some of the ALMOs surveyed have completed their Decent Homes Programme and have therefore started to reshape their organisations to reflect this.

ALMOs participating in the Benchmarking -

Ascham Homes	Brent Housing Partnership	City West Homes ²
Ealing Homes	Hackney Homes	Hammersmith & Fulham
Haringey Homes	Hounslow Homes	Homes for Islington
Kensington & Chelsea	Bolton At Home	Derby Homes
Sheffield Homes		

Communications

Communications is delivered in a variety of ways within the ALMOs benchmarked against. ALMOs of a similar size to Barnet Homes had between 1-3 FTE staff delivering the communications functions.

Some ALMOs demonstrated unique ways of working – for example, sharing a Communications Manager with another local ALMO; or devolving some elements of communication to other teams within the organisation.

The communications functions carried out by the ALMOs contacted were broadly similar – all were involved in resident newsletters; staff newsletters; publications; and press/publicity. The extent and level of involvement varied – for example; the frequency of newsletters (bi-monthly/quarterly etc) the topics/audiences (some ALMOs produce a separate newsletter for leaseholders, tenants etc).

² City West Homes is a unique ALMO in that the vast majority of services to customers are provided by contractors.

Twelve out of the thirteen ALMOs contacted had overall ownership for leaflets and publicity materials. This ranged from total ownership (including development of materials, maintaining a document library, and regular audits/updates), to working alongside the service areas to develop the relevant materials and having an 'overseer' role.

Interestingly, one ALMO had an events officer within their communications team who was responsible for all resident and staff events.

Every ALMO contacted outsourced at least one aspect of their communications work – with all ALMOs outsourcing large scale print runs. The majority also outsourced distribution.

Some ALMOs have sought to employ their own graphic designer – such as Hounslow Homes and Derby Homes. Other ALMOs utilise the services provided by the council – such as Haringey, Sheffield and Hackney.

The management of internal/external organisational websites sits within the communication teams in all but one of the ALMOs contacted. Three ALMOs provide webmaster type support from within alternative teams (such as IT); whilst others have employed a webmaster specifically to manage the internet and intranet in their organisations.

Service Development

Service development appears to be delivered in one of two ways within the ALMOs we contacted: 57% have a central service development team; whilst 43% do not. Where the service is provided centrally, the team usually sits within a larger team – often part of/alongside performance. Where it is decentralised, service developments are usually driven by the relevant portfolio holders/service areas.

Common functions carried out by a central team include: strategy, policies and procedures; customer satisfaction/surveys/feedback; project management; VFM and internal reviews; equalities and other projects. In two ALMOs, the management of complaints is dealt with by the service development team.

In almost all of the ALMOs contacted; service development functions are carried out by the wider organisation – not just a centrally provided service development team (where one exists). The only exception to this is Homes for Islington (HFI), where all service development functions are carried out by their central team – however it should be noted that HFI is one of the largest ALMOs, employing 900 staff.

The majority of ALMOs contacted advised that policies and procedures are part of the service development team's responsibility, although the extent of this varied.

Performance Management

Twelve out of the thirteen ALMOs contacted have a central performance team – with CityWest having two central teams (one for housing and one for repairs). All of these teams sat within a wider team – such as policy and delivery, performance and service development, or similar.

The functions of performance teams were similar – with production of monthly performance reports and information and involvement with Housemark being key responsibilities. Other functions carried out by these teams included: benchmarking; customer satisfaction/surveys; complaints; policy monitoring and/or development; inspection and quality accreditations; business planning, audits.

In the majority of cases; all performance management is carried out by the central team – with only data collection/submission carried out by the wider organisation or other teams.

Other Services

Complaints

The location and management of complaints is varied between the ALMOs we surveyed – with four working within their performance team; two within a service development/improvement team; two within a customer services team; and two having a specific complaints team. In addition; one ALMO placed complaints within the communications area of their organisation, and two ALMOs did not have a centralised service.

Equalities

77% of ALMOs we contacted have a specific equalities officer type role within their organisation.

Customer Satisfaction / Surveys

The approach to customer satisfaction and surveys was mixed. The common trend appears to be that customer satisfaction/surveys are either carried out by central Performance or Service Development teams, or are carried out by the different service areas.

Project Management

Just over half of the ALMOs we contacted have a specific project management team or positions within their organisation. An additional two

ALMOs include project management as part of their service development roles.

Business Planning

Business planning is carried out in a number of ways – with the majority of ALMOs either having a specific position that is responsible for business planning; or joint responsibility by the executive and senior managers, with support/advice and delivery from strategy/policy teams.

Chief Executive Functions

The majority of ALMOs contacted confirmed that their Chief Executive operates under the 'usual' structure – whereby only the Heads of Service/Directors and possibly a PA/Company Secretary reports to them.

There were some 'out of the norm' situations where other less senior positions reported to the Chief Executive. Examples included: Area Managers, Head of Home Ownership, Head of HR and Investment Manager. It should be noted that in contrast with Barnet Homes, none of the Chief Executives of other ALMOs contacted had other teams with a reporting structure to them.

Summary

The key message that the benchmarking exercise has visibly demonstrated is that there is no one 'right' way of providing all of these services. The evidence suggests that these functions are designed and delivered to meet the specific needs of the company, reflecting their resources and priorities.

However there are three areas where clear trends emerge:

Communications – is provided centrally in all but one of the ALMO's we contacted; and these teams are all broadly similar in the functions that they carry out.

Performance is also provided centrally in twelve out of the thirteen ALMO's contacted – although one ALMO has two central teams (one of which focuses on housing management and the other on asset management).

Equalities - a significant number of ALMOs (77%) employ a dedicated equalities resource within their organisation.

The trend is less clear when it comes to service development – with a variety of both centralised and decentralised models being used. Interestingly; in all but one of the ALMOs contacted, some service development work is done by the relevant teams/areas – even when there is still a central team.

The management of complaints is also handled very differently between ALMOs – from being part of the responsibility of the Performance or Service Development Team through to being dealt with by the relevant service areas with no central 'hub'.

Customer feedback and surveys is also provided in a number of ways – and again this is mixed between being provided by a central team (such as Performance or Service Development) or being part of each team's role within the organisation.

The other services looked at during the benchmarking exercise also have mixed results which can be summarised as follows:

- Over half of all ALMOs have a centrally provided project management team
- The majority of ALMOs have either a specific position that is responsible for business planning, or joint responsibility (i.e. by the executive/senior managers with support, advice and/or delivery from the strategy/policy teams).

Finally; Barnet Homes appears to be the only ALMO within the benchmarking group where the Chief Executive has responsibility for the management of a team (in this case, the Communications, Involvement and Customer Development Team).

1. Statement of Purpose

- 1.1 Barnet Homes is committed to achieving effective governance.

2. Summary

- 2.1 This report sets out the proposals for Barnet Homes 2008 AGM.

3. Previous reports

- 3.1 This item is reported annually to the Resources Sub-group.

4. Recommendations

- 4.1 That the sub-group note and comment on the contents of the report.

5. Financial & Risk Management Issues

- 5.1 Last years AGM is estimated to have cost £1,237 and a similar budget will be allocated for the current years meeting.

6. Resident Consultation and Equalities Issues

- 6.1 Involved residents have been invited to all AGMs since 2005. Resident Awards were introduced at the 2007 AGM as an opportunity to celebrate the achievements of our residents and were very well received.

7. Background Information

- 7.1 The 2007 Barnet Homes AGM was held at Avenue House in Finchley. The theme of the AGM was resident involvement and this was the topic of the key note speaker Alistair McIntosh (CEO HQN) and was also picked up in the presentation by Barnet Home's CEO Margaret McPeake. A Resident Awards scheme was introduced in 2007 and the successful nominees attended the AGM and were presented with their awards following the formal business of the event. Whilst fulfilling the Company Act requirements, the AGM has hitherto also provided an opportunity for Barnet Homes to reflect on the achievements of the previous year with its stakeholders and partners. It has also provided an opportunity to reflect on the challenges in the year ahead.

7.2 Feedback from the AGM

Year on year feedback from the previous AGM has been reviewed and informed the planning of the following years AGM. The 2007 AGM was the first AGM to have been held in the evening and this greatly facilitated greater attendance by Barnet Homes Directors. Whilst unlike previous years, no formal feedback mechanism was used in 2007, the informal feedback was very positive about the venue, the tone of the event, the speaker and the awards ceremony. Members of both the

Board and Executive expressed that it had been the most successful AGM to date. It is therefore proposed to follow this model for the 2008 AGM.

7.3 **Date for the 2008 AGM**

The proposed date for the AGM is 10th November 2008. This date has been selected with reference to the calendar of Council Meetings and religious and other holidays.

7.4 **Theme for the 2008 AGM**

It is proposed that the theme for the 2008 AGM is determined in consultation with the incoming CEO upon their appointment. This will allow the appropriate lead in time to arrange for an external speaker as required.

7.5 **Venue**

There are two possible venues for the AGM that would ensure the event can be hosted within the agreed budget.

Option 1 – Avenue House, Finchley

- Good location for access
- Fully DDA compliant
- On site and adjacent street parking
- Catering
- Capacity approximately 75

Option 2 – North London Business Park

- Good conference centre with adequate facilities to accommodate approximately 150 plus delegates
- Fully DDA compliant
- Car parking on site
- Fixed PowerPoint unit with audio
- Catering

As outlined above the costs for both venues are broadly similar. The advantage for Avenue House is its good access for directors, staff and residents and its intimate setting. Its disadvantage being that it has a capacity of 75 only which is a number that is easily achieved.

The new conference facilities at NLBP are excellent and have the advantage of having additional capacity if required. However these facilities carry the council branding. In the past concern has been expressed about holding the AGM for an arms length company in council premises. However there are limited venues in Barnet that can accommodate over 80 people at a cost effective price. A decision on

the venue will therefore be informed by the number of attendees required.

8. The Companies Act 2006

8.1 The 2006 Act has removed the requirement to hold an Annual General meeting with effect from 1st October 2007. However we have received comprehensive advice on the new act from Trowers & Hamlins, including advice on the holding of AGMs. They have advised that the ALMO model provides for certain aspects of governance to be carried out at AGMs (e.g. rotational retirement of board directors) but there is no express obligation in the articles to hold an AGM. Trowers and Hamlin noted that whilst it would be possible for an ALMO to dispense with the holding of an AGM, as this event is commonly used to facilitate governance arrangements, to feedback on the achievements of the previous year and is often also linked to annual events e.g. tenant elections, in practice the majority of ALMOs will continue to use this model.

8.2 It is therefore proposed that Barnet Homes continues holding an annual general meeting to fulfil the required governance functions.

