

**BARNET HOMES
BOARD MEETING
21ST JANUARY 2008
6.00pm – 8.30pm**

AGENDA

ITEM	TITLE	STATUS	PRESENTING
1	Introductions & Apologies		
2	Declaration of Interest		
3	Appointment of CEO Confidential Item to be attended by M McPeake, C Vigar and Board Directors only <i>6.05pm</i>	Decision	Cora Vigar/Tribal
4	Inspection Outcome (verbal report) Confidential Item <i>6.25pm</i>	Information	Margaret McPeake
5	Agree Minutes & Matters Arising <i>6.45pm</i>		
6	Performance Monitoring – November 2007 <i>6.50pm</i>	Decision	David Thomas
7	Performance Related Pay <i>7.20m</i>	Decision	Cora Vigar
8	Budget & Business Plan 2008/09 <i>7.40m</i>	Decision	Mike Wiffen/Peter Headland
9	Feedback from the Sub-Groups <i>8.10pm</i>	Information	Chairs of the Sub-Groups
10	Forward Agenda Planning <i>8.20pm</i>	Decision	Margaret McPeake
11	Any Other Business <i>8.25pm</i>		

**BARNET HOMES
BOARD MEETING
12TH NOVEMBER 2007
MINUTES**

Attending:

Directors:

Brian Altman	Yetunde Onifade
Dorothy Badrick	Monroe Palmer
Ingrid Beal	Trevor Renouf (<i>Chair</i>)
Vi Britchfield	David Sidbury (<i>Vice Chair</i>)
Helena Hart	Sharon Slotnick
Ross Houston	Angela Spooner
John Macfarlane	

Apologies:

Ken Bennett
Charmaine Young

Management & Staff:

Peter Headland	Cora Vigar
Margaret McPeake (<i>CEO</i>)	Mike Wiffen
Derek Rust (<i>Deputy CEO & HoHS</i>)	Chris Wilkins
David Thomas	Marian Dowling (<i>Minutes</i>)

Guests:

Lesley Barnard (*Lead Inspector – Audit Commission*)
Nigel Hamilton (*Head of Housing Barnet Council*)

ITEM	TITLE	ACTION
1	Introductions & Apologies	
1.1	The Chair welcomed guests to the meeting:	
1.2	Lesley Barnard – Lead Inspector Audit Commission.	
1.3	Nigel Hamilton – Barnet Council Head of Housing	
1.4	The new Directors were welcomed to Barnet Homes and the Board introduced themselves.	
1.5	Apologies were noted.	

<p>2</p> <p>2.1</p>	<p>Declaration of Interests</p> <p>Councillors Helena Hart, Ross Houston and Monroe Palmer declared their interests as London Borough of Barnet Councillors.</p>	
<p>3</p> <p>3.1</p> <p>3.2</p> <p>3.3</p> <p>3.4</p>	<p>Election of the Chair & Vice Chair</p> <p>Nominations for the Chair:</p> <ul style="list-style-type: none"> • Brian Altman • Trevor Renouf <p>Nominations for Vice Chair:</p> <ul style="list-style-type: none"> • Brian Altman • David Sidbury <p>A secret ballot was held, Trevor Renouf was re-elected as Chair by a majority vote.</p> <p>David Sidbury was re-elected as Vice-Chair by a majority vote.</p>	
<p>4</p> <p>4.1</p> <p>4.2</p> <p>4.3</p> <p>4.4</p>	<p>Agree Minutes & Matters Arising</p> <p>The Chair asked for a correction to the minutes under Item: 10 10.2:</p> <p>To read - The Board agreed to further discuss the residential requirement of Barnet Homes Board Directors</p> <p>Item: 8 8.4 Meetings of the Asset Management Sub-Group Meetings have been convened for the 14th November 2007 and the 19th December 2007.</p> <p>Item: 13 13.2 Issues Raised by Some Ex Board Directors To be discussed at a special meeting of the Board on 17th December 2007.</p> <p><u>Confidential Minutes</u></p> <p>Minuted separately</p>	<p>Agenda 17th December 2007</p>

<p>5</p> <p>5.1</p> <p>5.2</p> <p>5.3</p>	<p>Budget & Performance 2nd Quarter</p> <p>The report outlined the budgetary position of the company and the performance of Barnet Homes in its Pulse Performance Indicators for the year to September 2007.</p> <p>The Board discussed the levels of reserves and it was proposed by MP that these should be used for the benefit of the company to enhance its service. It was agreed that further discussion was needed on the use of reserves.</p> <p>The Board discussed performance. Main issues raised were aids and adaptations, new tenant satisfaction, CP12 (gas servicing certificates) and leasehold major works bills.</p>	<p>Mike Wiffen</p>
<p>6</p> <p>6.1</p> <p>6.2</p> <p>6.3</p>	<p>HRA Business Plan Update</p> <p>The report summarised the progress on the review of the HRA Business Plan and set out the programme for the completion of the review of the Council's consideration of the future of Barnet Homes.</p> <p>The Board were advised that Barnet Homes were working closely with the Council to achieve an outcome which will provide the best service for tenants and leaseholders.</p> <p>The Board noted the report, it was agreed that this issue would be brought back to a future meeting of the Board.</p>	
<p>7</p> <p>7.1</p> <p>7.2</p> <p>7.3</p> <p>7.4</p>	<p>Resident Involvement Strategy</p> <p>The report set out a strategy for resident involvement in Barnet Homes, the results of consultation and the next steps to be taken.</p> <p>The Board discussed the report in detail and agreed the following recommendations:</p> <p>The Board agreed the resident involvement strategy.</p> <p>The Board considered the emerging findings of</p>	

	the VfM review	
7.5	The Board agreed that a fundamental review of the formal participation framework should be carried out in conjunction with residents	
7.6	The Board agreed the timetable for stage 2 of the review as outlined in 7.19.	
8	Regeneration Strategy	
8.1	The Board were given a presentation "Managing Regeneration Estates Successfully"	
8.2	The presentation covered: <ul style="list-style-type: none"> • Tenant Satisfaction • Causes of Low satisfaction • Five Themed Solutions 	
8.3	The Board agreed to adopt the strategy and action plan for Barnet Homes with regular update reports being made to the Standards Sub-Group.	Derek Rust
8.4	The Board agreed that the strategy and action plan be the subject of further discussion locally with the relevant regeneration consultative groups and the Barnet Housing Consultative Panel (BHCP)	Derek Rust
8.5	The Board noted some of the key activities already achieved against the action plan.	
8.6	The Board noted and commented on the latest developments on the regeneration schemes and their potential impacts on resident satisfaction	
9	Forward Agenda Planning	
9.1	The Board agreed the agenda for 21 st January 2008: <ul style="list-style-type: none"> • Resident Participation at Board • Board Remuneration • Governance Review • Performance Related Pay • Budget Consultation Feedback 2008/9 • Inspection Outcome Report (if available) 	

9.2	<ul style="list-style-type: none"> • Feedback from the Sub-Groups • Forward Agenda Planning <p>The Board also asked for the following items to be scheduled:</p> <ul style="list-style-type: none"> • Key Performance Indicators to come to all Board meetings • Review of the Constitution • Timetable for the Regeneration Estates • Business Plan Draft 	
<p>10</p> <p>10.1</p> <p>10.2</p> <p>10.3</p>	<p>Housing Green Paper</p> <p>The Board were given a presentation “Housing Green Paper and the Queen’s Speech”</p> <p>The presentation covered:</p> <ul style="list-style-type: none"> • The Last 10 Years • The Hills Report – Ends & Means: the Future of Social Housing • Cave Review and Future Regulation • Green Paper • Investment in Infrastructure • Better Design • Local leadership • The Queens Speech <p>The next edition of the Directors Bulletin will provide links to the mentioned sites.</p>	<p>Yana De Silva/Philippa Hancock</p>
<p>11</p> <p>11.1</p> <p>11.2</p>	<p>Feedback from the Sub-Groups</p> <p>The Board noted the feedback reports from:</p> <ul style="list-style-type: none"> • The Asset Management Sub-Group • Business Sub-Group • Resources Sub-Group • Standards Sub-Group • Strategic Steering Group <p>One issue raised arising from the feedback was the Business Continuity Plan and the lessons learnt from the recent flooding of Barnet House. MW advised the Board that phase 4 of the BCP, which will be completed by the end of March 2008, will encompass the issues arising from the incident.</p>	<p>Cora Vigar</p>

11.3	The Board ratified the decisions made at the Resources Sub-Group held on the 25 th October 2007, which was not quorate.	
12	Balanced Scorecard Quarter Performance – Quarter 2	Peter Headland
12.1	HH identified some discrepancies on the traffic lights between Item: 5 and Item: 12. it was agreed that the accuracy between the reports would be scrutinised.	
12.2	The Board noted the report and the progress being made against business plan targets.	
13	Any Other Business	
13.1	The Chair thanked those involved in the AGM and declared it “the best so far”.	
13.2	The Chair thanked the Board & staff for the flowers sent to his family on their recent bereavement.	
	Date & Venue of next Meeting Monday 21 st January 2008 6.30pm – 8.30pm 9 th Floor Meeting Room Barnet House	

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." This report seeks to measure our performance against our key targets and to identify corrective actions where targets are not being met.

2 Summary

This report with attachments outlines the performance of Barnet Homes in its Pulse performance areas for year to November 2007.

3 Recommendations

- 3.1 The Board are asked to note the contents of the report.

4 Financial & Risk Management Issues

- 4.1 Provision of quality services is fundamental to achieving a 3 star rating from the Housing Inspectorate. The risk registers for Housing and the Asset Management Service identify the need to ensure that front line services are adequately resourced and deliver value for money quality services that meet resident needs. These are subject to regular review in line with Barnet Homes business objectives.

5 Resident Consultation and Equalities Issues

- 5.1 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 Board.

6 Background Information

- 6.1 In line with previous reports to the Board we will concentrate on exception reporting of performance dealing specifically with areas where amber or red traffic light issues are identified. However, where exceptional performance is noted we will wish to bring this to the Board's attention as well
- 6.2 Overall performance shows 48% (21/44) of Pulse indicators are Green lights which is the same as last month.

- 6.3 Amber lights have decreased by 10% to 27% (12/44).
6.4 Red lights have increased by 10% to 25% (11/44).

6.5 **Customer Care**

Complaints Responded to in Time

150 out of 156 replied to in time in November.

In-month performance has achieved target for the fourth month running.

Complaint Satisfaction

Performance is on target but based on a low number of surveys. In order to increase the number of surveys being completed Asset Management are to recruit a resource for 3 months pending the outcome of the VfM review of Central Services .

Call Capturing

Performance has improved for the fourth month running and at 96.8% is the best this year. If performance for the remainder of the year followed this 4 month trend then we could expect an outturn of around 89.3%.

December figures show further improvement in performance but at a lower call volume.

To achieve our 90% target would require either this existing level of performance on higher call volumes (20,000 per month) or 100% responses to lower call volumes for the remainder of the year.

6.6 **Meeting the Needs of Diverse and Vulnerable Customers**

Income/Benefits Achieved for Housing Support Clients

It is pleasing to report that performance continues to improve and we are expecting to meet our enhanced target. On average we are achieving £16,000 each month for clients.

Average Waiting Time for Adaptations (Cases Over £1,000)

Although the average time on list has not changed from last month the number of cases on the waiting list is down to 170 from 183.

Actions put in place to ensure that the target of 30 weeks is met by the end of the year include:

- extra funding received over a three year period to help deal with waiting list (a large batch of works has been issued which will be completed by the end of March);
- maximising efficiencies to ensure every opportunity is made to include referrals within the Decent Homes Programme;

- procuring work through LAPN with a single partner giving economies of scale through collaborative procurement and bulk buying power thus achieving more for less; and
- using the Housing Adaptation Monitoring Panel (HAMP) to ensure referrals are dealt with in a structured and fair way.

Proportion of Tenancies in Arrears in First 6 Months

The performance in this report relates to tenancies that commenced in May 2007.

The average debt of new tenants after 6 months tenancy is £64 which is 15% lower than for the same point for last year. However, the overall number in arrears is still disappointingly high at 65% within the month although 15% of these new tenants owe less than £20 and 26% owe less than £100. Of the 11 (24%) who owe more than £250, six were aged 20 or under, and five were from BME backgrounds including an Iranian and an Afghan. Some of the tenants are leaving care cases and others have health frailties that require additional floating support to maintain their tenancies.

The vast majority of these cases have difficult or intermittent benefit issues attached to them. In miniature this outlines the extent of the difficulties in managing an increasingly vulnerable customer base.

Since November 2007 we have direct funded a Financial Inclusion and Support Officer who has targeted new tenants in financial difficulties. The real impact of this is yet to be felt but it is pleasing to note that the December figures are much improved and back within target for the month.

The end of year projection for this indicator means we are unlikely to meet our target this year.

Tenancies Breaking Down

In November there were 7 evictions for rent arrears and 1 for anti-social behaviour.

% Resident Profile Information Held

Targeted work to capture the remaining data includes telephone contact, mail shots and in addition data collection will be included within gas servicing checks and Decent Homes surveys.

December's performance shows over 89% and with the actions above we expect that the remaining 11% can be covered in the final 3 months of the year.

6.7 **Safe and Sustainable Communities**

% Estates Achieving 2 or More Stars

22 inspections carried out of which 14 were 2 star and 8 3 star. It is pleasing to report that performance has held steady at 100%.

Estate Action Days

The programme for the year has now been completed

Contact with Serious ASB and Harassment Complainants

We have opened 139 serious nuisance or harassment cases this year and all of them have had contact from their ASB Officer within 1 day.

Illegal Occupant Repossessions

We are below target for November but 4 confirmed repossessions in December means we need only 10 in 3 months to meet target.

6.8 **Income and Arrears**

% Annual Service Charge Collected

Excellent performance has meant that we remain ahead of the same point in the last two years.

% Leasehold Contributions to MW Projects Invoiced

A monthly Billing Profile has now been agreed and the performance results are now based on the proportion of the expected billing profile achieved for the year to date. A chart reflecting this has now been added to backing reports.

Average Time to Issue MW Invoices

Unfortunately there were delays of 123, 209, 217 and 272 days between the work completion date and the issuing of invoices for the month of November 2007. This resulted in a significant increase in the year to date monthly average from 58 to 107 days.

The primary reason for the delay in issuing bills for 3 of the 4 projects was with the Decent Homes partner who failed to provide the necessary information to enable Home Ownership Services to bill.

There have been slight delays with issuing invoices within HOS as efforts have concentrated on undertaking a large number of statutory consultations to enable other Decent Homes work to commence on site.

Progress is monitored via monthly meetings including Barnet Homes Investment Planning and is on agenda and will be discussed at Partnering Operational Meetings. It will also be added as standard

agenda item at Core Group as part of Client Reps report to ensure that the importance for all concerned is fully realised.

% Major Works Invoices Billed in Current Year Collected

Since this financial year commenced we have collected over £1.34 million. This is an average of £168k each month.

This can be broken down to £942k for major works invoices issued prior to 1 April 2007 and £403k for bills issued since. Whilst the £403k represents only 19.33% of the £2.08 million billed since April 2007 it should be noted that nearly all the £2m has been billed since July (with £700k of this billed since Sept).

The issuing of large value bills results in the % collection figure being subject to considerable fluctuations as can be seen from the monthly swings (45% in June to 5% in July).

Officers continue to work hard pursuing major works arrears but with leaseholders receiving average bills of £7k officers are having to be realistic regarding payment plans.

BV66a – Rent Collection

Cash value arrears £1,594,412.

The arrears as at the end of November 2007 were £1.594m resulting in a collection rate of 94.93%. The arrears are approx £45k higher than at the same stage last year with the % collection rate being 0.20% lower. This was a cause for concern and as a result a Rent Managers summit meeting was held in early December.

Overall the number of arrears cases is similar to what we would expect but they are increasingly of a higher value. As a result Rent Managers have been asked to take personal responsibility for managing cases greater than £2500.

In addition, the performance of the Regeneration team (not Grahame Park) has dipped considerably from being the best performer of the 3 teams last year to being the worst. This has in part been due to a number of staff changes within the team. The Area Manager for the team has consequently increased monitoring of the arrears.

I am pleased to advise that the arrears have reduced to £1.51m at the end of December. However, we still are behind the same stage last year.

A further Rent Manager summit meeting is being held on Fri 11 January 2008 and the outcome of this will be reported verbally at the Board meeting.

BV66b – Tenants Owing More than 7 Weeks Arrears

Equates to an average of 728 tenants (inc HRA Hostels).

Our performance compares favourably with the rest of London (7th out of 22 boroughs) and is 0.1% from Top quartile.

Since the end of the last financial year our position has shown a steady improvement from 6.82% (March 07) to 6.72% (June), 6.51 (Sept) to its current position of 6.54% in November 2007.

It appears that we have set ourselves an extremely challenging target of 5.9%, which with hindsight appears slightly over-ambitious in that it would take us from 9th in London as at March 2007 to 2nd. Whilst we continue to strive to achieve this it is more likely that we will achieve a year end of around 6.2%, an improvement of 0.5% during the year.

6.9 **Voids and Lettings**

New Tenant Satisfaction

Performance over the last 3 months (Sept to Nov) showed satisfaction levels of 95%, 95% and 100% respectively. This was based on a total of 55 surveys which is slightly lower than normal (partly a result of the Audit Commission inspection).

Whilst we have plans to increase the number of surveys over the next 3 months we are now extremely unlikely to achieve our year target of 97%. This is as a result of the lower than anticipated satisfaction scores in the first 5 months of the financial year which can be attributed to problems with the bedding down of the new Repairs Contractor.

Average Relet Time

Performance in month continues to steadily improve and we achieved 24.11 days in December. This gives a year to date performance of 28.28 days as at the end of December, which is marginally behind our position at the same time last year.

Should we continue to have the same volume of lettings for the last 3 months of the year and let these at the average time we will improve on last year's performance and be near/at our target.

6.10 **Decent Homes**

Satisfaction with Responsive Repairs

Performance in the first quarter of the year at the contract start date means it is unlikely that the target of 98% will be met. Increasing the

sample rate should improve our figures (making the poor first quarter contract start performance less statistically significant) and we have brought in a resource to do this. If we can reach target performance levels for the remainder of the year with an increased sample we could end the year with 97% which would represent improvement on 06/07.

Repair Appointments Made and Kept

There has been a dip in performance in November. A meeting with Connaught has been organised to refocus resources and put in place actions to ensure target will be met.

Our year to date performance is 97% and our profiling from now until the end of the on current sample means we will need to achieve 99% per month from now until the end of the year to reach target.

Increasing the sample rate should improve our figures (making the poor first quarter contract start performance less statistically significant) and we have brought in a resource to do this.

Our target rate of 98% will place us close to the Top Quartile (98.17%) of London Authorities.

Urgent Repairs in Time

Performance in November has improved again and is now up to 97.3% giving a year to date figure of 95%.

Performance figures at the start of the Connaught contract mean that the target of 99% will not be met and profiling shows that our likely year end outcome will be up towards 97%. This will place us within the upper threshold for CPA (97%) and 2nd quartile of London Authorities.

Average Days to Complete Non-Urgent Repairs

Performance is at 9 days for the 3rd month in a row and this is also our year to date figure. While it is unlikely that we will make the stretch target of 7 days we should ensure that performance maintains CPA upper threshold level of 11 days.

Proportion of Planned to Responsive Repairs

An exercise is taking place to capitalise appropriate responsive works and variation orders are also to be agreed which will reduce the proportion of responsive to planned. In addition Connaught's planned works will have a positive impact on figures from February onwards. This should ensure that performance will be near to 70:30 and while below what was originally set this still compares favourably with the Audit Commission's own good practice guidance of 60:40.

% Properties with Current CP12 (Gas Servicing Certificate)

Performance has improved to 99.8% and a Gas Team is to be put in place to ensure that performance is maintained at these high levels.

We propose that the tolerance for traffic lights on this indicator is defined as follows:

Green - 99.8% or 20 cases outstanding (with no more than 5 more than 14 weeks old);

Amber - 99.6% or 40 properties outstanding with no more than 10 more than 14 weeks old).

This will be taken to Sub group for approval.

Average SAP Rating

As a result of updating boiler renewal information on 397 properties the average SAP rating has increased. When windows work is added to the equation this should bring end of year figures to target rates and beyond CPA upper threshold.

Investment Programme Spend against Profile

The Investment programme is expected to complete to target for 07/08.

Highly Skilled, Satisfied and Motivated Workforce

6.11 Average Working Days Lost Due to Sickness Absence

It is important to note that the routine sickness rate for the organisation is only 2.3 days.

Performance against this indicator is affected by 13 long-term sickness cases who between them have contributed 65% of the total sick days taken.

At the time of writing there are only 2 live long-term cases and these are being actively managed through Occupational Health and Capability processes.

6.12 Comprehensive Performance Assessment - Update

The council's CPA assessment has 10 housing indicators which affect Barnet Homes (to ensure ongoing monitoring these are included in our monthly Pulse PI reports).

These are measured against Upper, Middle and Lower thresholds which are set based on national performance.

