

Homes for Islington Board of Directors
Agenda 17 December 2007
**6.30 PM to 8.30 PM**

Boardroom

Highbury House, 5 Highbury Crescent, London N5 1RN

Item	Presenter	Subject	Status	Page number	Duration
1	A Lucas	Welcome/Apologies/Introductions	Information	Verbal	6.30 – 6.35
2	A Lucas	Declaration of interests	Information	Verbal	6.30 – 6.35
3	A Lucas	Questions received from the public and questions from the floor	Information	Verbal	6.35 – 6.55
4	A Lucas & E McGoldrick	Chair and Chief Executive Report	Information	Verbal	6.55 – 7.00
5	E McGoldrick	Appointment of new Directors	Information	1	6.66 – 7.00
6	E McGoldrick	Election of Chair and Vice-Chair	Decision	Verbal	7.00 – 7.05
7	Chair	Appointment of Directors to Sub-Boards, Committees and Portfolios	Decision	Verbal	7.05 – 7.10
8	Chair	Minutes of 15 <sup>th</sup> October 2007 and matters arising	Decision	3	7.10 – 7.20
9	E McGoldrick	Business Plan 2008-13 (first draft)	Decision	11	7.20 – 7.35
10	E McGoldrick	Customer Care Options	Decision	17	7.35 – 7.50
11	E McGoldrick	Health and Safety Policy	Decision	25	7.50 – 8.00
12	E McGoldrick	HFI Business Plan Objectives 2007/08 (qtr 2) and September PIs	Decision	27	8.00 – 8.10
13	E McGoldrick	Community Engagement Action Plan Update	Monitoring	33	8.10 – 8.20
14	E McGoldrick	Capital and Financial Performance Management	Monitoring	53	8.10 – 8.20
15		Reports back from:	Information		8.20 – 8.30
	K Barns	a) Contracted Services Sub-Board 9 <sup>th</sup> October 2007		57	
	L Round	b) Managed Property Sub-Board 10 <sup>th</sup> October 2007		59	
	T Coyle	c) Investment and Delivery Committee 17 <sup>th</sup> October 2007		61	
	A Lucas	d) Chairs Agenda Planning Committee 29 <sup>th</sup> October 2007		63	
	A Borrie	e) Finance Committee 8 <sup>th</sup> November 2007		65	
	S Town	f) Audit Committee 27 <sup>th</sup> November 2007		67	
	E Niles	g) HR Committee 27 <sup>th</sup> September 2007		69	
16	Chair	Forward Plan	Decision	71	8.20 – 8.30
17	Chair	Any other business and date and time of next meeting - 6.30pm, Monday 25 <sup>th</sup> February 2008, Highbury House	Information	Verbal	8.20 – 8.30



Report of	Team	Job Title
Mike Sims	Chief Executive Directorate	Company Secretary

Name of Meeting	Date of Meeting	Agenda item	Status
HFI Board	17 <sup>th</sup> December 2007	5	Information

**Subject:** Appointment of HFI Board Directors

## 1. Synopsis

- 1.1 This report sets out proposals for the approval of Resident and Independent Board Directors following recent election and selection procedures.

## 2. Recommendations

- 2.1 That the Board notes the Council has approved the nominations of Ann Lucas and Claudia Webbe as Independent Directors and Barbara Coventry, Eddie Niles, Joe Trotter and Jessie White as elected Resident Directors with effect from 17<sup>th</sup> December 2007.

## 3. Background

### 3.1 Appointment of HFI Resident and Independent Board Directors

- 3.1.1 In accordance with the Articles of Association of Homes for Islington Limited, the following proceedings were completed during the month of September 2007.

#### ◆ Resident Directors

Elections were held for all households in the south of the borough under the supervision of the Electoral Reform Society. As a result of these elections, the council is appointing Barbara Coventry, Eddie Niles, Joe Trotter and Jessie White to the HFI Board.

#### ◆ Independent Board Directors

Following an advertising campaign, HFI received 14 applications for 2 vacant Independent Board Director positions. 7 applicants were shortlisted for interview after which Ann Lucas and Claudia Webbe were selected and are eligible for nomination to the HFI Board.

- 3.1.2 Appointments to the Board have to be approved by the Council as the sole Member of the Company and this approval is attached at Appendix A.

Report Author: Mike Sims, Company Secretary  
 Telephone: 0207 527 4319  
 E-mail address: michael.sims@homesforislington.org.uk



**Homes for Islington  
Board of Directors Meeting  
Minutes of 15<sup>th</sup> October 2007  
Highbury House, 5 Highbury Crescent, London N5 1RN**

**Present:** Ann Lucas (Chair), Kate Barns, Adam Borrie, Barbara Coventry, Theresa Coyle, Richard Greening, Caroline Jenkinson, Eddie Niles, Louise Round, Barbara Sidnell, Des Smith, Steve Town, Jyoti Vaja (Directors)

**In attendance:** Eamon McGoldrick (Chief Executive), John Phillips (Director of Property Services), Mike Sims (Company Secretary), Joe Trotter (Shadow Board Director) Mark Jenkins (Senior Governance Officer – Minutes)

**Apologies:** Jessie White (Vice Chair), John Gilbert, William McGarvie, Claudia Webbe (Directors)

	ITEM	ACTION
<b>1</b>	<p><b>Welcome/Apologies/Introductions</b></p> <p>a) The Chair opened the meeting at 6:35pm. b) The Chair gave apologies for the above.</p>	
<b>2</b>	<p><b>Declarations of Interest</b></p> <p>a) Theresa Coyle and Barbara Sidnell declared an interest in Item 8 concerning risk STR 024 (Delivery of the Finsbury Park Neighbourhood Management Project) as members of the Board for the project. b) Jyoti Vaja declared an interest in Item 14 (New Build Processes) as a member of the South Area Planning Committee.</p>	
<b>3</b>	<p><b>Questions received from the public and questions from the floor</b></p> <p>a) The following questions were received in writing from Dr Turhan Ozen:</p> <p>1) How many people work for HFI? <i>A) 784 Permanent + 120 agency/temporary = 904 total</i></p> <p>2) How many people work for the Homeownership Team? <i>A) 45 Permanent + 10 Temporary = 55 Total</i></p> <p>3) What is the total payroll for the Homeownership Team? <i>A) The budget for the permanent staff is £1,167,730. This equates to approx £26,000 per staff member.</i></p>	

4) Do the running costs for HFI include hire of buildings and equipment?

A) *Yes they do.*

5) How are all these costs reflected in the service charge bill?

A) *Costs for services are apportioned according to the nature of the service provided, taking into account of the tenure, size of properties that the costs serve and the service that the homeowner receives. There are three areas where costs are taken into account when assessing the rechargeable costs for providing management. Home Ownership, AHO and Central Costs. Relevant Costs are divided over the number of properties that use the service.*

6) What are the differences in service charge bills relative to leaseholders and freeholders? How are these charges calculated?

A) *Because freeholders are responsible for the upkeep, repair and maintenance of the fabric and structure of their homes, unlike leaseholders they only contribute towards services provided to the estate where the property is situated. For example, grounds maintenance and repairs to estate roads and paths. For instance salary costs for repairs taking are only used for the estate proportion and not block. Freeholders on estates receive a 25% discount on their caretaking recharges. Freeholders do not receive some of the services that are provided to leaseholders and are therefore not recharged for these services. Grounds Maintenance and Estate lighting are recharged at the same rate as that of a leasehold property on the same estate.*

7) On which law or agreement-with-residents is the service charge based on? Does the council use service charges as a cash raising scheme or is it you-pay-for-what-you-get?

A) *Its the lease or freehold transfer agreement that forms legal basis on which service charges are calculated and demanded, and this gives the council the right to recover the true actual costs of providing services to its leaseholders and the associated management and administration costs. Service charges are covered by the Landlord & Tenant Act 1985.*

b) The following questions were received from Mr Brian Potter:

1) Given that the eligibility criteria for being an ILA director was not signed off by the ILA Steering Group, will the Board agree to revoke the ballot and let the Steering Group approve the criteria?

a) *The Chair agreed that a meeting would be arranged that week to discuss these issues between HFI, LBI, Consensus and the ILA Steering Group.*

2) Will the Board agree to a 2 week postponement for applications to be returned given this and the recent postal strike?

a) *The Chair reported that HFI had already agreed to postpone the deadline for 1 week but that any further decision would be need to be made at the meeting as LBI and Consensus should be involved.*

c) The following questions were received from Mr Richard Rosser:

1) Can the Steering Group negotiate terms with Consensus rather than HFI doing so in order to demonstrate that ILA is an independent organisation?

a) *It was explained that until a Board is elected the ILA does not exist as a legal entity hence it is unable to enter into contracts. The Steering Group is not a legal entity.*

2) The Steering Group previously enjoyed good dialogue with HFI staff. Can this be resumed?

a) *It was explained that the offer of a meeting for this week was an attempt to do so.*

d) The following question were received from Mr Rikki Blue:

1) Can the Board clarify the funding arrangements for the ILA and for the elections?

a) *It was explained that the 40p charge has started to be collected from 1<sup>st</sup> October 2007 but that LBI has pre-funded certain aspects for ILA to ensure that it can be set up in time to make use of the funding. The expenses for the election will be charged to the ILA account.*

e) The following question was received from Mr Chris Radway:

1) The criteria is detailed in one section of the pack but in another it states that these criteria are “not applicable”. Given this inconsistency can the Board confirm that the ballot will be re-run, any new ballot funded direct from LBI and that sufficient time would be allowed for nominations?

a) *It was agreed to check this matter and discuss it further at the joint meeting.*

f) The following questions were received from Mr Eugen Hockenjos:

1) The Board has previously stated that it did not possess relevant Health and Safety skills. Can it confirm if this situation has changed?

a) *The Chair referred to the previous response that the Board directors do not have such skills but are not required to have them under company law. The Board has a range of skills that are appropriate for its function.*