Author: Kate Laffan –Governance & Efficiency Manager
Date: 16th April 2008

Barnet Homes
Resources Sub-group
24th April 2008
Employee Opinion Survey Action Plan

Item: 6

1. Statement of Purpose

- 1.1 Developing a highly skilled, motivated and satisfied workforce is critical to the success of Barnet Homes and feedback from staff plays an important role in shaping the way they are managed. Employee surveys only add value if action is taken on feedback from staff.

2. Summary

- 2.1 This report outlines areas of improvement and actions to be taken to ensure that feedback from the survey is acted upon.

3. Previous reports

- 3.1 The report to the Sub-group in November last year provided feedback on the results survey.

4. Recommendations

- 4.1 That the sub-group notes the Action Plan and the activities recommended to address the areas for improvement from the Employee Opinion Survey.

5. Financial & Risk Management Issues

- 5.1 There are no financial risks but lack of action on staff feedback may lead to low morale which would impact on our service delivery to our residents.

6. Resident Consultation and Equalities Issues

- 6.1 Resident consultation is not applicable.

7. Background Information

- 7.1 The response rate for the 2005 staff survey was 35%. This increased to 65% in 2007. The increase can be attributed to the fact that feedback that was received was acted upon and communicated effectively to staff. Our commitment to staff satisfaction will be achieved by ensuring that issues raised in the survey are addressed.
The 2007 survey results were very positive and the majority of indicators were in the top, first and second quartile. Service specific actions will be addressed by Heads of Service.

Author: Gladys Mhone – Senior HR Manager

Date: 15th April 2008

Barnet Homes – Employee Opinion Survey Action Plan

Areas for Improvement	Actions to Address	Milestones	Resources	Status
Managers Inductions	<ul style="list-style-type: none"> - Develop a policy and procedure for dealing with staff on probation and the induction programme - Communicate policy and procedure to managers - HR to monitor staff on induction 	<ul style="list-style-type: none"> - June 08 - July Ongoing 	<ul style="list-style-type: none"> GM GM/Communication HR team 	Policy has been drafted and out to consultation with Unions and Managers' feedback
Performance and Development Review Process	<ul style="list-style-type: none"> - Review current process - Review appraisal forms - Develop Performance Review time-table - Communicate revised process with a summary of instructions 	<ul style="list-style-type: none"> April April April 	<ul style="list-style-type: none"> GM GM/Peter Headland 	<p>Review carried out and communicated to managers at Managers workshop on 14th April</p> <p>Proposed future time-table drafted to go to Board in May</p> <p>Summary version of the process to be circulated to all managers before end of April</p>
Recruitment and Selection	<ul style="list-style-type: none"> - Policy and procedure to be 	<ul style="list-style-type: none"> July 	<ul style="list-style-type: none"> GM 	Flow chart of the process developed

Areas for Improvement	Actions to Address	Milestones	Resources	Status
	developed and communicated - Train Managers	September		
Flexible working			HR Team	To be developed as part of the Accommodation Action Plan – next report to the Resources Sub-group in June
Bulling and Harassment	Develop and communicate policy	June	GM	Policy developed and published on intranet to be communicated with the other HR policies being finalised by July
Service Specific feedback	Service specific action plans	September	Heads of Service	
Equalities related issues	Identify issues from one ethnic group who have shown dissatisfaction across the Board	July	GM	Action has commenced and will feedback overall findings by end of July

1. Statement of Purpose

1.1 Effective management of human resource is critical to the success of the business and agency procurement and monitoring will contribute to the successful delivery of high quality services to our residents.

2. Summary

2.1 This paper updates the Sub-group on the current position of agency staffing within Barnet Homes.

2.2 It also sets out proposed actions to improve the management and control of agency staffing within Barnet Homes thereby reducing the costs.

3. Previous reports

3.1 This report was requested by the Sub-group at its last meeting.

4. Recommendations

4.1 That the Sub-group notes the recommended improvements to the procurement of agency staffing.

5. Financial & Risk Management Issues

5.1 Current procurement arrangements are in contravention of EU procurement procedures and greater control and monitoring of agency staff will have an impact on our current spend.

6. Resident Consultation and Equalities Issues

6.1 Resident consultation is not applicable at this time.

7. Background Information

7.1 The current status of agency staff is as follows:

Service Area	No of Agencies	Reason for agencies
Asset management	8	Embedding new structure and supporting interim arrangements
Housing	26	15 of these are caretakers on the

Service Area	No of Agencies	Reason for agencies
Management		regeneration schemes where due to TUPE implications Rest are against vacant posts, some are backfilling secondments and Supporting Housing Review
CEO – Communication, Information and Community Development	2	Against vacant positions and awaiting outcome of value for money review
Financial Services	2	1 - Pending recruitment, 1 possible future staff efficiency
Corporate Services	7	3 agency over and above establishment to assist temporarily in the Contact Centre with Connaught liaison 4 against vacancies – 2 pending references for selected candidates.

7.2 Next steps

In order to comply with the EU procurement regulations and introduce greater control in the use of agency staff we have signed up to the Procurement for Housing Framework. This will mean that from 1st May 2008, all agency recruitment will be channelled through HR who will work with one main Agency provider, Blue Arrow. Blue Arrow are part of the main framework with several agencies and they will be our one contact point. The benefits are as follows:

- Reduction of commission rate which is estimated will be in the region of 40%
- One-stop shop approach to procurement
- Monthly summary report
- Service level agreement with Blue Arrow to ensure high quality staff are employed
- One invoice per month
- HR's greater control over agency management
- Savings on tendering costs of approximately £10,000
- Better temp to permanent fees and finder's fees from 20% - 10%
- Discounts for extended period of employment

Author: Gladys Mhone – Senior HR Manager

Date: 15th April 2008

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. 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 was presented 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.

6. Background

6.1 Health and Safety risks at Grahame Park are being progressed:

- works have commenced on the pitched roofs to improve access, security, lighting and repair of fireproof barriers.
- flat roofs have been inspected with Village heating that recommends a list of maintenance tasks and measures to improve safe working of contractors.
- the boiler house risk assessment was reviewed to the satisfaction of Village Heating. There are some action points to follow through such as linking the fire alarm directly to VHL.

6.2 Fire Safety

- Fire risk assessments for all sheltered housing blocks are 40% complete and on track for completion by July 2008
- Meeting has taken place between Barnet Homes and the LFB Arson Task Force and areas of joint working identified
- Fire Safety Check project for Grahame Park still not agreed with LFB, target date has been re-scheduled for September 2008

6.3 Health and Safety Information to Tenants

- a web page has been drafted and has been passed to Publicity Team for checking

6.4 Violence Workshops for Staff

- the successful workshop provided to contractors is now being given to staff as a way of inducting, refresher training and consulting

6.5 Legionella Review

- risk assessments of vulnerable buildings have been completed
- works to be planned
- contract to be re-tendered
- draft strategy document to be approved

6.6 Safety Audit of Decent Homes Contractors

- now completed and report due at end of April 2008






Author: Bambos Kakouratos – Health and Safety Co-ordinator

Date: 15th April 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
Legionella Policy Review	COSHH	Monitoring/testing/maintenance of high risk properties, retendering of contract, training of responsible staff	Asset management	David Foster/Bambos Kakouratos	Draft policy document, risk assessment	Policy drafted, risk assessments completed,	High	High	Oct-08		Statutory review	→	
Grahame Park Risk Register	Roof Voids	Working at Heights and Public Protection	Asset management	Martin Drakeford, Stuart Lawrence and Elliot Sweetman	Programme of improvements and funding has been agreed	Works in progress on roof voids	High	High	May-08		Asset Management Service	→	
Grahame Park Risk Register	Flat Roofs	Working at Heights and Public Protection	Asset management	Martin Drakeford, Stuart Lawrence and Elliot Sweetman	Agre programme of improvements and funding	Inspection carried out	High	High	TBA		Village Heating	→	
Grahame Park Risk Register	Boiler Hse	Implementation of Risk assessment for Boiler Hse	Asset management	Phil	Fire alarm connection to lifeline/VHL	Boiler House Risk assessment reviewed 04/08	High	High	No dates set		Asset Management Service	→	
Inspection and Auditing of Contractors	Managing contractors	Ensuring contractors health and safety performance meets expected standards	Asset management	Chris Wilkins	Series of inspection/audits with CDM Coordinator	Last audits carried out on 10/11/4/08	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	1. Publicity and booking of appointments by BH 2. Fire Brigade do fire safety checks on agreed dates	High	High	Sep-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	↑	
Arson Task force	Fire Safety in estates	Joint working with LFB and Police	Corporate Services H&S	BK/RB	Agreed joint inspection of estates and joint action	In dicussion	High	High	Apr-08	03/04/2008	West Hendon Housing Office	↑	

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	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		Mar-08	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	Competencies drafted	Medium	Medium	01/05/2008		Operational Plan	→	
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	↑	
Violence Workshops for Barnet Homes Staff	Workplace Violence	Raising awareness of policy, procedure and systems	Corporate Services H&S	Rachel Bancroft			High	High	Apr-08	3i/5/08	Health and Safety team	→	
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	Mar-08	Safety alert from HSE	→	

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 February 2008.

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 was 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 8.4 days (comprising 4.7 days due to long-term sickness and 3.7 days due to short-term sickness). This figure represents an improvement in sickness on last years performance with a reduction 0.2 of a day. When compared with last years performance routine sickness has decreased by 0.5 day and long term has increased by 0.3 day. This figure gives a year end projection of 9.1 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 7.6 days. With the average number of days lost in these areas also being 10.4 days.
- 7.5 Report B details sickness by department for the period 1 April 2007 to 15 February 2008. The following areas are showing a higher than average sickness level.
- Supported Housing Team
 - Lifeline / SHO
 - Rental Income Team
 - Neighbourhood team East
 - 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 shows that the main cause of sickness absence for this period is for viral infections.
- 7.6 At the time of writing this report there was 1 long term sickness case.
- 7.7 Our focus this year has been 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).

7.9 Equalities

The Barnet Homes equalities information looks at gender, age, faith, ethnicity, sexuality and disability of our employees. In terms of age of our employees, age band 16-19 and 20-25 are under represented in Barnet Homes, however employees in the 21-25 bracket have increased by 0.2% when compared to 3rd quarter figure of this year. In terms of ethnicity the statistics show that our workforce is broadly representative of the community we serve and of Barnet Borough profile.

The information also looks at salaries by department, salary band by ethnicity and salary band by gender and salary band by age. The key area to note is salary band by ethnicity in the £40,000 to £50,000 bracket there is an increase in representation from Black ethnic groups when compared to the 3rd quarter of this year when there was no representation from BME groups at this level. Our recruitment and selection policy will address how we attract applicants from other under represented ethnic groups and also applicants from the under 25 age band.