Performance in November shows us maintaining the same positions as 2006/07, see table below:

	CPA Indicator	Threshold met 2006/07	Threshold met Nov 07
1	% homes non-decent (BV184a)	middle	middle
2	% change in non-decent homes in year (BV184b)	middle	middle
3	% urgent repairs completed in government time limits	upper	upper
4	Average days to complete non-urgent repairs	upper	upper
5	Average relet times (BV212)	middle	middle
6	% rent collected (BV66a)	middle	middle
7	Average weekly management cost	lower	lower
8	Average SAP rating (BV63)	upper	upper
9	Overall tenant satisfaction (BV74a)	lower	lower
10	Satisfaction with opportunities to participate (BV75a)	lower	lower

Author(s): David Thomas Performance Manager
Date: 09 January 2007

Chief Executive Officer Approved:
Date:

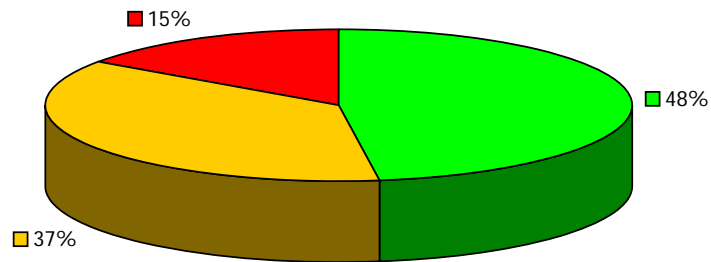
Barnet Homes 'PULSE' Performance Indicator Report

November 2007



Last Period

Organisational Health: Barnet Homes - Last Month

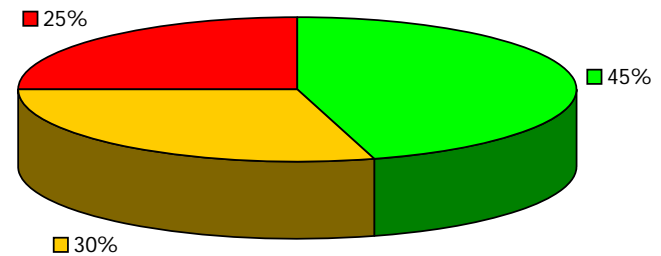


- 22 ● Number of Green Lights
- 17 ● Number of Amber Lights
- 7 ● Number of Red Lights
- 3 ■ Number of 'Tracking Only' Performance Indicators or Data Not Received / Available

49 **Total Number of Performance Indicators**

This Period

Organisational Health: Barnet Homes - Current Month



- 20 ● Number of Green Lights
- 13 ● Number of Amber Lights
- 11 ● Number of Red Lights
- 4 ■ Number of 'Tracking Only' Performance Indicators or Data Not Received / Available

48 **Total Number of Performance Indicators**

Barnet Homes 'PULSE' Performance Indicator Report November 2007



			06/07 results	05-06 Top Quartile (London)	05-06 Average (London)	07/08 Target	This Month's Results	Direction of Travel	Result	
Business Aim: Customer Care										
1	M	% complaints responded to in time - Stage 1	90.65%	N/A	N/A	92% by end of year	96.15%	↑	●	Green
2	M	% Customers who found it easy to complain	52%	N/A	N/A	80%	80%	↓	●	Green
2a	M	% Calls Captured	-	N/A	N/A	90%	96.8% (ytd 86.4%)	↑	●	Amber
Business Aim: Meeting the Needs of Diverse and Vulnerable Customers										
3	M	Lifeline response time - within 30 seconds	97.38%	N/A	N/A	93%	91.41% (92.64% ytd)	↓	●	Green
4	M	Income/Benefits Achieved for HSO clients	£65,630	N/A	N/A	£100,000 amended to £140,000	£21,354 (ytd £127,425)	↑	●	Green
5	M	Adaptations Waiting List - Average Waiting Time (Weeks) (Cases over £1,000)	New	N/A	N/A	30 weeks	45 weeks	↔	●	Amber
6	M	Number of Clients Supported in Period	182 diff clients in year	N/A	N/A	80	80	↔	●	Green
7	M	% Tenants in Arrears in First 6 Months of Tenancy	62%	N/A	N/A	53%	59.7%	↓	●	Red
8	M	Tenancies breaking down - Evictions/ Abandonments	61	N/A	N/A	59 cases (reduce 06/07 by 5%)	28	↓	●	Green
9	M	% Resident Profile Information Held	New	N/A	N/A	100%	87.01%	↓	●	Amber

Barnet Homes 'PULSE' Performance Indicator Report November 2007



			06/07 results	05-06 Top Quartile (London)	05-06 Average (London)	07/08 Target	This Month's Results	Direction of Travel	Result	
Business Aim: Safe, Sustainable and Cohesive Communities										
10	M	% Estates achieving 2 Stars or More Following Reality Checks	80%	N/A	N/A	100% by year end	100.0%	↔	●	Green
11	M	% Contact made with complainants within 1 day in Serious ASB/Harassment cases	97.45%	N/A	N/A	100%	100%	↔	●	Green
12	M	Estate Action Days Completed	100.0%	N/A	N/A	100%	100%	↔	●	Green
13	M	ASB/ Harassment Cases Closed Without Legal Action	New	N/A	N/A	Tracking Only		-	-	-
14	M	% Fire Safety Checks Completed	New	N/A	N/A	160 per month (1920 in year)	0	-	●	Green
15	M	Number of Illegal Occupant Repossessions	33	N/A	N/A	33	2 in month (19 ytd)	↓	●	Amber
16	M	Increase reporting of 'hate crime' (Harassment/Domestic Violence)	129 Cases	N/A	N/A	141 Cases	5 in month (59 ytd)	↑	●	Red

Barnet Homes 'PULSE' Performance Indicator Report November 2007



			06/07 results	05-06 Top Quartile (London)	05-06 Average (London)	07/08 Target	This Month's Results	Direction of Travel	Result	
Business Aim: Excellent Services - Income and Arrears										
17	M	% Annual Service Charge collected	90.60%	N/A	96% (ALG 05/06)	101% Updated to 104%	77.3%	↑		Green
18	M	% Leaseholder Contributions to Major Works Projects Invoiced	90%	N/A	N/A	100%	93.1%	↑		Amber
19	M	Average Time to Issue MW Invoices - Days between Practical Completion and Billing (2007/08 projects)	159	N/A	N/A	30 days	107	↓		Red
20	M	% MW Invoices Billed in Current Year Collected (Jan - Dec Billing)	36.80%	N/A	N/A	50.00%	19.33%	↓		Red
21	M	% MW Invoices Billed in Previous Years Collected	70.00%	N/A	N/A	52.00%	55.16%	↑		Green
22	M	BV66a - Proportion of Rent Collected (including arrears b/f) (inc HRA Hostels)	96.97%	97.62%	96.24%	97.62%	94.93%	↓		Red
23	M	BV66b - % of Average Current Tenants with More Than 35 Days Rent Arrears (inc HRA Hostels)	6.82%	6.92%	10.68%	5.90%	6.54%	↓		Amber
24	M	BV66c - % Average Current Tenants in Arrears with NSP Served	41.09%	21.93%	28.18%	32% (approx 1400 NSPs)	22.97%	↓		Amber
25	M	BV66d - % Tenants Evicted Due to Rent Arrears (inc HRA Hostels)	0.33% (36 evictions)	0.27%	0.50%	0.29% (32 evictions)	0.15%	↓		Green
26	M	Former Tenant Arrears as a % of Rent Roll (exc HRA Hostels)	3.68% (inc w/offs)	Housemark 05/06 Sample Size Too Low		3.42% (£1.672m)	3.77%	↓		Amber
27	M	Average Debt for Garages in Arrears	£28	N/A	N/A	£25	£24.70	↓		Green

Barnet Homes 'PULSE' Performance Indicator Report November 2007



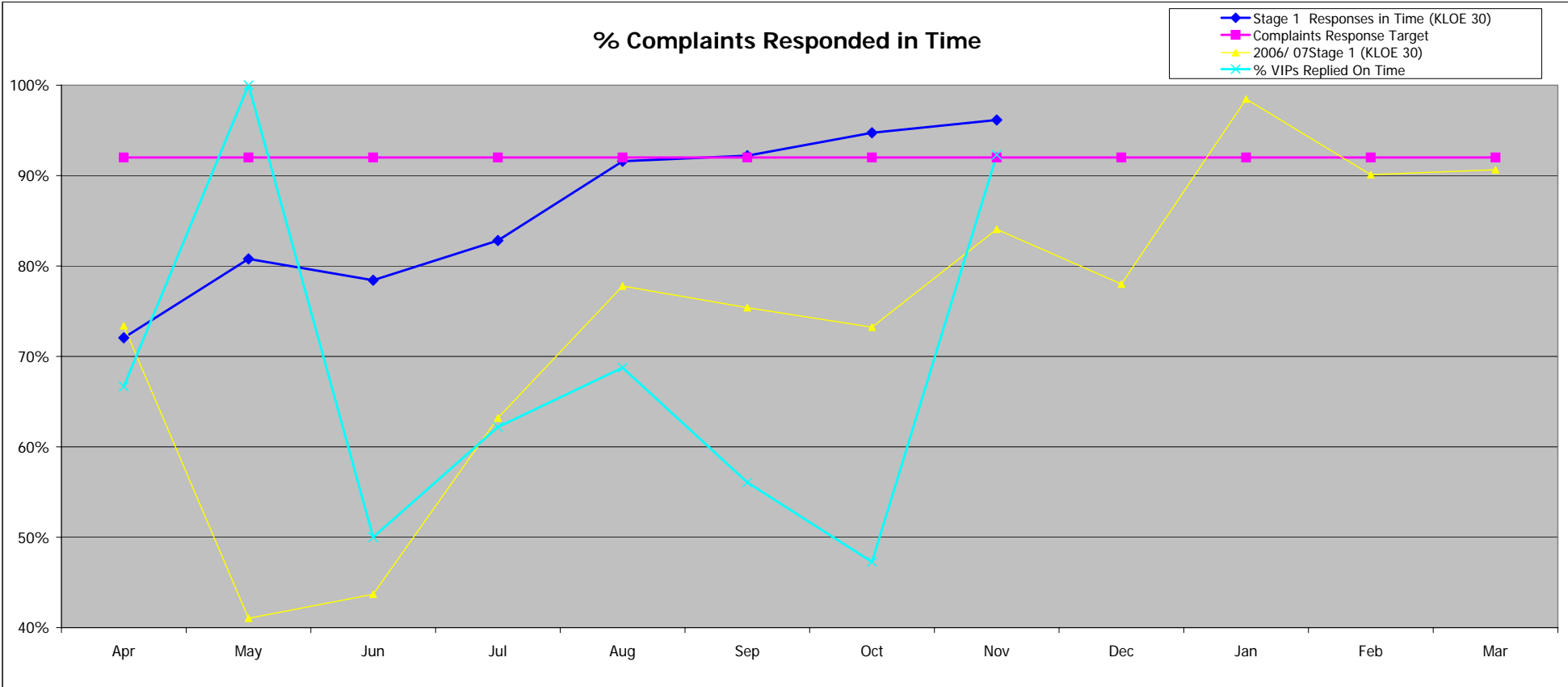
			06/07 results	05-06 Top Quartile (London)	05-06 Average (London)	07/08 Target	This Month's Results	Direction of Travel	Result	
Business Aim: Excellent Services - Voids and Lettings										
28	M	Proportion of new tenants visited within 12 weeks	95.62%	N/A	N/A	97%	100% (98.05% ytd)	↑		Green
29	M	New Tenant Satisfaction With Property Condition	96%	N/A	N/A	91%	84.62% (89.57% ytd)	↓		Amber
30	M	New Tenant Satisfaction - Overall	100%	N/A	N/A	97%	100% (92.02% ytd)	↑		Red
31	M	BV212 - Average relet time (YTD) - Days	27.37 days	29	35	26.5 days	28.11 (28.65 ytd)	↓		Amber
Business Aim: Decent Homes										
32	M	Repairs Service Satisfaction Survey	96.0%	N/A	N/A	98%	95% (95.13% ytd)	↓		Red
33	M	Responsive Repairs - Appointments Made & Kept (Ex BV185)	97.0%	99.00%	97.18%	98%	95.4% (96.6% ytd)	↓		Amber
34	M	% Urgent Repairs Completed in Government Time Limits	99%	98.00%	94.21%	99%	97.3% (95% ytd)	↑		Red
35	M	Avg Time to Complete Non-Urgent Repairs - Days	8	8 days	10.95 days	7	9 (9 YTD)	↔		Red
36	M	Proportion of Planned to Responsive	64:36	54:46	41:59	75:25	62:38 (63:37 YTD)	↓		Red
37	M	Proportion of Emergency/ Urgent to Non- Urgent Repair	15:85	23:77	34:66	20:80	23:77 (21:79 YTD)	↑		Amber
38	M	% of Properties That Have Current CP12 (Gas Servicing certificate)	98.2%	99.93%	96.93%	100%	99.8%	↑		Green

Barnet Homes 'PULSE' Performance Indicator Report November 2007



			06/07 results	05-06 Top Quartile (London)	05-06 Average (London)	07/08 Target	This Month's Results	Direction of Travel	Result	
39	A	BV63 - Average SAP rating (Based on 2001 Scale)	68.61 (2001 scale)	69 (2001 Scale)	67 (2001 Scale)	70 (2001 Scale)	69.04	↑		Green
40	M	Investment Programme (Spend vs. Profile)	100.75%	N/A	N/A	100% by year end	107%	↑		Green
41	M	Resident Satisfaction with DH works	89.09%	N/A	N/A	93%	100% (ytd 95.25%)	↑		Green
42	M	% of Residents Completing Validation Surveys	New	N/A	N/A	30%	-	-	-	-
43	A	BV184a - % Stock non-decent at 1st April 2007	46.49%	25%	42%	40.6%	38.77%	↑		Green
Business Aim: Highly Skilled, Motivated & Satisfied Workforce										
44	M	BV12 - Working Days Lost Due to Sickness Absence	9.3 days	7.92 days	8.98 days	7 days	6.3 days	↓		Red
45	M	% of Appraisals Completed in Period	99.6%	N/A	N/A	100% by end of June 07	100%	-		Green
Business Aim: New Business										
46	M	External Funding Attained	£175,000	N/A	N/A	£200,000	£0 in month (£67,000 ytd)	-	-	-
Business Aim: Finance										
47	M	BV 8 - % Invoices paid within timescale	91.16%	90.22%	86.89%	92%	81.78%	↑	-	-

% Complaints Responded in Time



Description	Target	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Stage 1 Complaints Logged in Month		247	229	190	128	107	77	95	156					1229
Stage 1 Responded To On Time		178	185	149	106	98	71	90	150					1027
Stage 1 Responses in Time (KLOE 30)	92%	72.06%	80.79%	78.42%	82.81%	91.59%	92.21%	94.74%	96.15%					83.56%
% VIPs Replied On Time	Waiting	66.67%	100.00%	50.00%	62.20%	68.75%	56.06%	47.26%	92.31%					68.42%

2006/ 07Stage 1 (KLOE 30)	90%	73.39%	41.03%	43.69%	63.19%	77.78%	75.40%	73.23%	84.06%	78.00%	98.47%	90.10%	90.65%	72.92%
2006/ 07% VIPs Replied On Time	90%	95.24%	96.00%	89.66%	84.00%	94.44%	None Received		100.00%	100.00%	66.67%	100.00%	83.33%	91.56%

F2F November 2006
 Of those that had complained, the majority did receive a response – 56%.
 44% of complainants stated that they had not yet received a response.
 16% of those who received a response felt that it was quick.
 More than two in ten felt that the response was received in reasonable time (22%).
 18% did receive a response it just took a long time.

Talk 2 Us Complaints - Response within Timeframes - Logged in Month 01/11/2007 to 30/11/2007

% Responded To Within
Timeframe

Stage 1			
N/A	15	15	100%
Central			
Finance	0	0	#DIV/0!
Corporate Services	1	1	100.00%
Chief Executives	0	0	#DIV/0!
Total	1	1	100%
Housing Services			
Anti-Social Behaviour	0	0	#DIV/0!
Caretaking	1	1	100.00%
Estate services	0	0	#DIV/0!
General leasehold management	1	1	100.00%
General tenancy management	4	4	100.00%
Housing customer service call centre	0	0	#DIV/0!
Neighbourhood Management	1	1	100.00%
Regeneration	0	0	#DIV/0!
Rental Income	1	1	100.00%
Sheltered Housing	0	0	#DIV/0!
Supporting People	0	0	#DIV/0!
Voids and Lettings	0	0	#DIV/0!
Total	8	8	100.00%
Asset Management			
Communication	4	4	100.00%
Customer Care	4	4	100.00%
Gas	18	18	100.00%
General Repairs	95	90	94.74%
Investment programme	9	8	88.89%
Maintenance Surveyors	1	1	100.00%
Standby	0	0	#DIV/0!
Voids	1	1	100.00%
Total	132	126	95.45%
Stage 1 Total	156	150	96.15%
Stage 2			
N/A			nil
Housing Services			
Anti-Social Behaviour	0	0	#DIV/0!
Estate services	1	1	100.00%
General leasehold management	0	0	#DIV/0!
General tenancy management	1	1	100.00%
Neighbourhood Management	0	0	#DIV/0!
Regeneration	0	0	#DIV/0!
Sheltered Housing	0	0	#DIV/0!
Rental Income Team	0	0	#DIV/0!
Total	2	2	100.00%
Asset Management			
Communication	0	0	#DIV/0!
Customer Care	0	0	#DIV/0!
General Repairs	3	2	67%
Investment Programme	0	0	#DIV/0!
Standby	0	0	#DIV/0!
Total	3	2	66.67%
Stage 2 Total	5	4	80.00%
Stage 3			
Housing Services			
Anti-Social Behaviour	0	0	Nil
General Leasehold Management	0	0	Nil
General Tenancy Management	0	0	Nil
Neighbourhood Management	0	0	Nil
Regeneration	0	0	Nil
Rental Income	0	0	Nil
Total	0	0	#DIV/0!
Asset Management			
Customer Care	0	0	#DIV/0!
Investment Programme	2	1	50%
General Repairs	0	0	#DIV/0!
Total	2	1	50%
Stage 3 Total	2	1	50.00%
VIP COMPLAINTS			
Housing Performance	0	0	#DIV/0!
N/A	0	0	#DIV/0!
Total	0	0	#DIV/0!
Asset Management			
Communication	1	1	100.00%
Investment Programme	0	0	#DIV/0!
Customer Care	0	0	#DIV/0!
General Repairs	0	0	#DIV/0!
Total	1	1	100.00%
Housing Services			
Anti-social Behaviour	0	0	#DIV/0!
Caretaking	0	0	#DIV/0!
Estate Services	0	0	#DIV/0!
Neighbourhood Management	0	0	#DIV/0!
Total	0	0	#DIV/0!
VIPS Total	1	1	100.00%

Complaints Resolution Survey - November 2007

From 01/11/2007 To 30/11/2007

	April	May	June	July	August	Sept	Oct	Nov	Dec	Jan	Feb	March
Total Respondents	66	192	112	50	58	54	1	10				
Easy to Complain	74.24%	77.60%	83.93%	90.00%	93.10%	100%	100%	80.00%				
Outcome Satisfied	51.52%	60.94%	61.61%	68.00%	79.31%	100%	100%	40.00%				

Service Area	Total Complaints	Total Respondents	No. Prompt Letters Sent	No. Satisfied	Complaint Resolved to Customer Satisfaction	No. Ack Letters Sent	%	No. In Time Responses Which Were Customer Focused	%	Responses Which Were Not Customer Focused	%	No. Phone Complainers Treated Sensively	%	No. Told What Would Happen Next	%	No. Were Proposed Action Happened	%	No. Who Found it Easy to Complain	%	No. Customers Think We Can Improve	%
ASB	0	1	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	100.0%	1	100.0%
Caretaking	1	1	0	0	0.0%	1	100.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%
Gas	18	1	1	1	100.0%	0	0.0%	0	0.0%	0	0.0%	1	100.0%	1	100.0%	1	100.0%	1	100.0%	0	0.0%
General Repairs	88	7	3	3	42.9%	5	71.4%	0	0.0%	0	0.0%	4	57.1%	6	85.7%	2	28.6%	5	71.4%	3	42.9%
Total	107	10	0	4	40.0%	6	60.0%	0	0.0%	0	0.0%	6	60.0%	7	70.0%	3	30.0%	8	80.0%	4	40.0%

F2F SURVEY - NOV 2006

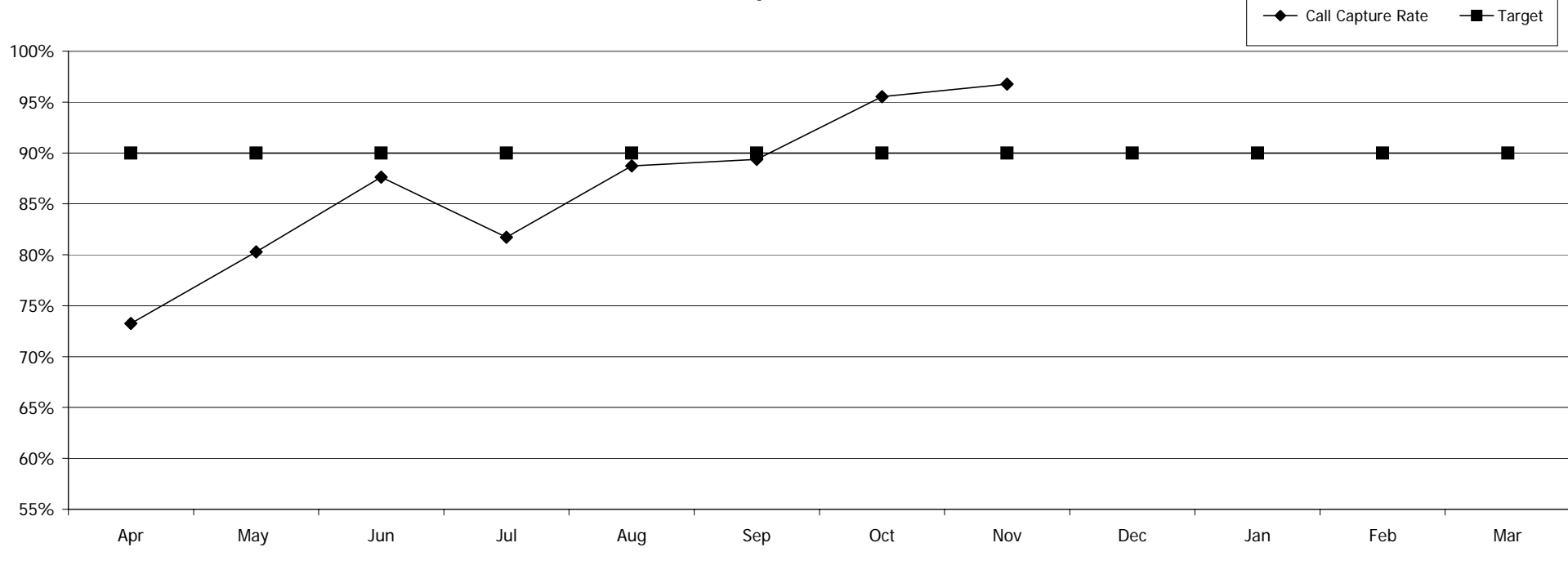
Of those that had complained, 22% were satisfied with the way it had been handled
 More than four in ten expressed dissatisfaction – 42%.
 Slightly more than a third stated their complaint had yet to be resolved – 35%.