Mike Sims

	<p>2) Would HFI apply the 2006 Fraud Act if funds had been given to incompetent professionals? Can HFI confirm how much funding has gone on HHSRS training courses?</p> <p>a) <i>It was noted that Mr Hockenjos had asked health and safety related questions on a number of occasions at previous Board meetings. It was therefore agreed that the Director of Property Services would write a definitive reply on the subject to Mr Hockenjos detailing HFI's policies and addressing Mr Hockenjos' concerns raised in his specific questions as this meeting.</i></p> <p>3) What is HFI's policy is regarding breaches by a framework contractor or Partners for Improvement in Islington?</p> <p>a) <i>It was noted that this would be picked up through HFI's existing monitoring arrangements.</i></p>	John Phillips
4	<p><b>Minutes of last meeting 20<sup>th</sup> August 2007 and matters arising</b></p> <p><b>The minutes were approved as an accurate record.</b></p>	
5	<p><b>Chair report and Chief Executive report</b></p> <p><b>a) Chair's report</b></p> <p>i) The Chair welcomed Joe Trotter to the meeting as the new resident director following the recent election process. It was noted that Joe was shadowing the Board until his formally adoption at the next Board meeting in 17<sup>th</sup> December 2007. Barbara Coventry, Eddie Niles and Jessie White were also re-elected. Ann Lucas and Claudia Webbe had also been reselected as independent directors.</p> <p><b>b) Chief Executive's report</b></p> <p>The Chief Executive informed the Board:</p> <p>i) HFI's Chartermark accreditation had been retained for a further two years.</p> <p>ii) That HFI had received an award from the UK Training Awards for its 1 day programme in dealing with aggressive customers.</p> <p><b>The reports were noted.</b></p>	
6	<p><b>Development of ASB Service</b></p> <p>a) The Chief Executive introduced a report providing an update and seeking a decision on the use of mosquito alarms and "naming and shaming" as tools for tackling antisocial behaviour.</p> <p><b>The Board:</b></p>	

	<p><b>Agreed not to proceed with the provision of and use of mosquito alarms.</b></p> <p><b>Gave approval to introduce a policy on publicity that will include the identification of individuals who have been subject to enforcement action in accordance with Home Office guidelines.</b></p>	
7	<p><b>FITMO Recognition</b></p> <p>a) The Chief Executive introduced a report informing Board of discussions between HFI and TMO representatives to establish and recognise an umbrella organisation for TMOs.</p> <p>b) The Board raised concern that this was manager driven and that there did not appear to be involvement from the TMO Boards.</p> <p>c) It was agreed that detailed financial implications should be produced to be signed off by Board.</p> <p>d) It was agreed to give in principle agreement to the recognition of AITMO if it asked for this in the future.</p> <p><b>The Board:</b></p> <p><b>Noted the activity so far in respect of FITMO;</b></p> <p><b>Agreed to the principle of HFI working in partnership with an umbrella organisation of TMOs;</b></p> <p><b>Delegated to the Chief Executive the authority to work up a detailed process for the formal recognition of FITMO.</b></p>	Simon Kwong
8	<p><b>Risk Register</b></p> <p>a) The Chief Executive introduced the latest version of the risk register for review by Board</p> <p>b) It was noted that risk STR 020 (Failure to have inadequate insurance cover for HFI's operations) was incorrect and should read "Failure to have adequate insurance cover ...".</p> <p>c) It was agreed that Audit Committee would consider whether or not the New Build risk should be categorised as high.</p> <p>d) It was agreed that the consultation implications should be more detailed in future reports.</p> <p><b>The Board:</b></p> <p><b>Noted the progress on prevention and mitigation of risks as shown in Appendix A to the risk register.</b></p> <p><b>Noted that there are no current high red risks.</b></p> <p><b>Approved the current medium high (now shaded in blue in line with other meetings) risks as detailed in paragraph 3.8 of the report.</b></p> <p><b>Approved the new risks as set out in paragraph 3.9 of the report.</b></p>	David Selo  David Selo David Selo

	<b>Noted that there are no deleted risks in the report.</b>	
<b>9</b>	<p><b>Sustainability Strategy Action Plan Update and Islington Climate Change Partnership</b></p> <p>a) The Chief Executive introduced a report setting out the update to HFI's Sustainability Action Plan.</p> <p><b>The report was noted.</b></p>	
<b>10</b>	<p><b>Resident Involvement Action Plan Update</b></p> <p>a) The Chief Executive introduced a report updating Board on progress against the Resident Involvement Action Plan, which was agreed along with the Resident Involvement Strategy by Board in April 2007</p> <p>b) It was agreed that future reports would include measurable outcomes to show if actions are on track.</p> <p><b>The report was noted.</b></p>	Simon Kwong
<b>11</b>	<p><b>Reports Back From Sub-Boards and Committees</b></p> <p><b>The reports were noted.</b></p>	
<b>12</b>	<p><b>Forward Plan</b></p> <p><b>The forward plan was agreed.</b></p>	
<b>13</b>	<p><b>Any other business and date and time of next meeting</b></p> <p>a) Next meeting at 6.30pm, Monday 17<sup>th</sup> December 2007, Highbury House.</p>	
<b>14</b>	<p><b>New Build Processes</b></p> <p>a) Eamon McGoldrick and John Phillips gave a presentation on New Build and the governance arrangements associated with the implementation by HFI.</p> <p>b) It was noted that Circle Anglia had offered to be HFI's mentor in the New Build work. The Board raised concern that Circle might not be able to provide the service expected.</p> <p>c) The Board raised concern that it had not been consulted in the New Build proposals.</p> <p>d) It was noted that LBI's decision on what properties were required was not based on a housing needs assessment which is recognised as best practice.</p> <p>e) It was noted that HFI / LBI had taken advice from RSL's on specification, design and planning issues.</p> <p>f) It was noted that staff would provide information to Board on any local lettings policy and of the decision of LBI regarding the New Build project.</p>	John Phillips

	<p>g) It was noted that green roofs could help with insulation costs, etc.  h) It was noted that the report did not detail any financial implications regarding revenue or capital.  i) It was confirmed that the fourth site in Moira Street had been given to an RSL to develop.  j) It was confirmed that the funding given by LBI included staffing costs.  k) Concern was raised over the role of LBI's site finder. It was noted that Wandsworth Council had been censured by the Mayor of London for this approach and it would be prudent to wait until it was known what action the Mayor would take before going down this route.  l) It was agreed that training would be organised for Board directors on New Build as appropriate.</p> <p><b>The Board agreed:</b></p> <p><b>Scheme approval by the Board, programme management by IDC and day to day implementation by the Chief Executive.</b></p> <p><b>Finance Committee to confirm that schemes are financially deliverable (in terms of revenue and capital) and IDC to confirm that new technology is deliverable and reliable.</b></p>	<p>Mike Sims</p>
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There being no further business to conclude the Chair closed the meeting at 8:55 pm

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**Chair: Ann Lucas**

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**Date**



Report of	Team	Job Title
Simon Kwong	Chief Executive Directorate	Head of Performance & Service Development

Name of Meeting	Date of Meeting	Agenda item	Status
HFI Board	17 <sup>th</sup> December 2007	9	Decision

## **Subject of Report: Business Plan 2008/13**

### **1. Synopsis**

This report presents the first draft of next year's business plan for in principle agreement by Board.

### **2. Recommendation(s)**

That Board:

- 2.1 Gives in principle agreement to the content and format of the draft business plan.
- 2.2 Agrees to receive a final draft at its meeting on 25th February 2008.

### **3. Background**

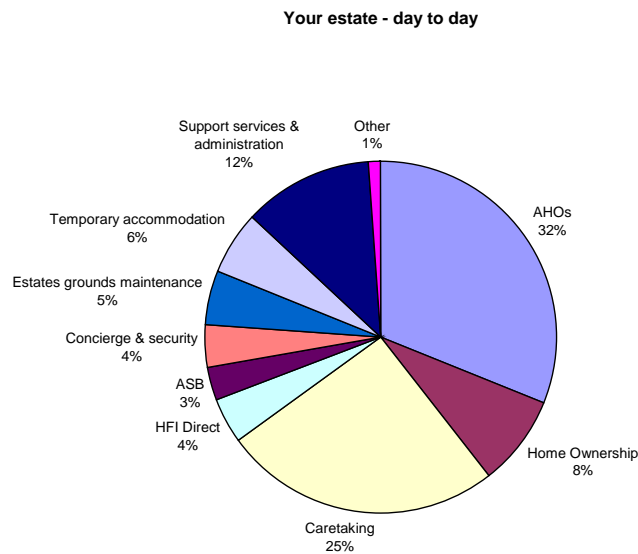
#### **3.1 Business Plan Timetable**

HFI is compliant at this stage with the business plan timetable (Appendix 1).

### **4. Business Plan 2008/13 proposals**

- 4.1 Senior Management Team (SMT) began the business planning process by reviewing the 2008/09 management fee budgetary resources in June 2007. Service Directors are working to ensure that budget savings previously agreed for 2007-08 are delivered to produce a balanced budget by March 2008.
- 4.2 SMT's initial improvement/efficiency proposals were produced in July 2007, informed by the Kwest tenants' survey and ongoing and completed service efficiency reviews being undertaken within HFI. This resulted in the draft Business Plan 2008-13, which included draft objective proposals with indicative growth costs and expected efficiency savings.
- 4.3 HFI's extended management team were consulted on options for 2008-09 on 25th July 2007. SMT has also sought to grade these objectives in priority order so that highest priority actions are agreed should funding not be available for all proposals.
- 4.4 HFI tenants and leaseholders were consulted on their priorities and expectations at the Residents' Conference in September. Residents were informed of tenants' survey results and conference organisers worked with residents to agree the most effective and economic solutions to areas of dissatisfaction.

The initial exercise asked residents to vote on what current areas of spend (fig 1) should be HFI's top spend and what should be second priority and so on.



The results were overwhelmingly in favour of more spend on antisocial behaviour measures and concierge and security. This was found to be the participants top priority as well as their second priority. Third priority was caretaking, fourth estates ground maintenance and fifth Home Ownership services. As might be expected temporary accommodation was not regarded as priority for residents.

4.5 The results of the conference were provided to Board Directors at the Board away weekend in October 2007.

4.6 Since Board last saw a draft at the away weekend, and in response to feedback from Directors and inspectors on the recent Audit Commission inspection, there are two main changes:

- The Vision/Values and Mission Statement have been amended to reflect both the widening scope of HFI future activity beyond traditional landlord functions and the national agenda for housing organisations such as increased community engagement.
- Future objectives beyond 2010, such as new build and trading, are given increased weight and are further quantified.

4.7 Board is asked to note that the attached is in a more draft form than was anticipated in the business plan timetable. This will be rectified over the coming weeks. It also provides the opportunity to incorporate the headlines from the ALMO Re-inspection report that is due to be delivered by the Audit Commission on the 14<sup>th</sup> January 2008.