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

Date: 15 April 2008

Human Resources Report: to 15 February 2008

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	8.4	↓	●	Red
D	M	Most Common Reason for Sickness - Month	Viral Infection	Viral Infection	Nil - Monitoring Activity Only	Viral Infection	-	-	-
D	M	Most Common Reason for Sickness - Year To Date	Viral Infection	Viral Infection	Nil - Monitoring Activity Only	Viral Infection	-	-	-
E	M	Number of Staff Who Have Taken 3 or More Periods of Sickness YTD	TBA	86 = 25.74% of staff	TBA	36	-	-	-
F	M	Number of Staff Who Have Taken 7 Days Or More Sickness YTD	121	99= 29.63% staff	TBA	63	-	-	-
G	M	Number of Staff Who Are Currently On Long Term Sickness - Month	N/A	0	Nil - Monitoring Activity Only	1	-	-	-
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	2	-	-	-
J	M	Number of Live Disciplinary/Capability Cases	15 YTD	13 in month, 20 YTD	Nil - Monitoring Activity Only	3 (17 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 February 2008

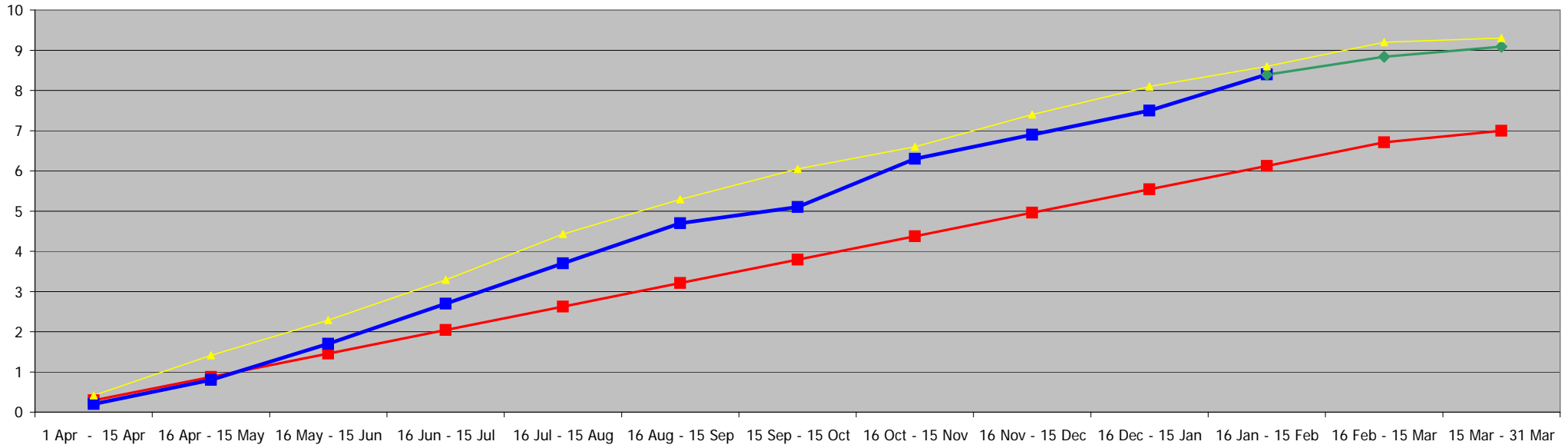
Ref.	Freq.	Description	05/06 Outturn	06/07 Outturn	07/08 Target	This Months Results	Performance Against Previous Month	Result	
Highly Skilled, Motivated & Satisfied Workforce									
K	Q	% appraisals completed - 2007/08 Financial Year (12 Months Rolling)	75%	100%	100%	100.00%	-		Green
L,M	M	Ratio of Agency To Permanent Staff	8.10%	6.66%	TBA	14.10%	-	-	-
N	M	Staff Turnover Rate	8.54%	0.91% in month, 22.02% YTD	13%	9.93%	↓		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	1	-	-	-
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													
	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	Totals
Back Problem	1	2	1	2	3	2	2	0	2	1	1			17
Chest or Respiratory	0	2	0	0	1	1	0	5	2	1	2			14
Eye, Ear, Nose, Mouth	1	3	1	5	0	0	1	0	1	1	3			16
Genito-Urinary	0	2	0	0	0	0	0	0	0	0	0			2
Headaches/Migraine	0	4	2	5	0	0	0	0	1	0	1			13
Heart, Blood Pressure	0	1	0	0	0	0	1	0	0	1	2			5
Operations Etc	1	5	1	3	4	4	2	2	2	2	2			28
Other	1	5	15	3	7	7	2	8	8	9	10			75
Other Muscle Skeletal	2	1	0	3	7	8	4	2	1	1	2			31
Pregnancy Related	0	0	1	0	0	0	0	0	0	0	0			1
Reason Unknown	1	0	0	0	0	0	0	0	0	2	2			5
Stomach, Liver, Kidney	4	10	3	7	2	2	5	2	13	4	7			59
Stress/Depression	1	3	3	8	7	6	3	6	2	2	3			44
Viral Infection	4	4	2	2	3	3	5	8	13	19	18			81
Total	16	42	29	38	34	33	25	33	45	43	53			391

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	1.8	1.8		
Corporate Services		0.1	0.3	0.4	0.5	0.9	1.5	1.9	2.3	2.5	3.0	3.4		
Finance		0.2	0.8	1.3	1.3	1.6	1.6	1.7	2.4	2.4	3.4	3.6		
Housing Services		0.2	0.7	1.8	3.0	4.5	5.9	6.6	7.8	8.5	9.1	10.4		
Caretakers (inc Bulk Refuse Team)		0.3	1.0	2.7	3.8	4.8	5.8	6.1	8.1	8.0	7.9	9.3		
Asset Management		0.3	1.3	1.4	2.7	3.5	4.1	4.1	5.9	7.0	7.4	7.7		
Service Total- Days (KLOE 1)	7	0.2	0.8	1.7	2.7	3.7	4.7	5.1	6.3	6.9	7.5	8.4		
Of Which Routine Sickness		0.2	0.5	0.8	1.0	2.7	1.6	1.7	2.3	2.9	3.0	3.7		
Total (Exc CT/SHO)		0.2	0.8	1.4	2.2	3.2	3.9	4.4	5.7	6.5	6.9	7.6		
Total (CT/SHO Only)		0.3	0.8	2.4	3.7	5.0	6.4	6.9	7.6	8.0	8.8	10.4		
End Year Projection												8.4	8.8	9.1
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	31	36		
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%	11.09%	12.91%	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	57	63		
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%	16.97%	20.39%	22.60%		
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%	96.80%	86.32%		

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	2	1		
Number of Long Term Sick (YTD)	2	2	6	8	10	13	13	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	0	0			
Number of Staff Who Have Taken Absence Due To Industrial Injury YTD	1	1	2	2	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%	0.00%	0.00%			
Days Lost Due to Industrial Injury By Month	8	21	30	20	15	0	0	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	0	0		
Number of Staff on Paternity Leave (P)	0	0	0	0	0	2	2	0	0	0	2		
Number of Staff on Adoption Leave (A)	0	0	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	0	0		
Number of Staff on Special Leave - Unpaid (SLU)	2	0	0	1	2	3	1	0	1	5	4		
Number of Staff on Suspension - Paid (SP)	0	0	1	2	2	3	0	0	0	0	0		
Number of Staff on Other Paid Absence (OPA)	0	0	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	0	0		
Number of Staff on Jury Duty (J)	0	0	0	0	0	0	0	0	0	0	0		

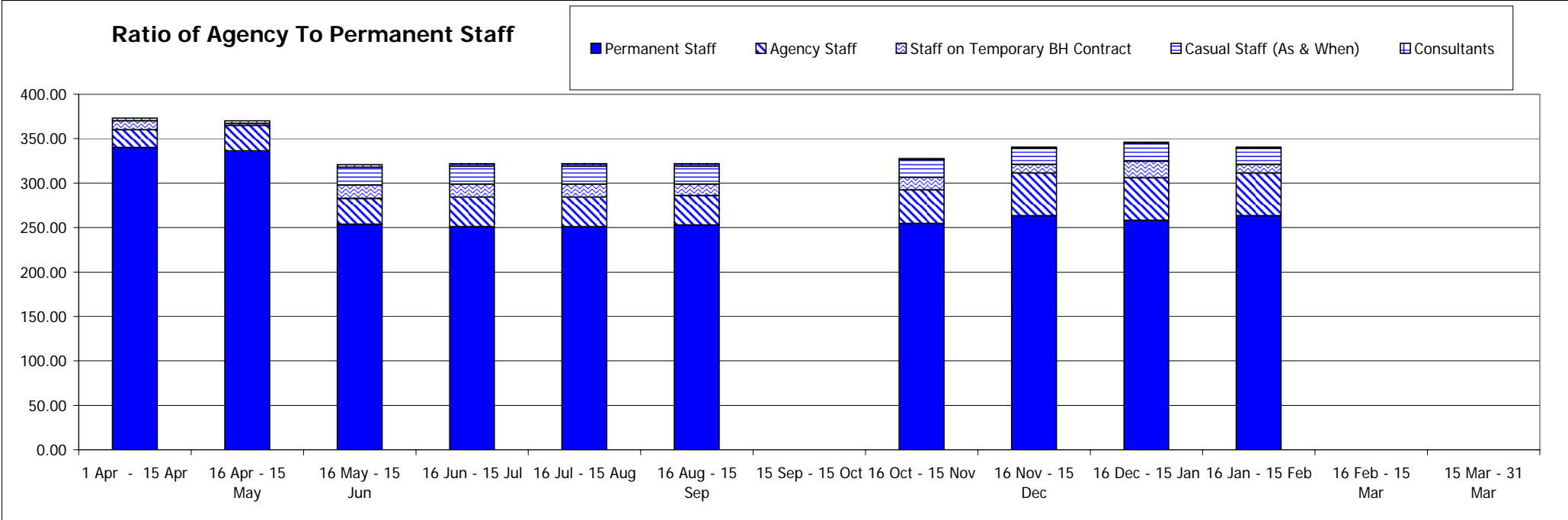
Disciplinary, Capability, Grievances and Tribunal Cases

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	4	3			17
Number of Grievances	1	2	4	4	4	2	2	1	1	2	2			5
Number of Tribunal Cases	0	1	1	1	1	1	1	1	1	1	1			1