The main reason for making a complaint was due to day to day repairs cited by 42%.

27% of tenants had also made complaints due to other reasons.
 A further 15% had also complained regarding major works.

Fewer tenants had made complaints about asb, rent, transfers, environmental problems, external decorations, caretaking and grounds maintenance.

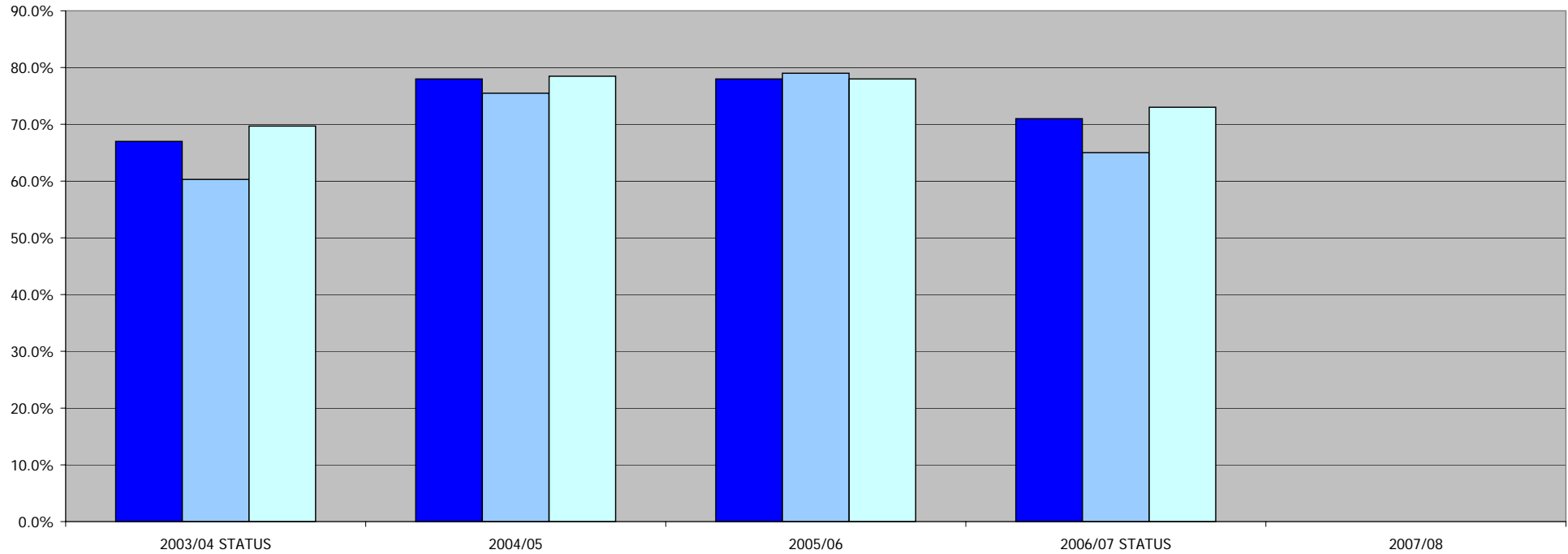
Call Capture Rates



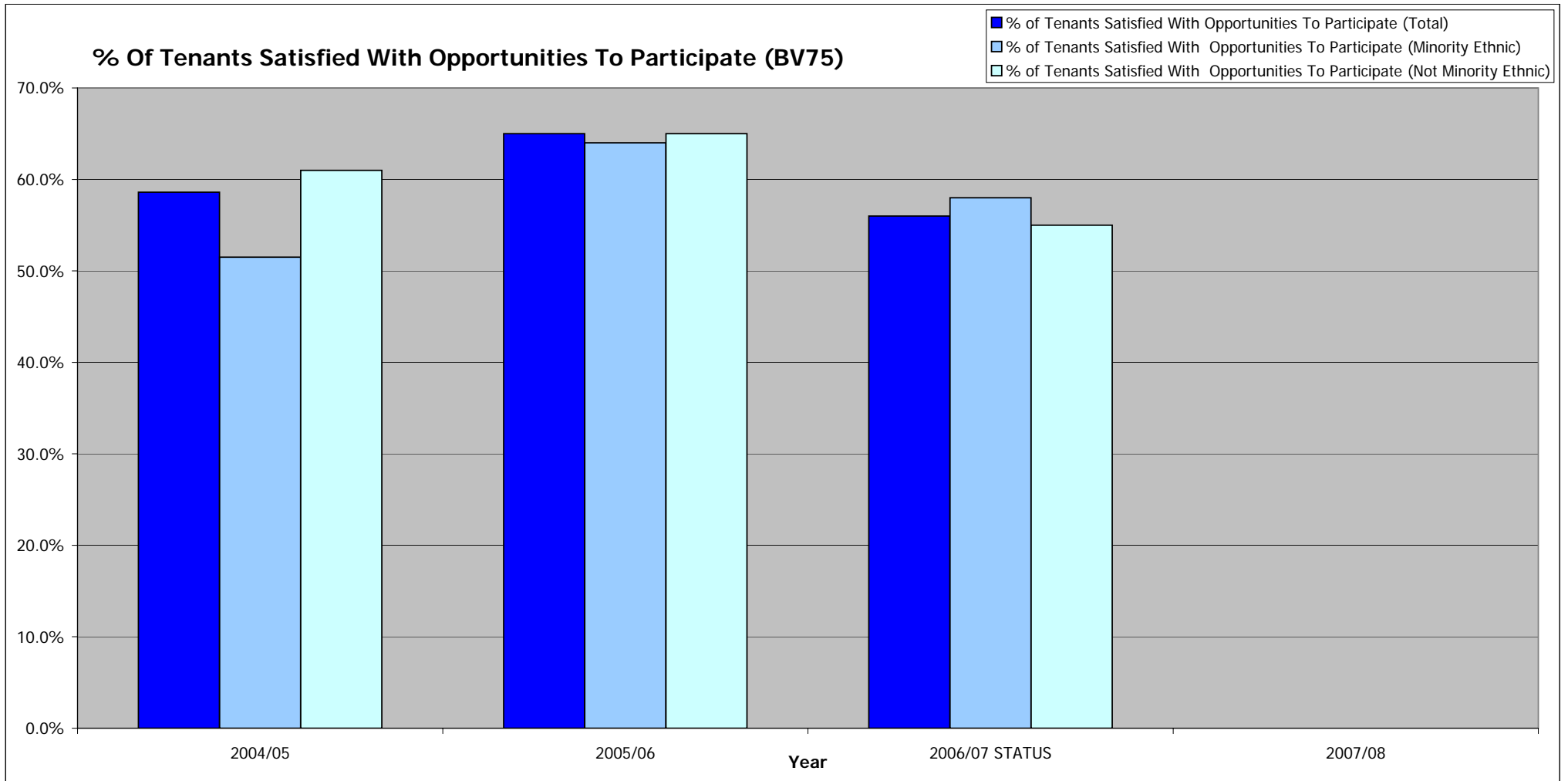
Call Capture Rate	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Calls Received	19,798	18,654	16,337	19,098	17,158	16,298	18,008	18,779					144,130
Calls Answered	14,503	14,977	14,314	15,608	15,226	14,567	17,202	18,174					124,571
% Calls Answered	73.3%	80.3%	87.6%	81.7%	88.7%	89.4%	95.5%	96.8%					86.4%

% Of Tenants Satisfied With Overall Service (BV74) a, b & c

- % of Tenants Satisfied With Overall Service (Total) BV74a
- % of Tenants Satisfied With Overall Service (Minority Ethnic) BV74b
- % of Tenants Satisfied With Overall Service (Not Minority Ethnic) BV74c

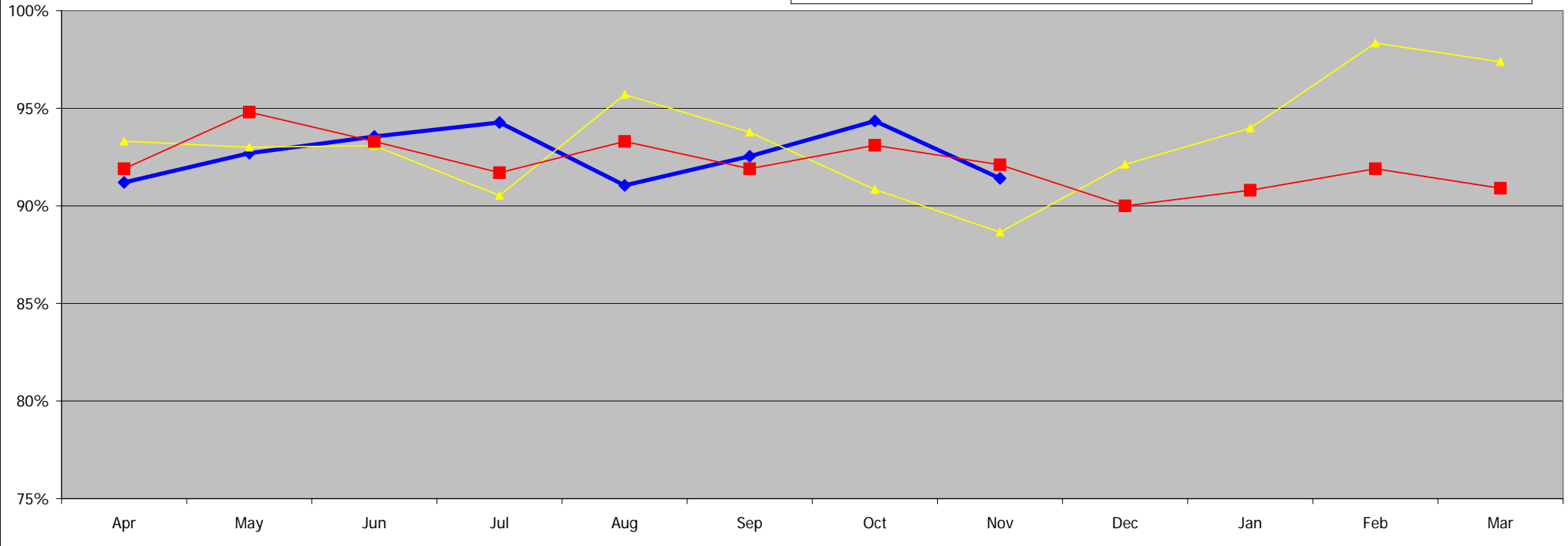


Description	2003/04 STATUS	2004/05	2005/06	2006/07 STATUS	2007/08	2007/ 08 Target
% of Tenants Satisfied With Overall Service (Total) BV74a	67.0%	78.00%	78%	71%		79%
% of Tenants Satisfied With Overall Service (Minority Ethnic) BV74b	60.3%	75.48%	79%	65%		70%
% of Tenants Satisfied With Overall Service (Not Minority Ethnic) BV74c	69.7%	78.47%	78%	73%		79%



Description	2003/04 STATUS	2004/05	2005/06	2006/07 STATUS	2007/08	2007/08 Target
% of Tenants Satisfied With Opportunities To Participate (Total)	53.5%	58.6%	65%	56%		69%
% of Tenants Satisfied With Opportunities To Participate (Minority Ethnic)	52.2%	51.5%	64%	58%		60%
% of Tenants Satisfied With Opportunities To Participate (Not Minority Ethnic)	54.2%	61.0%	65%	55%		69%

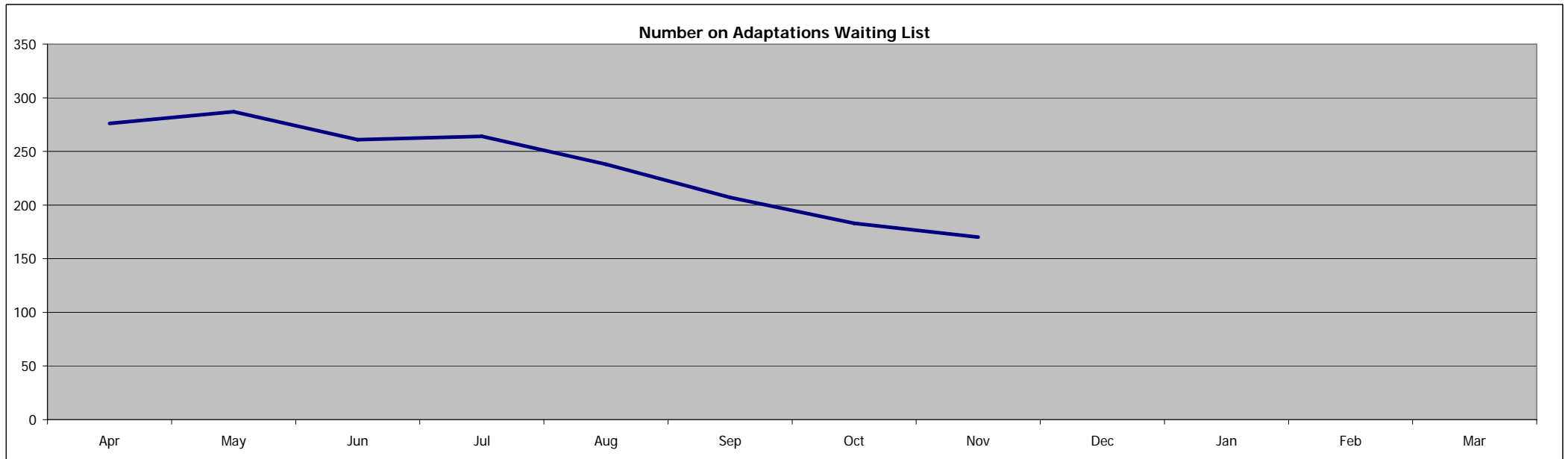
Lifeline Response Time Within 30 Seconds 2007/08



Description	Target	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Lifeline Response Time - Within 30 Seconds	93%	91.20%	92.70%	93.55%	94.27%	91.05%	92.54%	94.35%	91.41%					92.64%
2006-07 Comparison	92%	93.31%	93.00%	93.08%	90.53%	95.70%	93.77%	90.84%	88.65%	92.12%	93.98%	98.34%	97.38%	97.39%
2005/ 06 Comparison	80%	91.90%	94.80%	93.30%	91.70%	93.30%	91.90%	93.10%	92.10%	90.00%	90.80%	91.90%	90.90%	90.90%

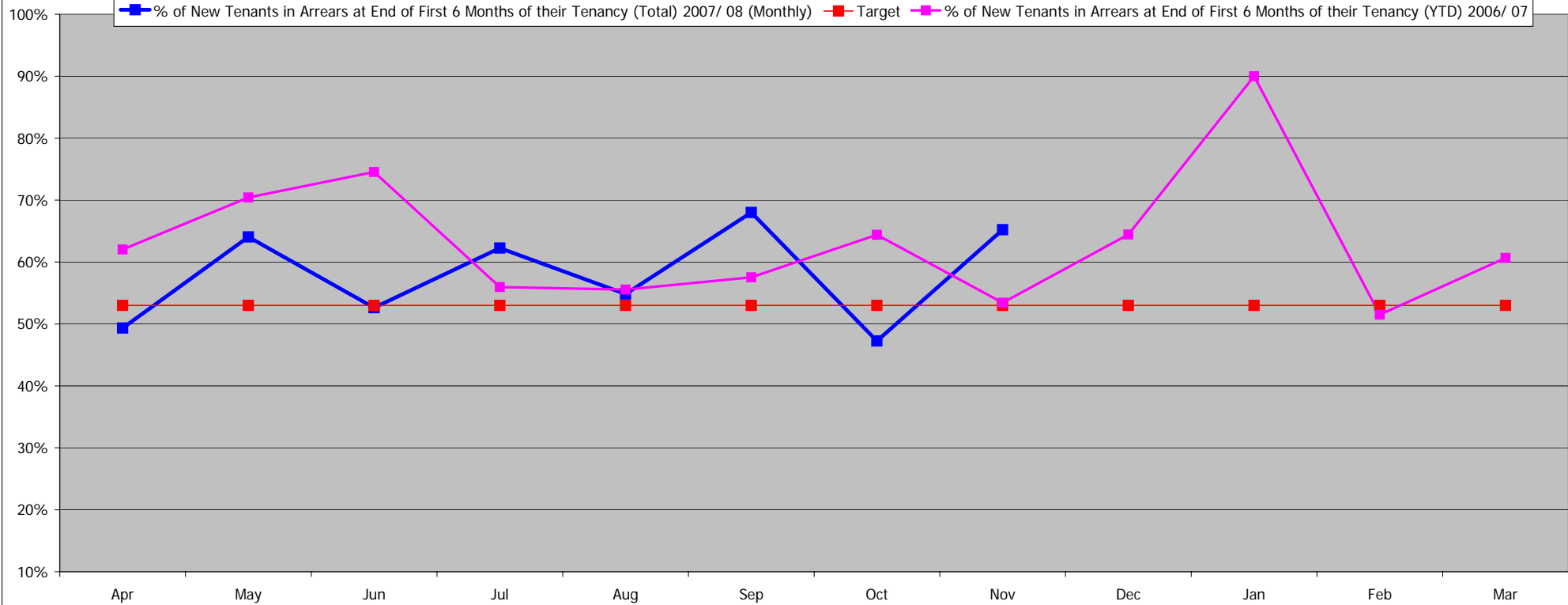
Income/Benefits Achieved for HSO Clients	£140,000	£18,470	£21,276	£7,288	£10,472	£19,786	£14,768	£14,011	£21,354					£127,425
2006/ 07 Income/Benefits Achieved for HSO Clients	£56,000	£13,600			£15,200			£12,330			£24,500			£65,630

Number of Clients		64	62	62	66	73	76	80	80					
2006/07 Number of Clients		100	10	6	7	10	7	0	7	9	12	6	4	178



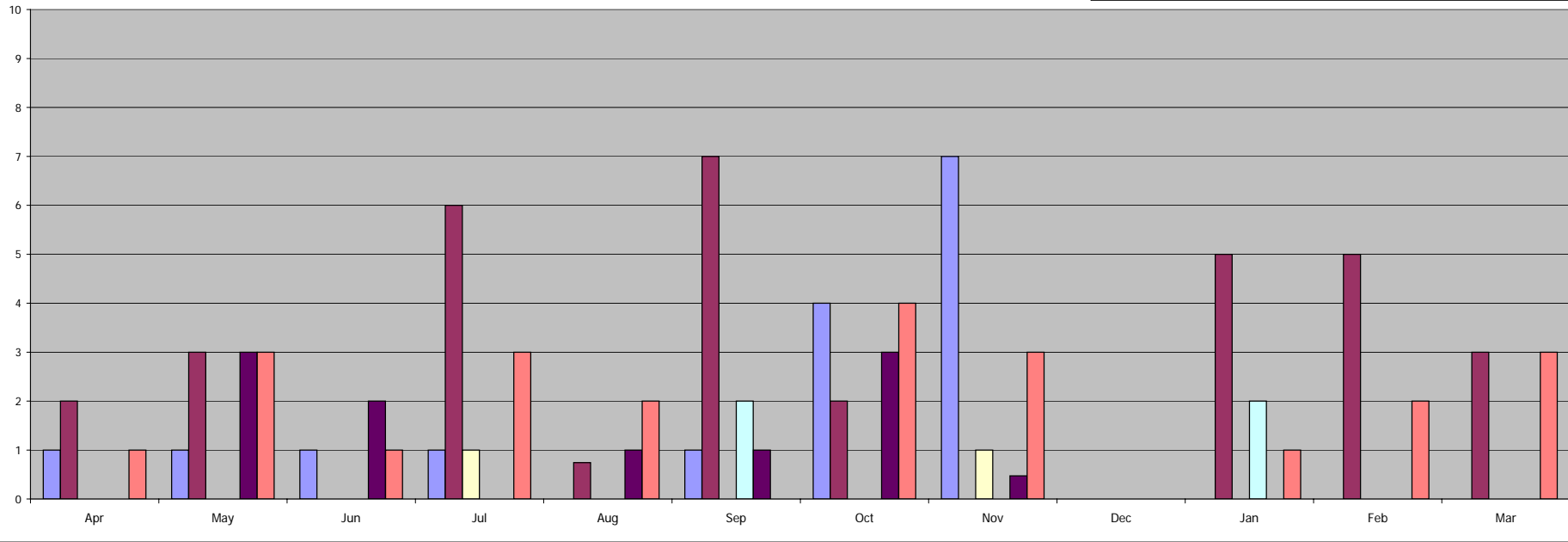
Description	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Number of New Referrals	17	29	14	22	24	23	18	11					158
Number of Jobs Issued	2	13	36	16	44	41	36						188
Accruals	£68,685.0												£68,685.0
Number of £ issued	£14,581.1	£57,409.0	£175,994.0	£76,120.0	£195,236.9	£201,100.5	£180,119.5						£969,246.0
Number Cancelled	2	5	4	3	6	13	6						39
Number On Site	-	-	-	-	-	-							to be dvlpd
Number Completed	5	2		5	14	12	52						90
Number on waiting list	276	287	261	264	238	207	183	170					
Amount Spent	£13,610.6	£10,096.7	-	£6,391.0	£60,287.0	£57,905.0	£228,934.8						£377,225.1
Average Wait Time Not Complete	46	46	47	48	49	46	45	45					