4.8 In addition the draft HRA subsidy determination was issued late. Allowing for a period of consultation a further delay is expected in the announcement of a final determination. The HFI management fee has been negotiated with the Council on the basis of the draft determination but this will have to be re-visited in the event of a large disparity between the draft and final HRA subsidy announcements.

## 5. Financial implications

## 5.1 Capital implications

- 5.1.1. The Director of Resources reports that for business plan priorities that require capital investment, LBI has confirmed that it will consider spend to save bids from HFI. HFI will need to present a business case to LBI for upfront capital investment and arrangements to pay back the money in future financial years.

## 5.2 Revenue Implications

- 5.2.1 The 2008/09 budgetary position as reported to the last the meeting, is that HFI will be carrying forward to 2008/09 a deficit in the budget of £546k. This relates to one off additional management fee received in 2007/08 only for the following items:

	£'000
2005/06 surplus carried forward to 2006/07	300
Termination of PFI2 parachute payment	100
Final instalment of Packington Estate stock transfer	146

- 5.2.2 It was reported at the last Board meeting that LBI has asked HFI to look at efficiency savings of between 3 to 5%. At the end of November 2007 LBI received notification of the 2008/09 draft Housing Revenue Account (HRA) subsidy determination and LBI has updated 2008/09 HRA projections. Subject to the issue of the final 2008/09 HRA subsidy determination in mid January 2008, LBI has confirmed an efficiency target of 3% is required on the management fee. It has been estimated that at 3% the efficiency target for the management fee is £1.3m. The savings that HFI need to identify, inclusive of £546k 2008/09 budgetary shortfall, is £1.8 m.
- 5.2.3 A report was presented to Board at its October 2007 away day and Finance Committee on 8<sup>th</sup> November 2007 on efficiency savings under consideration. Senior Management Team has carried out a financial and priority assessment of the proposed efficiencies. It is considered £1.8m savings target can be achieved on the proposals submitted.
- 5.2.4 For 2008-13 business plan proposals where spending growth has been identified, funding will need to be identified. Board should give consideration to responses from the consultation process and its priorities, as to whether they would wish to see a higher efficiencies target to fund priority spending growth areas.
- 5.2.5 A financial review report on the business plan will be submitted to Finance Committee on 10<sup>th</sup> January 2008, which will provide the financial detail for the Committee's scrutiny on achievement of 2008/09 efficiencies target and proposed funding for business plan priorities.

**5.3 Efficiencies** – Incorporated into revenue implications section.

**5.4 Risks** – Through the business planning processes and setting the budget for the financial year HFI, need to carefully manage the risk of not setting an unbalanced budget that leads to a trading loss. Where there is a budgetary shortfall robust saving proposals need to be identified to bridge the gap and minimise the risk of a trading loss.

## 6. Legal Implications

None specific to this report

## 7. Equality implications

Included within the Business Plan and will comply with HFI's Equality and Diversity Strategy.

**8. Sustainability Implications**  
Included within the Business Plan

**9. Consultation implications**  
In November 07 Consultative Panels were asked to consider the relative priorities of 23 service objectives which are reflected in the overall document, together with the outcomes from the Resident Conference.

Report Author: Simon Kwong, Head of Performance & Service Development  
Telephone: 020 7527 4027  
Email address: [simon.kwong@homesforislington.org.uk](mailto:simon.kwong@homesforislington.org.uk)

## Appendix 1 - Business Planning timetable 2007/08

Date	HFI Action	LBI Action
June 2007		Publication of LBI's Corporate Plan 2007/08
21 <sup>st</sup> June 2007	Review by SMT of 2008/09 management fee budgetary resources	
June/July 2007	Service Directors' initial improvement/efficiency proposals	
11 <sup>th</sup> July 2007	Review by Finance Committee of 2008/09 management fee budgetary resources	
August 2007	Initial financial feasibility assessment by SMT of possible business plan proposals	
Sept 2007	HFI Management Fee negotiations begin with LBI	HFI Management Fee negotiations begin with LBI
Sept 2007		Joint Board away day: Revenue MTFS, Capital MTFS & budget consultation (Capital and GF)
6 <sup>th</sup> September 2007	Initial financial feasibility assessment by Finance Committee of business plan proposals	
Sept 2007	Consulting on priorities/suggestions for improvement and efficiencies with TRA members	
Sept 22 2007	Residents conference consulting on priorities/suggestions for improvement and efficiencies	
5 <sup>th</sup> and 6 <sup>th</sup> Oct 2007	HFI Away Day BP discussions	
15 <sup>th</sup> Oct 2007	Draft HFI Business Plan objectives to HFI Board	
15 <sup>th</sup> Oct 2007	HFI Managers' seminar on BP proposals	
24 <sup>th</sup> Oct 2007	Review by SMT of cost of proposals in the business plan	
Nov 2007	Feedback from Residents' Conference, September consultation and November Consultative Panels	
8 <sup>th</sup> November 2007	Business Plan costing report to Finance Committee	
Dec 17 2007	HFI Business Plan (1st draft) to HFI Board	
Dec 2007	HFI Business Plan (1 <sup>st</sup> draft) inc. provisional PI targets to LBI for	

	approval	
Dec 2007		Provisional Local Govt Finance settlement
Dec 2007		LBI confirm to HFI the level of efficiency gains to be achieved in 2008/09
Jan 2008	AES to LBI for approval as part of management fee approval	
Jan 2008		LBI approve HFI draft AES
Jan 2008	Review and sign off by SMT of 2008/9 draft budget and funding proposals	
10 <sup>th</sup> January 2008	Report to Finance Committee on 2008/09 Draft Budget	
Jan 2008	Conclusion of HFI/LBI management fee negotiations	Conclusion of HFI/LBI management fee negotiations
Feb 2008		Executive – Final budget report
Feb 2008	Final agreement of HFI performance targets	Final agreement of HFI performance targets
Feb 2008	Final draft to Board for approval	
Feb 2008		LBI approve HFI Business Plan
March 2008	Launch 2007-12 Business Plan at staff conferences	
March 2008		Confirm HFI management fee
May 2008	Business Plan incorporates 2007/08-year end performance figures and is printed and distributed.	

Report of	Team	Job Title
Doug Goldring	Chief Executive Directorate	Director of Operations

Name of Meeting	Date of Meeting	Agenda item	Status
HFI Board	17 <sup>th</sup> December 2007	10	Decision

**Subject of report:** Review of Estate Surgeries

## 1 Synopsis

- 1.1 At its meeting of 20<sup>th</sup> August 2007, Board agreed a reduction of surgeries from 4 times a week to 2, from 1<sup>st</sup> October 2007. This report updates the Board on the effectiveness of the two surgeries held at Mayville Estate and Durham Road

## 2 Recommendations

That the Board:

- 2.1 Agrees to discontinue this service and notes the alternative proposals to provide services to these and other vulnerable customers.
- 2.2 Agrees that HFI continue to actively increase publicity relating to the additional opening hours at Upper St Area Housing Office, increased home visits, availability of the Home Ownership Unit reception for dropping housing benefits forms and using free phones and to promote the services provided by HFI Direct.
- 2.3 Notes the increased use of Home Visits in these two areas as an effective method of engagement with residents.
- 2.4 Notes that officers will be contacting the vulnerable customers in the area, using information from diversity mapping, and offer them home visits.

## 3 Background

- 3.1 On 31<sup>st</sup> July 2006, Board agreed that both Boleyn Road and Isledon Road were to close and, as a result, HFI agreed to the setting up of two local surgeries to assist vulnerable residents. On 23<sup>rd</sup> October 2006, it was agreed that HFI increase home visits for people who prefer face-to-face contact, would be monitored through Managed Property Sub-Board (MPSB).
- 3.2 Following the implementation of the Area office restructuring decision, surgeries at these two locations commenced on 2<sup>nd</sup> April 2007.
- 3.3 On 20<sup>th</sup> August Board agreed a reduction of the surgeries from 4 times a week 2, from 1<sup>st</sup> October 2007. This was done because take up in the period April to August 2007 was very low. The Board asked for further publicity about the revised estate surgery arrangements. Board further agreed that the arrangement be reviewed after a period of time.

- 3.4 Since 1<sup>st</sup> October 2007, surgeries on the Mayville Estate and Durham Road have reduced to one session per week in each location.

**Table 1: The present surgery timetable is as follows:**

Location	Days	Times
Mayville	Monday	10.00am – 12.00 Noon
Durham Road	Friday	10.00am – 12.00Noon

- 3.5 From the 1<sup>st</sup> October 2007 until the 21<sup>st</sup> November 2007, 14 surgeries have been held. There has been very low take up and the breakdown of callers is as follows (due to staff shortages we where unable to hold a surgery at Durham Road on the 9<sup>th</sup> November 2007):

**Table 3: Callers to Surgery – Reason**

Reason for Visit	Mayville	Durham Road
Rent Queries	1	1
Repairs	0	0
Tenancy Queries	2	2
Transfer	0	0
Parking	0	0
Other	0	0
Total	3	3

## 4 Publicity

- 4.1 Posters have been displayed in the windows of Upper Street Area Office advertising the amended surgery times.
- 4.2 Posters have also been displayed in the communal areas of the estates served by these surgery arrangements. These posters give information on the range of services available.
- 4.3 The surgeries and subsequent revisions have been publicised in the Members Bulletin as an information item.
- 4.4 Resident Representatives for the Upper Street Area were advised of the revised surgeries and information was also circulated at the last Area Housing Panels.
- 4.5 Details have also been published in the Residents Newsletter.

## 5 Financial Implications

- 5.1 There is currently one, 2-hour surgery sessions at each location. In order to comply with the Health & Safety risk assessment requirements, and the undertakings given to the Trade Unions, two members of staff must be present at each surgery session.

Additionally, it takes approximately half an hour each way for staff members to travel to and from the surgeries. Each surgery session, therefore, takes (2+1) x 2 hours = 6 staff hours and this equates to 12 staff hours per week for the 2 sessions at the two locations.