Staff Breakdown By Team (Current Month) 15th February

Please note staff figures now FTE

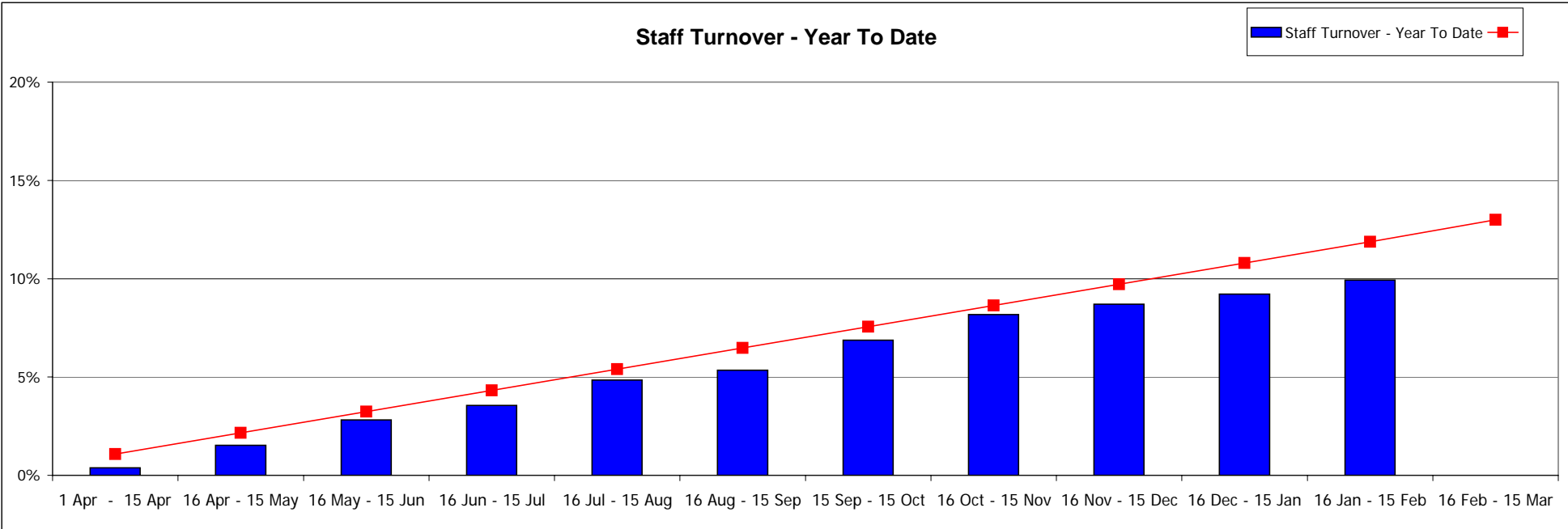
Team	Permanent Staff	Temporary Contract Staff	As & When Staff	Consultants	Agency Staff	Total Staff	Vacant Posts
Chief Executive's	11.5	5		1	3	20.50	5
Corporate Services	34.3			0.4	8	42.70	9
Finance	12.5				2	14.50	1
Central Total	58.3	5	0	1.4	13	77.7	15
Senior HS Managers	4	1				5.00	
Supported Housing Team	5.5				4	9.50	3
Lifeline/SHO Team	22.8		18		2	42.80	9
Voids and Lettings Team	7				1	8.00	2
Rental Income Team	13.5					13.50	3
Home Ownership Team	14.1				3	17.10	6
ASB Team	7.5				2	9.50	1
Neighbourhood Team East	10					10.00	3
Neighbourhood Team West	10					10.00	
GPE Regen Team	10.4				2	12.40	3
WH/SG/DV Regen Teams	13					13.00	
Grounds Maintenance	4	2				6.00	
Housing Services Sub Total	121.8	3	18	0	14	156.80	30
Caretaking - Barnet	9				1	10.00	1
Caretaking - Finchley	14					14.00	1
Caretaking - Edgware	9				3	12.00	6
Caretaking - Grahame Park	8				6	14.00	8
Caretaking - Regeneration	8				4	12.00	2
Bulk refuse	4					4.00	
Caretaking Sub Total	52.0	0.0	0.0	0.0	14.0	66.0	18
Housing Services Total	173.8	3.0	18.0	0.0	28.0	222.8	48
Head of Asset Management	2.0					2.00	
Investment Planning and Value Team	11.5	2			4	17.50	4
Operational Team East	8.0				3	11.00	4
Operational Team West	5.0					5.00	4
Special Projects Team	4.5					4.50	4
Asset Management Sub Total	31.0	2.0	0.0	0.0	7.0	40.0	16
Total - All Barnet Homes	263.1	10.0	18.0	1.4	48.0	340.5	79



% 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	263.10	258.00	263.10			
Staff on Temporary BH Contract	10.00	2.00	15.00	15.00	15.00	13.00		14.00	10.00	18.50	10.00			
Casual Staff (As & When)	0.00	0.00	20.00	20.00	20.00	20.00		20.00	18.00	20.00	18.00			
Consultants	3.00	3.00	3.00	3.00	3.00	3.00		3.00	1.40	1.40	1.40	1.40		
Agency Staff	20.00	29.00	29.00	33.00	33.00	33.00		38.00	48.00	48.00	48.00	48.00		
Total Number of Staff	373.00	370.00	320.70	321.90	321.90	321.90		327.70	340.50	345.90	340.50			
% of Agency Staff	5.36%	7.84%	9.04%	10.25%	10.25%	10.25%		11.60%	14.10%	13.88%	14.10%			

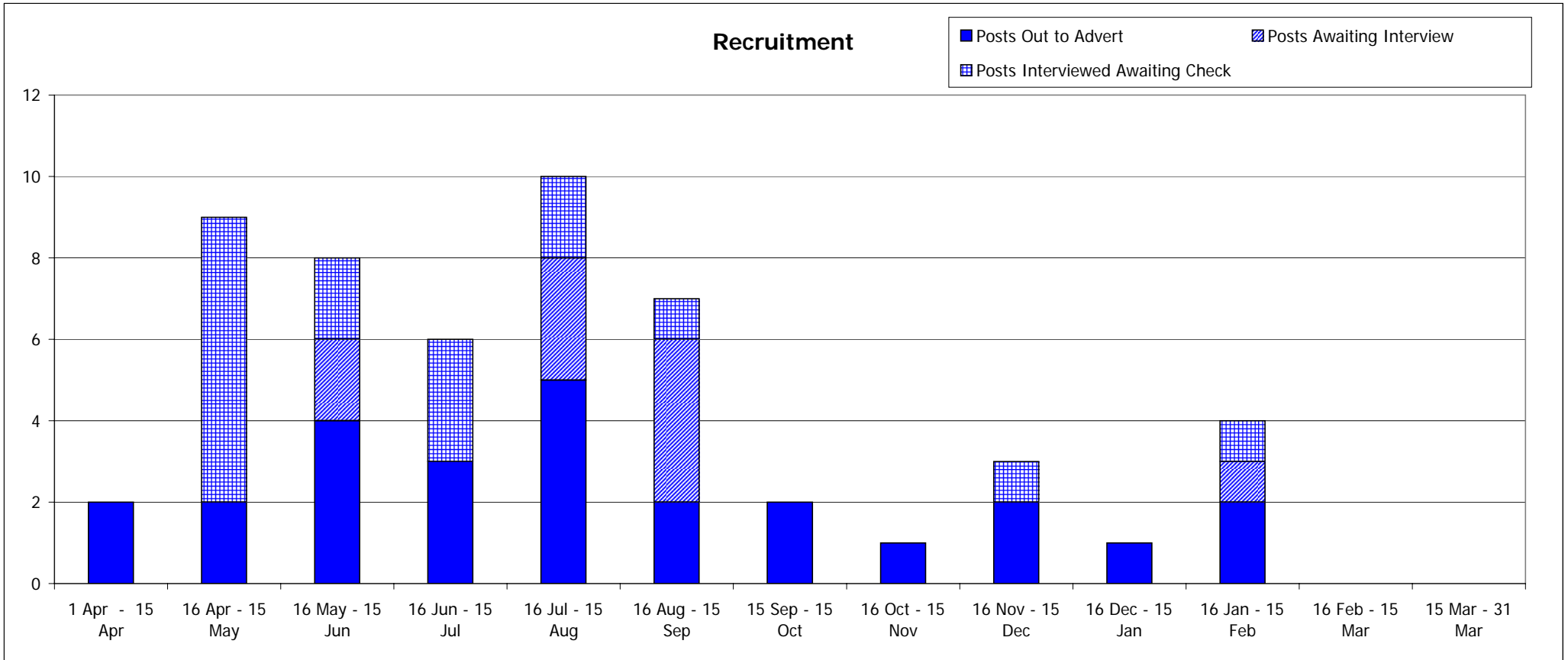
Please note staff figures now FTE

Staff Turnover - Year To Date



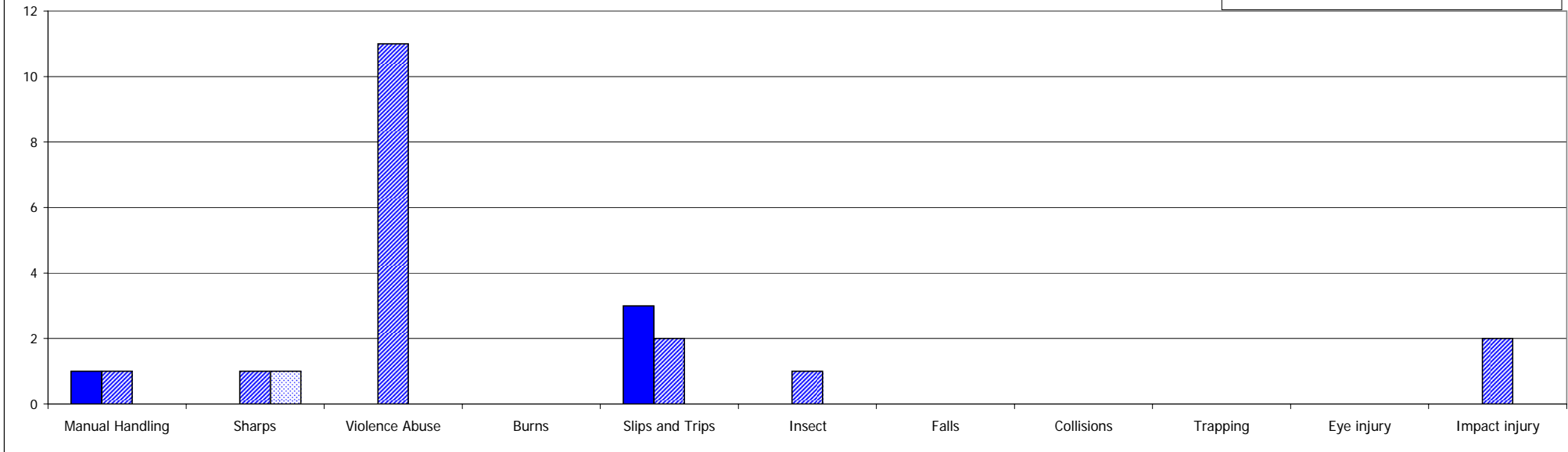
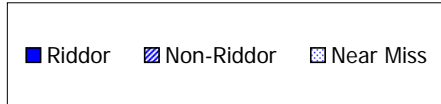
Description	1 Apr - 15 Apr	16 Apr - 15 May	16 May - 15 Jun	16 Jun - 15 Jul	16 Jul - 15 Aug	16 Aug - 15 Sep	15 Sep - 15 Oct	16 Oct - 15 Nov	16 Nov - 15 Dec	16 Dec - 15 Jan	16 Jan - 15 Feb	16 Feb - 15 Mar	15 Mar - 31 Mar	YTD
Total Staff At Beginning of Period	262.70	261.70	257.70	253.70	250.90	250.90	252.90	254.90	252.90	251.90	251.90			
Number of New Starters	0.00	1.00	1.00	0.00	5.00	4.00	8.00	3.00	1.00	2.00	7.00			32
Number of Leavers	1.00	5.00	5.00	2.80	5.00	2.00	6.00	5.00	2.00	2.00	3.00			39
Number of Transfers	0.00	0.00	7.00	2.00	2.00	3.00	6.00	2.00	0.00	3.00	1.00			26
Total Staff At End of Period	261.70	257.70	253.70	250.90	250.90	252.90	254.90	252.90	251.90	251.90	255.90			
Staff Turnover - In Month	0.38%	1.93%	1.96%	1.11%	1.99%	0.79%	2.36%	1.97%	0.79%	0.79%	1.18%			
Staff Turnover - Year To Date	0.38%	1.53%	2.82%	3.56%	4.84%	5.34%	6.87%	8.17%	8.70%	9.21%	9.93%			