% of New Tenants in Arrears Within First 6 Months of Tenancy 2007/08



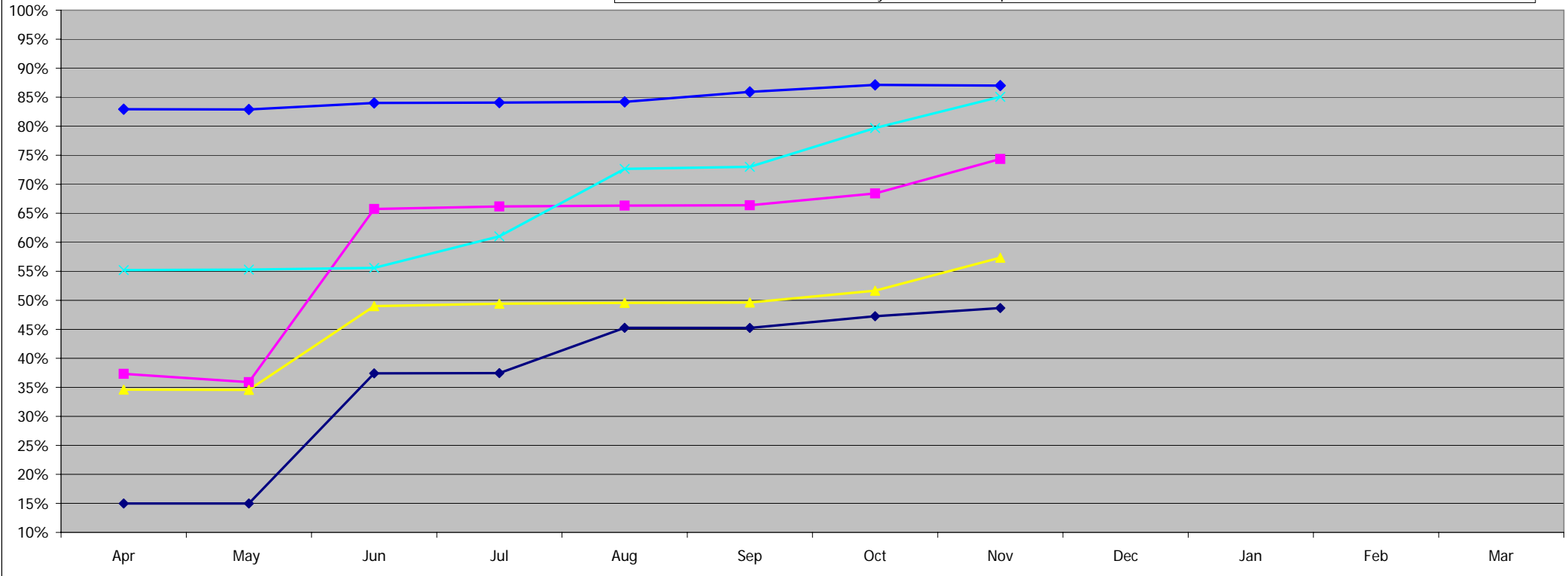
BVPI	Target	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number of tenants at 6 months		75	64	57	53	62	50	45	46				
Number of tenants in arrears at 6 months		37	41	30	33	34	34	31	30				
Average Arrears New Tenants After 6 Months		£241	£271	£242	£332	£288	£221	£335	£358				
Average Arrears New Tenants After 6 Months 2006/07		£323	£370	£325	£248	£388	£339	£445	£422	£309	n/a	£218	£285
% of New Tenants in Arrears at End of First 6 Months of their Tenancy (Total) 2007/ 08 (Monthly)	53%	49.33%	64.06%	52.63%	62.26%	54.84%	68.00%	47.26%	65.22%				
% of New Tenants in Arrears at End of First 6 Months of their Tenancy (Total) 2007/ 08 (YTD)		49.33%	56.12%	55.10%	56.63%	56.27%	57.89%	59.11%	59.73%				
% of New Tenants in Arrears at End of First 6 Months of their Tenancy (In Month) 2006/ 07		62.03%	70.42%	74.55%	55.95%	55.56%	57.53%	64.41%	53.42%	64.44%	90.00%	51.52%	60.66%
% of New Tenants in Arrears at End of First 6 Months of their Tenancy (YTD) 2006/ 07		62.03%	66.00%	68.29%	64.71%	63.27%	62.26%	62.53%	61.31%	61.55%	64.17%	63.00%	62.82%

Tenancy Breakdowns 2007/08



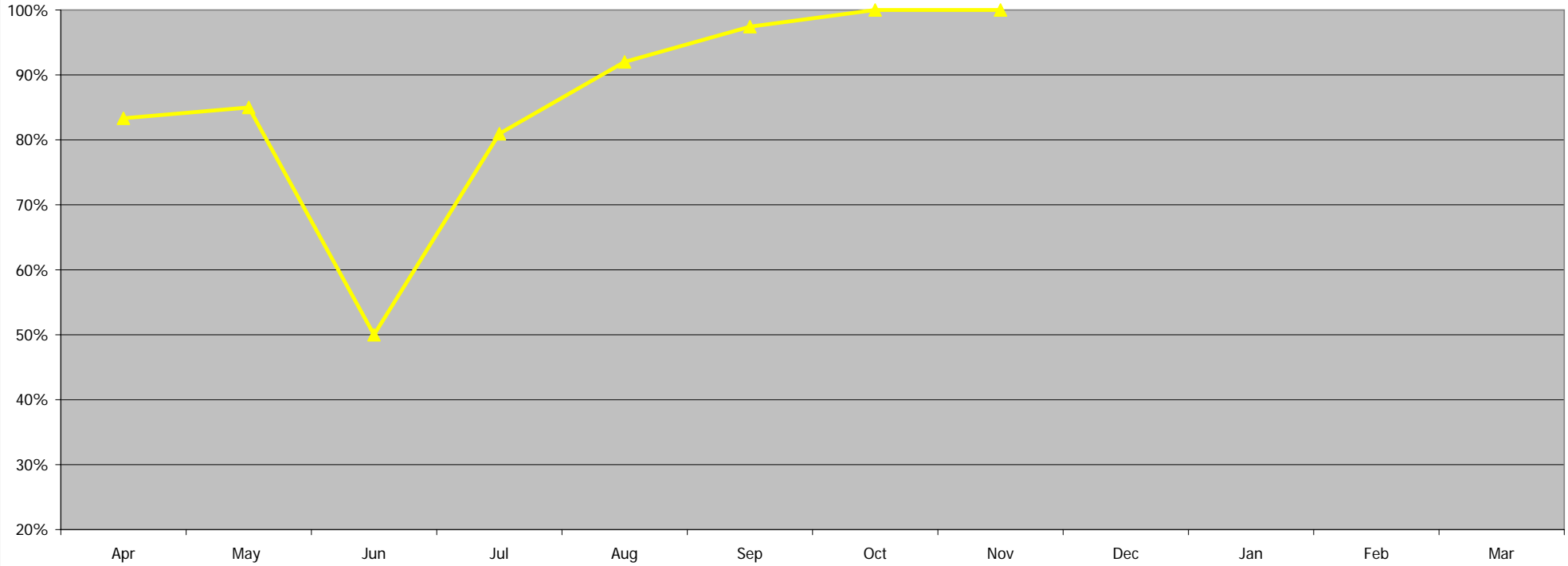
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Rent Arrears Evictions	1	1	1	1	0	1	4	7					16
2006/07 Rent Arrears Evictions	2	3	0	6	1	7	2	0	0	5	5	3	34
ASB Evictions	0	0	0	1	0	0	0	1					2
2006/07 ASB Evictions	0	0	0	0	0	2	0	0	0	2	0	0	4
Abandonments	0	3	2	0	1	1	3	0					10
2006/07 Abandonments	1	3	1	3	2	0	4	3	0	1	2	3	23

% Resident Profile Information Captured

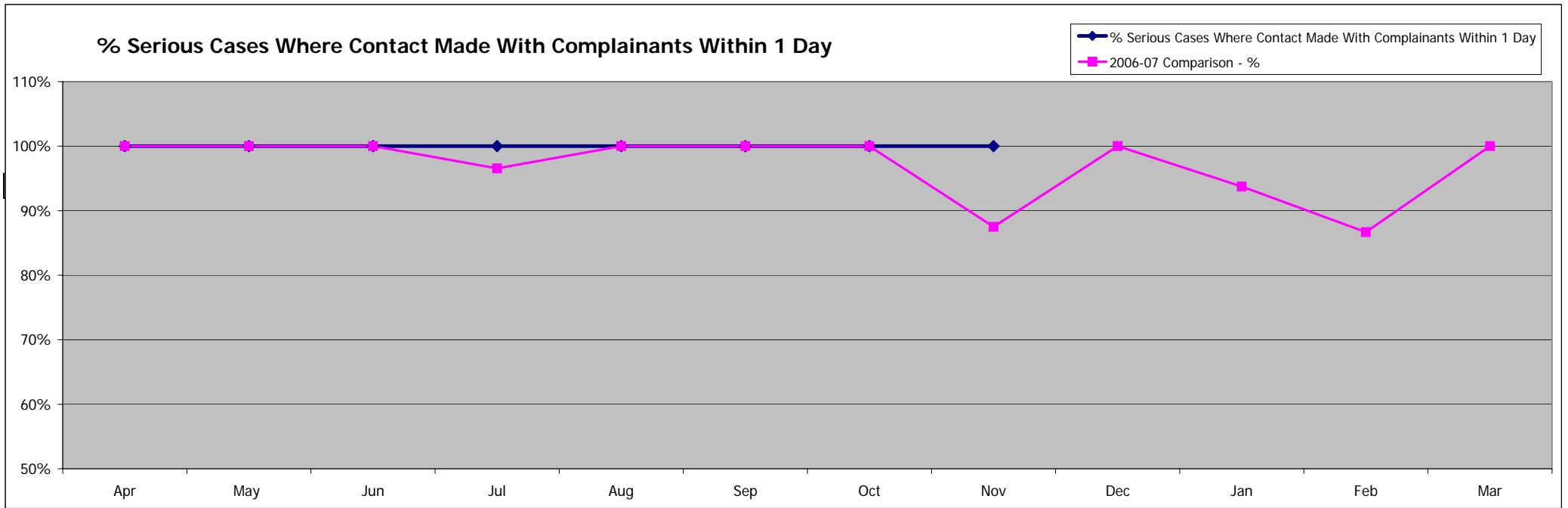


Description	Target	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
% of All Tenants Where Ethnicity Data Has Been Captured	100%	82.93%	82.90%	84.01%	84.07%	84.19%	85.93%	87.12%	87.01%				
% of All Tenants Where Language Data Has Been Captured	100%	37.33%	35.90%	65.73%	66.18%	66.31%	66.38%	68.41%	74.36%				
% of All Tenants Where Faith Data Has Been Captured	100%	34.60%	34.56%	49.00%	49.41%	49.55%	49.62%	51.65%	57.35%				
% of All Tenants Where Age Data Has Been Captured	100%	55.21%	55.28%	55.59%	61.02%	72.66%	73.00%	79.70%	85.06%				
% of All Tenants Where Disability Data Has Been Captured	100%	14.99%	14.98%	37.41%	37.45%	45.27%	45.23%	47.26%	48.67%				

% Estates Achieving 2 Stars or More Following Reality Checks



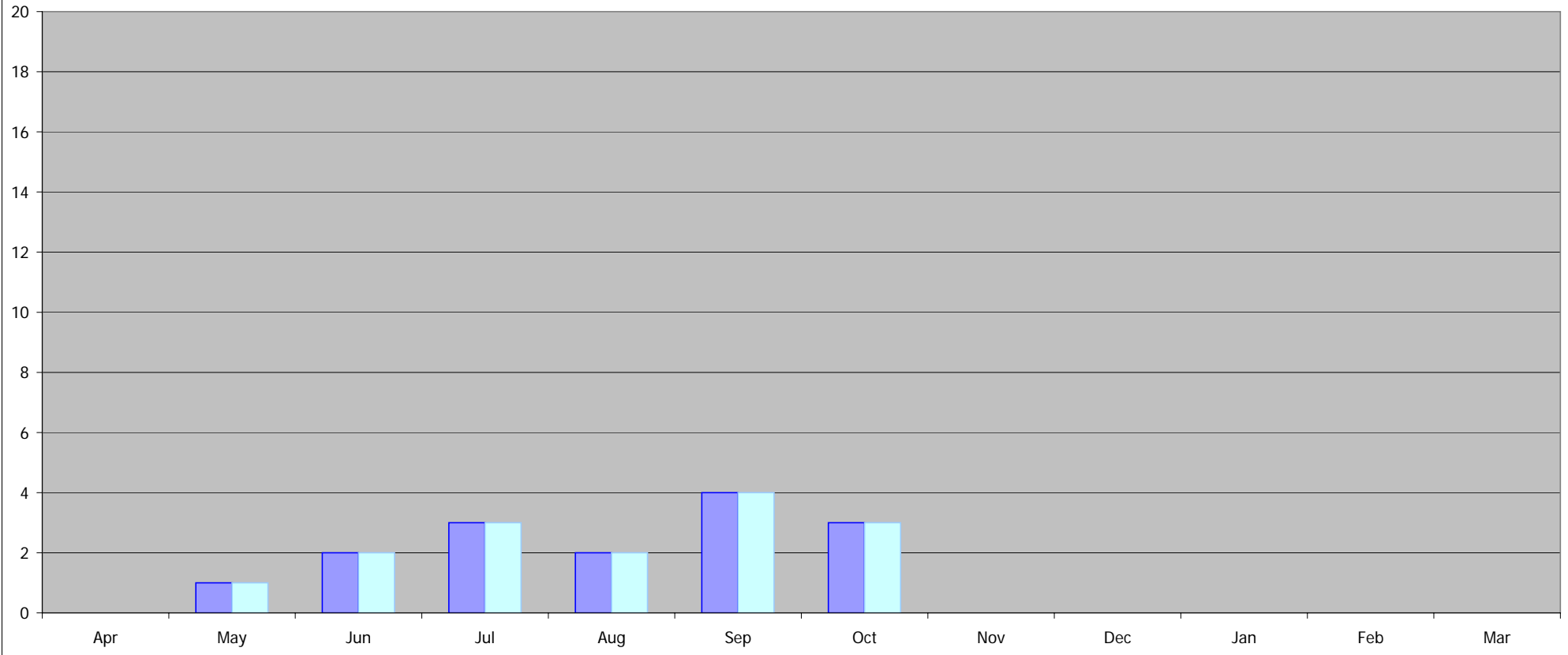
Description	Target	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number of Estates Achieving 0 Stars		0	0	0	0	0	0	0	0				
Number of Estates Achieving 1 Star		1	3	4	4	2	1	0	0				
Number of Estates Achieving 2 Stars		2	11	4	15	19	34	9	14				
Number of Estates Achieving 3 Stars		3	6	0	2	4	4	6	8				
Number of Estates Inspected		6	20	8	21	25	39	15	22	0	0	0	0
% of Estates Achieving 2 Stars or More	100%	83.33%	85.00%	50.00%	80.95%	92.00%	97.44%	100.00%	100.00%				
2006/07 % of Estates Achieving 2 Stars or More	90%	50%			70.37%			86.36%			80.00%		



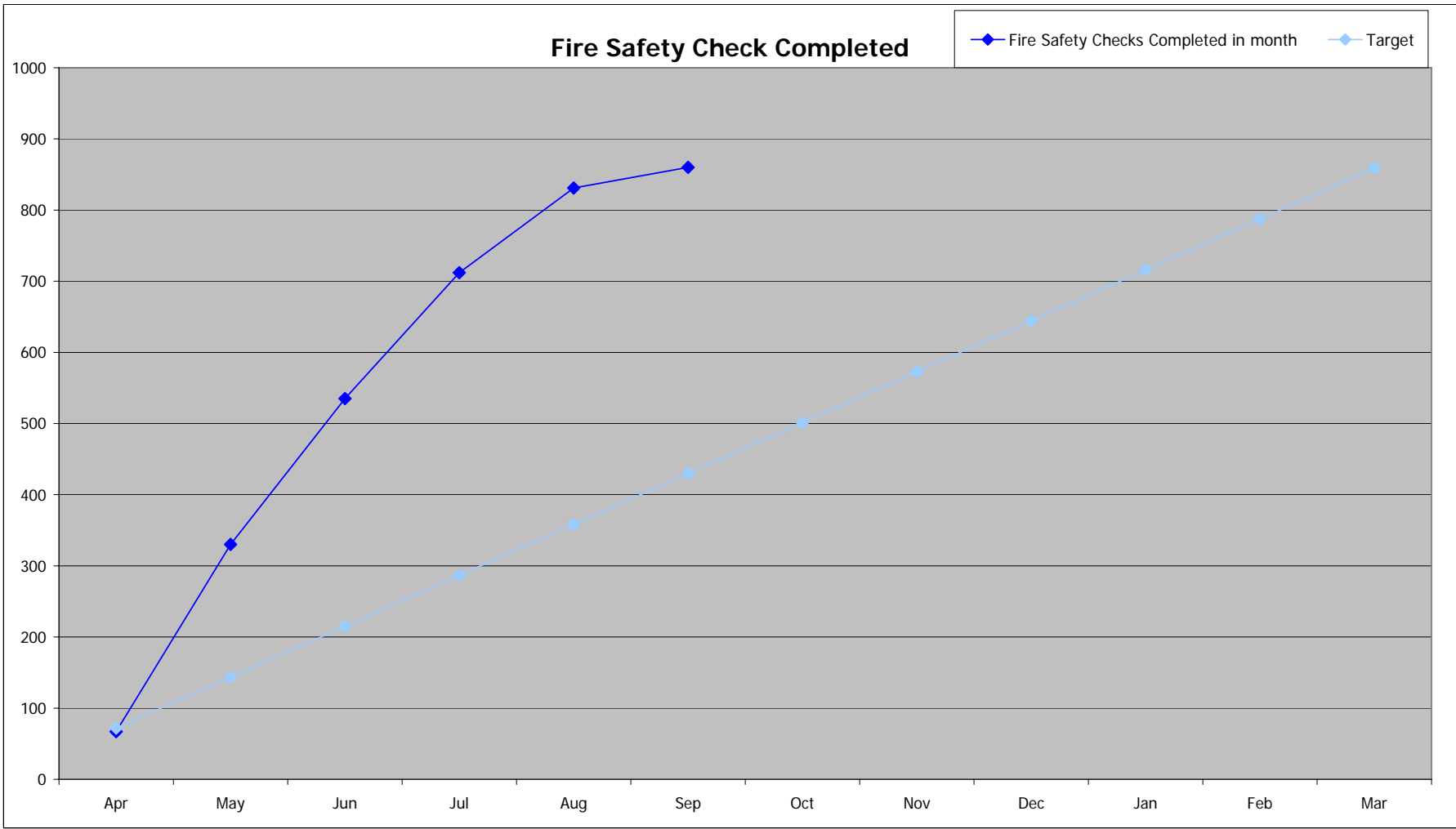
Contact With Complainants	Target	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Serious Cases Opened		21	2	26	17	18	17	25	13					139
Contact in 1 Working Day		21	2	26	17	18	17	25	13					139
% Serious Cases Where Contact Made With Complainants Within 1 Day	100%	100%	100%	100%	100%	100%	100%	100%	100%					100%
2006/07 Comparison Cases Opened		18	25	25	29	15	17	15	8	4	16	15	9	196
2006/07 Contacted in 1 Working Day		18	25	25	28	15	17	15	7	4	15	13	9	191
2006-07 Comparison - %		100.00%	100.00%	100.00%	96.55%	100.00%	100.00%	100.00%	87.50%	100.00%	93.75%	86.67%	100.00%	97.45%

Estate Action Days Completed

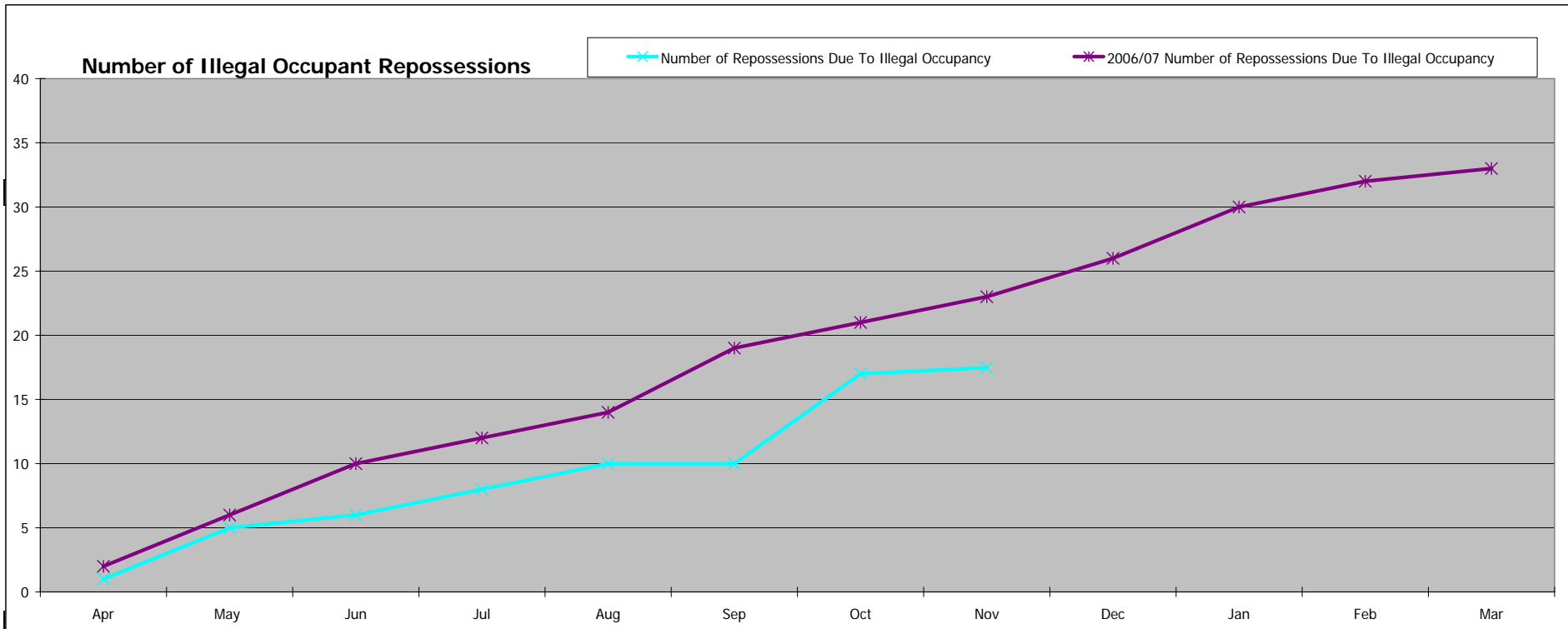
■ Estate Action Days Completed
 ■ Estate Action Days Scheduled