- 5.2 The above equates to £222.84 per week which amounts to £1,782.72 for the recent 8 week review period. Additionally, public transport travelling costs for the staff amount to amount to 4x £7.00 x 12 = £336.00
- 5.3 HFI currently hires the Mayville Community Centre surgery room at a cost of £50 per week. This adds £400.00 to the cost for the duration of the review period. There is no charge for the use of Durham Road as these premises are managed by HFI.
- 5.4 The staff that provide this service have access to the HFI data systems via the use of laptops. There has also been IT costs associated with setting up of the remote access to the computer/software systems. Additionally, we have had to purchase portable printers for the laptops at a cost of £316 with a further £80 spent on remote panic/attack alarms.

Therefore, the quantifiable costs associated with the service provision during the last 8 week period is as follows:

**Table 3: Breakdown of costs for providing the service**

<b>Areas of Expenditure</b>	<b>Associated Cost</b>
Staffing	£1,782.72
Security Measures	£ 19.00
Room Hire	£ 400.00
Staff Travelling Costs	£ 336.00
Printers	£ 74.00
<b>Total</b>	<b>£2611.72</b>

***This equates to £435 per visit.** (£2611.72 divided by 6 visitors to the 2 surgeries))*

## **6 Issues for Service Provision**

- 6.1 It is the view of managers that this is a very expensive and inefficient way of providing a service, which has not proved to be popular amongst the service users. On the other hand, the new Upper Street office has proved to be extremely popular with customers and attracts on average of 3578 customer visits per month, which equates to 138 callers per day. The customer attendance at this office has remained consistent since the relocation of services.
- 6.2 The fact that we are regularly having to take staff out to provide surgery cover is clearly having a detrimental effect on our ability to provide home visits and interview customers in the office. This is also adversely affecting our attempts to control rent arrears, which are a very high priority.

### **6.3 Extend Opening Hours**

In order to improve access to our services, the Upper Street Area Housing Office has extended opening hours as follows:

**Table 4: Opening Hours**

Relevant Days	Opening Times
Wednesday Evenings	Open till 7.00pm
Saturdays	9.00am – 12.00 noon

## 6.4 Office Visitors - Breakdown by Ward

6.4.1 I-world data used to record visits does have the ward breakdown of our tenants and leaseholders. This data has been used to carry out ward comparisons to assess whether customers from the two wards most affected (Finsbury Park and Mildmay) are less likely to visit the Upper Street office. The comparisons are shown in Table 5, which shows visits per every 100 units of stock in each ward from April 07 to October 07 and for month of Oct 07 only.

**Table 5: Comparison of Visitors to the Upper Street Office by Ward**

Ward	Nos. of Units		Visitors per 100 units	
	Nos.	%	Apr 07-Oct 07	Oct-07
<b>CANONBURY</b>	1998	21.5	25.3	5.0
<b>FINSBURY PARK</b>	1959	21.1	25.4	7.2
<b>HIGHBURY EAST</b>	1537	16.5	21.7	5.5
<b>HIGHBURY WEST</b>	1563	16.8	24.8	5.4
<b>MILDMAY</b>	2240	24.1	31.5	6.5

6.3.2 It can be seen from the above table that Mildmay and Finsbury Park generally have a higher visitors to stock ratio than other wards. This would indicate that the residents in these wards are not necessarily deterred from using the office due to the travelling distance.

## 7.0 Additional Information

### 7.1 Home Ownership Office

7.1.1 In addition, the Home Ownership Team based at Isledon Road are providing tenants and residents with information including application forms, collecting completed housing benefits forms and encouraging our customers to use the appropriate Area Housing Offices. Home Ownership reception also has courtesy phones for customers to use when ringing Area offices and the various LBI departments

### 7.2 Targeted Work

7.2.1 HFI is expanding its community engagement role and building links with organisations representing, and working with, some of the most vulnerable and disadvantaged members of our community. This process will identify an unmet need of our customers in terms of providing access to our services. It is intended that as,

and when, such need is identified, we will in consultation with these customers and their representatives develop a more targeted approach to providing our services.

### **7.3 Additional Home Visits**

- 7.3.1 There is an urgent need to use the existing staffing resources in a more cost-effective manner to ensure maximum benefit for our customers. Our staff members continue to provide home visits to support customers on matters such as rent arrears, tenancy welfare and the new tenancies. During the 8-week period under review, Upper Street Tenancy and Income Recovery staff carried out 313 home visits and this compares with an average of 270 visits for an 8-week period last year, an increase of 16 for a comparative area. It should also be noted that this figure does not include any data relating to the tenancy management, tenant welfare and anti-social behavior reports, as this information is not readily available from the computerized database.
- 7.3 HFI has now collected diversity information on 70% of its customers. We intend to use this information to identify our most vulnerable customers and offer them home visits in Upper Street area. This would help to ensure that all our tenants and leaseholders have an equal access to our services.

## **8.0 Implications**

### **8.1 Financial Implications**

#### **8.1.1 Revenue Implications**

Contained within the report (section 5).

#### **8.1.2 Capital Implications**

None specific to this report.

#### **8.1.3 Efficiency Implications**

Contained within the report (section 5).

#### **8.1.4 Risk**

Contained within the report.

### **8.2 Legal Implications**

8.2.1 None specific to this report.

### **8.3 Sustainability Implications:**

8.3.1 None specific to this report.

### **8.4 Equalities Implications**

8.4.1 Closure of the surgeries will have minimal equality and diversity implications, as there are very few residents who use this service.

8.4.2 However, in order to help bridge the service accessibility gap, HFI staff will:

- Maintain and look to increase home visits to those customers who are, due to age or disability, unable to visit Upper Street Area Housing office. We will use the diversity mapping data to aid this process.
- Continue to offer home visit appointments to other disadvantaged groups. This would for example include residents who are unable to travel to the office because of childcare difficulties.
- Encourage residents to use Home Ownership reception at the old Isledon Road office to collect forms/leaflets and to drop housing benefits forms to be forwarded to the Benefits Service.
- In consultation with Age Concern, identify suitable locations and hold surgeries for the elderly customers.
- In consultation with Black and Minority Ethnic community organisations and the local faith groups, identify suitable locations and hold surgeries for communities where residents may have less than equal access to our services due to language or cultural barriers.
- Use suitable translation and interpreting services to ensure that the services provided benefit the recipients as effectively as possible.
- Ensure that, as and when, the above initiatives are implemented, they are fully publicised amongst the potential service users.
- Engage with the community to promote the services that HFI provides and to identify any gaps or unmet needs and, in consultation with the relevant groups, design and modify services to meet those needs.

## **8.5 Consultation Implications**

8.5.1 Both Upper Street North and Upper Street South Area Housing Panels were consulted on the surgeries in July 2007. Overall the two Panels had some recognition that the statistics indicated the surgeries appeared not to be cost effective but were reluctant to agree to full closure at that stage. One Panel was happy for staff to reduce the frequency of surgeries at that time

8.5.2 HR Committee has also been made aware of the staff view on surgeries and noted that the Trade Unions are in favour of closing them.

## **9. Summary**

9.1 There is very little or no demand for these surgeries.

9.2 The surgery arrangements are extremely expensive to manage and cost on average £435 per customer visit.

9.3 This is a very inefficient and ineffective way to provide a service.

- 9.4 To undertake these surgeries, staff are away from their substantive posts, which is having an impact on their daily duties and is resulting in a loss of a proper service from the Upper Street area office.
- 9.5 With control of rent arrears being HFI's primary focus, thought needs to be given as to whether or not these surgeries are a good use of resources.
- 9.6 The surgeries are neither popular nor cost effective. It is the view of officers that there is no business case to continue and these should, therefore, be discontinued as soon as possible.
- 9.7 HFI is significantly increasing its community engagement role, which would inevitably lead to identification of vulnerable and disadvantaged groups requiring targeted service and use of surgery type arrangements. There is an increased emphasis on visiting our customers at home and there has been a 16% increase in home visits since last year. We will be using information from the diversity mapping exercise to contact our most vulnerable groups of customers and offer them home visits.

Report Author: Doug Goldring, Director of Operations  
Telephone: 020 7527 4954  
E-mail address [doug.goldring@homesforislington.org.uk](mailto:doug.goldring@homesforislington.org.uk)



Report of	Team	Job Title
Eamon McGoldrick	Chief Executive	Chief Executive

Name of Meeting	Date of Meeting	Agenda item	Status
HFI Board	5 <sup>th</sup> December 2007	11	Decision

**Subject of Report:** Homes for Islington Health & Safety Policy

## 1. Synopsis

1.1 The report seeks approval for the existing Homes for Islington Health and Safety Policy to remain unchanged and for Board to receive update reports biannually.

## 2. Recommendations

That Board:

- 2.1 Approves the existing Homes for Islington Health and Safety Policy 2006 to remain unchanged.
- 2.2 Agrees to receive future update reports biannually unless significant changes dictate the policy be reviewed and updated sooner.
- 2.3 Agrees that minor updates can be made to the policy provided the HFI safety committee approves them.
- 2.4 Agrees that safety guidance cards supporting the policy on a range of specific safety topics continue to be developed/updated and agreed by the HFI safety committee.

## 3. Background

- 3.1 The Health and Safety at Work Act requires all employers with five or more employees to have a written safety policy.
- 3.2 Homes for Islington (HFI) is required by law to have a written safety policy, which sets out the organisations commitment, organisation, arrangements and continual improvement in health and safety management. The policy must be reviewed regularly and kept up to date and must be signed by the Board of Directors and the Chief Executive.
- 3.3 The current policy remains valid, as there have not been significant organisational or legislative changes that would require the policy to be fully updated.
- 3.4 It is proposed that where minor updates to the policy maybe required from time to time due to organisational or legislative changes that these should be done and approved by the HFI safety committee provided they don't constitute a major update or incur significant expense or resources. Updates could include structure charts, additional information, hyperlinks to other supporting documents etc.
- 3.5 Safety guidance cards have been developed to support the information contained in the safety policy. The guidance cards are approved by the HFI safety committee and

cover a range of safety topics providing simple, straightforward advice to managers and staff. The safety guidance cards are added to the health and safety page of the HFI intranet along with standard template forms, meeting minutes and other related information. There are now 21 safety guidance cards approved and on the intranet.

## **4. Implications**

### **4.1 Financial Implications**

4.2 Capital implications:  
None specific to this report.

4.3 Revenue implications:  
None specific to this report.

4.4 Risk implications:  
None specific to this report.

4.5 Efficiency implications:  
None specific to this report.

### **4.6 Legal implications**

4.6.1 The Health and Safety at Work Act requires all employers with five or more employees to have a written safety policy. Failure to comply with this is a breach of law in itself.