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	1	2		
Posts Awaiting Interview	0	0	2	0	3	4	0	0	0	0	1		
Posts Interviewed Awaiting Check	0	7	2	3	2	1	0	0	1	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					1							1
Non-Riddor			2									2
Near Miss												0
Totals	0	0	2	0	1	0	0	0	0	0	0	3

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				3							4
Non-Riddor	1	1	11		2	1					2	18
Near Miss		1										1
Totals	2	2	9		4	1					3	21

Barnet Homes Staff Equalities Breakdown (March 2008)

Gender

Gender	Female	Male	Grand Total
All Barnet Homes	175	139	314

Age

Age	16 - 20	21 - 25	26 - 35	36 - 45	46 - 55	56 - 59	60 - 64	65 +	Grand Total
All Barnet Homes	2	10	55	104	92	24	23	4	314

Ethnic Origin

Ethnic Origin	White - British	White - Irish	White - Greek Cypriot	White - Other	Black - African	Black - Caribbean	Black - Other	Asian - Bangladeshi	Asian - Pakistani	Asian - Chinese	Asian - Indian	Asian - Other	Mixed - Asian & White	Mixed - Other	Other Ethnic Group	Grand Total
All Barnet Homes	186	13	2	13	29	27	4	5	2	2	10	7	2	5	7	314

Disability

Disability	No	Yes	Grand Total
All Barnet Homes	311	3	314

Faith

Faith	Buddhist	Christian	Jain	Jewish	Hindu	Muslim	Other Faith	No Religion	No Response on Faith	Prefer not to Say	Grand Total
All Barnet Homes	4	212	2	3	10	12	15	46	9	1	314

Sexuality

Sexuality	Heterosexual	Gay Man or Lesbian	Prefer not to say	Grand Total
All Barnet Homes	247	2	65	314

Salary

Salary	> £10,000	£10,000 - £19,999	£20,000 - £29,999	£30,000 - £39,999	£40,000 - £49,999	£50,000 - £59,999	£60,000 - £69,999	£70,000 - £79,999	£80,000 - £89,999	£90,000 - £99,999	< £100,000	Grand Total
All Barnet Homes	3	79	150	52	17	8	0	2	2	0	1	314

Salary - By Ethnic Group

Ethnic origin	> £10,000	£10,000 - £19,999	£20,000 - £29,999	£30,000 - £39,999	£40,000 - £49,999	£50,000 - £59,999	£60,000 - £69,999	£70,000 - £79,999	£80,000 - £89,999	£90,000 - £99,999	< £100,000	Grand Total
White - British	3	53	74	35	13	4		2	2			186
White - Irish		4	3	2	1	2					1	13
White - Greek Cypriot			1	1								2
White - Other		4	5	2		2						13
Black - African		2	21	3	3							29
Black - Caribbean		3	22	2								27
Black - Other		1	3									4
Asian - Bangladeshi		1	4									5
Asian - Pakistani			2									2
Asian - Chinese			2									2
Asian - Indian		1	6	3								10
Asian - Other		4	3									7
Mixed - Asian & Black												0
Mixed - Asian & White		1		1								2
Mixed - Other		3		2								5
Other Ethnic Group		2	4	1								7
Grand Total	3	79	150	52	17	8	0	2	2	0	1	314

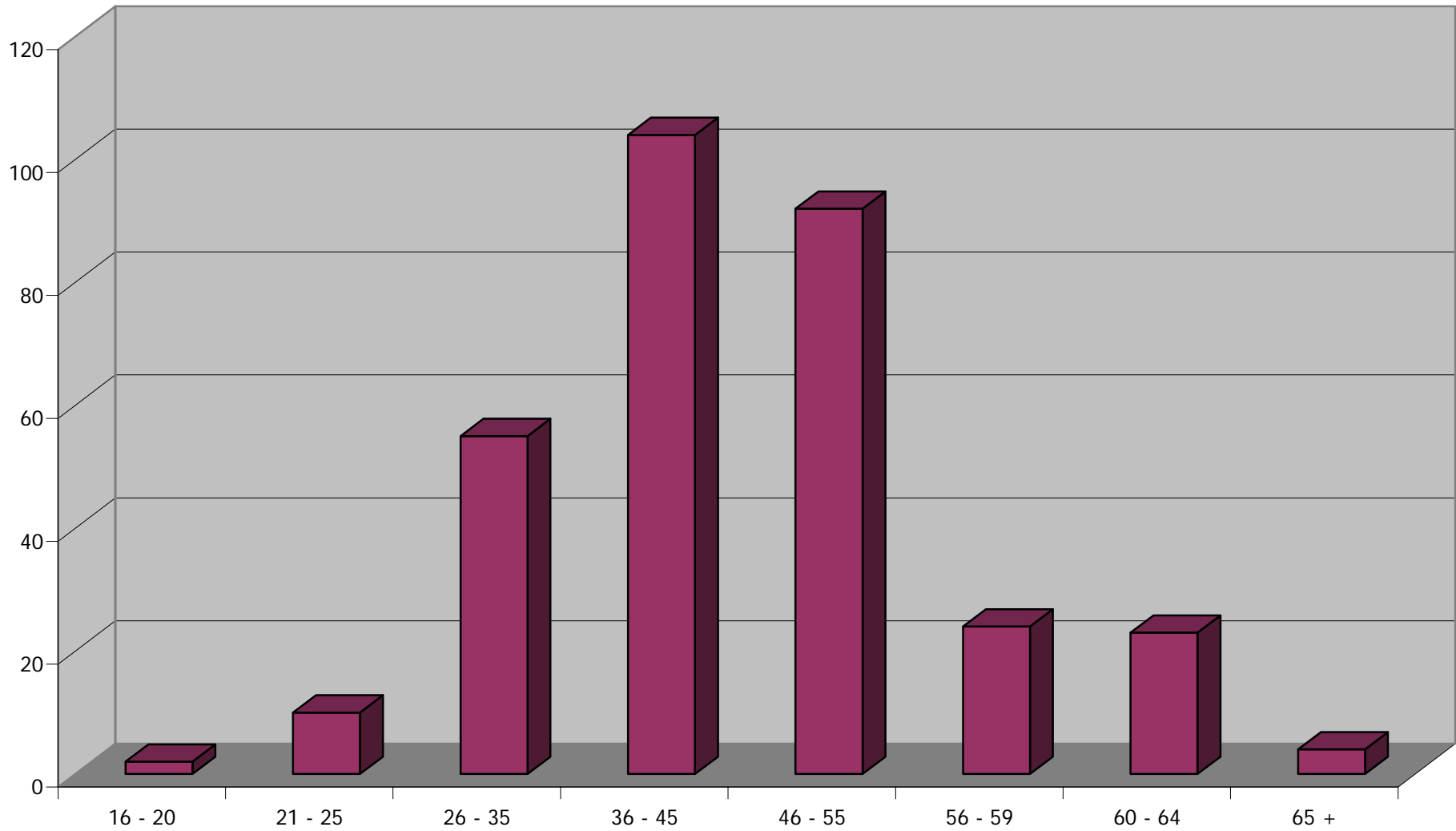
Salary - By Gender

Age Band	> £10,000	£10,000 - £19,999	£20,000 - £29,999	£30,000 - £39,999	£40,000 - £49,999	£50,000 - £59,999	£60,000 - £69,999	£70,000 - £79,999	£80,000 - £89,999	£90,000 - £99,999	< £100,000	Grand Total
Female	2	34	95	28	9	5		1			1	175
Male	1	45	55	24	8	3		1	2			139
Grand Total	3	79	150	52	17	8	0	2	2	0	1	314