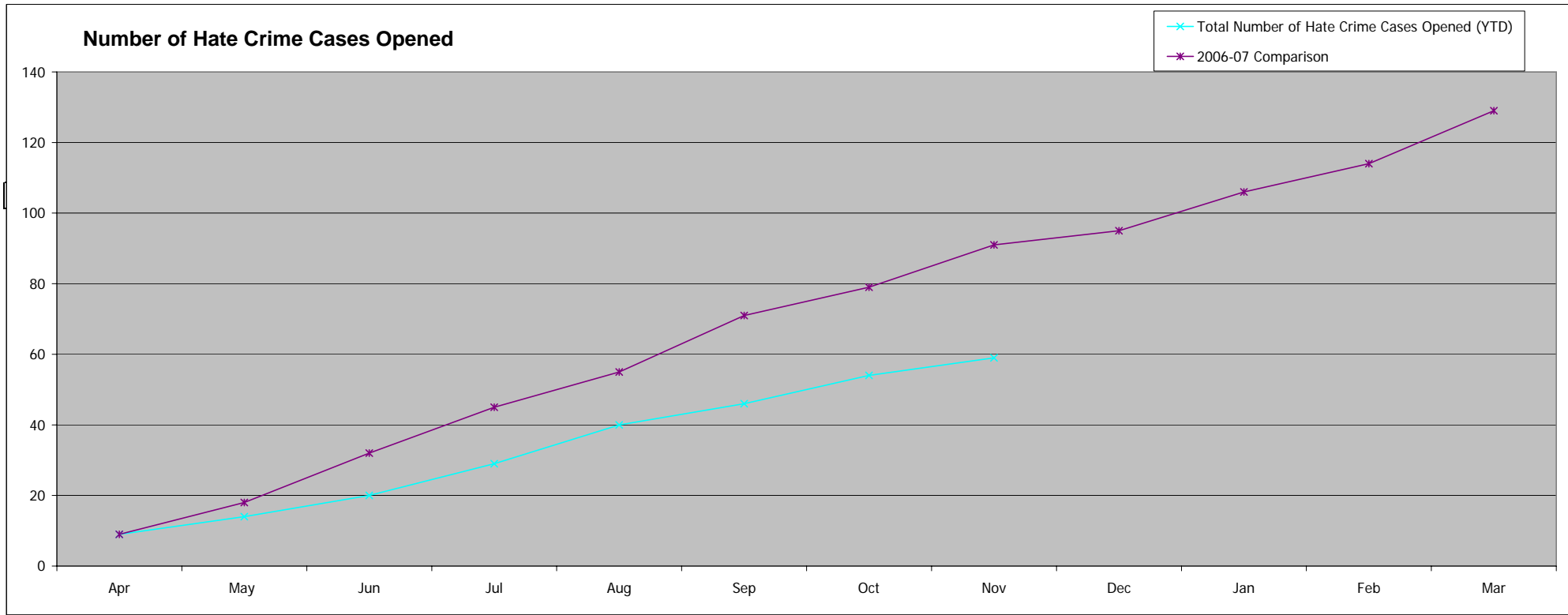
Description	Target	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Estate Action Days Completed	Waiting	0	1	2	3	2	4	3	-	-	-	-	-	15
Estate Action Days Scheduled		0	1	2	3	2	4	3	-	-	-	-	-	15



Description	Target	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Fire Safety Checks Completed in month	72 per month	67	263	205	177	119	29	N/A	N/A				
Fire Safety Checks Completed YTD	860 in year	67	330	535	712	831	860	N/A	N/A				

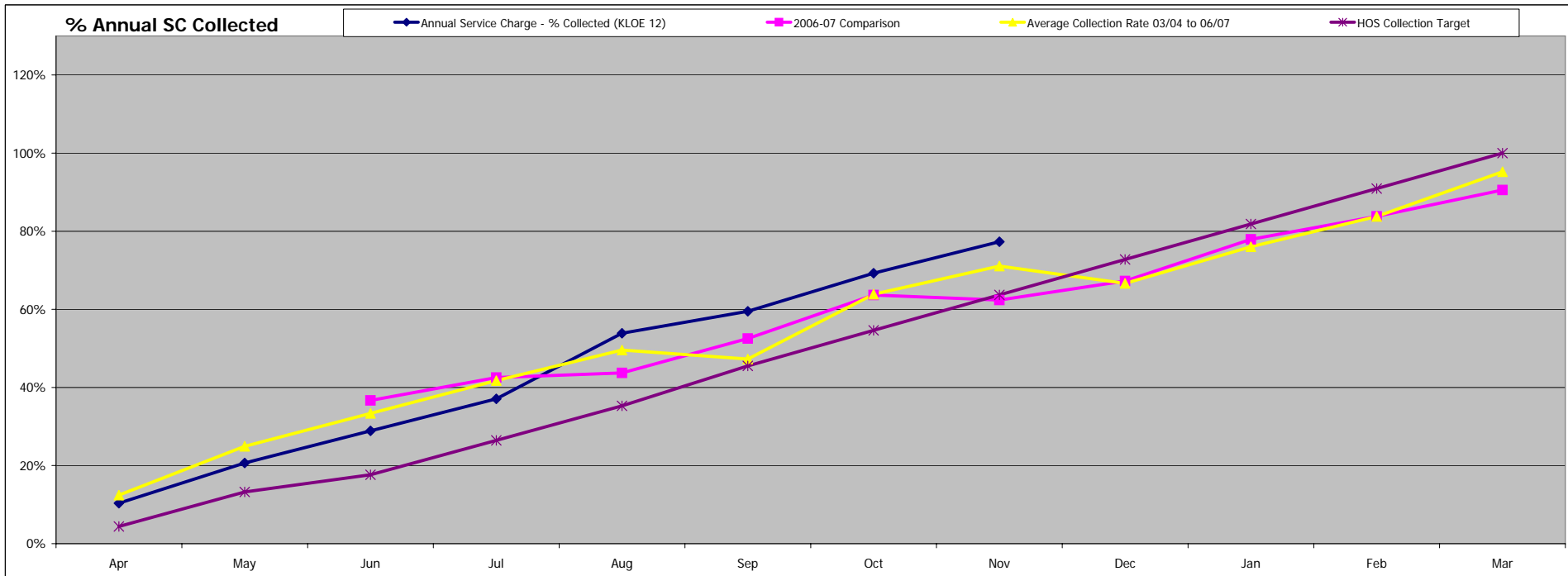


Description	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Number of Possible Cases Identified As A Result of New Tenant Visit	0	0	1	0	0	2	0	0				
Number of Possible Cases Identified As A Result of Tenancy Audit Check	0	1	2	1	1	1	1	2				
Number of Possible Cases Identified As A Result of Hotline	0	0	0	0	0	0	0	0				
Number of Possible Cases Identified As A Result of Other Sources	3	9	8	2	1	2	2	13				
Total Number of Possible Cases Identified (KLOE 6)	5	4	10	3	2	5	3	15				
Total Number of Possible Cases Identified (YTD)	5	9	19	22	24	29	32	47				
Number of Repossessions Due To Illegal Occupancy	1	4	1	2	2	0	7	0				
Number of Repossessions Due To Illegal Occupancy YTD	1	5	6	8	10	10	17	17				
2006/07 Total Number of Possible Cases Identified	2	2	6	5	4	9	5	3	1	8	7	3
2006/07 Total Number of Possible Cases Identified YTD	2	4	10	15	19	28	33	36	37	45	52	55
2006/07 Number of Repossessions Due To Illegal Occupancy	2	4	4	2	2	5	2	2	3	4	2	1



Description	Target	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Number of Racial Harassment Cases Opened		2	0	1	5	3	3	1	2					17
Number of Sexual Harassment Cases Opened		0	0	0	0	0	0	0	0					0
Number of Other Harassment Cases Opened		3	0	2	0	0	0	2	0					7
Number of Domestic Violence Cases Opened		4	5	3	4	8	3	5	3					35
Total Number of Hate Crime Cases Opened (YTD)		9	14	20	29	40	46	54	59					59
2006-07 Comparison		9	18	32	45	55	71	79	91	95	106	114	129	129

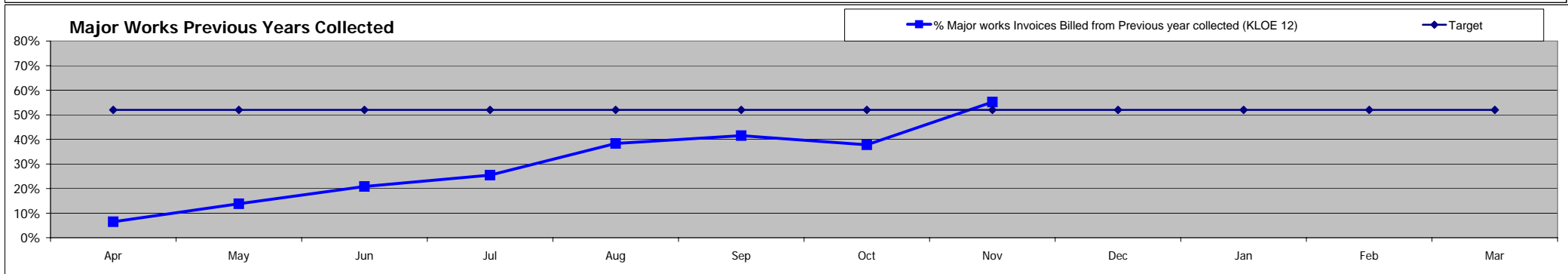
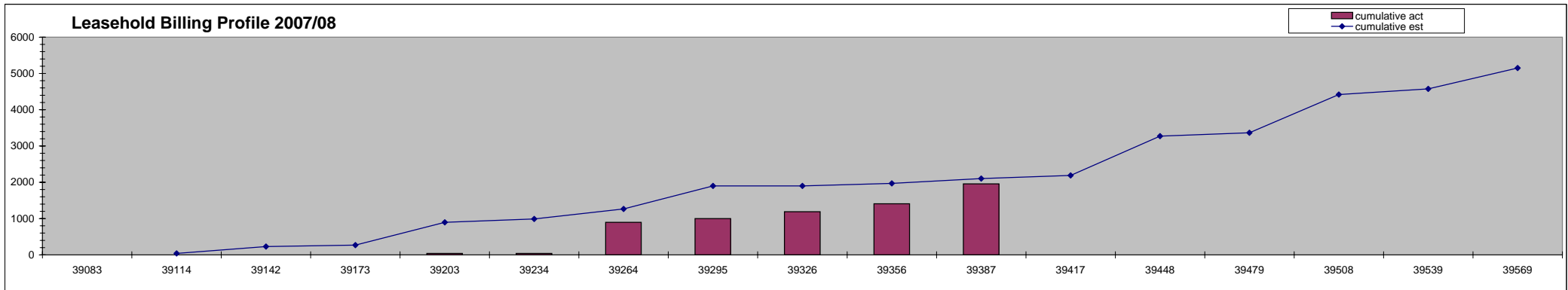
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	Target	Mar-06	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Annual Service Charge Arrears	£1,778,197	£5,117,355	£4,771,426	£4,382,220	£4,107,806	£3,834,225	£3,273,378	£3,026,899	£2,691,923	£2,414,581				
Annual Service Charge - Amount Collected	£3,339,158	£3,472,337	£345,929	£689,375	£963,789	£1,237,370	£1,798,217	£2,044,696	£2,379,672	£2,657,014				
Annual Service Charge - % Collected (KLOE 12)	104%	90.6%	10.36%	20.65%	28.9%	37.1%	53.9%	59.5%	69.2%	77.3%				
Average Collection Rate 03/04 to 06/07			12.43%	24.92%	33.4%	41.8%	49.6%	47.3%	63.9%	71.1%	66.6%	76.0%	83.8%	95.2%
07/08 Cash target based on Average Collection Rate 03/04 to 06/07			£414,801	£831,752	£1,113,822	£1,394,055	£1,654,906	£1,889,524	£2,131,376	£2,371,954	£2,224,014	£2,537,087	£2,796,005	£3,178,454
2006-07 Comparison	104%				36.7%	42.5%	43.7%	52.5%	63.7%	62.4%	67.2%	77.9%	83.8%	90.6%
2005-06 Comparison	109%		14.00%	22.00%	31.0%	36.7%	44.4%	50.6%	57.5%	62.9%	57.5%	68.1%	75.6%	86.0%

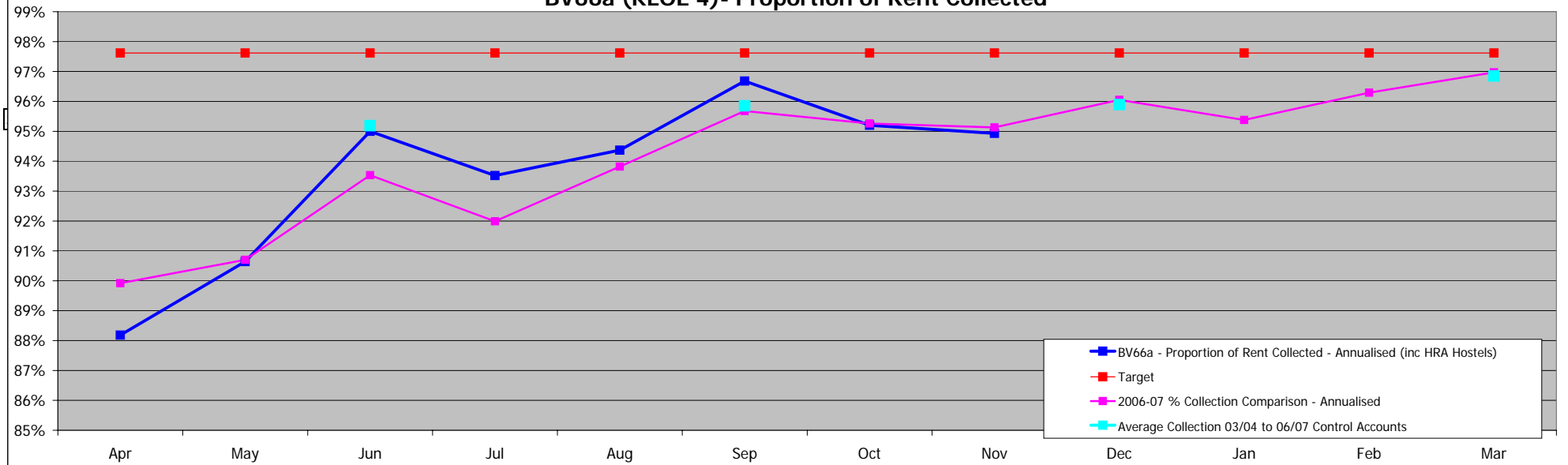
Estimated service charges raised at 01/04/05 = £2,558,174.68,
 Estimated service charges raised at 01/04/06 = £3,321,090.
 Estimated service charges raised at 01/04/07 = £3,306,097.51

Actual service charge adjustment raised Dec 2005 = £710,000.
 Actual service charge adjustment raised November 2006 = £309,555



	Target	Mar-07	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Total Major Works Arrears		£1,708,902	£1,608,451	£1,496,816	£1,370,468	£2,203,348	£1,923,535	£2,018,454	£2,234,817	£2,446,586				
Total Major Works Income Collected		1,161,134 (ytd)	£110,979	£244,600	£370,948	£487,443	£882,060	£1,004,310	£1,007,234	£1,345,238				
Cumulative Billing 2007/08	£5,219,986	£2,503,327	No Billing	£17,461	£17,461	£999,351	£1,114,155	£1,331,323	£1,533,148	£2,082,921				
% Leaseholder Contributions to Major Works Projects Invoiced (KLOE 12) 2007/08 Billing	100%	90%	0	4.48%	4.06%	70.86%	52.63%	62.47%	71.47%	93.06%				
Average Time to Issue MW Invoices - from Practical Completion to Invoicing (2007/08 projects only)	30 days	152 days	No Billing	-96	-15	6	28	0	58	107				
% Major works Invoices Billed in Current year collected (KLOE 12) (Works Completed Jan - Dec 2007)	50.00%	37%	30.06%	26.51%	45.77%	5.37%	20.70%	22.43%	23.60%	19.33%				
% Major works Invoices Billed from Previous year collected (KLOE 12)	52% (888k)	70%	6.49%	13.81%	20.84%	25.44%	38.33%	41.52%	37.77%	55.16%				

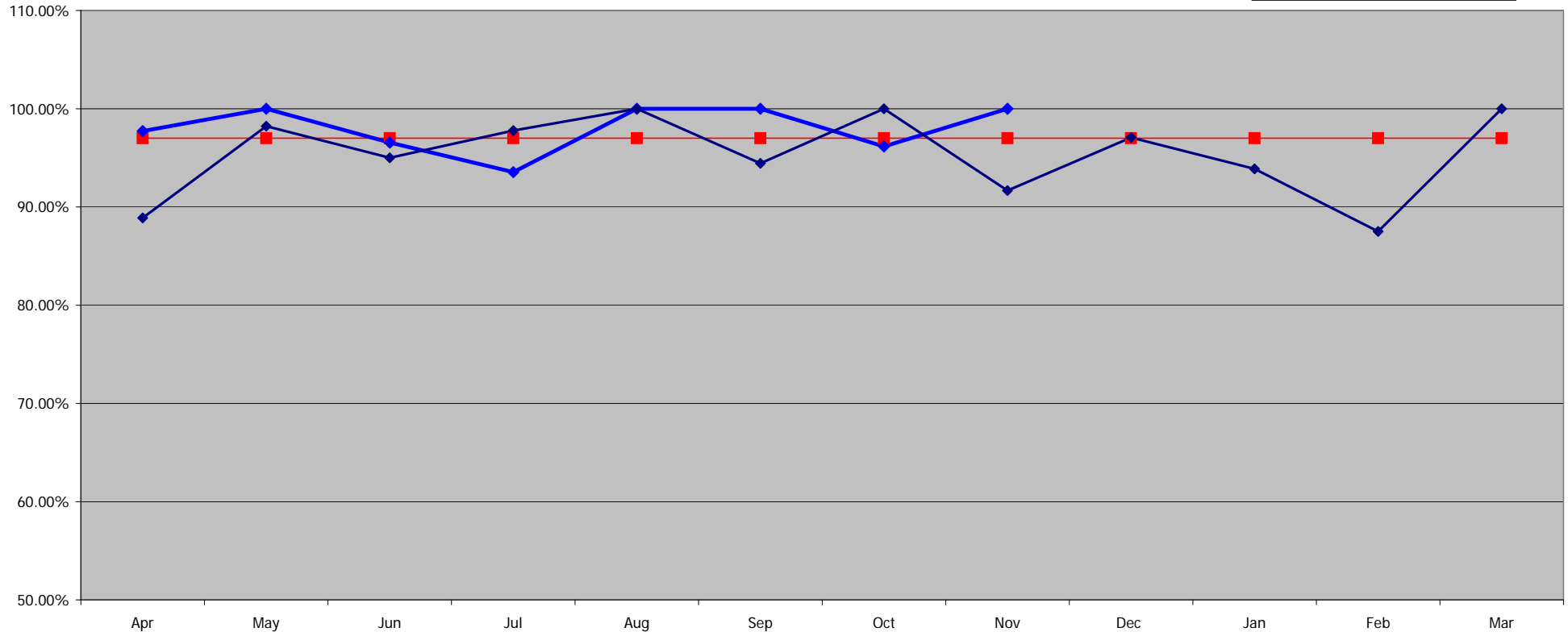
BV66a (KLOE 4)- Proportion of Rent Collected



BVPI	Target	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Current Arrears - Total	No More than £1,194,274	£1,484,909	£1,668,573	£1,534,506	£1,605,979	£1,608,936	£1,488,247	£1,553,683	£1,594,412				
Current Arrears - Illegal Occupants		£51,467	£45,127	£52,137	£49,751	£54,010	£61,791	£65,808	£68,470				
Current Arrears - Tenants		£1,433,442	£1,623,446	£1,482,369	£1,556,228	£1,554,926	£1,426,456	£1,487,875	£1,525,941				
Former Tenant Arrears as a % of Rent Roll (exc Hostels and write offs)	3.42%	3.40%	3.45%	3.46%	3.49%	3.58%	3.64%	3.53%	3.77%				
BV66a - Proportion of Rent Collected - Annualised (inc HRA Hostels)	97.62%	88.18%	90.64%	95.00%	93.52%	94.37%	96.68%	95.20%	94.93%				
BV66a - Proportion of Rent Collected - Actual (inc HRA Hostels)	97.62%	69.07%	81.57%	88.73%	89.43%	91.49%	94.08%	93.65%	93.94%				
BV66b - % of average current tenants with more than 35 days rent arrears	5.90%	6.08%	7.01%	6.72%	6.68%	6.37%	6.51%	47.26%	6.54%				
BV66c - % average current tenants in arrears with NSP served	32.00%	1.59%	4.92%	10.25%	12.56%	15.37%	17.92%	20.04%	22.97%				
BV66d - % tenants evicted due to rent arrears - YTD	0.29%	0.01%	0.02%	0.03%	0.04%	0.04%	0.05%	0.08%	0.15%				
Average Debt for Garages in Arrears	£25	£26.15	£29.92	£38.99	£28.05	£22.11	£23.36	£24.65	£24.70				
Total Garage Arrears		£17,597	£22,049	£20,156	£15,090	£14,303	£9,670	£10,968	£9,411				
Number of Garages in Arrears		673	737	517	538	647	414	445	381				
Number of Garages Let		1,531	1,527	1,530	1,525	1,516	1,495	1,502	1,484				
Average Collection 03/04 to 06/07 (Qrtly Control Accounts)				95.19%			95.85%			95.89%			96.85%
2006-07 % Collection Comparison - Annualised		89.92%	90.70%	93.53%	91.99%	93.82%	95.68%	95.26%	95.13%	96.05%	95.38%	96.29%	96.97%
2006-07 Arrears Value Comparison (Total inc Ill Occs)		£1,474,322	£1,636,302	£1,594,579	£1,579,606	£1,624,117	£1,456,092	£1,521,629	£1,549,806	£1,438,238	£1,467,061	£1,414,504	£1,278,674
2006/-07 - % of average current tenants with more than 35 days rent arrears		6.34%	8.28%	7.58%	7.20%	7.25%	6.75%	6.71%	7.04%	7.06%	7.00%	6.93%	6.82%

NB. Current Arrears - Total - amended 25/09/07 to match the Saturday Saffron reports used for BV66a. Previous figures taken from Friday morning and therefore missed any payment files processed on Friday evening and Saturday.