### **4.7 Equality implications**

4.7.1 Equality issues are accounted throughout the HFI Health & Safety policy. Equalities target groups are identified, where appropriate, in the policy with specific sections on young persons and new or expectant mothers, which cover gender, age and sexuality equalities groups.

### **4.8 Sustainability implications**

4.8.1 All minor updates will be carried out and communicated in digital format only. Major updates and re-prints will only be carried out when there have been significant changes to the organisations, legislation or other factors that outdate the policy and will go to Board for approval.

## **5. Conclusion and reasons for recommendations**

5.1 A quality health and safety policy can help improve the safety culture of an organisation through raising awareness, setting performance objectives, providing a valuable source of information and by setting and showing a commitment to health and safety from the top of the organisation.

Report author: John Phillips, Director of Property Services  
Telephone: 0207 527 2848  
E-mail address: john.phillips@homesforislington.org.uk

Report of	Team	Job Title
Eamon McGoldrick	Chief Executive Directorate	Chief Executive

Name of Meeting	Date of Meeting	Agenda item	Status
HFI Board	17 <sup>th</sup> December 2007	12	Decision

**Subject of Report:** HFI Business Plan Objectives 2007/08 (qtr 2) and September Performance Indicators

## 1. Synopsis

1.1 This report provides the Board with a strategic overview of performance management indicators, and progress on objectives in the Business Plan 2007-08.

## 2. Recommendations

2.1 That the Board of Directors notes the content of the report for monitoring purposes.

2.2 That the Board agrees to the Chief Executive monitoring proposals on customer service functions, collection of rent and arrears and gas servicing.

## 3. Background

### 3.1 Performance Indicators

3.1.1 The Board receives a quarterly performance management report based on performance indicators (PIs) and associated targets that cover the key services provided by Homes for Islington. Board last received this report in August 2007. Some PI's are Best Value indicators (BVPI) that we are required by the Audit Commission to collect. Targets for these indicators are required to be set so as to achieve the performance of the top local authorities and ALMOs within five years. The others are local indicators defined by HFI with targets reviewed and set annually at the start of each financial year. Board agreed targets for 2007/08 at its February 2007 meeting.

3.2 Appendix 1 shows the performance indicators available for September 2007. It uses a system of flags to give a simple guide to how well we are doing:

✓ means that we have met or exceeded the target that was set year to date.

X means that the target has not been achieved in the year to date.

For every indicator marked X there is, where applicable, an action showing what we are doing to improve performance and meet the target. The plan also gives a risk factor, which indicates the difficulty of meeting the target by the year-end.

#### 4.0 Current Performance

Current performance on the 31 indicators can be summarised as:

For 10 of the indicators the target has been fully met or exceeded up to September 2007.

For 9 of these indicators we have not reached the target set by September 2007.

5 indicators have year end targets.

7 indicators have no target associated.

#### Under-performing Indicators

##### 4.1 Item 1 (LKPI 5a) – Percentage of complaints replied to within 10 days

06/07 Result	07/08 target	Jun 07 performance	Sept 07 performance
97.0%	98.5%	96.4%	89.7%

#### Comment

Performance has remained below target since June 2007.

#### Action

Area Housing Office (AHO) performance for September was 100%. There is some poorer performance in Property Services division, this is attributable in the main to repair-related complaints. The Director of Property Services has reviewed both the level of resources and processes in this section and it is expected that improvements will be seen in future months.

#### Risk-Medium

##### 4.2 Item 2 (LKPI 6a) – Percentage of correspondence replied to within 10 days

06/07 Result	07/08 target	Jun 07 performance	Sept 07 performance
98.3%	98.5%	94.7%	99.1%

#### Comment

Performance has improved in September, with a monthly score of 99.1%, though the year to date has remained below target at 97.4%.

**Action**

Again AHO performance is close to 100%. There is some poorer performance in Property Services, especially in the high volume areas such as Legal Repair. Again, the Director of Property Services has reviewed both the level of resources and processes in this section and it is expected that improvements will be seen in future months.

**Risk- Low****4.3 Item 3 (LKPI 100) – Percentage of calls answered within 20 seconds with corporate greeting**

06/07 Result	07/08 target	Jun 07 performance	Sept 07 performance
94.9%	95.2%	94.7%	98.3%

**Comment**

Performance has improved in September, with a monthly score of 98.3%, though the year to date performance of 93.6% has remained below target.

**Action**

Performance in all AHOs is above target this year. Performance dipped in some localised areas in July and August although there was a significant improvement in September. If this performance is maintained the target should be achieved by year-end.

**Risk- Low****4.4 Item 4 (BVPI 8) – Percentage of invoices paid within 30 days**

06/07 Result	07/08 target	Jun 07 performance	Sept 07 performance
94.7%	94.0%	80.8%	90.2%

**Comment**

Performance has remained below target since June 2007.

**Action**

The payment of invoices was centralised at the end of 2006. Whilst this achieved an efficiency saving of £70k per year, there was an adverse effect on performance in the first half 2007-08 as invoices were not being forwarded for payment speedily enough. To improve performance further the budget managers who do not present invoices on time have been identified and action taken with them to improve this function. In addition the Finance Section is about to implement the introduction of purchase cards which will significantly reduce invoices as a payment method.

**Risk- Medium****4.5 Item 7 (BVPI 66a) – Proportion of rent collected (includes arrears from former years)**

06/07 Result	07/08 target	Jun 07 performance	YTD performance
98.2%	98.5%	98.2%	98.4%

**Comment**

Performance improved in August, but has slipped to 0.1% below target in September.

**Action**

The Director of Operations has implemented a series of measures to rectify the situation and bring performance up to the required standard. This includes a set aside policy that encourages keeping to repayment agreements among those with higher debt, and a protocol with Adult Services that provides joint early intervention to ensure arrears problems do not arise with vulnerable tenants.

**Risk- Low**

**4.6 Item 8 (LKPI 211) – Proportion of rent collected (does not include arrears of current tenants for former years)**

06/07 Result	07/08 target	Jun 07 performance	YTD performance
99.6%	100.8%	100.6%	99.2%

**Comment**

Performance has remained below target since June 2007.

**Action**

See action in Item 4.5 above.

**Risk- Medium**

**4.7 Item 21-23 – Percentage of gas servicing (North and South contract combined and Partners)**

06/07 Result	07/08 target	Jun 07 performance	Sept 07 performance
(North & South contract) 99.4%	100%	87.4%	97.2%
(PFI 1) 99.6%	100%	99.2%	98.9%
(PFI 2) 97.8%	100%	99.2%	98.8%

**Comment**

Year to date performance is calculated on a 12 month rolling programme. PFI 1 and PFI 2 are 1.1 % and 1.2%, respectively, behind the very challenging target of 100%. For the rest of the borough there is a much larger programme which is set up on a different basis. There has been month by month improvement in performance since June 2007.

**Action**

Gas service engineers are now working evenings and weekends, which

is providing a step change in performance and which is reflected in second quarter figures. In addition hard to access cases are now being seen by Magistrates rather than Crown Court and this is speeding up the legal process resulting in the first forced access with Bailiffs in early August. Performance at the end of November shows 99.48%.

### **Risk – Medium**

#### **4.8 Conclusion**

Of the 9 under-performing indicators for 2007-2008 only two are a Best Value Performance Indicator. None of the under-performing indicators are considered high risk in relation to the organisation's ability to meet the year-end targets.

### **5. Progress with Business Plan 2007-08 Objectives**

- 5.1 Broadly speaking actions designed to achieve the accomplishment of business plan 2007-08 objectives are on track after the second quarter (see Appendix 2). There are no risks identified to the achievement of the remainder of these objectives at this time.

### **6. Conclusion**

The majority of actions in the Homes for Islington 2007/08 Business Plan are on target for completion with no risks identified at this stage.

### **7. Implications**

#### **7.1 Financial implications**

Capital Implications  
None specific to this report

Revenue implications  
None specific to this report

Efficiency Implications  
Managing performance and continuing to improve performance of services within stable budgets is a major contribution to efficiency and value for money.

Risk Implication  
None specific to this report

#### **7.2 Legal implications**

None specific to this report.

#### **7.3 Equality implications**

The Equality and Diversity Strategy outlines proposals for providing detailed demographic information, which would highlight disadvantaged

groups. This information is being utilised to determine where under-performance may impact adversely on any particular group.

**7.4 Sustainability implications**

None specific to this report

**7.5 Consultation implications**

None specific to this report

Report Author: Eamon McGoldrick, Chief Executive  
Telephone: 0207 527 4062  
Email address: eamon.mcgoldrick@homesforslinton.org.uk

Report of		Team	Job Title
Simon Kwong		Chief Executive Directorate	Head of Performance and Service Development
Name of Meeting	Date of Meeting	Agenda item	Status
HFI Board	17 December 2007	13	Monitoring

**Subject of Report:** Community Engagement Strategy Update

**1. Synopsis**

1.1 This report updates Board on progress against the Community Engagement Strategy and Action Plan.

**2. Recommendation**

2.1 That Board notes the contents of the report.

**3. Background**

3.1 Board agreed a new Community Engagement Strategy and Action Plan in April 2007 and asked for a six month update. The strategy has as its key themes:

- Consultation
- Safety and freedom from fear
- Partnership working
- Improving environments
- Community cohesion.

3.2 The action plan that forms part of the Community Engagement Strategy, with comments on progress to date, is attached as Appendix 1. Some of the key progress highlights to date are:

- Success in increasing funding for community engagement by £170k
- A ‘Partners in the Community’ launch event held in May which helped to build links and formulate ideas for partnership working
- A more co-ordinated and coherent approach to community engagement work, including various mapping exercises of existing projects and facilities
- Sponsorship and joint funding of projects with the key ‘Decent Homes’ framework contractors
- Various local ‘fun days’ and community events
- Improving links and joint working for youth engagement; HFI have initiated a youth engagement strategy group
- Programme of DDA improvement work for community centres continuing
- Outreach work with community groups and forums, and a directory of community groups developed

- The establishment of an HFI Community Fund, with funding allocation decisions being taken by HFI sub-boards at their October and December meetings.