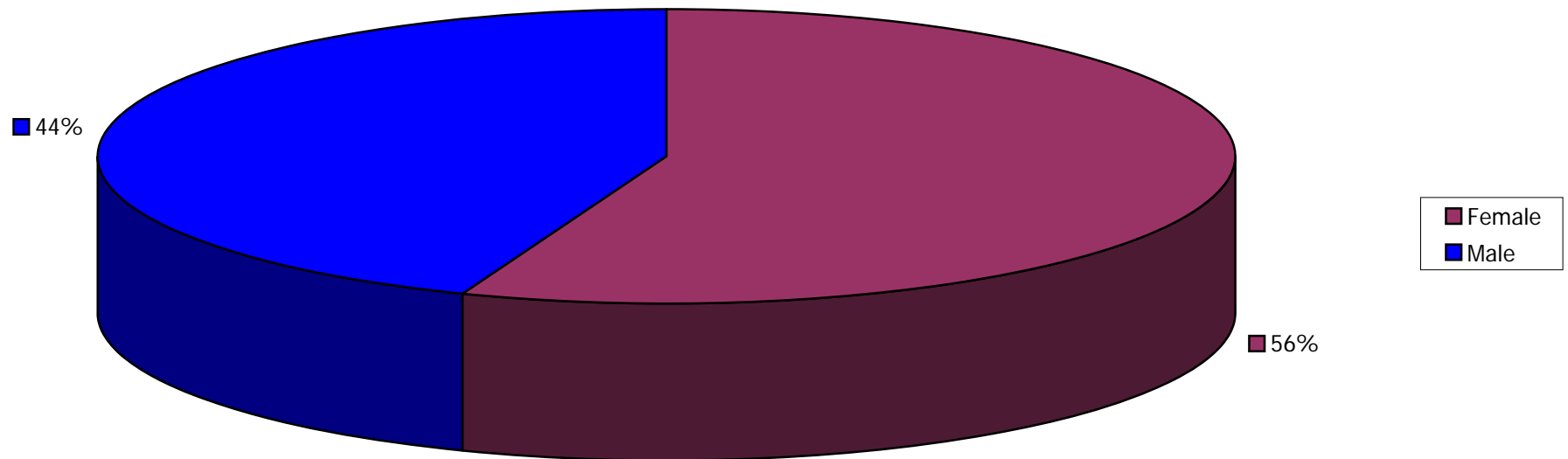
Salary - By Age

Age Band	> £10,000	£10,000 - £19,999	£20,000 - £29,999	£30,000 - £39,999	£40,000 - £49,999	£50,000 - £59,999	£60,000 - £69,999	£70,000 - £79,999	£80,000 - £89,999	£90,000 - £99,999	< £100,000	Grand Total
16 - 20		1	1									2
21 - 25		4	6									10
26 - 35	1	12	29	12	1							55
36 - 45		28	44	21	7	3			1			104
46 - 55	1	20	43	13	7	5		2	1			92
56 - 59	1	6	11	4	1						1	24
60 - 64		8	13	2								23
65 +			3		1							4
Grand Total	3	79	150	52	17	8	0	2	2	0	1	314

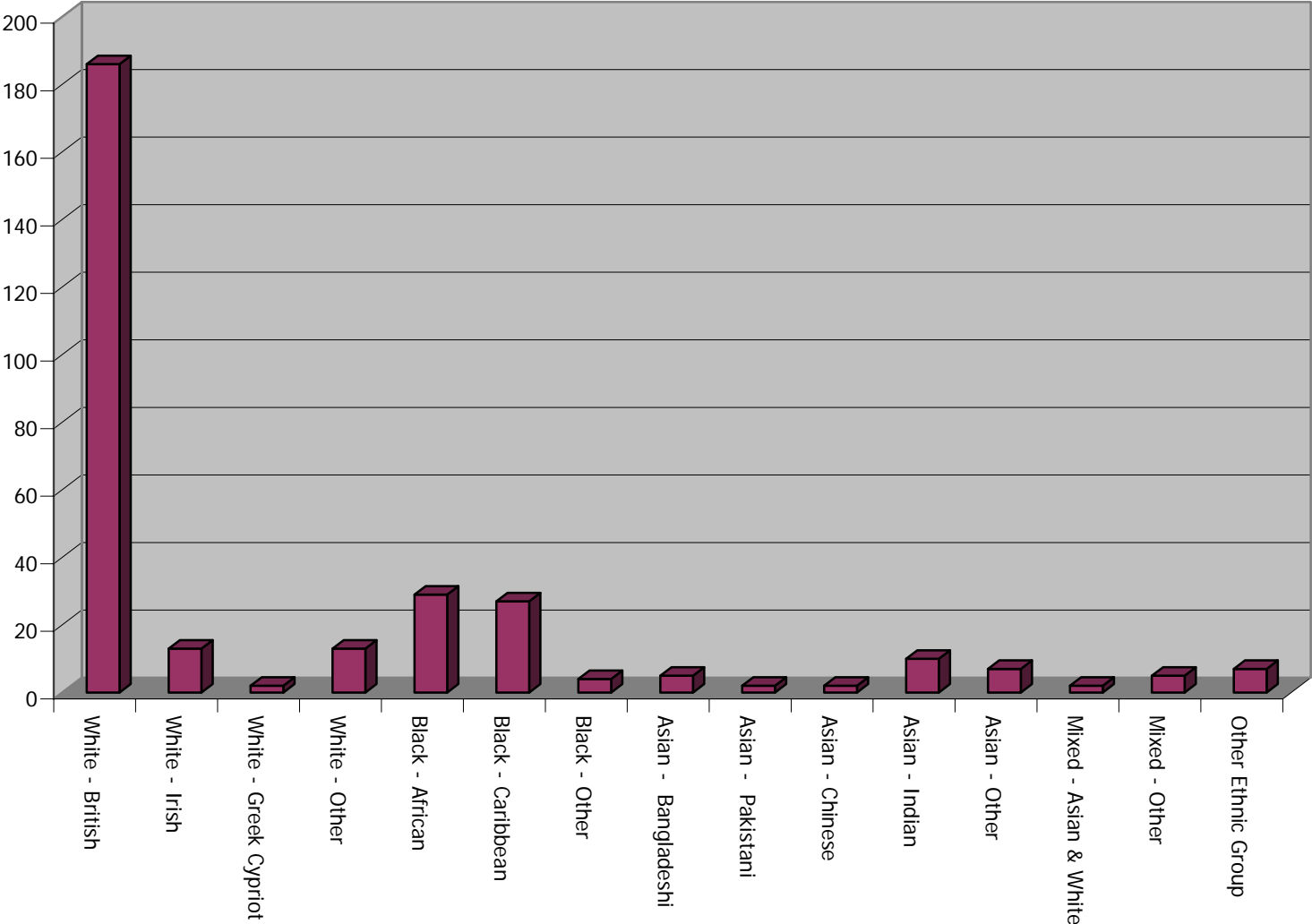
Age Band of Barnet Homes Staff (March 2008)



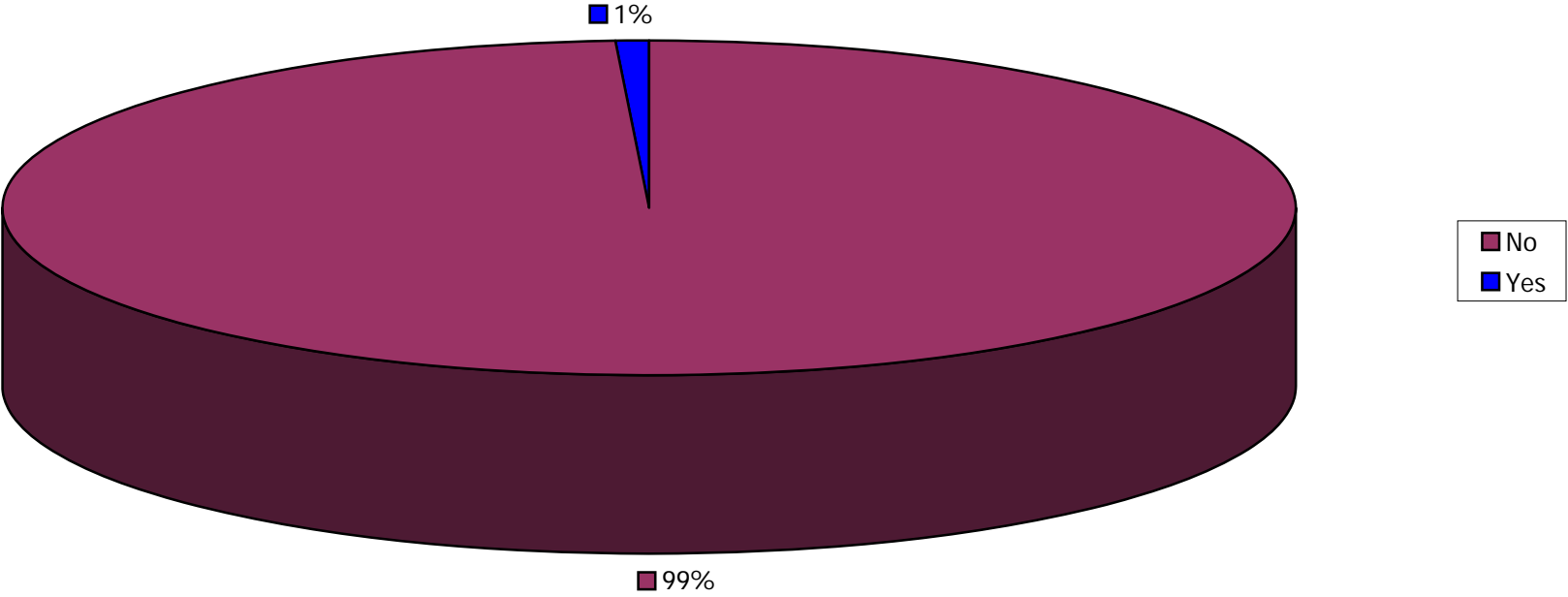
Gender of Barnet Homes Staff (March 2008)