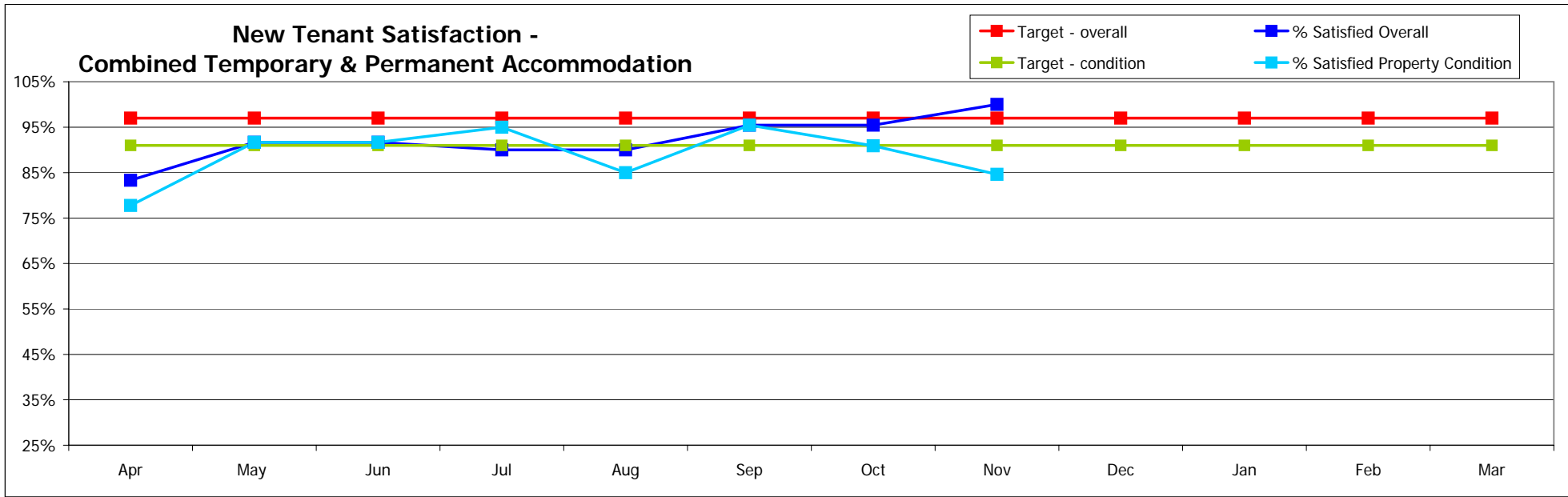
(KLOE 6) % New Tenant Visits Completed Within 8 - 12 Weeks



New Tenant Visits	Target	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Number Due		44	31	29	31	32	33	26	30					256
Number Completed		43	31	28	29	32	33	25	30					251
Total % Within 12 Weeks	97%	97.73%	100.00%	96.55%	93.55%	100.00%	100.00%	96.15%	100.00%					98.05%
2006/07 Comparison	95%	88.89%	98.21%	95.00%	97.78%	100.00%	94.44%	100.00%	91.67%	97.06%	93.88%	87.50%	100.00%	95.62%

Non-Secure New Tenant Visits	Target	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Number Due		13	11	8	11	9	34	12	17					115
Number Completed		12	11	7	11	8	34	9	15					107
Total % Within 8 Weeks	97%	92.31%	100.00%	87.50%	100.00%	88.89%	100.00%	75.00%	88.24%					93.04%

Targets to change to 12 and 8 weeks from 1 October 2007 as part of Successful Tenancies initiative



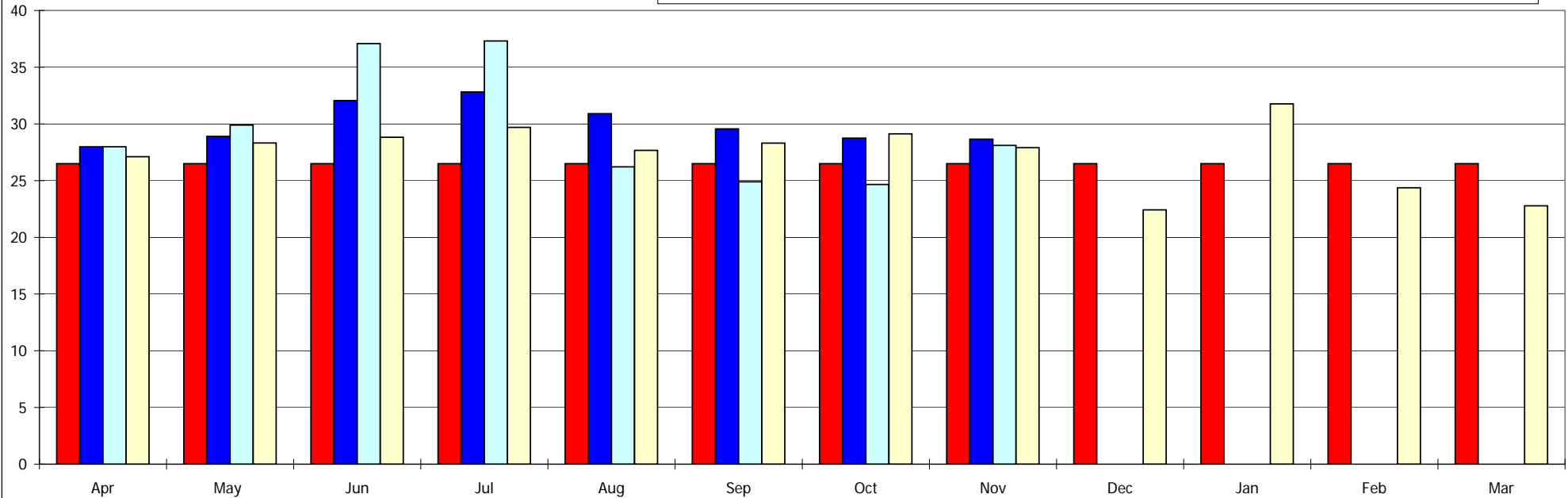
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Sample Size	18	24	24	20	20	22	22	13					163
% Satisfied Property Condition	77.78%	91.67%	91.67%	95.00%	85.00%	95.45%	90.91%	84.62%					89.57%
% Satisfied Overall	83.33%	91.67%	91.67%	90.00%	90.00%	95.45%	95.45%	100.00%					92.02%

Property Condition													
Number of Tenants Satisfied With Property Condition	14	22	22	19	17	21	20	11					146
Number of Tenants Surveyed	18	24	24	20	20	22	22	13					163
% New Tenant Satisfaction With Property Condition - Secure Tenants (KLOE 6)	77.78%	91.67%	91.67%	95.00%	85.00%	95.45%	90.91%	84.62%					89.57%

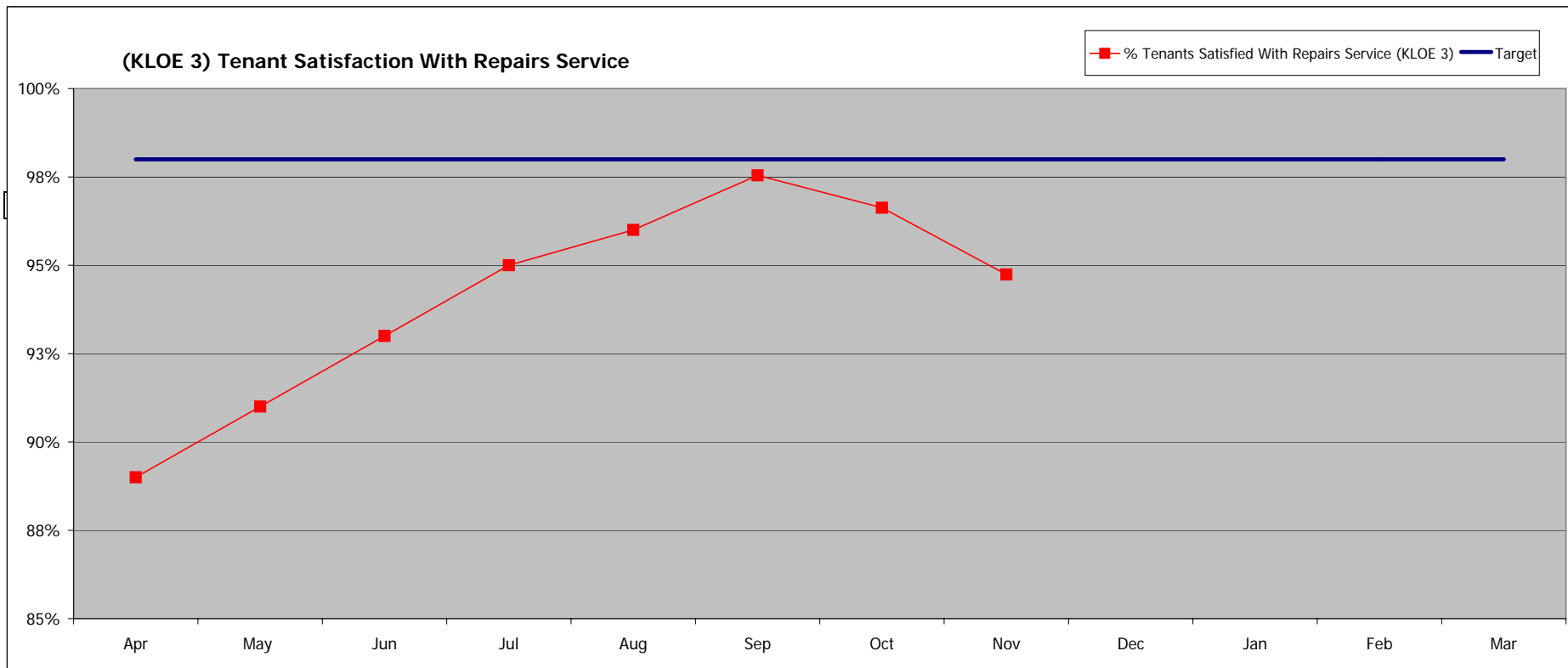
Overall Satisfaction													
Number of Tenants Satisfied Overall	15	22	22	18	18	21	21	13					150
Number of Tenants Surveyed	18	24	24	20	20	22	22	13					163
% New Tenant Satisfaction Overall - Secure Tenants (KLOE 6)	83.33%	91.67%	91.67%	90.00%	90.00%	95.45%	95.45%	100.00%					92.02%

Average Relet Time (BV212)

■ Target
 ■ Total Relet Time (YTD)
 ■ Total Relet Time (In Month)
 ■ 2006-07 Comparison (in month)



Average Relet Time	Target	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Hendon & Edgware		35.20	34.38	35.12	38.05	37.38	28.65	21.78	31.13				
Finchley		31.89	40.67	42.00	31.77	36.92	21.60	22.23	20.90				
Barnet		28.82	26.80	26.67	19.44	19.00	12.11	21.14	16.25				
Grahame Park		41.83	37.40	50.00	37.17	23.20	26.33	34.40	42.43				
Dollis Valley		19.33	39.50	22.00	14.00	25.00	57.00	39.50	29.00				
Stonegrove		37.40	0.00	0.00	60.50	40.67	49.00	40.30	26.67				
West Hendon		0.00	31.17	22.00	57.00	0.00	36.00	46.50	46.50				
Hostels		17.95	21.22	17.33	47.13	8.93	20.60	8.70	11.90				
Total Relet Time (In Month)		27.98	29.90	37.08	37.31	26.21	24.89	24.66	28.11				
Total Relet Time (YTD)	26.5	27.98	28.90	32.06	32.82	30.90	29.56	28.74	28.65				
2006-07 Comparison (in month)	29.00	27.11	28.32	28.82	29.69	27.67	28.31	29.13	27.90	22.42	31.77	24.37	22.78
Number of Lettings in month		66	60	49	76	57	54	0	62				
Average Days Void for Outstanding Voids		45.93	32.10	37.75	27.68	21.88	19.30	25.43	25.92				
% Of Rent Loss Through Vacant Dwellings		0.87%	0.91%	1.50%	0.96%	0.98%	1.51%	1.02%	1.04%				
2006/07 Comparison		1.17%	1.14%	1.76%	1.12%	1.23%	1.91%	1.25%	1.23%	1.80%	1.14%	1.13%	1.14%



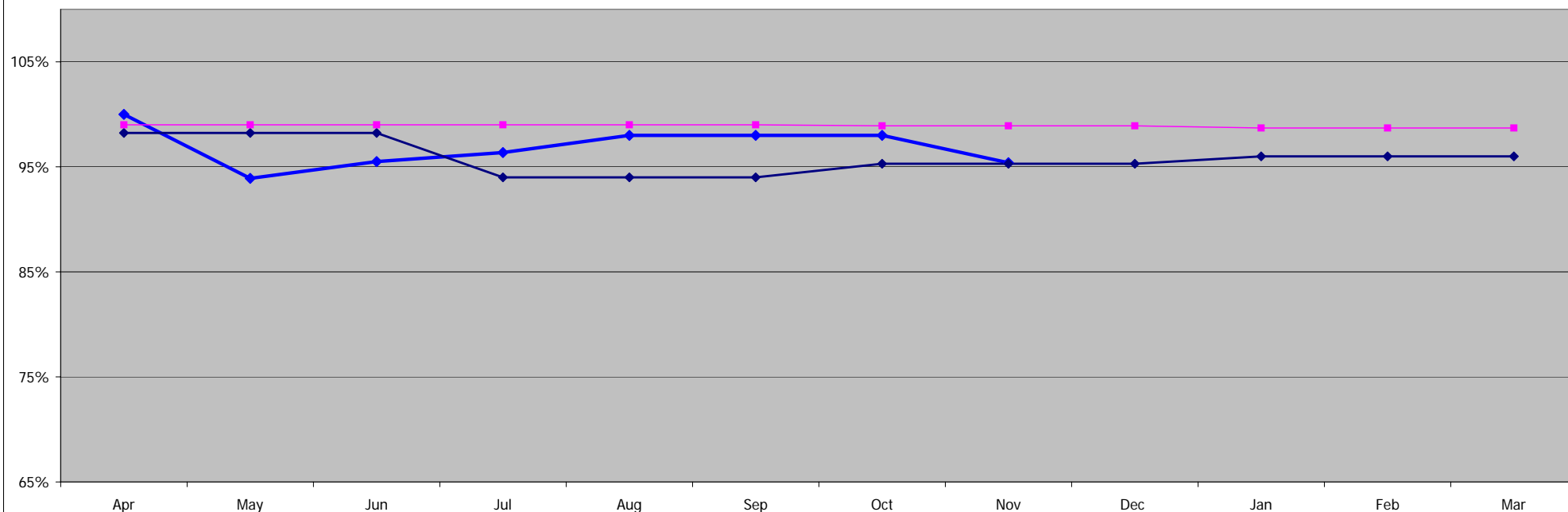
Description	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Total Completed Jobs Sampled	28	82	116	95	130	163	178	152					944
Number of Tenants Satisfied With Completed Job	25	75	108	90	125	159	172	144					898
% Tenants Satisfied With Repairs Service (KLOE 3)	89%	91%	93%	95%	96%	98%	97%	95%					95.13%
2006-07 Satisfaction Comparison	94.4%	95.6%	94.8%	95.8%	95.6%	92.7%	97.0%	97.0%	97.0%	95.0%	97.0%	96.0%	96.0%
2005-06 Satisfaction Comparison	98.8%	97.4%	100.0%	99.0%	99.0%	98.0%	98.0%	100.0%	98.8%	97.8%	96.8%	95.6%	98.7%
Total Jobs Completed	2131	2837	2332	1692	1104	2732	3131	0					15959
Post Inspections Completed	19	31	2	59	28								139
Post Inspections as % Completed Jobs	0.89%	1.09%	0.09%	3.49%	2.54%								0.87%

Face to Face Survey - November 2006 - 79% satisfied with the way Landlord Deals with Repairs
 Edgware tenants expressed the highest levels of satisfaction (90%) and regen tenants were least (66%).
 In terms of dissatisfaction Finchley and Hendon tenants reported the highest levels (19% and 18%, respectively).
 BME tenants were slightly less satisfied with this service (74%) than White tenants (80%).
 Pensioners were the most satisfied household type – 83% expressed satisfaction and just 10% were dissatisfied

STATUS Survey - 2006 - 76% satisfied with the Repairs Service Overall
 STATUS Survey - 2004 - 74% satisfied with the Repairs Service Overall

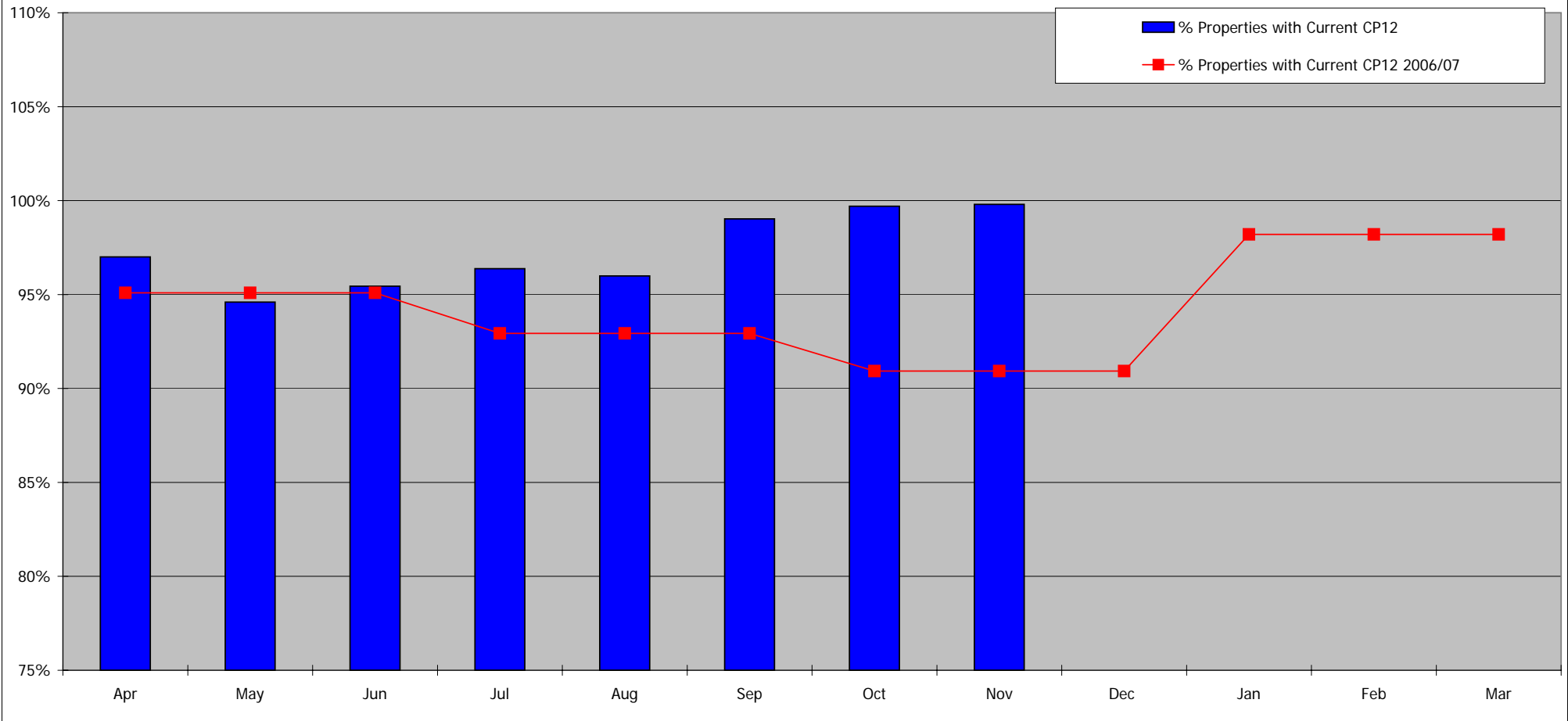
Responsive Repairs - Appointments Made & Kept (ex BV185)

- Responsive Repairs - Appointments Made & Kept
- 2006/07 Responsive Repairs - Appointments Made & Kept
- 2005/06 Responsive Repairs - Appointments Made & Kept



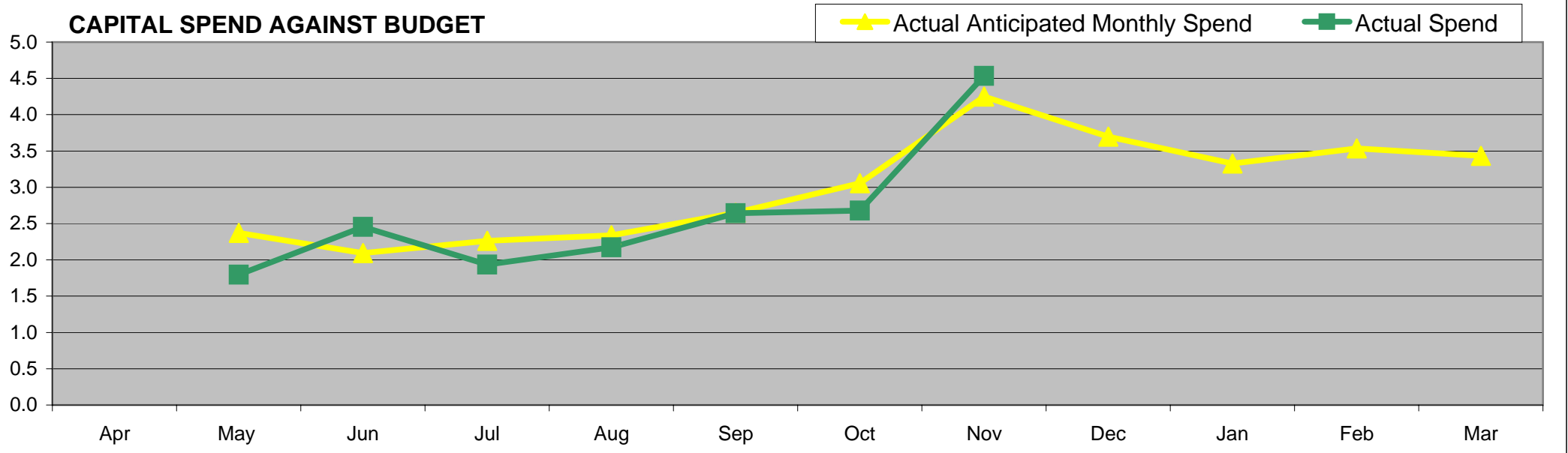
Description	Target	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
Number of Surveys		28	82	116	56	125	163	178	152					900
Responsive Repairs - Appointments Made & Kept	98%	100%	94%	95%	96%	98%	98%	98%	95%					97%
2006/07 Responsive Repairs - Appointments Made & Kept		98.23%	98.23%	98.23%	94.00%	94.00%	94.00%	95.30%	95.30%	95.30%	96.00%	96.00%	96.00%	97.00%
2005/06 Responsive Repairs - Appointments Made & Kept		99.00%	99.00%	99.00%	99.00%	99.00%	99.00%	98.90%	98.90%	98.90%	98.70%	98.70%	98.70%	
% Urgent Repairs Completed in Government Time Limits (KLOE 3)	99%	86%	89%	90%	93%	94%	96%	97%	97%					95%
2006/07 % Urgent Repairs Completed in Government Time Limits	94.94%	100%	100%	100%	99%	99%	99%	47%	99%	99%	99%	99%	99%	
Average Time - Non Urgent Repairs (Days) (KLOE 3)	7	10	9	8	8	8	9	9	9					9
Average Time - Non Urgent Repairs 2006/07	7.50	6	6	6	8	8	8	8	8	8	8	8	8	
Proportion of Planned to Responsive (KLOE 3)	75:25	74:26	67:33	65:35	66:34	79:21	65:35	67:33	62:38					63:37
Proportion of Planned to Responsive 2006/ 07		77:23	77:23	77:23	72:28	72:28	72:28	73:27	73:27	73:27	64:47	64:48	64:49	
% Emergency to Responsive (KLOE 3)	20:80	15:85	19:81	17:83	19:81	17:83	24:76	29:71	23:77					21:79