- 3.3 The first round of bids for HFI's Community Fund were presented to Managed Property Sub-Board in October 2007. Expenditure for five bids amounting to approximately £18,000 was agreed. Further bids are to be considered at Contracted Services and Managed Property Sub-boards on 11 and 12 December. It is expected that the Community Fund will be fully committed following allocation decisions at these meetings.
- 3.4 Overall the Community Engagement Strategy is progressing well, and the Charter Mark assessor gave positive feedback during his visit on 11<sup>th</sup> October 2007. There are no areas of serious concern.

#### **4. Financial Implications**

- 4.1 It is anticipated that the additional £170k funding for community engagement and community centres will be fully spent during the remainder of the financial year.

Report author: Simon Kwong, Head of Performance and Service Development  
Telephone: 020 7527 4105  
Email address: [simon.kwong@homesforislington.org.uk](mailto:simon.kwong@homesforislington.org.uk)

**Appendix 1 - Community Engagement Action Plan 2006-2009 – updated December 2007 (shaded items are completed)**

No	Objective	Action	Target Date	Lead Director	Measurable Outcomes	Resources	Progress
1	Increase awareness of community engagement plans and issues amongst residents, the wider community and HFI staff	Initiate community engagement launch event	June 2007	SK / DS	Community engagement launch event held		<p>'Partners in the Community' event held on 22/05/07 to launch the CE strategy to key partners and explore possibilities of sharing resources, mapping out existing CE projects and identifying potential projects in which to invest CE budget and involve residents.</p> <p>Meetings set up with framework contractors and Groundwork to explore potential projects for improving environments - tied to the DH programme and resident decision making and involvement.</p> <p>Series of local 'engagement events and projects' in each housing area</p>

No	Objective	Action	Target Date	Lead Director	Measurable Outcomes	Resources	Progress
		Produce a community engagement 'user guide' for residents, including definitions and proposals for community engagement	June 2007		User guide printed and distributed to all residents via the newsletter and to the wider community via other public access points		Involvement brochure produced Nov 07 incorporates options for involvement including the 'Involvement Register' which in turn provides options to get involved in mystery shopping and in organising community events amongst others.
		Assist in drawing up and developing local actions for incorporation into local office action plans to ensure effective delivery of overarching strategy & action plan	April 2007		Local action plans completed and in place		Completed – all area office action plans incorporate relevant elements of overarching strategy.
		Ensure community engagement is built into the staff induction process	April 2007		All new staff induction's include community engagement		Service Development Advisor attends staff inductions. Community Engagement is included in presentation.
		Report bi-annually to senior management team (SMT) on the progress of the action plan	October 2007		Bi-annual progress updates received by SMT		

No	Objective	Action	Target Date	Lead Director	Measurable Outcomes	Resources	Progress
2	Increase funding opportunities to support community engagement	HFI to pursue bid to LBI for funding (2007-08) to support community engagement via a HFI 'community chest'. Develop a criteria for applications from community groups	April 2007	SK / DS	Community Chest in place with sufficient funds to support a range of community engagement initiatives		<p>HFI bid to LBI successful. £170K budget for CE (£70K ring-fenced for community centres)</p> <p>£60K for HFI Community Fund. Application forms and guidance notes developed. Mail out to TRA's and community centre management committees completed. Article in autumn newsletter and on HFI website.</p> <p>First round of decisions by sub-board Oct 07 – all SDT recommendations accepted. £17,823 agreed, leaving £42,177. Remaining applications to be considered by sub-board December 07 and all money will be allocated.</p>

No	Objective	Action	Target Date	Lead Director	Measurable Outcomes	Resources	Progress
		Build a knowledge base / directory of external funding opportunities and increase awareness of these opportunities amongst staff and community groups	Ongoing		Directory established and continually updated and comprehensive information also provided on the website		<p>CSDO's signpost the availability of Islington Community Chest and integral to delivering HFI Community Fund.</p> <p>SDT working with communications on website development to ensure appropriate links are included.</p> <p>EC1 New Deal has allocated user status to HFI for the 'Grant Finder' website. Awareness of funding opportunities to be sign posted to TRAs and community centre management committees throughout the borough.</p> <p>Community Centre management committee training event (Sep 07) included 'taster session' around fundraising and provided opportunity to promote HFI Community Fund</p>

No	Objective	Action	Target Date	Lead Director	Measurable Outcomes	Resources	Progress
		Encourage business sponsorship for community events and initiatives	Ongoing		Sponsorship received for a minimum of five community engagement related events		Framework constructors - Kier Islington Fun Day. Framework constructors sponsor the HFI Fair along with other smaller schemes and events to celebrate completion of decent homes works.
3.	Improve consultation & communication	Develop consultation standard including checklist for officers facilitating consultations and meetings to ensure that they are truly accessible to stakeholders from all equality strands	To be agreed with HFI Communications	SK / DS	Consultation Standard in place following involvement of relevant stakeholders		Consultation standard completed as part of review of 'Residents Participation Policy & Procedure Manual' (Nov 2007)
		Work with HFI Communications to develop HFIs website - to include translations, access to local community information, funding opportunities, links to TRA or other community group websites	Ongoing		HFI website updated with community information with links to all available TRA and community group websites		Website currently includes translations, 'Browsealoud', large print option and information on arranging a BSL interpreter.  Service Development working with Communications team to include appropriate 'community links'.

No	Objective	Action	Target Date	Lead Director	Measurable Outcomes	Resources	Progress
		<p>Include a programme of community events in the 2007 summer resident newsletter</p> <p>Produce a full community events calendar for 2008</p>	<p>June 2007</p> <p>October 2007</p>		<p>Events programme included in the 2007 summer newsletter</p> <p>Community events calendar distributed with winter 2008 resident newsletter</p>		<p>Complete. Sample of events included and more complete lists sign-posted.</p> <p>Selection of 'community events' to be included with each newsletter. Sept 07 to included insert re term time sports activities for young people (on or near estates) in partnership with Arsenal Positive Futures, Access to Sports and LBI YPS.</p>
		<p>Standardise evaluation of community events / fun days across the borough and use information to improve future events</p>	<p>June 07</p>		<p>Evaluation template developed and in place</p>		<p>Community Engagement planning sheet developed, including evaluations. Learning points to be collated to inform 07/08 events</p>

No	Objective	Action	Target Date	Lead Director	Measurable Outcomes	Resources	Progress
4.	Provide and support positive opportunities for young people	Continue to utilise YPS expertise to improve consultation and communication with young people and be steered by the YPS / HFI 'Listen Up' action plan	March 08	SK / DS / DG	Targets within the YPS / HFI 'Listen Up' action plan completed. Joint HFI / YPS follow-up event held with young people to feedback on progress.		<p>Links with YPS continue in developing HFI youth engagement / sports strategy, delivery of arts and drama projects on estates 2007/08 and HFI involvement in the play strategy (LBI).</p> <p>Service Development Officer on steering group for review of LBI 'Participation Strategy for Children &amp; Young People'.</p> <p>Priorities identified in the 'Listen Up' action plan that have been followed up by HFI:</p> <ul style="list-style-type: none"> <li>- 'Fun days' and on estate activities</li> <li>- Activities for young people (HFI sponsored sports and arts &amp; drama projects)</li> <li>- Work experience opportunities (see below)</li> <li>- Summer newsletter focus on young people including sign posting activities</li> </ul>

No	Objective	Action	Target Date	Lead Director	Measurable Outcomes	Resources	Progress
		Support Groundwork in the development of their youth TRA's / youth forum project based on HFI estates	April 2007		Funding agreed in March 07 and Youth TRA's / forum in place and utilised for consulting young people on HFI estates from April 07		Groundwork application for funding delayed.
		Develop opportunities for work experience at HFI, working in partnership with schools and colleges.	Jan 2007 March 2008		Evaluation of Modern Apprentice, Graduate Trainee programmes and work experience opportunities completed and recommendations rolled out.		Evaluation completed.  Work experience - pilot scheme introduced involving 8 secondary schools from July 07 to take on at least 14 (14-15 year olds) students per year. 4 students beginning in July 07.

No	Objective	Action	Target Date	Lead Director	Measurable Outcomes	Resources	Progress
		Continue to develop the HFI / Arsenal Positive Futures project and HFI's profile within it	March 2008		The project is rolled out to 5 new HFI estates in 2007/08. Numbers attending the after school homework club and IT club are increased. Estate road shows and presentations at consultative panels completed.		HFI & Arsenal FC met the Football Association in August 07 in an attempt to secure both capital and revenue year-on-year funding for new on-estate football and co-educational Positive Futures partnership initiatives and to get the FA and Football Foundation on-board as long-term sponsors and partners. One objective is to extend the football element of this highly successful on-estate partnership to 3 new estates during October, subject to securing revenue funding. Negotiations for funding continue - decision pending. HFI continue to identify future estates and are receiving new enquiries from TRA's.

No	Objective	Action	Target Date	Lead Director	Measurable Outcomes	Resources	Progress
		Monitor and evaluate the effectiveness of joint HFI / YPS 2006/07arts & drama projects	April 2007		Evaluation of projects carried out and YPS reports received by HFI		<p>Estate Arts &amp; Drama projects. Report / evaluation received July 2007.</p> <p>Approximately 200 young people involved in seven projects, learning new skills in music production, performance and visual arts.</p> <p>£40K funding for 07/08 covering 4 projects.</p>

No	Objective	Action	Target Date	Lead Director	Measurable Outcomes	Resources	Progress
		Develop a 'youth insert' for HFI News - produced by young people for young people.	June 2007		Youth insert included in the spring / summer edition of the residents newsletter		<p>HFI communications and service development team worked toward with YPS to progress this parallel to the arts and drama projects. Difficulties in getting 'hands on' involvement from young people.</p> <p>A feature on the arts &amp; drama projects for young people appeared in the June edition of the resident's newsletter.</p> <p>SDT liasing with LBI YPS to explore potential for involving 'Headliners' (UK-wide news agency producing news, features and comment by young people for everyone). The London offices are based in Islington.</p>

No	Objective	Action	Target Date	Lead Director	Measurable Outcomes	Resources	Progress
5.	Increase use of community centres	Draw up a programme for physically improving community centres	Ongoing	SK / DS / DG	Continued programme of DDA improvement works in place and progressed		<p>Funding secured from LBI to carry out DDA compliance works to 2010.</p> <p>Negotiations with framework constructors to invest in improvements to community centres, tied into Decent Homes programme.</p> <p>HFI mapping current usage of community centres via monitoring meetings with a view to identifying any gaps and in partnership with management committees, offering underused facilities to key partners, stakeholders and community groups. A community centre map including information on user groups, capacity and contact details is being developed for the website.</p>