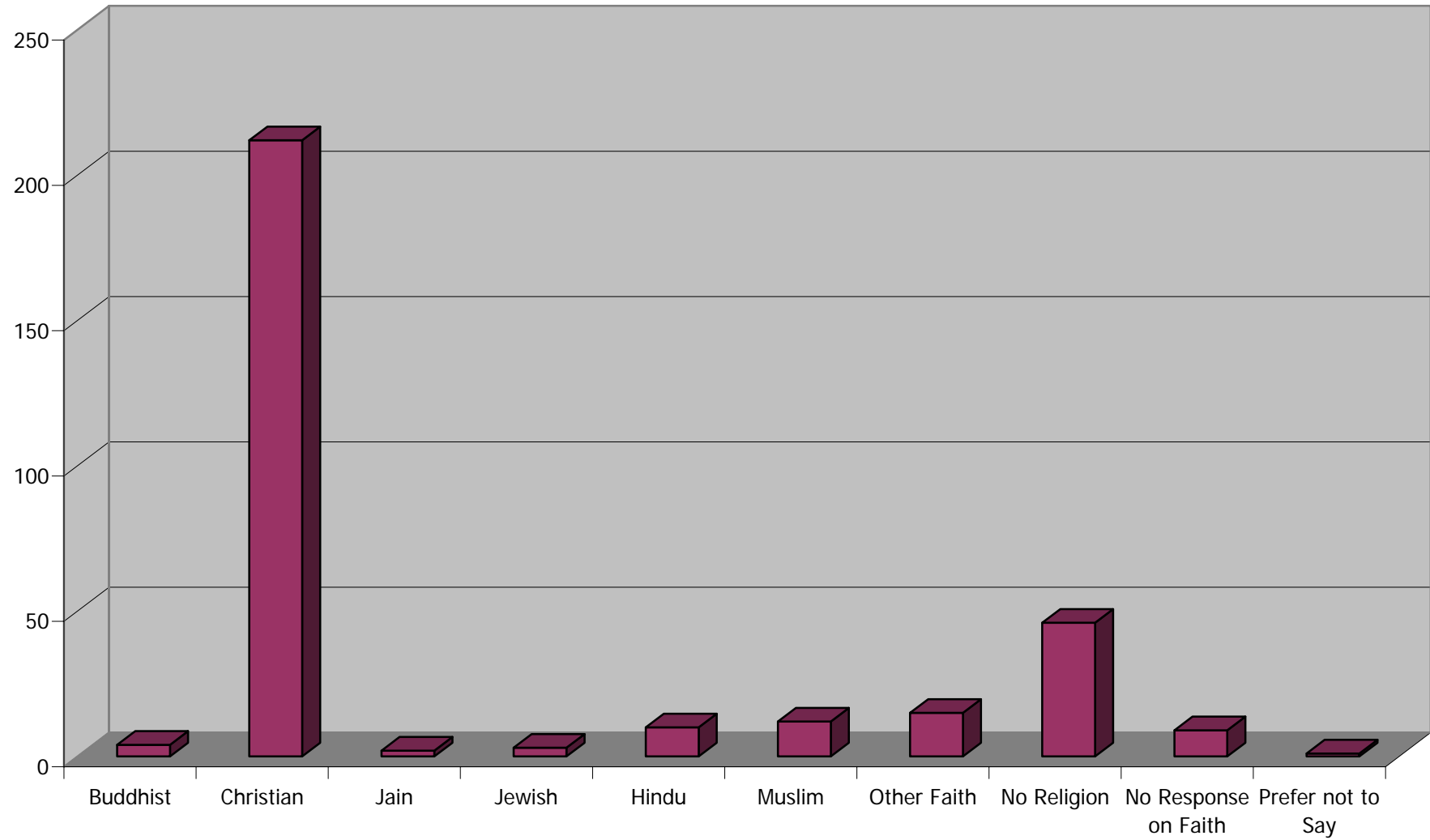
Ethnicity of Barnet Homes Staff (March 2008)



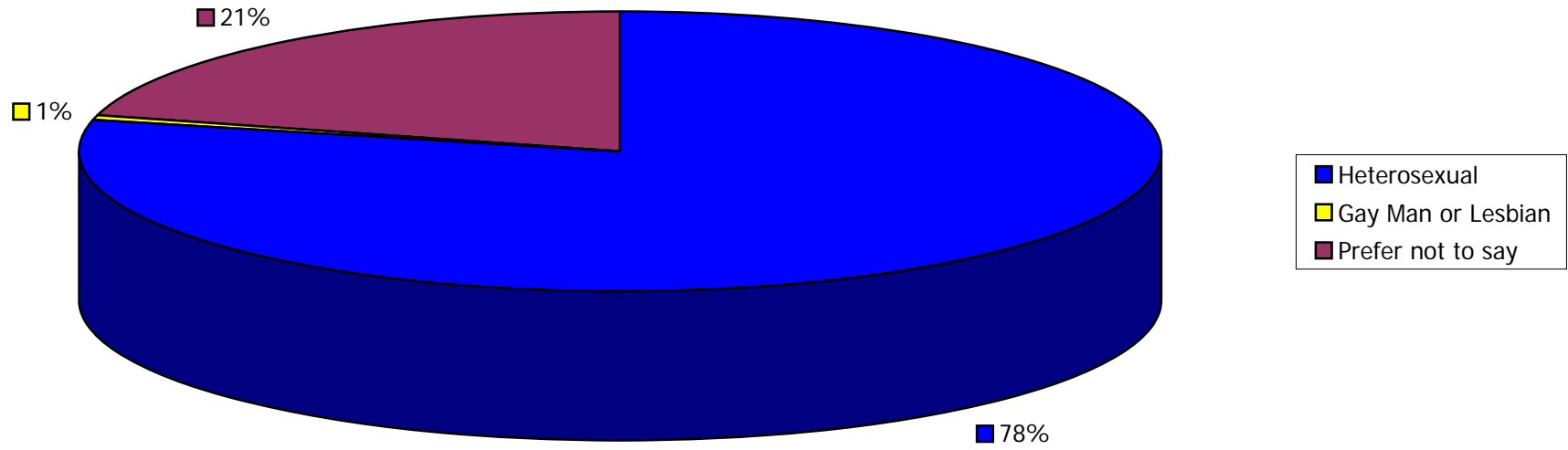
Disability of BH Staff (March 2008)



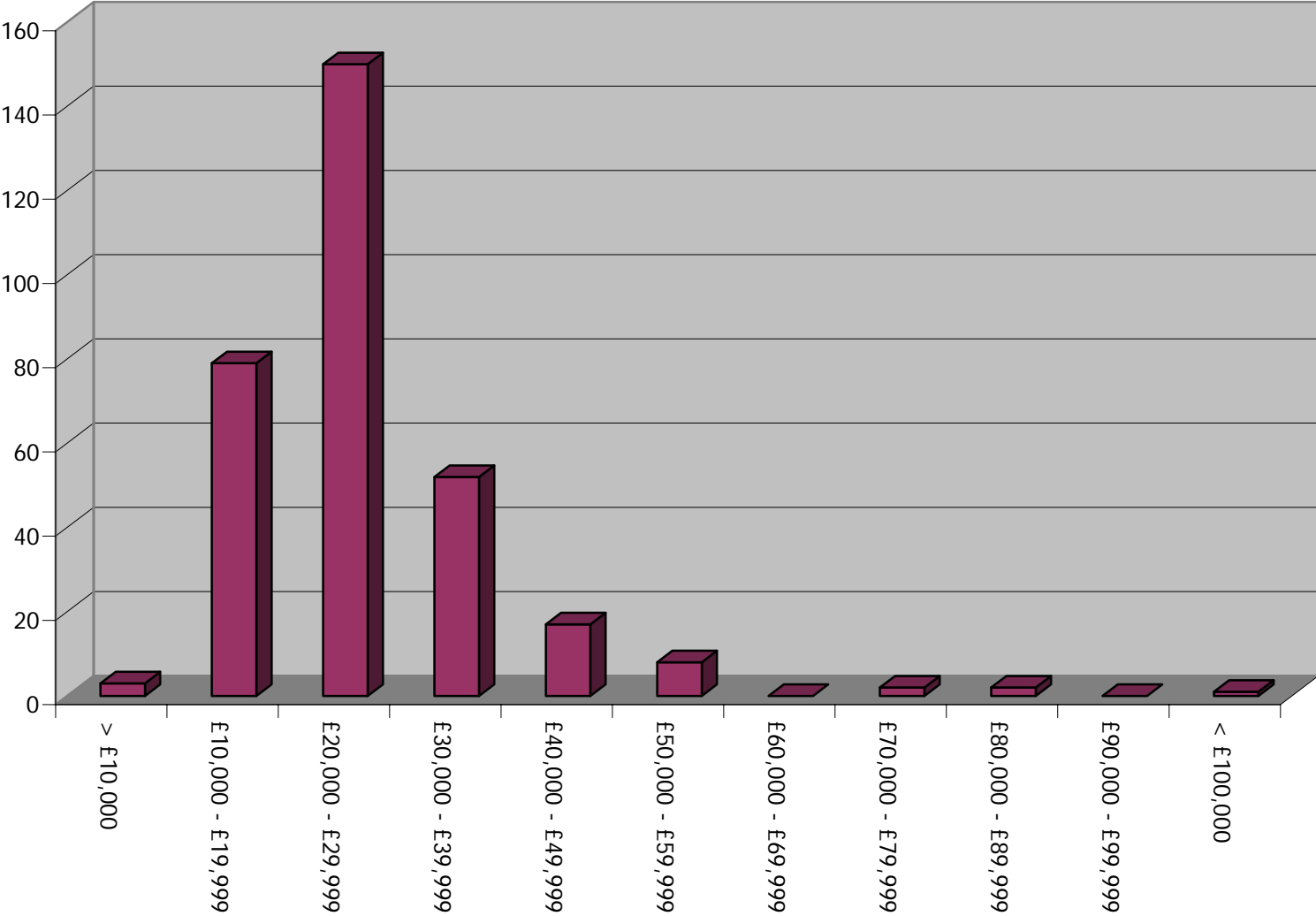
Faith of Barnet Homes Staff (March 2008)



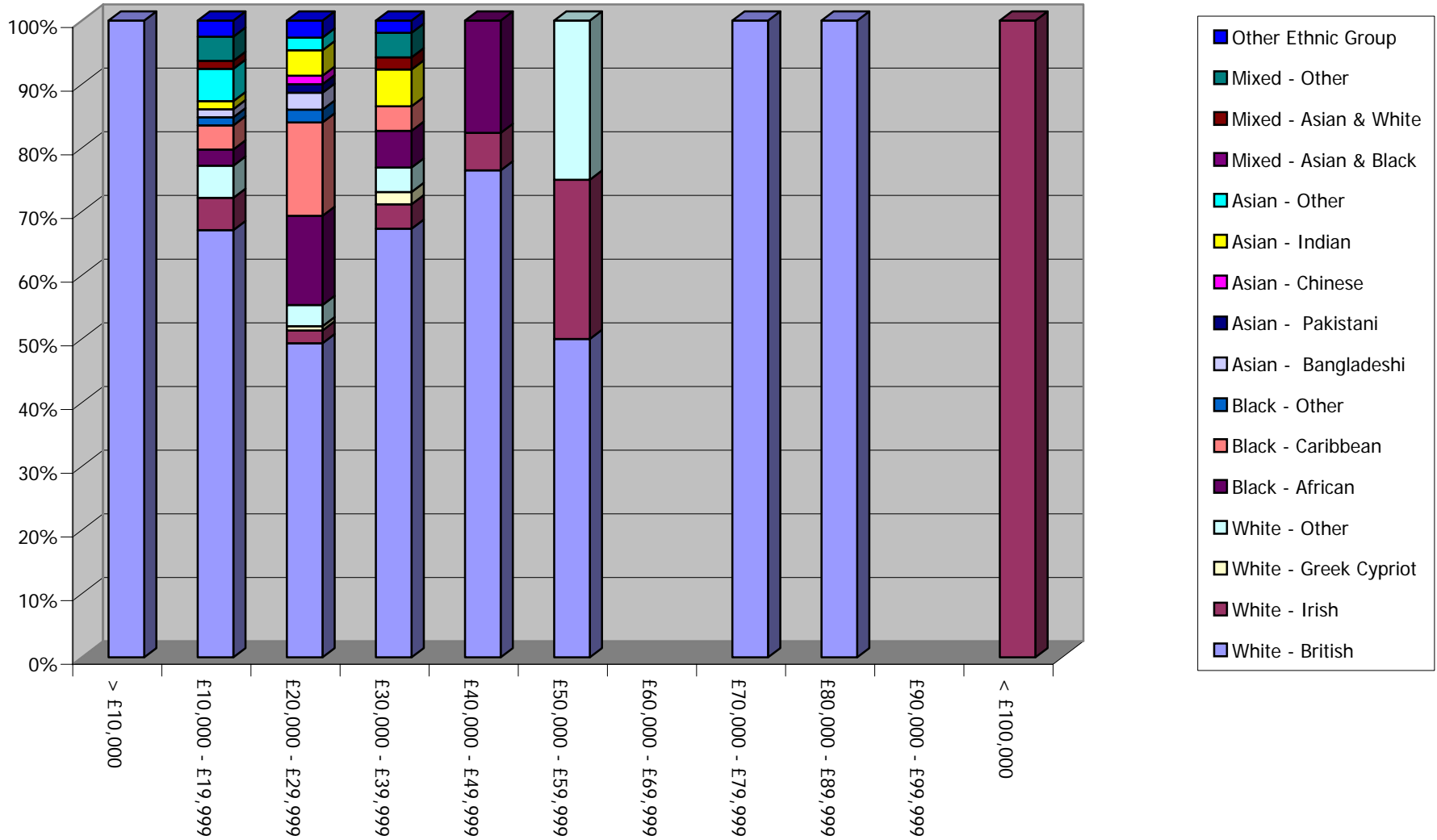
Sexuality of Barnet Homes Staff (March 2008)



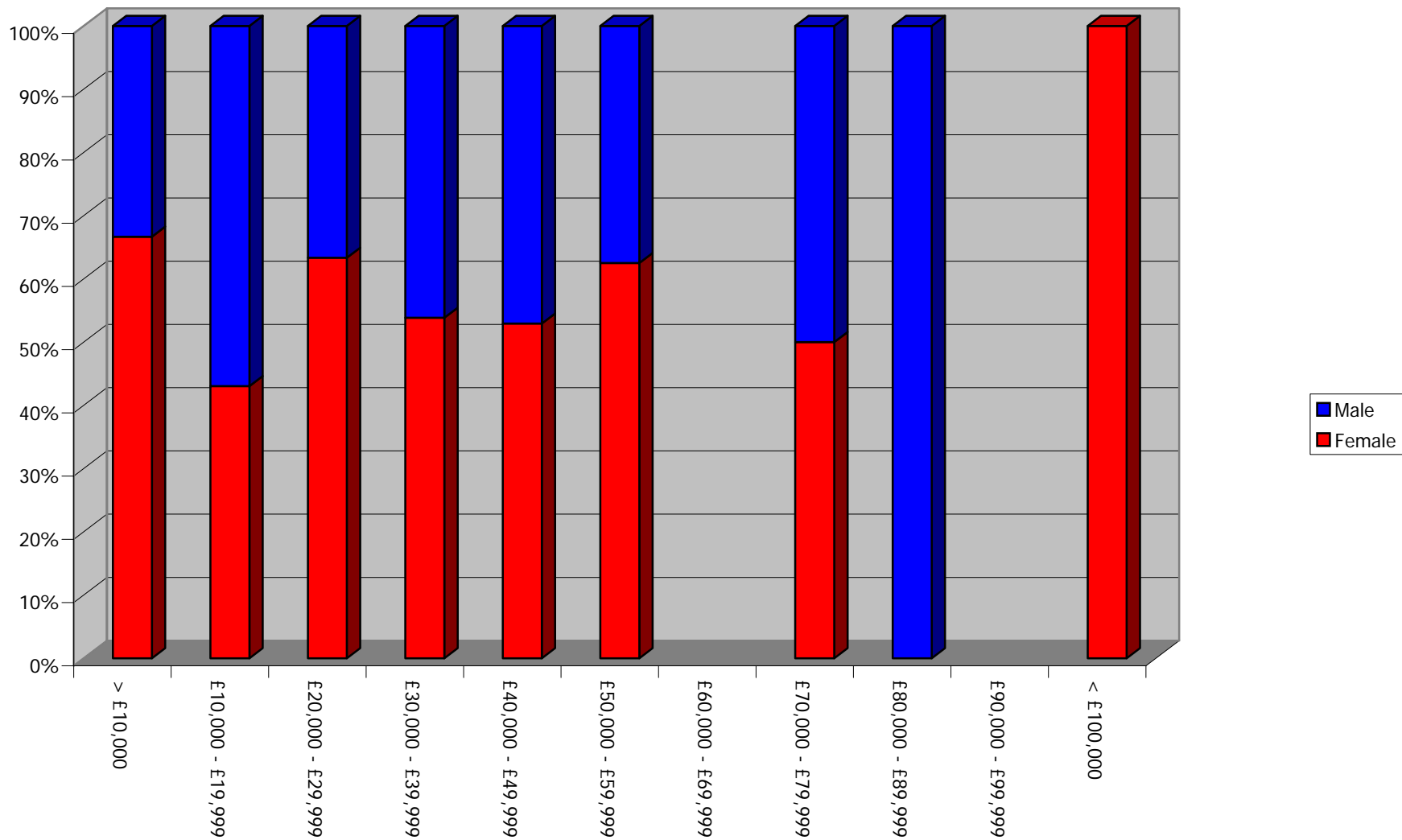
Salary Band of Barnet Homes Staff (March 2008)



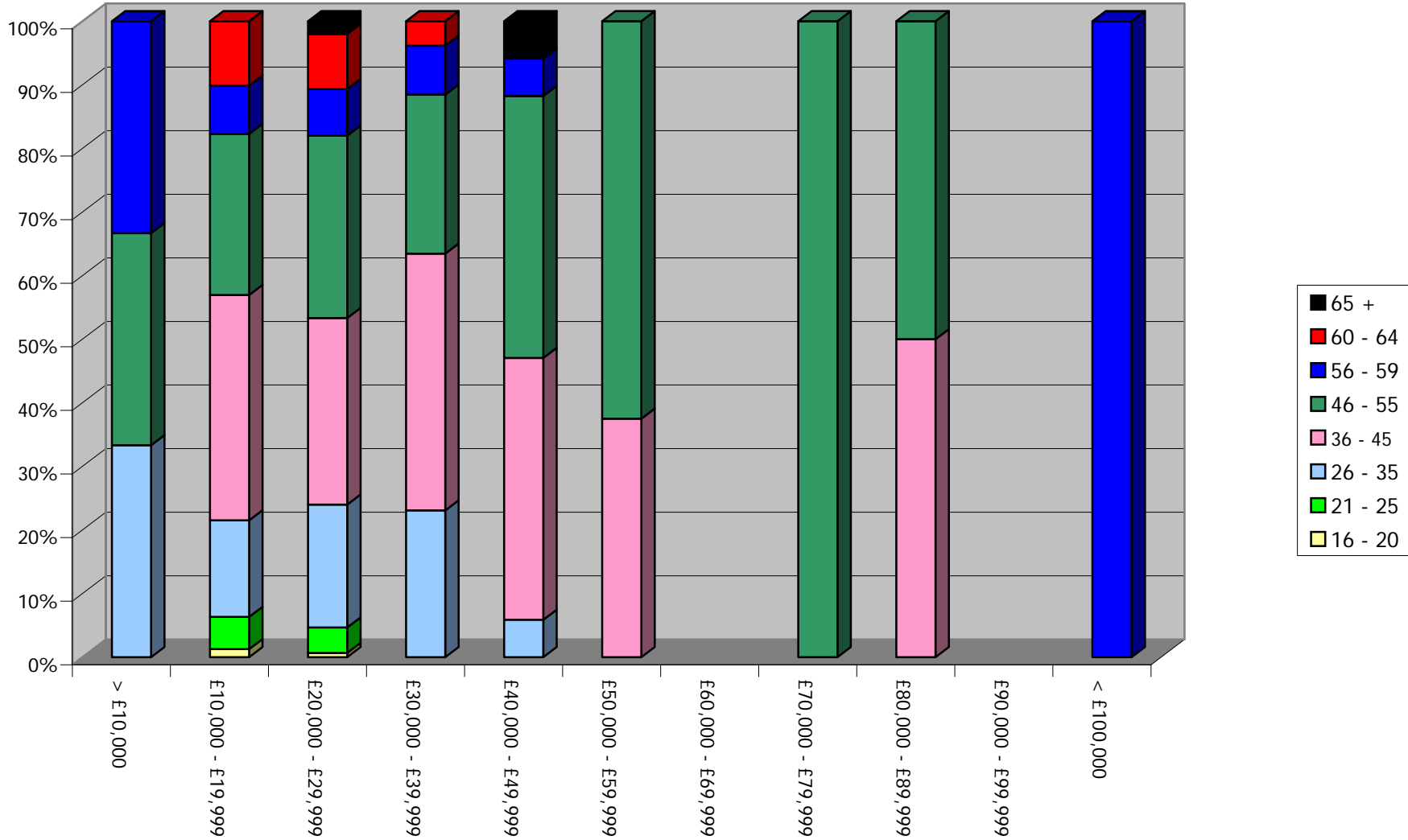
Salary of Barnet Homes Staff By Ethnic Group (March 2008)



Salary Band of Barnet Homes Staff By Gender (March 2008)



Salary Band of Barnet Homes Staff: By Age (March 2008)



- 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 *Essential Car User Review*

Meetings have taken place with the unions to progress the staff consultation on the proposed cessation of this allowance as from 1st September 08. Consultation meetings with affected staff are due to take place on 29th April, 9th and 13th May 2008.

 - 7.2 *JNCC*

The next JNCC meeting is on 25th April 2008 and the outcome will be reported to the next Sub-group meeting.

 - 7.3 *TUPE issues – Regeneration Estates*

The Council has recently contacted us to urgently progress discussions on the proposed TUPE agreement for Stonegrove and Spur Road. Further information has been provided to the Council and also the partners (Family Mosaic) regarding existing staffing establishment and discussions are currently ongoing. We have indicated the posts that we consider will be affected by TUPE on this estate (equivalent to 7 full time posts) however the Council and partners are seeking to negotiate further on this. A meeting is being

arrangement with LBB's Strategic Development Unit to progress this. Once the principles of the proposed TUPE agreement have been agreed (also with our lawyers), this will be reported to the Board for formal approval.

Author: Cora Vigar - Head of Corporate Services

Date: 11th April 2008

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 5th June 2008

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 Thursday 5th June 2008

- H&S Scorecard
- HR Stats
- HR Updates
- Review of CEO Recruitment Process
- Office Accommodation
- Forward Agenda Planning

Author: Cora Vigar Head of Corporate Services

Date: 16th April 2008