(KLOE 3) % of Properties That Have Current CP12s



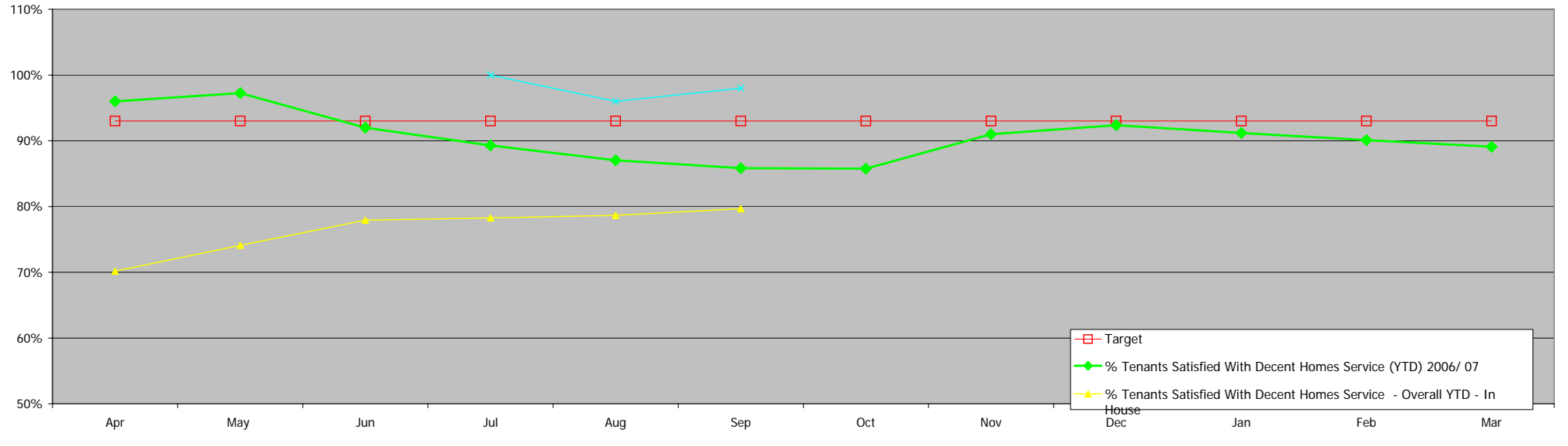
Description	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
CP12 Target	8976	8976	8976	8976	8976	8976	8976	8976	8976	8976	8976	8976
Number of Current CP12		8491	8567	8651	8616	8889	8949	8958				
% Properties with Current CP12	97%	94.6%	95.4%	96.4%	96.0%	99.03%	99.7%	99.8%				
% Properties with Current CP12 2006/07	95.09%	95.09%	95.09%	92.93%	92.93%	92.93%	90.93%	90.93%	90.93%	98.2%	98.2%	98.2%

CAPITAL SPEND AGAINST BUDGET



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Accrued to April 08	Total
Budget		36.748	36.748	36.748	36.748	36.748	36.748	36.748	36.748	36.748	36.748	36.748	36.748	36.748
Actual Anticipated Monthly Spend		2.372	2.093	2.261	2.339	2.650	3.056	4.248	3.697	3.327	3.536	3.431	3.738	36.748
Actual Spend		1.795	2.454	1.935	2.171	2.642	2.680	4.533						18.210
Salaries and Legal Fees		0.049	0.049	0.049	0.049	0.049	0.049	0.049	0.049	0.049	0.049	0.049	0.049	0.588
Actual Spend Against Actual Anticipated		76%	117%	86%	93%	100%	88%	107%						96%
Spend Vs Budget		4.88%	11.56%	16.83%	22.74%	29.93%	37.22%	49.55%						0.0%
Year to date		1.80	4.25	6.18	8.36	11.00	13.68	18.21						

Tenant Satisfaction With Decent Homes Works



Description	Target	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
% Tenants Satisfied With Decent Homes Service (In Month) - APOLLO In House		No surveys undertaken	No surveys undertaken	No surveys undertaken	No surveys undertaken	No surveys undertaken	No surveys undertaken						
% Tenants Satisfied With Decent Homes Service (In Month) - APOLLO Partner	93%	99.00%	99.00%	No surveys undertaken	No surveys undertaken	No surveys undertaken	75.00%	100.00%	No surveys undertaken				
% Tenants Satisfied With Decent Homes Service (In Month) - BALFOUR BEATTY In House		79.31%	75.61%	80.00%	82.61%	82.76%	95.45%						
% Tenants Satisfied With Decent Homes Service (In Month) - BALFOUR BEATTY Partner	93%	92.00%	92.00%		95.67%	95.71%	100.00%	100.00%	100.00%				
% Tenants Satisfied With Decent Homes Service (In Month) - UNITED HOUSE In House		62.12%	82.93%	84.62%	No surveys undertaken	100.00%	No surveys undertaken						
% Tenants Satisfied With Decent Homes Service (In Month) - UNITED HOUSE Partner	93%	96.00%	96.00%	100.00%	100.00%	98.22%	100.00%	100.00%	100.00%				
% Tenants Satisfied With Decent Homes Service - Overall YTD - Partners	93%				100.00%	96.00%	98.00%	92.45%	95.25%				
% Tenants Satisfied With Decent Homes Service - Overall YTD - In House		70.16%	74.09%	77.93%	78.27%	78.65%	79.67%						
% Residents Completing Validation Surveys (KLOE 3)	Waiting	-	-	-	-	-							
% Tenants Satisfied With Decent Homes Service (In Month) 2006/07		96.15%	91.24%	91.01%	74.23%	77.78%	60.00%	88.33%	96.57%	92.31%	100.00%	88.19%	89.39%
% Tenants Satisfied With Decent Homes Service (YTD) 2006/07		96.00%	97.25%	92.00%	89.28%	87.03%	85.84%	85.75%	91.00%	92.36%	91.18%	90.09%	89.09%
Satisfaction Comparison 2005/06		84.50%			88.93%			89.69%			90.72%		

Face to Face Survey - November 2006 - 85% satisfied with Major Works

Those living on non regen small estates reported the highest satisfaction levels (94%) and those in street and small block properties the lowest (84%). Edgware tenants expressed the highest levels of satisfaction with the major works (91%) and Finchley and Hendon tenants the lowest (both 78%). Pensioner households reported higher levels of satisfaction (90%) than adult only households (89%) who in turn were more satisfied than family households (76%).

STATUS Survey - 2006 - 76% satisfied with the Repairs Service Overall
 STATUS Survey - 2004 - 74% satisfied with the Repairs Service Overall

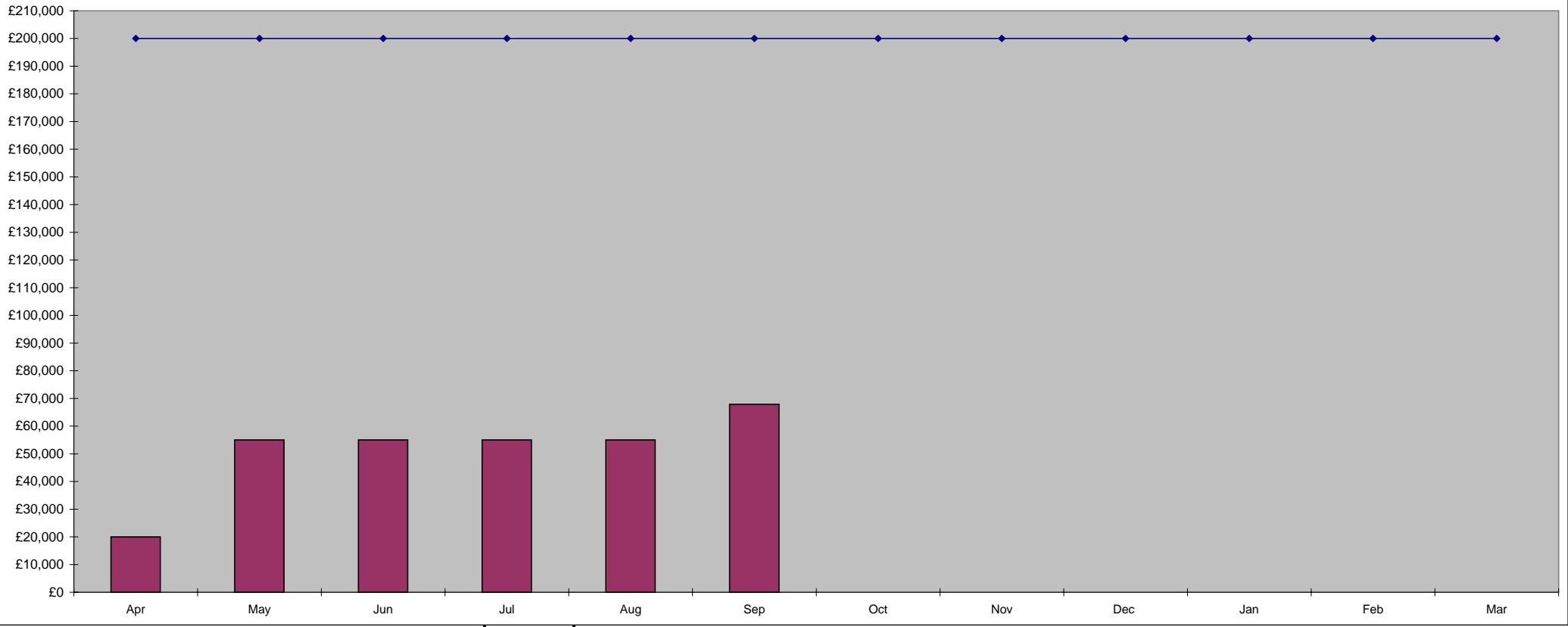
Sickness - Average Days Lost



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					
Corporate Services		0.1	0.3	0.4	0.5	0.9	1.5	1.9	2.3					
Finance		0.2	0.8	1.3	1.3	1.6	1.6	1.7	2.4					
Housing Services		0.2	0.7	1.8	3.0	4.5	5.9	6.6	7.8					
Caretakers		0.3	1.0	2.7	3.8	4.8	5.8	6.1	8.1					
Asset Management		0.3	1.3	1.4	2.7	3.5	4.1	4.1	5.9					
Service Total- Days (KLOE 1)	7	0.2	0.8	1.7	2.7	3.7	4.7	5.1	6.3					
Of Which Routine Sickness		0.2	0.5	0.8	1.0	2.7	1.6	1.7	2.3					
Total (Exc CT/SHO)		0.2	0.8	1.4	2.2	3.2	3.9	4.4	5.7					
Total (CT/SHO Only)		0.3	0.8	2.4	3.7	5.0	6.4	6.9	7.6					
End Year Projection										7.2	8.1	9.0	9.9	10.8
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	0.5	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

External Funding Attained

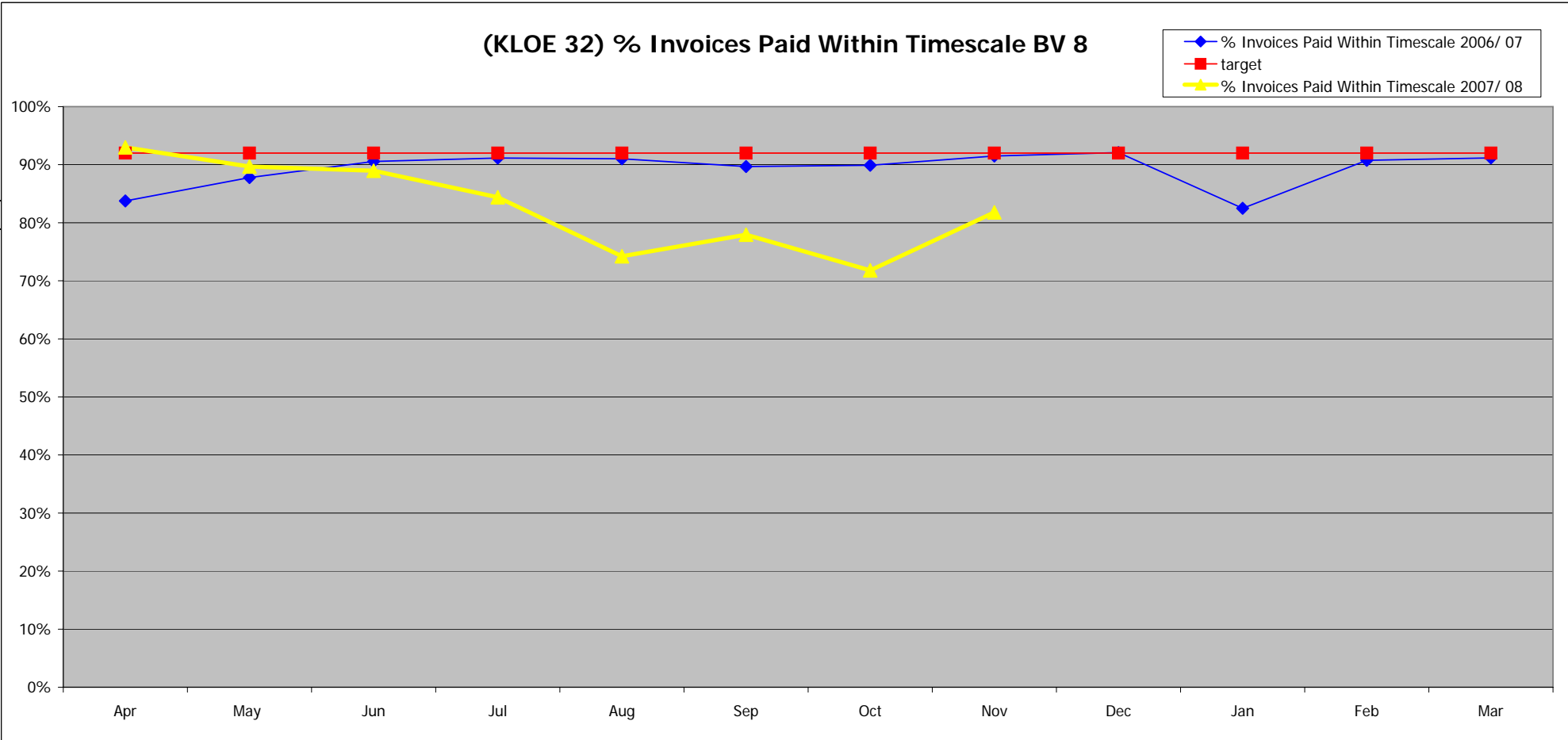
External Funding Attained Target=



Target= £200,000 74.23%

Description	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
External Funding Attained	£20,000	£35,000	£0	0	0	£12,900						
External Funding Attained YTD	£20,000	£55,000	£55,000	£55,000	£55,000	£67,900						
2006/ 07 External Funding Attained	£171,000	£171,000	£171,000	£281,000	£281,000	£281,000	£281,000	£281,000	£281,000	£175,000	£175,000	£175,000
2005-06 Comparison	£59,000	£59,000	£59,000	£59,000	£59,000	£59,000	£92,000	£92,000	£92,000	£170,000	£170,000	£170,000

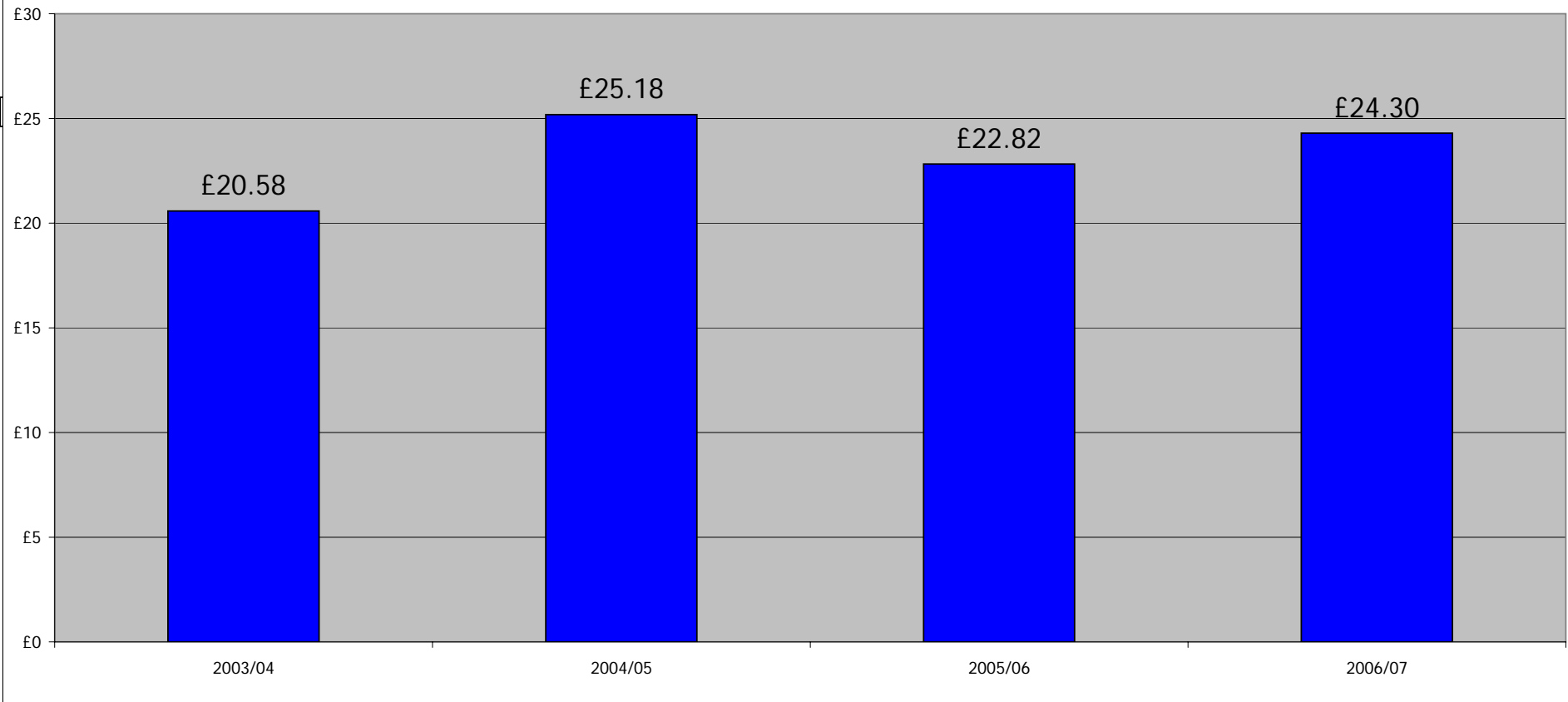
(KLOE 32) % Invoices Paid Within Timescale BV 8



Target= 92% (2006/ 07 Target= 90%)

Description	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	YTD
% Invoices Paid Within Timescale 2007/ 08	92.98%	89.68%	88.95%	84.40%	74.23%	77.93%	71.80%	81.78%					86.16%
% Invoices Paid Within Timescale 2006/ 07	83.76%	87.78%	90.56%	91.14%	91.02%	89.69%	89.90%	91.50%	92.08%	82.48%	90.75%	91.16%	

Average Weekly Management Cost



Description	2003/04	2004/05	2005/06	2006/07
Average Weekly Management Cost	£20.58	£25.18	£22.82	£24.30

Proposed introduction of Company Wide Bonus Scheme and Pilot Performance Related Pay (PRP) scheme for the Senior Management Team

1. Statement of Purpose

- 1.1 The proposed introduction of a company wide bonus scheme and a PRP scheme supports the HR strategy approved by the Board in 2006. This seeks to strengthen the performance management culture within Barnet Homes and also to incentivise and reward excellent performance by staff in delivering the Business Plan.

2. Summary

- 2.1 This paper proposes the introduction of an individual PRP scheme on a pilot basis for the senior management team and a company wide bonus scheme for all staff below this level. Both schemes would clearly link to the achievement of business plan targets set by the Board.

3. Previous reports

- 3.1 The development of both schemes has been led by the Remuneration and Nomination Committee of the Board who have received regular progress reports over the past year (also copied to all other board directors). The proposals for a company wide bonus scheme were reported to the Business Sub-Group and the Resources Sub-Group in October 2007 and were approved in principle. The proposals for individual PRP were considered by the Remuneration & Nomination Committee on 14th December 2007; they were also discussed at the Board's meeting on 17th December 2007 and detailed proposals were circulated to all directors before Christmas.