No	Objective	Action	Target Date	Lead Director	Measurable Outcomes	Resources	Progress
		<p>Strengthen links with 'hard to reach' community groups and explore possibility of joint on estate 'information access / awareness days'</p> <p>In the first year we will focus particularly on financial inclusion</p>	Ongoing		<p>Local area action plans to include plans for themed information &amp; access days at community centres (themes to include, youth, training, employment, health and financial inclusion). One or two themes dealt with per year.</p>		<p>A series of meetings to explore potential for joint access information days and / or events have been set up with Service Development Manager and, for example:</p> <ul style="list-style-type: none"> <li>- Islington Faith Forum</li> <li>- Islington Somali Community group</li> <li>- Age Concern, Islington Pensioners Forum</li> <li>- Disability Action Islington</li> <li>- Refugee Forum</li> <li>- Arachne Greek Cypriot Womens group</li> <li>- Islington Bangaldeshi Association</li> </ul>

No	Objective	Action	Target Date	Lead Director	Measurable Outcomes	Resources	Progress
		Provide and / or signpost practical support, awareness and training for community centre management committees / TRAs in their applications for funding.	April 2007  March 2008		Community & Service Development Officers in place and fulfilling a support role for funding applications. Establish historical numbers for funding applications and increase that number with more effective signposting (utilising funding directory)		<p>Sign-posting for 'community chest' ongoing and including Cripplegate presentations at area housing panel meetings.</p> <p>CSDO monitoring meetings with community centre management committees to identify funding needs.</p> <p>Launch of HFI Community Fund Sept 07 (newsletter, direct mailing and website).</p> <p>Community Centre Management Committee 'training and information event' 08.09.07 included taster sessions around successful funding applications and effective management committees and tied into the launch of the HFI Community Fund.</p>

No	Objective	Action	Target Date	Lead Director	Measurable Outcomes	Resources	Progress
6.	Improve environments	Continue to develop partnership with Groundwork and support their 'Cleaner Estates' and 'Green Behaviours Programme'	Ongoing	DG / SK	Individual action plan developed for the 8 HFI estates involved in the 'Cleaner Estates' project		<ul style="list-style-type: none"> <li>- <b>Cleaner Estates:</b> ISP funded project aimed at 13 of Islington's most deprived estates (8 managed by HFI)</li> <li>- Programme Manager appointed and meetings set up with TRA's and resident surveys completed. Individual estate action plans being drafted.</li> <li>- <b>Green Behaviours:</b> ISP funded 2 -year project. 12 'Green Champions' have been recruited and trained and first phase of door knocking complete</li> </ul>
		Encourage, set up and support communal gardening clubs, estate clean up days and recycling awareness days	April 2008		HFI gardening competition devised and in place and publicised through the newsletter & website		CSDO's have made TRA's aware of availability of Groundwork Community Gardener. To be publicised in Spring edition of HFI News.

No	Objective	Action	Target Date	Lead Director	Measurable Outcomes	Resources	Progress
		Roll out the 'Payback' probation scheme, piloted at Isledon Road – improving gardens, open spaces and community centres	March 2008		'Payback' probation scheme rolled out to all four areas		Projects currently being delivered in the Lyon Street area. A programme of communal internal and external works has been developed, ranging from clearing gardens to painting projects in partnership with LBI payback.
7.	Build stronger communities and increase opportunity	Introduce 'Good Neighbour Agreements' via the pilot scheme on St Luke's estate	TBA	SK / DG / DS	Pilot scheme introduced and monitored for effectiveness		Mayville Estate identified for pilot. Draft GNA completed - starting point for consultation. Planning sheet developed and in place.  Estates in each of the 3 remaining housing areas are being identified to be rolled out before Nov 2007.
		Develop a programme of area office theme / fun days, consulting residents for input and encouraging contributions & involvement	April 2007 & Ongoing		Area office theme / fun days accounted for in local area action plans and carried out with opportunities for resident involvement built into fun day planning. Use of standard evaluation template.		Planning of area office events / fun days recorded in area office action plans.  This is coupled with HFI participation in resident led events such as Andover Community Day.

No	Objective	Action	Target Date	Lead Director	Measurable Outcomes	Resources	Progress
		Work with Islington Housing Association Group (IHAG) to encourage and increase contact with wider community and contribute to the development of a summer events programme	June 2007 & ongoing		HFI Service Development rep attends IHAG community development sub-group meetings. Joint summer events programme completed.		SDT continue to attend IHAG community development sub-group.  Comprehensive (joint) summer events programme delayed, but good representation of RSLs at HFI 'Partners in the Community' event has led to greater potential for joint working with RSL's. Currently mapping housing stock managed by RSLs in Islington with a view to exploring joint engagement projects where appropriate.
		Develop 'Move On' pre tenancy course to engage hard to reach tenants in Islington in adult education. By delivering appropriate pre-tenancy training to single homeless people and by building a partnership with Islington Single Homeless Team	April 2008		Pre-tenancy course rolled out to all areas, following successful pilot at Central Street AHO		Working with LBI 'Adult and Community Learning' to explore potential to re-launch the project
		Provide residents with regular updates on action taken regarding ASB successes	Quarterly from April 07		ASB successes published in the resident newsletter and on the website		Guidance for staff developed around when to flag good news stories around ASB (ASB Efficiency Review)

No	Objective	Action	Target Date	Lead Director	Measurable Outcomes	Resources	Progress
		Introduce and publicise HFI 'Community Awards' scheme. Develop criteria for the award.	January 2009		HFI Community Awards scheme in place with criteria developed. Publicised through the resident newsletter, website and other public access points.		
		Signpost a directory of 'hard to reach' community groups for staff and residents	Sept 2007		Community group directory signposted on the website and made available locally in different formats		Directory of hard to reach, advice agencies and community groups updated and will be used as guidance for staff and an option for inclusion in the tenant information pack. SDT working with communications to update website with appropriate links.
		Assess and develop the Independent Advice Project within the area housing offices (contracted to Sept 07)	Sept 07		Evaluation of the project completed and recommendations rolled out		Interim evaluation completed

Report of	Team	Job Title
Eamon McGoldrick	Chief Executive Directorate	Chief Executive

Name of Meeting	Date of Meeting	Agenda item	Status
HFI Board	17 <sup>th</sup> December 2007	14	Monitoring

**Subject of Report:** Performance - Financial and Capital Programme Management

1. **Synopsis**

1.1 This report provides the Board with a strategic overview of company finance, capital programming for 2007/8 and progress on Decent Homes targets.

2. **Recommendations**

2.1 That Board:

- 2.1.1 Notes the Financial Management report.
- 2.1.2 Notes the Capital Programme report.

3. **Background**

3.1 The Board receives this regular monitoring report every quarter to update on the headline figures concerning financial and capital performance.

4. **FINANCIAL MANAGEMENT**

4.1 **Managing Agent Account (MAA)**

4.1.1 **Background**

Islington Council pays HFI a management fee that is funded primarily from the Council's Housing Revenue Account and Housing Capital Programme. HFI incurs expenditure in its own name. HFI has named this account the Managing Agent Account.

4.1.2 **Financial Management Report – Month 6 Report**

Management Fee: **£54.6m**

Month 6 Forecast: **£40k surplus**

4.1.3 The Month 6 forecast represents the 1<sup>st</sup> half-year monitoring report for 2007/08. The forecast surplus of £40k contains a number of key assumptions including the achievement of budget savings. Finance officers continue to work closely with budget holders to ensure that budget savings are still being achieved / achievable or to identify compensating savings to redress any savings that have subsequently been designated unachievable.

#### 4.1.4 Business Risk

As indicated above, one of the key Month 6 assumptions is that HFI achieves the 2007/08 budget savings. It is considered that robust measures are in place to ensure delivery of the required level of savings so that HFI delivers its business objectives within the available resources.

#### 4.2 Client Services Account (CSA)

##### 4.2.1 Background

There are a number of budgets (the Kier Islington repairs contract being the largest) where contracts remain in the name of Islington Council and HFI manages the expenditure on behalf of the Council. The spending is accounted for within Islington Council's accounts. HFI has named this account the Client Services Account.

##### 4.2.2 Financial Management Report – Month 6 Report

CSA Expenditure Budget **£132m**

Month 6 Forecast **£132.1m**

**£0.1m Overspend**

##### Reason for Variance:

4.2.3 The £0.1m forecast overspend is primarily attributable to Housing Co-Op payments. The 2007/08 budget was cast on the basis that the new Modular Agreement would be in operation. However, protracted negotiations between the Council and the Housing Co-ops have prevented this from occurring. It is anticipated that the new agreement will be in place by the 31/03/08. In the meantime, HFI is discussing funding options for the £0.1m forecast overspend with the Council.

4.2.4 The CSA budget includes £25.5 m Repair and Maintenance (R&M) budget delegated to HFI to manage. Earlier in the financial year it was recognised as a risk that spending may exceed the CSA budget allocation. Measures to mitigate the risk and ensure the budget does not exceed CSA budget allocation have been implemented and for the remainder of the financial year are being closely monitored.

#### 5. Capital Programme and Decent Homes

##### 5.1 Capital Programme– Month 6 (Qtr 2 2007-8)

5.1.1 Islington Council has given responsibility to HFI for the management of its housing capital resources programme and the delivery of its Decent Homes programme.

The funding covers the works and associated fees.

Target Spend (07/08):	<b>£90.030m</b>
Projected Spend (07/08):	<b>£90.030m</b>
Total spend:	<b>£24.575m</b>
Projected spend (month 6):	<b>£26.710m</b>
Variance:	<b>(-)£2.135m</b>

**5.1.2 Reason for variance:**

The major reason for the shortfall in spend is directly linked to the Framework contract savings of £5.3m on the 2005/06-06/07 Framework contracts and changes in other scheme profiles. These savings are required to help fund the 2009/10-10/11 Capital Programme.

The original indicative profiles have been reviewed and the updated profiles will be utilised in future months.

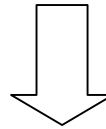
**5.1.3 Business risk:**

Slippage on a number of key schemes into 2008/9 will be addressed by bringing forward some of the 2007/8/9 Framework contract start dates where s20 consultation is not required.

**5.2 DELIVERY OF DECENT HOMES**

5.2.1 HFI is delivering on its Decent Homes programme in accordance with the plan set out in the Section 27 application to DCLG. The timetable for implementation was:

% homes meeting Decent Homes standard							
	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10	2010/11
Original s.27 projection		42	50	60	75	95	100
<b>Actual/(projected)</b>	<b>45</b>	<b>51</b>	<b>55</b>	(60)	(75)	(95)	(100)



	Year 2007/8			
Q1 (actual)	Q2 (actual)	Q3 (Est)	Q4 (Est)	
<b>56</b>	<b>57</b>	58	60	
<b>14820</b>	<b>14902</b>	15140	15501	

Report Author: Eamon McGoldrick, Chief Executive  
 Telephone: 020 7527 4062  
 Email address: eamon.mcgoldrick@homesforslinton.org.uk



**Report back from the Contracted Services Sub-Board (CSSB) –  
9<sup>th</sup> October 2007  
Kate Barns – Vice-Chair**

**Revised Key Lines of Enquiry (KLOEs) for Tenant Management Organisations**

- CSSB approved the revised Finance and Governance Key Lines of Enquiry for use by HFI in assessing the performance of tenant management organisations.

**Performance Information from TMOs**

- CSSB approved the revised set of performance indicators to be reported to the Sub-Board at future meetings.

**Performance Indicators**

- CSSB noted the performance figures for a range of HFI services within the remit of CSSB.

**Report Back from TMOs/TMCs**

- CSSB noted a report giving information on the performance of the 24 estate-based TMOs and TMCs, delivering housing management and maintenance services to 4,000 properties on behalf of the London Borough of Islington.

**Report Back from PFI 1 contractor – Partners for Improvement in Islington**

- CSSB noted a report giving information about the performance of Partners in delivering the PFI 1 contract for refurbishment, maintenance and housing management services to 2,400 street properties across the borough.

**Report Back from PFI 2 contractor – Partners for Improvement in Islington**

- CSSB noted a report giving information about the new PFI contract, referred to as PFI2, delivering refurbishment, maintenance and housing management services to 1,871 street properties, comprising a total of 4,101 dwellings across the borough.

**Risk Register**

- CSSB noted the current position with regard to all risks that relate to its remit.

**Report Back from Consultative Panels**

- CSSB noted the report.

**Forward Plan**

- CSSB agreed the forward plan.



**Report back from Managed Property Sub-Board (MPSB) -  
10 October 2007  
Louise Round – Vice-Chair**

**Scrutiny Item – Anti-Social Behaviour Update**

- MPSB noted a report providing an update on the provision of services across the Areas being used to tackle issues of Anti-Social Behaviour and to outline initiatives being taken to deliver a service to tenants and residents.

**HFI Community Fund**

- MPSB agreed to fund the schemes for Cyrus House TRA, Highbury Vale Blackstock Trust, Islington Pensioners Forum, Girdlestone Pensioners Club and the Islington Bangladeshi Association.

**HFI / Kier Islington Repairs and Maintenance Performance**

- MPSB noted a report on the key areas of performance that HFI focuses on in the provision of a repairs and maintenance service to customers.

**Performance Indicators**

- MPSB noted the performance figures for a range of HFI services within the remit of MPSB.

**Risk Register**

- MPSB noted the current position with regard to all risks that relate to its remit.

**Update on petitions received by Area Panels**

- The report was noted.

**Consultative Panel Feedback report**

- MPSB noted that the Panels had raised concerns regarding the Digital TV charges and requested that this was discussed at a Board / CE session before the charges were agreed by the LBI Executive.

**Forward Plan**

- The forward plan was agreed.



**Report back from Investment and Delivery Committee (IDC)**17<sup>th</sup> October 2007

Theresa Coyle – Chair

**Value for Money in the Framework Programme**

- IDC noted a report updating on the significant progress made in relation to value for money issues since IDC received a report on the subject in March.
- IDC noted that all contractors were performing well in general and agreed the KPIs that would be used to pick up areas of weak performance.

**Financial Progress of 2007/08 Capital Programme and programme additions**

- IDC noted a report updating Directors on the progress of the 2006/7 and 2007/8 main framework contracts and other areas of the capital programme.
- IDC agreed schemes to be included in the capital programme.

**Quality Control Monitoring**

- IDC noted a report on the mechanisms in place to monitor the implementation of the capital programme.
- IDC agreed to have a presentation on the issue at the next meeting as the discussion item.

**Reducing CO2 emissions in housing stock**

- IDC noted a report and agreed recommendations describing the improvements in energy efficiency which are being delivered through existing programmes and demonstrating that these will achieve around 70% of the improvements needed.

**Risk Register**

- IDC noted a report presenting the current position with regard to all risks that relate to IDC.

**Decent Homes Programme 2009/10 – 2010/11 – resources position**

- IDC noted a report looking at investment options for the 2009/10 and 2010/11 capital programmes.

**Capital Programme Customer Satisfaction**

- IDC received a report advising Directors of the results of the 2006/7 annual capital works satisfaction survey.

**Contract Approval Schedule update**

- IDC received and noted a list of all approved framework contracts for 2007/08 to date.

**New Build Process**

- IDC noted the report.

**Forward Plan**

- IDC agreed the forward plan.



**Report back from Chairs Agenda Planning Committee (CAPC)**

**29<sup>th</sup> October 2007**

**Ann Lucas – Chair**

**Forward Plans 2007-08**

- CAPC agreed the forward plans for 2007-08.



**Report back from Finance Committee (FC)**  
**8<sup>th</sup> November 2007**  
**Adam Borrie – Chair**

**Annual Efficiency Statement 2007-08 target**

- FC noted a report summarising HFI's 2007-08 performance in meeting the annual efficiency target.

**Risk Register**

- FC noted a report presenting the current position with regard to all risks that are finance-related.

**Budget Monitoring 2007-08 Month 6**

- FC noted a report summarising the latest position on the HFI Managing Agent Account (MAA) and details of the Housing Capital Account & CSA spending to date.
- FC agreed to request that Audit Committee consider whether the repairs budget should be introduced as risk on the Risk Register.

**2008-13 Business Plan**

- FC noted a report setting out the current position with regard to Business Plan objectives for the year 2008/09 and the financial implications.
- FC agreed that staff should identify the maximum potential savings achievable and also identify the cost of all resident priorities.

**Discussion Item – Management Fee preparations and resource planning**

- FC noted a report explaining the current arrangements for agreeing the annual management fee with LBI and considering the implications of extending the resource planning process from the current annual arrangement to 3 years.
- FC noted a potential model concerning stock, demand, cost of service and cost predictability. It was agreed that staff would pilot this model on an issue to ensure viability and report back to Finance Committee at a future date to ascertain if the model could be used for the whole organisation.

**Forward Plan**

- FC agreed the forward plan and agreed to move the item on Overall Capital Resources Position to the meeting in March 08 and combine with the Asset Management Strategy.



**Report back from Audit Committee (AC)**  
**27<sup>th</sup> November 2007**  
**Steve Town – Chair**

**Risk Monitoring - TMOs**

- AC asked the Chair of CSSB to attend this meeting to discuss how the Sub-Board manages risk relating to TMOs.
- AC agreed that staff would consider issues relating to the robustness of the financial star rating system for TMOs.

**Committee Learning and Development – Risk Management Policy**

- AC noted a report updating Directors on risk management arrangements within the organisation.

**Risk Register**

- AC noted a report presenting the current position with regard to all risks for the organisation.
- AC agreed to consider linking the risk of failure to manage the process of delivery of New Build with possible impact on delivering decent homes.
- AC agreed that the next risk management report to Board would include a recommendation from AC that new build and associated risks (achieving decent homes) require extremely close monitoring.

**Audit Matters update**

- AC noted a report updating Directors on internal and external audit matters since the previous meeting.

**Forward Plan**

- AC agreed the forward plan.



**Report back from Human Resources Committee (HRC)**  
**29<sup>th</sup> November 2007**  
**Eddie Niles – Chair**

**Flexible Pensions Policy**

- HRC approved the implementation of the flexible retirement policy from 1<sup>st</sup> April 2008.

**Strategic HR Matters**

- HRC noted a report updating the committee on various HR issues that have a strategic impact on HFI.
- HRC noted that the Dress Code Policy was to be reviewed at the next meeting and that staff would ensure that proposals concerning a dress down day were included.

**Performance Management – including usage in the Operations Directorate**

- HRC noted a report outlining the significant issues or changes that have occurred since the last HRC on 27<sup>th</sup> September 2007.
- HRC congratulated SMT on bringing down agency usage in the organisation.

**Risk Register**

- HRC noted the current risks in its remit.

**EAP Occupational Health Service**

- HRC noted a report updating the committee on PPC Worldwide's contract with HFI as Employee Assistance Programme (EAP) providers.

**HR Processes Efficiency Review**

- HRC noted a report updating on actions taken on the HR Services Efficiency Review project.

**Inter-ALMO Group**

- HRC noted the quarterly update on the activities of group.

**Discussion Item – SMT succession planning**

- HRC noted a report updating the Committee on the elements of HFI's succession plan and the introduction of a 'wraparound' talent management scheme, which will incorporate the identification and development of talent alongside succession planning

**Forward Plan**

- HRC agreed the forward plan.



## Forward Plan for Homes for Islington Board 2007-2008

Date of meeting	Items on the Agenda	Status
25/02/2008	Business Plan 2008-13	D
	HFI Business Plan Objectives 07/08 (qtr 3) and December Pis	D
	New Build proposals (Phase 2)	D
	Risk Management	D
	FITMO recognition - financial implications (provisional)	D
	Procurement Strategy Action Plan update	M
	Efficiency Strategy Action Plan update	M
	Capital and Financial Performance Management	M
	Neighbourhood Management	M
	LBI Housing Strategy Consultation	I
April	Resident Involvement Action Plan update	M
	Contract Approvals	D
June	Risk Management	D
	HFI Business Plan Objectives 07/08 - qtr 4 and March Pis	D
	Equality and Diversity Action Plan update	M
	Capital and Financial Performance Management	M
	Contract Approvals	D
August	ICT Strategy 3 year review	D
	HFI Business Plan Objectives 08/09 (qtr 1) and June Pis	D
	Capital and Financial Performance Management	M
	Contract Approvals	D