4. Recommendations

- 4.1 The Board is asked to approve the proposed company wide bonus scheme as detailed in this report.
- 4.2 The Board is also asked to approve the proposed introduction of an individual PRP scheme for the senior management team on a pilot basis, to commence from 2008/09.

5. Financial & Risk Management Issues

- 5.1 The company wide bonus scheme is estimated to cost up to £153,000 p.a. and the individual PRP scheme for the senior management team is estimated to cost up to £45,000 p.a. (based on an expected average award of 6%). Payment in both cases would be subject to the achievement of business plan targets and would reduce on a sliding scale to 0% if less than 90% of targets are achieved. Where it is not recommended that the full bonus should be paid, it is proposed that the balance is applied to a staff reserve fund (up to a maximum of

£50,000 p.a.) which could be utilised to improve performance through such things as training and development. It is also proposed to set aside a small budget for each Head of Service to recognise individual and team contributions made throughout the year. This would be determined by the Remuneration & Nomination Committee of the Board each year.

- 5.2 The company wide bonus would be paid as a one-off and be subject to normal tax and NI but would not be pensionable.
- 5.3 Payment of bonus under the SMT individual PRP scheme would be paid as part one-off bonus (as in 5.2 above) and part annual increment (until the top point of the grade is reached when payment would be all one-off); the latter element would be pensionable. Automatic annual increments and RPI increases would cease.
- 5.4 By linking both schemes to the achievement of business plan targets it is envisaged that the schemes will become self-financing as the costs will be offset by efficiencies achieved.
- 5.5 The move to individual PRP for the senior management team represents a change to the existing staff terms and conditions and would result in the loss of automatic annual pay increments and RPI increases. Whilst the majority of senior managers are expected to agree to join the scheme, if any do not, a view would need to be taken on whether to enforce this change. It is proposed that PRP should be mandatory for all new SMT appointments.
- 5.6 The success of the scheme will depend on a system of effective target setting and a robust performance appraisal to ensure performance is accurately measured and assessed. It is proposed to include some form of independent validation to the target setting and appraisal process to ensure that all PRP targets are Specific, Measurable, Achievable and Time bound and relate to business plan priorities; also, to ensure that end of year outcomes are fairly and consistently assessed. The scheme will also include an appeal process.

6. Resident Consultation and Equalities Issues

- 6.1 Resident consultation is not applicable in this case.
- 6.2 Staff and unions have been consulted on the development of both schemes. The proposed company wide bonus scheme has been welcomed by all as this would represent an additional benefit to existing terms and conditions. Originally it was envisaged to extend individual PRP beyond the senior management team, however the unions have indicated they would not be in favour of this as they consider it would be difficult to apply to some posts. This view is also supported by management.

- 6.3 The senior management team have been closely involved in the development of the individual PRP scheme. Detailed proposals were reported to them in early January and a meeting with the team is due to take place on 15th January. Feedback from this will be reported verbally to the Board meeting on the 21st.
- 6.4 The leadership of the Council has been approached regarding the proposed introduction of individual PRP and has indicated its agreement to this in principle. The details of the scheme have also been forwarded to the Council's Head of Housing who has raised no objections to the proposals and has queried whether the scheme would result in cost savings.

7. Background Information

- 7.1 The Board has indicated that it is keen to move away from the historic pay structure of automatic progression through annual increments to a system that reflects individual performance and achievement against business plan objectives. The aims of this are to improve and sharpen performance and to reward individual contribution to the company's success. These principles are enshrined within the HR strategy (approved by the Board in March 2006) which supports our Business Plan.
- 7.2 Earlier this year, the Remuneration & Nomination Committee requested that a PRP scheme be developed for staff, initially for the senior management team with a view to eventually extending this throughout the company.
- 7.3 Consultants (HR Impact Ltd) were commissioned to assist in this task and have proceeded to develop two schemes: a company wide bonus scheme (for all staff) and an individual PRP scheme (for the SMT only on a pilot basis). A brief summary of both schemes is given below (the full details have previously been circulated to all directors and are consequently not replicated here):

Summary of schemes proposed	
	Scheme applicable to
1. Company Wide Bonus Scheme	
2007/08	All staff
<ul style="list-style-type: none"> ○ simplified scheme based on an assessment of overall achievement against BP targets for 2007/08 ○ Assessment and payment following the end of financial year i.e. payment in Q1 of 2008/09. ○ Maximum proposed payment equivalent to 1 week's pay. 	
2008/09	All staff

Summary of schemes proposed	
	Scheme applicable to
<ul style="list-style-type: none"> ○ More structured scheme ○ BP targets agreed by the Remuneration & Nomination Cttee at the start of each year. Factors measured to resonate with all staff and support the corporate direction e.g. reduced sickness absence, VfM, increased customer satisfaction, total BP targets achieved ○ Maximum proposed payment as above, with sliding scale down to 0 bonus if less than 90% targets achieved ○ Targets for 2008/09 (and future years) to be set by the R&N Cttee each March ○ Programme to communicate aims and objectives of the scheme to all staff - before April 08 	below SMT
2. Individual PRP scheme	
<ul style="list-style-type: none"> ○ Proposed scheme to start from April 08 ○ Maximum bonus of 10% pa depending on performance against BP targets set at start of year ○ Targets subject to independent verification ○ Bonus paid as part increment and part one-off bonus ○ 0% bonus payable for achievement of less than 90% of targets, 4% for 90% of targets, 6% for 95% of targets, 8% for 100% of targets and 10% for achievement of 100% of targets <u>plus</u> outstanding performance outside of the normal scope of responsibility – ○ Existing market review of base salaries proposed prior to implementation of scheme to ensure that all posts start off at market level ○ Loss of automatic annual increments and RPI increases ○ PRP mandatory for all new SMT appointments 	SMT only

7.4 The principles of the company wide bonus scheme have already been approved in principle by the Remuneration & Nomination Committee and the Business and Resources Sub-groups. The Board is therefore asked to formally approve them. It is proposed that the bonus award for 2007/08 and also the proposed targets for 2008/09 and future years should be approved by the Remuneration & Nomination Committee on behalf of the Board.

7.5 At its meeting on 17th December 2007, Board members requested further benchmarking information regarding PRP schemes operating in other ALMOs. Of all the ALMOs contacted, 13 responded and of these, 3 operate a PRP, 1 has just implemented bringing a total to 4. Derby Homes, operated PRP for two years and have discontinued. From this, it is clear that most ALMOs have retained schemes they inherited from the Council. This does not preclude a different approach being

taken and the proposals outlined in this report are considered to reflect the Board's agreed HR strategy and will help further strengthen and embed performance management within Barnet Homes.

Author: Cora Vigar – Head of Corporate Services

Date: 10th January 2008

Chief Executive Officer Approved:

Date:

1. Statement of Purpose

- 1.1 Forward financial and business planning are essential in meeting the business aims of the Company and the Council. Budgets must be set realistically and match those aims.

2. Summary

- 2.1 The report summarises the results of the consultation with residents on the 2008/9 budget, and sets out the effects of the draft Housing Revenue Account (HRA) Subsidy Determination and other financial pressures on Barnet Homes. It also outlines proposals for the Business Plan format and timetable, and provides information in respect of the funding allocations for the Decent Homes programme.

3. Previous Reports

- 3.1 Business Sub-Group received reports on the 2008/9 budget on 8 August 2007, 3 October 2007 and 9 January 2008. The Board received a report on the HRA Business Plan on 12 November 2007.

4. Recommendations

- 4.1 That the proposals in respect of the Business Plan 2008/13 be agreed.
- 4.2 That the results of the budget consultation be noted and taken into account in preparation of the 2008/9 budget proposals.
- 4.3 That the report be noted and the draft budget 2008/9 and Business Plan 2008/13 be presented to the March meeting of the Board for approval.

5. Financial & Risk Management Issues

- 5.1 Covered within the report and business plan.

6. Resident Consultation and Equalities Issues

- 6.1 The Business Sub-Group agreed the scope of budget consultation and an article appeared in a special 'AtHome' in December, inviting comments and suggestions to a number of questions. These covered the use of our resources, where we should be investing more (or less), where we might get better value and what developments residents would like to see. It also asked for any preliminary comments around the future and the HRA Business Plan.
- 6.2 Some sixty residents or residents' groups have responded. These will all be written to and invited to participate further. Some of the

responses deal with specific issues and will be followed up through the complaints procedures.

- 6.3 Many of the comments received relate to the Decent Homes programme – both favourable and unfavourable. The latter comments cover in particular the demand for new windows and the scope of work undertaken.
- 6.4 Some concerns are expressed on the repairs service – a number are concerned at the reliance on one contractor/partner.
- 6.5 The areas of service suggested for development are similar to those identified in previous years – more work with young people and investment in play facilities, improvements in caretaking and grounds maintenance and improvements to the repair service. These will be taken into account in drawing up the budget proposals.
- 6.6 The Barnet Housing Consultative Panel will be considering its response at its meeting on 17 January 2008 and we will report this orally to the Board.

7. Background Information

Updating the Business Plan

7.1 Business aims and priorities

The Board has agreed six business aims:

- To provide excellent services driven by customer involvement
- To bring all homes up to Decent Homes Plus Standard by 2010
- To provide services that meet the needs of all our diverse and vulnerable customers
- To develop safe, sustainable and cohesive communities through partnership
- To develop a highly skilled, motivated and satisfied workforce which is reflected in high quality services to residents
- To develop new business aims for Barnet Homes

- 7.2 Members of the Strategic Steering Group and the Business Sub Group met with the Executive in September 2007 to consider priorities for the 2008/9 budget. They felt there should be no changes to the company's aims and objectives. It is proposed therefore that our mission statement and six business aims remain unchanged. It was felt that 2008/9 needed to be a year of consolidation and the need to further

reduce costs per property was recognised, while at the same time maintaining excellent services.

7.3 Content and style of the Business Plan

The Business Plan has been refined over the last three years. Last year we asked Housing Quality Network to review our plan to make sure it was “fit for purpose” and we included their recommendations in the 2007-12 plan. One of their recommendations was to ensure a strong value for money theme running through the plan. Barnet Council also expressed their support for the format of the plan and the section of the plan on working in partnership with the council. This included our contribution to the Council’s housing strategy objectives, community plan priorities and the importance of the Comprehensive Performance Assessment. It is proposed therefore that the style and content of the plan is similar to last year.

7.4 Balanced scorecard

Previous years Business Plans contained too many tasks and outcomes – there was a danger that what was really important and key in terms of impact could get lost. In response last year we made the Business Plan “smarter” by the including a balanced scorecard. This was supported by Housing Quality Network in their review.

7.5 There is a scorecard for each of the aims, with two additional scorecard for the efficient management of public money and equalities/diversity (the latter was requested by the Strategic Steering Group). The balanced scorecard is used to monitor the business plan and help us achieve continuous improvement and excellent services. Board Sub Groups monitor the scorecard for the business aims for which they are responsible.

7.6 Each scorecard has a limited number of issues considered in terms of:

- Where we are now
- Outcomes for one and five years
- Task
- Performance
- Value for money
- Customer involvement
- Link to service area operational plan

7.7 We will consider any comments and recommendations made by the Audit Commission on the Business Plan as part of Judgement Two (Prospects for Improvement) of their inspection report.

7.8 Timetable

A timetable for the remainder of the budget and business plan process is set out below:-

Action	Milestone
Budget Headlines report to Business Sub-Group	6.2.2008
Report to LBB Tackling Crime, Housing Overview & Scrutiny Committee	7.2.2008
Detailed operational plans finalised	Mid Feb
Complete budget consultation with Heads of Service /Business Sub Group	Mid Feb
BHCP	21.2.2008
Agree amendments to draft Business Plan with LBB	End Feb
Business Sub Group	5.3.2008
Board	17.3.2008
Print and distribute Business Plan	End April

7.9 The Housing Revenue Account and Barnet Homes' Budget

We have previously outlined the financial pressures likely to be facing the Company in the coming year, which result largely from the position of the Council's HRA and the subsidy determination by the Department for Communities and Local Government (DCLG).

7.10 Because of the late announcement of the outcomes of the Comprehensive Spending Review the draft subsidy determination was also late. Normally it is issued by the end of October, with a Final determination issued in mid-December. This year it was issued in mid-November with the Final Determination due to be announced on 14 January 2008. Further, the initial draft included incorrect information around both the Major Repair Allowances (MRA) and guideline rents, causing an amended determination to be made.

7.11 The draft determination is disappointing. There are a number of key areas of concern:-

- Management and maintenance allowances have been frozen at 2007/8 cash levels for those authorities who are at target levels – for maintenance allowances this means virtually every London borough. In previous years some inflationary protection has been provided, so this is unexpected. At 3% this represents a loss in real terms of £600,000 for Barnet.
- In calculating the guideline rent the DCLG has extended the convergence date for rent restructuring a further five years to 2016/17 – this has the effect of reducing rent increases. However for the last two years rent increases were capped overall at an average 5%, with the lost rental income being met by a 'Rental Constraint Allowance' (RCA). For Barnet this was in

excess of £750,000 in 2007/8. The DCLG has announced that this will not be paid in 2008/9, but because the effect is cumulative this means there will be a shortfall in the HRA. It has not formally announced its replacement – previously there was a ‘caps and limits’ adjustment to compensate, although this was paid a year in arrear. Should such an arrangement be reintroduced there are clearly significant cashflow issues for the HRA that will need to be addressed.

- The revised MRA shows a slight reduction in the amount which will reduce the funding for the capital programme.
- The subsidy settlement is for one year only, which makes longer term planning difficult. DCLG has announced that it will be undertaking a fundamental review of the housing subsidy system during 2008/9.

7.12 A strong response to the consultation has been made. However it is likely that greater efficiencies than previously anticipated, or service reductions, will be necessary to maintain the sustainability of the HRA. Further pressures identified are an increase in the employer’s pension contribution as a result of the triennial valuation of the pension fund, the continued effect of the regeneration phasing and the first loss of properties through regeneration.

7.13 Capital Programme

The funding allocations in respect of the Decent Homes Programme have been announced by DCLG, following the Comprehensive Spending Review. DCLG are pleased with the progress made by Barnet Homes, and have brought forward £5m of the 2009/10 allocation into 2007/8 – thus the revised sums are £18.931m in 2007/8, £15.198m in 2008/9 and £10.608m in 2009/10. This has enabled some £2m of work, mainly in the west of the borough, to be brought forward into 2007/8. The revised programme for 2008/9 onwards will be presented to the March meeting of the Board.

**Authors: Mike Wiffen, Head of Financial Services
Peter Headland, Service Development Manager**

Date: 11 January 2008

Chief Executive Officer Approved:

Date:

1. Statement of Purpose

- 1.1 This report aims to support the Board in its strategic role of maintaining an overview of work undertaken by the different Sub-Groups.

2. Summary

- 2.1 This paper gives feedback on the Sub-Group meetings held since the last Board meeting held on 12th November 2007.

3. Recommendations

- 3.1 That the report is noted.

4. Financial & Risk Management Issues

- 4.1 None arising

5. Resident Consultation and Equalities Issues

- 5.1 None arising

6. Background

- 6.1 Since the last Board meeting of the 12th November 2007 the following meetings have taken place:

- Asset Management Sub-Group – 14th November 2007
- Business Sub-Group – 5th December 2007 & 9th January 2008
- Resources Sub-Group – 6th December 2007

Feedback from these meetings is provided in the attached appendices.

Author: Marian Dowling – Board & Governance Manager

Date: 10th January 2008

Chief Executive Officer Approval:

Date:

1. The Asset Management Sub-Group has met one since the November meeting of the Board and was attended by Trevor Renouf, Vi Britchfield and Ingrid Beal a summary of issues discussed is set out below.
2. Performance Monitoring & Partnering Update
 - 2.1 The Sub-Group were given an update on the current Asset Management performance indicators, it was noted that performance has improved during the last quarter with some areas doing exceptionally well. The 60 day action plan has been effective and all outstanding actions have been delivered.
3. BH Asset Management Sustainability Strategy
 - 3.1 A Draft Strategy is now in place. The Working group consisting of residents, staff and partners is being set up.
 - 3.2 The impact on energy savings made to properties will be assessed.
4. Working with Vulnerable Tenants in Occupation
 - 4.1 Barnet Homes has various methods of identifying vulnerable tenants these include
 - Housing Services Vulnerability Register, home visits carried out
 - Supporting People Programme, housing-related support service
 - Partnership working, gathering and sharing knowledge
 - LBB/Barnet Homes Adaptations referrals, maximising independence and quality of life
 - Saffron Equalities Module, comprehensive database with preferred methods of communication.
5. Estate Works Strategy
 - 5.1 Consultation has been carried out with residents and criteria agreed and set.
 - 5.2 The Order of Priorities covers :
 - Health and Safety Issues
 - Programme works in advance (maintaining the stock)
 - Security – door entry systems, lighting, personal security, erecting gates and fencing
 - Designing out crime – landscaping, opening up dark areas etc.
 - 5.3 A Project Group to be set up to agree budget and spend.
6. Equalities Update
 - 6.1 The Sub-group were updated on the work undertaken on equalities. Revised Equality Impact Assessment (EIA) form template to be rolled out to the whole of Barnet Homes.

Author: Trevor Renouf (Chair)
Date: 10 January 2008

1. The Business Sub-Group has met twice since the November 2007 meeting of the Board and a summary of the main issues discussed is set out below.
2. Directors attending were David Sidbury, Trevor Renouf, Vi Britchfield, Monroe Palmer (December meeting) and Ingrid Beal (January meeting).
3. Budget and Finance
 - 3.1 We received monthly budget monitoring reports and have now fully allocated the contingency for 2007/8. Some transfer of monies from reserves is expected to be required but less than was budgeted. A report on issues for the 2008/9 budget was considered, and there is a fuller report elsewhere on this agenda.
 - 3.2 As delegated by the Board we approved amendments to the Company's Financial Regulations.
4. Audit and Risk
 - 4.1 We reviewed the operational risk registers and can report generally good progress against the risks identified, although there was a new 'red' risk in respect of call centre performance. At the last meeting we received the strategic risk report and considered the action plans against each item aimed at mitigating or reducing the risk.
5. Projects
 - 5.1 At our December we received an update on proposals for a residents' resource centre and agreed proposals for undertaking a scheme at Cheshir Hall, Hendon. Works were due to commence this month.
 - 5.2 We had earlier agreed to fund a pilot neighbourhood warden scheme in Brent Street, Hendon, and received a report on the outcomes at our January meeting. These were generally positive and we have agreed to consider in the draft budget proposals for 2008/9 a more permanent allocation of funds for the provision of targeted services.
 - 5.3 We approved funding and the successful tender for the new Asset Management IT System which will be implemented in early 2008/9.

Author: David Sidbury
Date: 11 January 2008

Directors Present:

Vi Britchfield (Chair)
Yetunde Onifade
Trevor Renouf

This provides feedback from the Resources Sub-group held on 6th December 2007.

Bambos Kakouratos provided an update on the H&S scorecard. There are currently no red lights and Bambos provided an update on all amber items which include: a review of the Legionella policy (scheduled for completion in March 08), implementation of quality assurance checklist for internal monitoring (to report back with timescale for implementation), residents awareness (presentation to BHCP is to be scheduled), H&S competency (to be built into appraisal from 08/09) and review of driving procedures (further legal clarification is to be sought).

The Sub-group formally approved the equality impact assessment and actions for Resources.

Gladys Mhone presented the headline findings of the staff survey recently carried out by ORC International. The Sub-group noted the response rate had been higher than predicted (63%) and included some extremely positive feedback from staff about their understanding of their role and customer service. A significant improvement was also noted in the standard of management, which suggests that the management and leadership development programme this year has clearly had some impact. These results also compared well with external organisations in the benchmark group (e.g. RSLs). However, lower levels of satisfaction were recorded in some areas e.g. communications between different service areas and inductions for new staff. The Sub-group were also concerned to note that demographic results appeared to show consistently low levels of satisfaction in some areas of the workforce (e.g. Asian/Asian British – Indian staff) and requested further analysis on this. It transpires that Asian/Asian British-Indian staff comprise 10 members of staff from different service areas and it was agreed that Gladys would arrange one-to-one discussions with these staff to ascertain why they are dissatisfied and report back the findings. The Sub-group also requested that the numbers of staff in each category should be included in the report to set the results in context (see attached). An action plan will be now be developed by the People First group to address the survey findings and will be reported to the next Sub-group meeting.

The latest HR statistics for October show that the sickness absence rate is slowing and currently stands at 5.1 days (end of year target is 7 days). The Sub-group also received a summary analysis of the numbers and costs of agency staff within the organisation. This showed that although overall numbers of agency staff are lower than last year (51 against 74), the costs are considerably higher and overall spend on agency staffing taking into account an underspend on establishment posts, is currently £155k. The reasons for recruiting agency staff were discussed and it was explained that additional staff had been taken on to help with the preparation for inspection, to cover temporary secondments, maternity cover and also to cover some hard to fill posts. The Sub-group were also briefed on a case currently going through the EU courts which could result in agency staff acquiring employment protection after only 6 weeks, which could impact significantly. Further work will be carried out to develop a policy on using agency staff and the Sub-group will monitor this.

The Sub-group also received a confidential update on the review of essential car user allowances.

Author: Vi Britchfield (Chair of Sub-group)

Date: 10th December 2007

1. Statement of Purpose

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

2. Summary

- 2.1 This paper sets out the proposed future agenda items for Barnet Homes Board.

3. Recommendations

- 3.1 That the Board's views are sought on the proposed agenda

4. Financial & Risk Management Issues

- 4.1 Not applicable

5. Resident Consultation & Equalities Issues

- 5.1 Not applicable

6. Background Information

Monday 17th March 2008

- Performance Monitoring – January 2008
- Budget & Business Plan 2008/09
- Board Remuneration
- Review of Sub-Groups
- Resident Participation VfM Review
- Balanced Scorecard & Quarterly Performance – Quarter 3
- Feedback from the Sub-Groups
- Forward Agenda Planning

Meetings to be scheduled

- Timetable for the Regeneration Estates
- Review of HRA Business Plan (July 2008)

Author: Marian Dowling

Date: 9th January 2008

Chief Executive Officer Approved:

Date: