

Homes for Islington Board of Directors

Agenda 20 August 2007

6.30 PM to 8.30 PM

Boardroom

Highbury House, 5 Highbury Crescent, London N5 1RN

Item	Presenter	Subject	Status	Page number	Duration
		Open Items			
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	Minutes of 28 th June 2007 and matters arising	Decision	1 - 8	6.55 – 7.00
5	A Lucas & E McGoldrick	Chair and Chief Executive Report	Information	Verbal	6.55 – 7.00
6	E McGoldrick	Appointment of Company Auditor	Decision	9 - 10	7.00 – 7.05
7	E McGoldrick	Family of HFI Strategies	Decision	11 - 14	7.05 – 7.10
8	E McGoldrick	Communications Strategy 2007/08	Decision	15 - 46	7.10 – 7.15
9	E McGoldrick	Customer Care Options – surgeries	Decision	47 - 54	7.15 – 7.20
10	E McGoldrick	HFI Community Fund	Decision	55 - 58	7.20 – 7.25
11	E McGoldrick	New Build – principles	Decision	59 - 62	7.25 – 7.30
12	E McGoldrick	HFI Strategic Performance Management	Decision	63 - 80	7.30 – 7.35
13	T Coyle A Borrie E Niles A Lucas	Reports back from: a) Investment and Delivery Committee 20 th June 2007 and 19 th July 2007 b) Finance Committee 11 th July 2007 c) HR Committee 26 th July 2007 d) Chairs Agenda Planning Committee 8 th August 2007	Information	81 - 84	7.35 – 7.40
14	A Lucas	Forward Plan	Decision	85	7.35 – 7.40
15	A Lucas	Any other business and date and time of next meeting - 6.30pm, Monday 15 th October 2007, Highbury House	Information	Verbal	7.35 – 7.40
		Exempt Item			
1	E McGoldrick	Tender Acceptance – Lift Asset Management Contract	Decision	1 - 17	7.40 – 7.50
		Open Item			
1	E McGoldrick	Neighbourhood Management Schemes – HFI's Role in Finsbury Park	Information	Verbal	7.50 – 8.15

**Homes for Islington
Board of Directors Meeting
Minutes of 28th June 2007
Highbury House, 5 Highbury Crescent, London N5 1RN.**

Present: Ann Lucas (Chair), Kate Barns, Barbara Coventry, Theresa Coyle, Caroline Jenkinson, William McGarvie, Eddie Niles, Louise Round, Steve Town, Jyoti Vaja, Claudia Webbe (Directors)

In attendance: Andy Jennings (Deputy Chief Executive LBI), Terry Stacy (Joint Deputy Leader LBI), Eamon McGoldrick (Chief Executive), Mike Sims (Company Secretary) Matthew Riddell (Executive Support Officer – Minutes)

Apologies: Jessie White (Vice Chair), Adam Borrie, John Gilbert, Richard Greening, Des Smith (Directors)

	ITEM	ACTION
1	<p>Welcome/Apologies/Introductions</p> <p>a) The Chair opened the meeting at 6:30pm. b) The Chair gave apologies for the above.</p>	
2	<p>Declarations of Interest</p> <p>a) There were no declarations of interest.</p>	
3	<p>Questions received from the public and questions from the floor</p> <p>a) There were no questions received in writing from the public.</p> <p>b) The following questions were received from Mr Brian Potter:</p> <p>1) With reference to the leaseholder survey results published in the <i>Islington Home Owner</i>. Does the Board think it is fair to use an absentee leaseholder as an example of a 'typical' leaseholder? The survey describes 70% of leaseholders as satisfied. Those 'not satisfied' and those 'fairly satisfied' together equal 95%. Does the Board consider this an accurate measure of leaseholder satisfaction?</p> <p>a) <i>It was explained that HFI welcomes any leaseholder putting themselves forward for comment and that approximately 25% of leaseholders are absentees and are legitimately allowed to sublet. HFI considers that the category of 'fairly satisfied' may properly be included in those broadly described as 'satisfied'.</i></p> <p>2) Will HFI allow an unedited letter in the HFI Homeowner publication?</p>	

a) *It was explained that this is an HFI publication and as such HFI has overall editorial rights to the material contained therein.*

c) The following question was received from Mr Thomas Cooper:

1) Can the Board be more explicit about how the leaseholder survey results for those 'dissatisfied' are calculated? HFI only includes 'broadly satisfied' data.

a) *The Chair referred to the previous response on the same issue, adding that it is standard practice for reporting both tenant and leaseholder satisfaction across social housing landlords to combine very satisfied and satisfied and describe this as "broadly".*

d) The following question was received from Mr Hugh Partridge:

1) HFI has apologised for leaks caused by plasticised cement used for balconies on the pilot estate Stafford Cripps and has yet to fulfil its promise to find a long-term solution. Given that this disrepair issue is now outside the defects period, can the Board advise what will be done to repair the balconies?

a) *It was explained that the Board would refer the matter to the Director of Property Services and a response should be sent to Mr Partridge within 10 working days.*

John
Phillips

e) The following questions were received from Mr Eugene Hockenjos:

1) Why was a letter sent to HFI about a contractor forwarded to the contractor concerned. Can the Board explain the conduct of HFI in this case and why there is not a 'Data Controller' post holder within HFI?

a) *It was explained that HFI are data protection compliant and that the position of Data Controller is not vested in one person. Rather it is vested in the agreement HFI has with LBI to provide appropriate advice on this matter. Eamon McGoldrick reminded Mr Hockenjos that this point had already been raised by way of separate correspondence with the Chief Executive and he had already undertaken to respond direct.*

2) How many HFI Ltd board members have building related professional qualifications?

a) *It was explained that this was not the role of a Board director but that staff were employed with specific qualifications.*

3) How many board members have taken HHSRS training and by which training institution?

a) *The Chair referred to the previous response that staff are employed with specific qualifications but that this is not relevant to the role of a*

	<p><i>Board director.</i></p> <p>4) How many full HHSRS assessment inspections have been done since April 2006 when they came into effect through the 2004 Act?</p> <p>5) Please provide figures broken down separately for HFI and PFI Ltd managed properties?</p> <p>6) What were the numbers the HHSRS assessments recorded (broken down separately for HFI and PFI Ltd managed properties)?</p> <p>7) How many HHSRS spot check inspections have been carried out by HFI in PFI Ltd managed properties?</p> <p>8) How many HFI employees (broken down by grade) have attended accredited HHSRS training courses?</p> <p>9) How many HFI employees have completed full HHSRS assessor training courses?</p> <p>10) When did these HFI employees take their training courses and who were the training providers?</p> <p>11) What is the total cost paid out by HFI for HHSRS training courses to date?</p> <p>a) <i>It was explained that a response would be sent in 10 working days.</i></p>	Mike Sims
4	<p>Minutes of last meeting 23rd April 2007 and matters arising</p> <p>The minutes were approved as an accurate record.</p>	
5	<p>Chair report and Chief Executive report</p> <p>a) Chair's report</p> <p>i) The Chair thanked directors for their attendance at the recent Open Board Forum at the Vibast Community Centre, Old Street at which approximately 40 members of the public attended. Feedback was good and the next open forum is planned for September 2007. It was agreed that staff would provide Board a spreadsheet of all issues raised by the public.</p> <p>ii) The Chair reminded the Board of the HFI/Kier Fun Day to be held on 08/07/07 at Brewery Road. Theresa Coyle informed the Board of a Fun Day at the Andover Estate on 01/07/07 and encouraged directors to attend.</p> <p>b) Chief Executive's report</p> <p>The Chief Executive informed the Board:</p> <p>i) That 8 Tenant Management Co-ops have now signed the new</p>	Mike Sims

	<p>Modular Management Agreement.</p> <p>ii) There has been success in the very first National Federation of ALMO (NFA) awards. The awards saw one win for the Sports Activities for Everyone (SAFE) Programme in the Best Community Initiative category and one commendation for work on the Brecknock Road playground in the Most Inspired Resident Led Programme.</p> <p>The reports were noted.</p>	
<p>6</p>	<p>Equality and Diversity Strategy</p> <p>a) The Chief Executive introduced a report providing Board with an Annual Report on performance, including progress against the previous action plan, revisions to the Equalities and Diversity Strategy and Action Plan following the voluntary inspection and information on the updated legislative framework that HFI works to.</p> <p>b) Claudia Webbe expressed concern over whether the comments of the Audit Commission received through the Voluntary Inspection Work had been addressed as required. Claudia Webbe recommended that Board should appoint a director to an Equality and Diversity portfolio earlier than that previously agreed by Board and that a specific Equality and Diversity advisor should be appointed to Senior Management Team.</p> <p>c) The Board noted these concerns but did not agree that they needed to be nor should they be implemented at this time.</p> <p>d) The Board noted that the gender balance in SMT is monitored by HR Committee.</p> <p>The Board:</p> <p>Noted the Annual review of HFI’s progress against Equality and Diversity objectives contained in Appendix 1;</p> <p>Noted Appendix 2 which assesses performance against HFI’s 2005-8 Equality and Diversity Action Plan;</p> <p>Noted the briefing contained in Appendix 3 setting out the legislative framework that HFI works to. Appendix 3 also includes an assessment of how other ALMOs report on Equality and Diversity issues;</p> <p>Noted that the following specific plans “sit under” the proposed Action Plan</p> <ul style="list-style-type: none"> • Equalities standard (available on ES@T system) • Disability Equality Scheme action plan • Performance against the Diversity KLOE (no 31); <p>Agreed the new Action Plan (Appendix 4) produced to take into account comments made in the voluntary inspection report and that this action plan would return to the Board on 17th December 2007 for monitoring.</p>	<p>Mike Sims</p> <p>Page 4</p>

<p>7</p>	<p>The Respect Standard for Housing Management</p> <p>a) The Chief Executive introduced a report asking the Board to agree HFI's formal signing of the Respect Standard for Housing Management.</p> <p>b) It was noted that none of the Consultative Panels were in favour of centralising the Anti Social Behaviour team and that this was therefore not happening.</p> <p>The Board:</p> <p>Agreed to authorise the Chief Executive to formally sign up, on HFI's behalf, to the Respect Standard for Housing Management.</p> <p>Required the Chief Executive to provide additional information on "name and shame" and mosquito alarms policies before it considers any implementation of these items at a later date.</p>	
<p>8</p>	<p>Risk Management</p> <p>a) The Chief Executive introduced a report providing the Board with the latest version of the Risk Register for review.</p> <p>b) It was noted that HFI should distinguish between external and internal risks.</p> <p>c) It was noted that there were currently no 'red' (high) risks</p> <p>d) New risks in paragraph 3.9 were approved and deleted risks in paragraph 3.10 were noted.</p> <p>e) Steve Town, as Chair of Audit Committee, informed the Board that the Risk Register is now considered by the Audit Committee before coming to Board.</p> <p>The Board:</p> <p>Noted the progress on prevention and mitigation of risks as shown in Appendix A to the risk register.</p> <p>Noted that there are no current high red risks.</p> <p>Approved the current medium high pink risks as detailed in paragraph 3.8 of the report.</p> <p>Approved the new risks as set out in paragraph 3.9 of the report.</p> <p>Noted the deleted risks as set out in paragraph 3.10 of the report.</p> <p>Noted that Audit and Risk Management Committee asked staff to consider and report back on possible revisions to the risk register (paragraph 3.12).</p>	
<p>9</p>	<p>Performance – HFI Business Plan Objectives 2006 (qtr 4) and March Performance Indicators</p> <p>a) The Chief Executive introduced a report providing the Board with a</p>	<p>Page 5</p>

	<p>strategic overview of performance management indicators, and end of year results on objectives in the Business Plan 2006-07.</p> <p>b) The Board noted that item 1.2.3 on door entry systems is linked to the Kier Review and that July is an optimistic date for the action to go live.</p> <p>c) It was noted that item 1.3.3 on centralising rent arrears collection was withdrawn.</p> <p>d) It was noted that item 1.3.8 on upgrading the HFI website in line with residents' requirements was to be completed by end of July 2007.</p> <p>The Board:</p> <p>Agreed to the Chief Executive monitoring proposals on racial harassment incidents, caretaking, repairs and HFI Direct telephone answering.</p> <p>Agreed that the Chief Executive monitors the gas servicing programme on a monthly basis to ensure last years performance is at least equalled.</p>	
10	<p>Performance – Financial and Capital Programme Management</p> <p>a) The Chief Executive introduced a report providing the Board with a strategic overview of company finance, capital programming for 2006/7 and progress on Decent Homes targets.</p> <p>The report was noted.</p>	
11	<p>Kier Review Implementation Date</p> <p>a) The Chief Executive introduced a report providing a summary of progress with the Kier Review Implementation Project since the last report to HFI Board on the 26th February 2007.</p> <p>The report was noted.</p>	

<p>12</p>	<p>Reports Back From:</p> <p>Report back from Investment and Delivery Committee – 18th April 2007 and 8th June 2007.</p> <p>The report was noted.</p> <p>Report back from Chairs Agenda Planning Committee 30th April 2007.</p> <p>The report was noted.</p> <p>Report back from Finance Committee 3rd May 2007.</p> <p>The report was noted.</p> <p>Report back from Audit and Risk Management Committee 22nd May 2007.</p> <p>The report was noted.</p> <p>Report back from HR Committee 24th May 2007.</p> <p>The report was noted.</p> <p>Report back from Contracted Services Sub-Board – 12th June 2007.</p> <p>The report was not included but it was noted that it would be circulated.</p> <p>Report back from Managed Property Sub-Board – 13th June 2007.</p> <p>The report was not included but it was noted that it would be circulated.</p>	
<p>13</p>	<p>Forward Plan</p> <p>The forward plan was agreed.</p>	
<p>14</p>	<p>Report to Board from Councillor Terry Stacy, Executive Member for Housing and Communities</p> <p>a) Terry Stacy informed the Board that the Council was pleased with the performance of HFI and that performance had improved year on year although he recognised that there was always room for improvement.</p> <p>b) Cllr Stacy mentioned three areas in particular:</p> <ul style="list-style-type: none"> i) New build – LBI’s preference is for HFI to be the delivery agent for new housing in the borough. ii) LBI / Kier Islington contract up for renewal in 2010 and that profit share would be reviewed as part of the contract negotiations. iii) Sustainability in particular “green” parking and HFI’s willingness to become involved with the strategy. <p>c) The Chair, on behalf of the Board, thanked Cllr Stacy for his</p>	

	presentation.	
13	<p>Report to Board from Andy Jennings, Deputy Chief Executive of LBI</p> <p>a) Andy Jennings summarised the work of HFI and its relationship with the Council in its first four years of operation.</p> <p>b) The Board thanked Andy Jennings for his many years of work and support and wished him well in his retirement.</p>	
14	<p>Any other business and date and time of next meeting</p> <p>a) Claudia Webbe raised concern that the agenda had been too rushed to allow for a full debate on the Equality and Diversity Strategy. The Chair reminded her that the Board had previously agreed that all routine business should be completed in the first hour of the meeting to allow the Board to focus on the wider vision for HFI.</p> <p>b) Next meeting at 6.30pm, Thursday 20th August 2007, Highbury House.</p>	

There being no further business to conclude the Chair closed the meeting at 8:35 pm

Chair: Ann Lucas

Date

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

Name of Meeting	Date of Meeting	Agenda item	Status
Board	20 th August 2007	6	Decision

Subject of Report: Appointment of Company Auditor

1. Synopsis

- 1.1 This report asks the Board to appoint a Company Auditor until the next Annual General Meeting.

2. Recommendation

- 2.1 That the Board notes that the audit operations of RSM Robson Rhodes LLP merged with those of Grant Thornton UK LLP on 2nd July 2007 and that the merged firm is Grant Thornton LLP.
- 2.2 That the Board notes the resignation of RSM Robson Rhodes LLP as auditors of the company dated 20th July 2007 and the creation of a casual vacancy.
- 2.3 That under the provisions of s.388 Companies Act 1985, the Board resolves to fill this casual vacancy with the appointment of Grant Thornton UK LLP.

3. Background

- 3.1 Homes for Islington Limited (HFI), as a limited company established under the Companies Act 1985, is required to have external company auditors. With the merger of Robson Rhodes UK LLP with Grant Thornton UK LLP it is necessary under UK Company Law to formally accept Grant Thornton UK LLP as the replacement auditors.

4.0 Implications

4.1 Financial implications

4.1.1 Capital Implications

None specific to this report.

4.1.2 Revenue Implications

None specific to this report.

4.1.3 Efficiency Implications

None specific to this report.

4.1.4 Risk

None specific to this report.

4.2 Legal implications

Included within the report.

4.3 Equalities implications

None specific to this report.

4.4 Sustainability implications

None specific to this report.

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

Name of Meeting	Date of Meeting	Agenda item	Status
Board	20 th August 2007	7	Decision

Subject of Report: Suite of HFI strategies

1. Synopsis

1.1 This report sets the current suite of HFI Strategies and proposals to amend the current process of review by the Board of Directors.

2. Recommendation

2.1 That Board approves the proposal to review HFI strategy documents in a three-yearly cycle.

3. Background

3.1 HFI has developed a number of high-level strategies since its formation in April 2004. These strategies provide HFI's strategic approach to different aspects of the services it delivers to residents.

3.2 Board took the decision that these strategies should be subject to annual review to ensure that they remained fit for purpose in delivering HFI's key objectives. Reviews would also take into account changes in legislation and update strategies in terms of other relevant changes in, for instance, Council policy or standing orders. The current suite of HFI strategies is as follows:

- Efficiency
- Procurement
- Equalities and diversity
- Resident involvement
- Community engagement
- Information & Communications Technology
- Sustainability
- Communications
- Human Resources
- Health and Safety.

3.3 There are currently no plans to change this suite of strategies although there is an option to take a different view of customer-facing strategies (eg. resident involvement, equality & diversity, community engagement) from those that are internal / technical strategies (eg. ICT, Human Resources, Health & Safety).

- 3.3 Each strategy has attached to it a SMART (Specific, measurable, achievable, realistic, timely) action plan.
- 3.4 Up to now each strategy and action plan has been reviewed by Board on an annual basis. This review has included on most occasions a paper to Consultative Panels in advance of Board.
- 3.5 Board is asked to consider whether such strategies should in fact be reviewed and possibly be changed every year. There is a strong argument that a strategy should take a much longer term view.
- 3.6 HFI's position on reviews is that they should be fit for purpose, but should in general follow the Best Value format which has proved so effective over the years as an effective methodology. As with HFI service efficiency reviews this should include thorough consultation with stakeholders, especially residents. It should be noted that there are currently ten strategies and to do all of them on an annual basis puts pressure on staff and risks consultation overload with residents.

4. Proposal

- 4.1 The proposal is therefore that strategies be developed for a three year period. There would be a rigorous reappraisal of the whole document every three years, including thoroughgoing consultation. Action plans would be produced on an annual basis.
- 4.2 There would be an annual report to Board covering progress against the last year's action plan, proposing a new action plan for the coming year and a brief review of any changes necessary to the strategy to bring it up to date with developments, for instance legislative and regulatory changes. This was the approach taken recently with the Equalities and Diversity strategy.
- 4.3 It would still be an option for Board to bring forward the three year review of a strategy if it felt that this was necessary because of particularly major changes in HFI's circumstances or operating environment.

5 Conclusion

- 5.1 Board are requested to consider review reports of HFI strategies to Board on a three year cycle with annual updates on the relevant action plans which appraise Board on progress of implementation of the strategies.

6 Implications

6.1 Financial implications

6.1.1 Capital Implications

None specific to this report

6.1.2 Revenue implications

None specific to this report

6.1.3 Efficiency Implications

It might be considered a more efficient use of finite resources to plan reviews of HFI

strategies on a three year cycle.

6.1.4 Risk Implication

HFI's strategies are the means by which HFI's objectives are to be met. Thus they are of integral importance to the organisation. Reviews of these strategies need to be thorough and complete and will of necessity involve consulting customers and other stakeholders. To seek to do so on an annual basis risks a culture of "tinkering" rather than undertaking systematic reviews.

Provision of annual updates to Board on progress of implementation, mitigates any risk to the Board of approving three yearly review.

7.2 Legal Implications

7.2.1 None specific to this report.

7.3 Equality Implications

7.3.1 None specific to this report.

7.4 Sustainability Implications

7.4.1 None specific to this report

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Report of	Team		Job Title
David Selo	Chief Executive Directorate		Director of Resources
Name of Meeting	Date of Meeting	Agenda item	Status
Board	20 August 2007	8	Decision

Subject of Report: Communications Strategy 2007/08

1. Synopsis

- 1.1. This report outlines the proposed communications activities for 2007/08 and provides an update on the activities that have taken place under the previous communications plan.

2. Recommendation

- 2.1. That Board approves the communications strategy.

3. Background

- 3.1. The current communications strategy outlined achievements for the first two years and covered plans for 2006/07. A new strategy has been prepared to take HFI into the next year and update the current communications strategy approved by the Board in autumn 2006.
- 3.2. The attached strategy (Appendix 1) outlines the work needed to be carried out for the period 2007/08.
- 3.3. The attached Action Plan (Appendix 2) outlines the activities, priorities and resource requirements to meet this Strategy.
- 3.4. Appendix 3 gives a summary of the budget.

4. Activities

- 4.1. The work for communications over the coming year is divided into the following categories:
- Communicating with residents
 - Working with our partners
 - Dealing with the media
 - Communicating with staff
 - Marketing HFI

- Events

4.2. The key activities include:

- Working closely with the service development team
- Ensuring that there is joint working on the communications and community strategy
- a review of the existing methods of communication and development of the work where this has not already been carried out
- continued collaboration with our partners
- ensure ongoing community engagement
- a maintained level of communication with our staff
- to continue to increase pro-active work with the media
- to continue to develop the HFI brand and image
- reviewing and improving our communication across the board including ensuring use of plain English and improve standards in correspondence
- ensuring all parts of HFI are using the HFI brand both internally and externally
- ensuring a continued national profile through work with the National Federation of ALMOs

5. Implications

5.1 Financial Implications

5.1.1 Capital Implications

None specific to this report,

5.1.2 Revenue Implications

The allocated budget for communications for the year 2007-08 is £352,800. A summary of the areas this has been allocated to is attached.

5.1.3 Efficiency Implications

During 2006/07 efficiency savings were achieved in procuring new contracts for design and mailing. Development of the web and other high profile activities such as advertising and photography will need more investment. This will need to be met through achievement of efficiencies elsewhere within the communications budget.

5.1.4 Risks

The organisation's risk register includes the risk "failure to manage HFI's image and manage tenants / leaseholders expenditure". This risk currently assessed as medium. A robust communications plan that improves the organisation's image and reputation is essential for management of this risk.

Operational risks will continue to be identified and updated monthly in the forward planner to alert SMT to any potential hazards to HFI's reputation and image.

5.2 Legal Implications

5.2.1 None specific to this report.

5.3 Equalities Implications

5.3.1 Equality and diversity issues have been included in preparing the strategy. Assessments and focus groups will be carried out on implementation of this strategy to ensure feedback from residents.

5.4 Sustainability Implications

5.4.1 Work has been included in the strategy to start publicity and promote sustainability and the need for HFI to reduce it's carbon footprint.

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improving housing through partnership

Item 8 – Appendix 1

Communications Strategy

2007 - 2008

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1. Foreword

Homes for Islington (HFI) commenced operations in April 2004. Owned by Islington Council, HFI is managed by a board of directors made up of Islington tenants and leaseholders, council representatives and independent members. We manage approximately 32,000 council properties throughout the borough.

The government enabled local authorities to set up arms-length management organisations to manage their housing stock and provided an incentive by giving good “two star” ALMOs the capital funding needed to meet their decent homes obligations. HFI was awarded 2 stars with excellent prospects for improvement in January 2005 by the Audit Commission.

In its first year HFI concentrated on establishing itself as an independent organisation and improving its services to residents. The 2 stars and ‘excellent prospects for improvement’ judgement are evidence of substantive progress towards these goals. Over the next year our target is to continue our improvement of services to residents and to achieve a 3 stars judgement from the Audit Commission reflecting the provision of ‘excellent’ services.

The development of an ongoing communications strategy reflects our determination to ensure clear and effective communications with both the communities that we house, and the wider community, and to find ways involve them in making a positive contribution to the issues that really matter to them. It is also an important element in achieving a three star Audit Commission assessment.

2. Executive Summary

- This strategy outlines the proposed communications activities for 2007/08 and provides an update on the activities that have taken place under the previous communications plan.
- This strategy outlines the achievements of the communications team over the last year.
- The strategy sets objectives for the future and areas of activity that need to be undertaken to ensure promotion of HFI and effective communication with residents and partners.
- Key drivers include the Government's commitment to decent communities, the Audit Commission KLOEs, the decent homes programme, the commitment to the IIP standard and Charter mark.
- Progress has already been made in many areas including developing work around the decent homes programme, consulting leaseholders and improving in communications with residents
- The key areas of action to be developed include:
 - A review of our existing methods of communication and expansion of them where appropriate
 - Continued collaboration with our partners
 - Continued close working with the service development team
 - A maintained level of communication with our staff
 - An increased level of pro-active work with the media
 - Continue to improve our communication across the board including ensuring plain English is used in documents.
 - Continue to ensure all parts of HFI are using the HFI brand both internally and externally
 - Continue to maintain the national profile through work with the National Federation of ALMOs
 - Further development of our online services and internet facilities
 - Continue to develop out community events and ensure consistency
- The current team consists of one communications and marketing manager, two principal communications advisers, one events co-ordinator and one communications support officer. We have an in-principle growth bid approved for a web officer to provide dedicated and full-time support for the web.
- Internal communications was the area that is best established, with the strongest systems in place. Over the last year we have given a greater focus to external communications increasing the amount of work we do with the media and ensuring that we are pro-actively pushing our message.

3. HFI's Decent Communities Statement

HFI's mission is "to continuously improve housing for local residents, through sound investment, the effective management of resources and the relevant involvement of staff, residents and community partners".

The HFI mission statement contains six cross cutting themes that underpin our vision. The majority of these specifically reflect our commitment to supporting decent communities.

The communications strategy aims to contribute directly to the achievement of the six strategic delivery objectives adopted by HFI to ensure that we continue to improve our services.

- To be an excellent service provider
- To improve homes
- To engage with the community
- To be a first class employer
- To embrace partnership
- To be an evolving organisation

Over the next two years HFI must become fully engaged with the community and must secure its long-term future as an organisation. This is a key area for communications which has been broken down in this strategy for the coming year by the following sections:

- Communicating with residents
- Working with our partners
- Engaging with the community
- Dealing with the media
- Communicating with staff
- Marketing HFI
- Events

4. Key Drivers

A key driver for the communications strategy is the access and customer care KLOE.

The access and customer care KLOE is intended to cover the following key areas for communications:

- Access to the service
 - Successfully publicise all methods of access along with opening times and arrangements for out-of-hours contact, which are clear, and have been agreed following consultation with users.

- Information
 - Provides a variety of leaflets, posters, handbooks and other relevant information covering all that customers reasonably need to know including for example, customer services, complaints, contact information, opening hours, approach to rent arrears and dealing with anti-social behaviour.
 - Provides all information in plain English and other formats required by customers (see diversity KLOE). These are easily available on paper and electronically on the website.
 - Produces regular newsletters about policies, procedures and performance that are interesting and informative and residents are involved in production and decisions on content.
 - Routinely consults residents about the nature and content of leaflets and handbooks. Residents are satisfied with the quality and timing of information.

5. Achievements

- Internal Communications

A lot of work has gone into internal communications to ensure that we communicate with staff in the best way possible. This has been an important area of as part of our requirements to meet IIP and that we are doing all we can as an employer to keep staff fully informed. This is also important if we are to maintain a high level of staff morale and retention.

Following the re-launched the staff magazine we have continued to focus on readability and ensuring it contains information that will interest staff. We have continued to develop the Intranet and ensure that it is the main resource for staff for information and accessing policies and other forms. Information on training is also clearly provided on the site as well.

Priority messages have continued to be used to get key information to staff quickly and we have piloted the use of texting with the caretakers.

The final piece in this communications network is the monthly team briefing issued at the beginning of each month. The information included links into the staff magazine and provides links to the Intranet for further information.

We have continued to run the annual staff attitude survey. Participation increased again in the last year. This sits alongside the staff conference, which has been further developed to make it look more professional.

- External Communications

The Internet site has undergone further development. 'Getting It Right Online' has continued to be supported by the project officers and updated as the decent homes programme develops. We have added automatic translation for the first time and are now looking at how we expand this. Browsealoud was also added to provide a 'read aloud' version of the web for blind people or those with visual impairments. Redesign of both sites is also underway

A quarterly residents' newsletter has continued to be produced and delivered with the rent statements. Close working relationships have been established with HOU and rent accounts to ensure effective distribution. Homeowner, for leaseholders, has been revised and the look brought into line with the other magazines.

A tendering process has also been carried out for the distribution of the residents' magazine and the rent statements.

Development of the HFI brand has continued. This has included working with service development to create a corporate style for leaflets. The rolling out of

the design established in the previous year across all HFI documents. The new looking Internet will take this design further.

A great deal of work has also been undertaken with service development to ensure that we are accessible to all parts of the community. A new standard for translation has been introduced with an agreed font size and layout for documents.

- Media Activity

We have continued to work positively with the media and to provide clear information between HFI and LBI. We have increased the amount of proactive work being carried out and have increased the amount of positive media coverage we have received.

Some focus has been made on advertising and increasing our profile in wider publications. We have taken part in the last year in promoting ourselves in the inside housing ALMO special, contributed to the NFA newsletter, appeared in the Carling Cup final programme at the Millennium Stadium in Cardiff. Adverts have also been placed in the Pink Paper as part of wider advertising for recruiting outside the sector and amongst minority groups.

A new protocol for providing quotes for the media was established and we have given more named quotes for media stories.

- Other Activities

A good working relationship and trust had been established with LBI's communications team and this has continued. Work has also been underway to ensure we have a leading role in the National Federation of ALMOs marketing and lobbying strategy.

The communications team continue to take the lead on promoting the organisation through awards. Short-listing has been achieved in several awards. A successful approach was taken to the inaugural NFA awards, which saw us enter every category and walk away with a win for a key partnership programme and a commendation for a resident led project.

A design agency was appointed for the refreshing of the website and this work has begun. Work has also been undertaken with TSG to improve the way we update the web and the level of service it provides.

A new approach to communications planning has been implemented with a rolling monthly plan approved and overseen by SMT. This ties in with the LBI approach and has allowed us to co-ordinate work to greater effect. We supply them with information on our forward plan monthly and also ensure monthly face-to-face meetings as well as contributing to the Members' Bulletin.

- Events

An events officer post was created and filled during the year. This has proved successful in providing guidance on events and a greater co-ordination. This post has also taken responsibility for the ongoing creation of promotional items.

The last year saw the continued work on the Kier fun day as well as the creation of a summer fair supported by the constructors. A rolling programme of community events to support the decent homes programme has also been introduced. Community events have been added to this. The Mayor (both current and her predecessor) and the board have been used at these events to gain publicity and we have increased involvement of ward councillors and the executive member for housing.

A support role has been established at all HFI conferences and seminars and we have been working with the performance and service development division on community engagement. The use of a PASP placement and now an Events Co-ordinator has ensured a more corporate feel and a more professional approach to this side of HFI's work. This has included work on such high profile events as organising the Respect Standard launch.

6. Audiences

HFI have a variety of audiences to communicate with from tenants and leaseholders to staff and partners as well as the wider community including the press. The approach of our communications has been to try and reach all these audiences with key information as effectively as possible.

We also have to acknowledge that the relationship with have with the different target audiences is varied and complex. We should also acknowledge that some of our target audiences need greater work to improve the way we communicate with them including leaseholders.

6.1. Tenants

We have approximately 23,000 tenants who are the main focus of our communications as well as our day-to-day work. The main sources of contact with them from the perspective of the communications team are HFI News and the Internet. Plans on these areas are outlined in the sections below.

It should also be acknowledged by the organisation that the majority of their interaction comes from correspondence from and face-to-face meetings with our staff. It is important therefore that work we continue to work with Learning & Development on including this element in staff training and that we ensure staff are fully briefed on changes in HFI.

Work will be carried out over the next year to look at improving standards of written communication with residents.

6.2. Leaseholders

The relationship with leaseholders has been more difficult than with our tenants. Communication with them has also been highlighted as an area for improvement.

Changes were made over the last year to improve the way leaseholders were informed of capital works charges and provide greater time for them to raise concerns. Over the coming year we need to look at improving general standards of communication with them and work has started on this.

We will also be working with home ownership to improve the quality and standards of their literature and ensure a more corporate feel and improve clarity.

Leaseholder mailings have been brought into the corporate cycle of mailings with communications and rent accounts to standardise delivery and distribution. The same will be done with the way we write, design and produce Home Ownership documents.

The action plan outlines working with service development to assess the value and the style of Homeowner. This will be used to look at further improvements to this and whether we need to increase frequency of production and revise the way it is produced.

A key priority which we will be working on with Home Ownership will be to look at ways we can bolster trust and the reputation of HFI. This can be done through highlighting areas of success and positive work with leaseholders. Communication's role will need to be a supporting one to Home Ownership and work with them on their strategy to identify opportunities for the year ahead.

6.3. Staff

As outlined above ensuring staff are fully informed is a vital part of our communications with our residents. It is also important as part of staff development and ensuring that staff have a loyalty and an affiliation with their employer. It is also important so that they feel valued and recognised and become good ambassadors for HFI.

It will important to continue to maintain the standards and regularity of the team briefing and Inside HFI supported by smaller items such as the Caretakers newsletter. Additionally we will be looking at renewing the intranet.

Communications will again be leading on the staff conference and will be looking at feedback from this year to improve the standard of that event. A report has been prepared for SMT.

6.4. Hard-to-reach residents

A key focus on ensuring that we meet our requirements to deliver good communications to all our residents and that we meet our diversity commitments will be looking at ways to ensure we communicate with hard-to-reach groups.

Work is already underway to provide literature in alternate languages and alternative formats. We will be working with service development on the outcome of the translation review. We are also looking at how we can develop the Internet to make access easier.

A key part of this will be working with service development to ensure our work is assessed by focus groups looking at accessibility issues.

6.5. Partners & contractors

Work with our partners is important. We have a range of partners and contractors working with us and for us. It is important that it is clear where our role is and what our message is.

We will continue to seek joint branding opportunities with partners where possible. With contractors work has been undertaken to jointly brand our decent homes work, which will be rolled out further. Advice has also been given on communications with the press and resident communications, which we will continue to monitor.

The Council is clearly the main partner and we will continue to ensure that we have close and effective working relations with LBI. We already provide them with our magazines and press releases and involve them where possible. Further opportunities to do this will also be sought.

6.6. Councillors and board members

It is important to ensure that board members and councillors are well informed which will help them be effective in their role. This is particularly key over the coming year with the potential for new members joining the board.

We already ensured councillors are updated via the Members' Bulletin and that they are invited to events in their ward as well as receiving HFI news. A licence has been bought to ensure we can continue distributing press cuttings to the board and all press releases are being included. We will continue to use board members for quotes and promotional work where possible.

6.7. Opinion Formers

There is a recognition that HFI needs to play a role with opinion formers both locally and on a wider level. This is important if we are to be a three-star ALMO and work alongside a three-star authority.

Islington has a high proportion of national opinion formers living in the borough including journalists and national newspaper editors, celebrities and heads of national organisations. It is therefore necessary to acknowledge that this will lead to a higher profile than other boroughs on key issues, with an impact on HFI as housing takes a higher national profile.

Ensuring we promote our successes through national trade press as well as feeding into the NFA and using their links will continue to be important. LBI will be looking to exploit these links and we should look for ways of supporting where possible.

7. Methods of communication

7.1. Existing channels

HFI currently uses the following methods of communications

7.2. External

- HFI News
- Internet
- Homeowner
- Posters
- Leaflets
- Booklets
- Tenancy DVD
- Local papers
- Trade press
- ITM News
- Members bulletin
- Residents' conference
- Fun days

7.3. Internal

- HFI News
- Team Briefing
- Caretakers' Newsletter
- Priority message
- Intranet
- Staff conference
- Managers' conferences
- Directors' bulletin

7.4. Future options

Emerging technology will present us with a number of options to open up the way we communicate. It is important that any new technology is assessed to ensure we avoid any negative effects.

Possible future options could include:

- Pod-casting or web-blogging which could attract a younger audience. This could obviously open up ways of bringing in younger people for consultation purposes. There is a potential benefit for targeting young people in relation to positive work on ASB. There are possibilities here too for communicating with staff.
- Text messaging and greater use of mobile phones particularly as technology develops. This could be used for targeting specific groups. Some work has been done with caretakers on this which we wish to roll

out. Linking this with the net to make it more efficient is also an option. This is an obvious area for improving links with non-office based staff.

- Use of street advertising. Bus advertising has been examined and ruled out. There remains the option of bus shelters and tube and railway stations. This would have to be carefully targeted. Links in with the Council street advertising is also an option.
- A priority is too look at the BME and foreign language media in the borough and make greater use of them. Options for collecting data will need to be assessed.

8. Future plans

8.1. Communicating with residents

Objective: to inform residents about our work, manage their expectations and ensure two-way communication takes place which can influence and direct our services.

HFI aims to provide an excellent service for its residents. Communications has a key role in this by ensuring that they receive information correctly and are aware of HFI's work.

This is the key area of work for HFI and the communications team and all the other areas of work listed in this section relate to this. Our work with partners and work with the media are important as ways of ensuring that we promote ourselves to the residents.

There must be a clear understanding that external communications includes all contact with our residents and outside partners. A monitoring role is also important for our communications regarding letters to residents. Too frequently we communicate with our tenants in language that is technical.

HFI needs to look at marketing to leaseholders as part of a pro-active attempt to explain the benefits of the capital programme from their standpoint. This needs to include the fact that we have invested in their homes and increased their value.

We will be continuing to develop the residents' magazine over the coming year. This will include a review by the residents through focus groups as a way of improving quality and content. We will also continue to try to involve community groups.

Key areas of work for the coming year include:

- Work has begun on the Internet. During the coming year this will see major changes in the site. Firstly this will be a re-design of the look and branding for the site which will improve accessibility, usability and introduce the corporate look to the site. A full revision of all the information on the site has also been undertaken and the text will be adapted and altered over the coming months. Further work will be undertaken to work with managers to look at how we can use the site to deliver more for their areas.
- We will also look for further accessibility improvements for the web including increasing the languages we translate into and the provision of signing.

- Further cost savings will be sought for the residents' magazine. We will be looking to increase the involvement of community groups and further the approach of giving the magazine a community feel. Targeting of different sections of the community will be undertaken, working closely with service development.
- We will develop greater consultation, in conjunction with the service development team, with our residents to look at the quality and style of the information we are putting out.
- A key part of this consultation will be user testing of the website, as it develops to ensure it is doing what the residents want and to give them some ownership over the content.
- Continue to improve accessibility for the website. This will include expanding the translation options and getting assessment for disability users groups.
- To train the communications team (and potentially members of the service development team) to the crystal mark plain English standard.
- Working with the service development and the community strategy we will help organise and promote the annual residents survey. This will be part of developing the way we consult with residents. Development of consultation methods will be driven by the community strategy.
- HFI continues to produce a range of information on all aspects of our service. The communications team will continue to ensure these are clearly branded, easy to understand and professionally produced.

8.2. Working with our Partners

Objective: to ensure that we clearly brand our services to residents as HFI services; that we ensure good communications with our partners and that we provide a consistent message to residents.

Partnership working is key to HFI's work at every level. It is important that we establish strong working relationships with our partners and collaborate on communications issues. Much of the interaction between HFI and the residents comes through our partners and it is therefore important that we work with them to ensure a consistent message.

The last year has seen much more joint working on communications issues particularly with Apollo and Kier. We are also rolling a process of joint branding with constructors and LBI for all major works.

Key activities for the year ahead include:

- Continue to work with Kier to ensure an HFI input to and promotion of the Kier fun day.
- Link in with contractors' on-site events and continue the programme of on-site events to celebrate decent homes and the completion of works on individual estates and individual blocks.
- Create a second constructors supported summer fair, this time in the north of the borough.
- Continue to look for joint branding opportunities with partners.
- Create promotional opportunities for work beginning on new build and the street property portfolio.
- Continue close working with the National Federation of ALMOs.

8.3. Engaging with the Community

Objective: to engage with the community and ensure that this approach is included in all our work. Engagement with the community is also part of partnership working and many activities with our partners will pick up on that element. This is also an important part of communicating with residents, as there is already widespread involvement with community groups and community activities.

Communications work on community engagement will continue to be carried out alongside the service development team and will be driven by the community strategy as well as the communications strategy.

HFI must look to promote work with the local community such as the Arsenal Positive Futures work to highlight our commitment to building sustainable communities. We will work to promote projects such as the Work 4 Islington scheme which helps to demonstrate the commitment of HFI to building local communities.

We establish regular focus groups to look at our communications activity, particularly online work.

We will be working with operations and the area housing offices to ensure that local community activity is fully branded and ties in with the strategic events.

Key areas of activity here:

- Use of Kwest and focus groups to assess leaflets and documents. A new focus group is being established for Homeowner. There will also be regular use of the new improvement panel.
- Close working will take place with the ASB out-of-hours teams to promote their service and with the ASB officers based in area housing offices.
- Working with the service development team we will support and promote the Good Neighbour Agreements, which are intended as extensions of the formal landlord-tenant contract.
- Continued promotion of the Positive Futures programme and SAFE. We will also be looking for greater opportunities to promote other arts events and non-sporting activities. The programme is successful and will be expanding. We will continue to promote the investment HFI has made in this area. We will also tie it to our ASB work as an example of positive preventative work.
- We will continue to promote Work 4 Islington as it develops and report on its successes. We will use this as an example of working with our partners and the community to provide opportunities for local residents and to expand the skills base of the community.
- Work will continue to seek opportunities to nominate HFI for wards following the success of community-based projects during the last year.

8.4. Dealing with the Media

Objective: to manage and promote HFI and our key values to the public and to maintain and enhance our reputation.

HFI has been increasingly effective in dealing with the media. The role of the communications team in this regard is understood across the organisation. An effective working relationship is in place with the LBI press office. We have increased the amount of proactive work we carry out and we will be looking for further opportunities.

HFI needs to continue to provide a regular supply of 'good news' housing stories to ensure a positive image both to LBI and the local residents. This will require continuing interaction with management and staff to ensure we are supplied with information from a local level.

Over the coming year a revised media protocol will be drafted to ensure that all staff are clear on our role with the media.

A timetable of regular press releases is in place and will continue to be developed to ensure news stories based on our capital programme, community events and other good news.

Key activities with the media for the next year are:

- The drafting of a revised media protocol so that the process of handling media requests is fully understood.
- Establishing media training for the senior management team and key board members to ensure that we are in a position to offer spokespeople for HFI who can speak on the record. This will also ensure that we can do this with a level of professionalism and can provide a media voice on camera independently of the Council as and when is necessary.
- We will continue to ensure that there is a rolling timetable of press releases which promotes HFI's work and report on successes.
- We will continue to ensure that we deal with and respond to the enquiries of the local press. A standard of giving a full and effective response within 24 hours and same-day responses where possible has been set.
- To continue to target local media with positive news stories. To try and capitalise on the successes we have had particularly in regards the Islington Gazette.

8.5. Communicating with Staff

Objective: to keep staff informed with clear and up-to-date information incorporating our values.

In future internal communications will be agreed by the senior management team and overseen by the HR committee of the board. The information that will pass to the board as part of the communications plan will be focussed on external communications and marketing.

We must ensure that all areas of HFI are complying with our corporate identity. This includes the internal systems of property services and the presentation of area housing offices and home ownership which remains the most individualistic of HFI's departments.

Key activities in internal communications for the next year are:

- To revise and revamp the Intranet site following the re-development of the Internet site. This will make it more accessible and re-brand it to match the corporate style
- To look at greater integration of the property services extra-net now the move to Highbury House has been completed at the same time as the revision of the Intranet.
- Work will also be carried out to promote the green agenda and sustainability including the HFI green travel plan. This will involve the promotion of sustainable travel and the development of a more environmentally sustainable HFI.

8.6. Marketing HFI

Objective: to sell HFI to the wider community and potential recruits as well ensuring a clear identity for the organisation.

Key marketing activities for the year ahead:

- Continue to ensure a clear and visible branding at HFI events and conferences. To ensure that HFI is presented as a progressive and professional organisation.
- We will continue to establish and grow both our local and national reputation. We will work with partners and seek opportunities within the wider organisation to promote our work and services.
- Assess opportunities for greater advertising around the borough. This would have to be carefully targeted.

8.7 Events

Objective: to ensure a regular amount of community activity and that all such activity is co-ordinated effectively.

Key events activity for the year ahead:

- To organise and run an effective staff Conference
- To work with partners to help organise and co-ordinate an annual summer fair & Kier fun day
- Liaise with area housing office in support of their community days

- To help with the organisation and co-ordination of the leaseholders and residents conferences
- To provide promotional events for the street property improvement promotional events
- Continue to provide community events in support of the capital programme.

Communications Strategy Action Plan
2007/2008

Area of activity	Activity	Message	Timescale
Communicating with residents Objective: to inform residents about our work, manage their expectations and ensure two-way communication takes place which can influence and direct our services.	Public meetings – ensuring all are clearly branded		Ongoing
	Residents' Magazine – six monthly review with focus groups	Ensure that magazine remains up-to-date and engaging for readers	September 07
	Review of HFI leaflets and publications	Quarterly – 6 monthly review to ensure readability and accessibility of all publications	Summer 07 start
	Homeowner – review of magazine with focus group	Printing costs of approximately £6,000 per year – costs to be met by Operations division	September 07
	Review and re-issue policy on the use of publications and guidelines to ensure consistent standards		October 07
	Improve standards of English in documents and correspondence		October 07
	Re-design of website	Website to be redesigned and fully checked and edited.	May -November 07
	Look at website functions	Following the redesign a full assessment of website functions and potential. Assessment with managers.	September - November 07
	Improve accessibility of the web including signing technology and increased translation services	Improve accessibility to the website and access for hard-to-reach residents	August – October 07
	Review of website support. Assess possibilities of establishing in-house	To improve back up and support of the web and find cost savings.	For implementation Summer 08

	web support for internet, intranet and extra-net. Review of existing back-up and hosting arrangement		
Area of activity	Activity	Message	Timescale
Working with Partners Objective: to ensure that we are clearly branding our services to residents as HFI services; that we ensure good communications with our partners and that we give a consistent message to residents.	Joint branding with partners – a clear policy on when and how to use joint logos to be drawn up	Ensure that the existing approach on joint banners continues to be rolled-out across sites.	Ongoing
	Joint communications – guidelines to be drawn up outlining sign off process and use of joint communications with partners	Ensure HFI leads on communication on work carried out by our contractors.	September 07
	End of capital programme events for both small works and larger projects including production of events calendar	Continue promotion events to celebrate end of decent homes works	Ongoing
	Kier fund day/ summer fair	Create community opportunities to promote HFI and establish links with residents.	August 07& July 08
	Establish capital works completion banners	Aim to promote decent homes programmes as we complete buildings.	October 07
	Participate in contractors community events	To use events organised by contractors to ensure HFI are promoted.	Ongoing
	Promote Work4Islington	Ensure ongoing promotion of W4I successes.	October 07
	Area of activity	Activity	Message
Engaging with the Community	Promotion of out-of-hours team	Continue ensure use of team and guarantee profile	August 07 and ongoing

Objective: to engage with the community and ensure that this approach is included in all our work

	Large promotion of success of ASB work and Respect Standard	Ensure prominent place on the website and win coverage for out work in tackling nuisance neighbours	August 07 and ongoing
	Revise and re-launch the events calendar.	Revise to improve quality and tie-in with the new website.	August 07
	Promotion of HFI supported sporting activities.	Promotion of Arsenal Positive Futures and S.A.F.E	Ongoing
	Promote community projects.	Ensure work to engage community and provide facilities is seen by residents	Ongoing
Area of activity	Activity	Message	Timescale
Dealing with the Media Objective: to manage and promote HFI and our key values to the public to maintain and enhance our reputation.	Ensure ongoing press releases.	Regular release of positive news to ensure maximum good publicity.	Ongoing
	Media training for directors and key board members.	enable them to do media interviews including radio and TV as well as print	November 07
	Ensure clear division with LBI	Ensure clear lines of responsibility are in place and joint responses where necessary.	Ongoing
	Quick and effective turnaround of press enquiries.	Ensure press questions are answered within 24 hours where possible.	Ongoing
Area of activity	Activity	Message	Timescale
Communicating with Staff Objective: to keep staff informed with clear and up-to-date information incorporating our values.	Review staff newsletter	Use internal staff focus group and/or SIG.	November 07
	Team Briefing	Monthly issue with input from SMT.	Ongoing
	Team briefing	Establish a twice yearly review and health check of team briefing with SIG	October 07
	Re-building of intranet	Following the re-vamp of the internet the intranet will follow.	January – June 08

	Incorporation of property services extra-net	Find ways of incorporating the extra-net within the new intranet.	March -June 08
	Improve information to caretaking and non-office based staff	Look at ways of increasing information to these staff including texting and messaging technology.	April 2008
	Staff Conference	Assess staff conference and of manager's conference to look at timing, purpose and activity	March 2008
	Staff Attitude Survey	Use of UEL to deliver the survey and increase turnout especially amongst caretakers.	March 08
	Awards	establish which awards are available and which HFI can apply for	Ongoing
	Staff awards	Ensure greater buy-in from management teams and staff. Look to create long service awards too.	December – March 07-08
Area of activity	Activity	Message	Timescale
Marketing Objective: to sell HFI to the wider housing sector and potential recruits as well as our residents.	Establish HFI brand	Ensure HFI adverts, publications and activity are clearly and consistently branded	Ongoing
	Advertising	Seek opportunities to advertise HFI both locally and national with partners and in the trade press	Ongoing
	Recruitment strategy	Ensure clear and consistently branded recruitment ads and promotions.	Ongoing

Item 8 – Appendix 3

Budget Summary 2007-2008

Staff costs	£142,080.00
General purchases	£6,870.00
Internet	£20,000.00
Leaflets/posters	£4,880.00
Photos	£5,500.00
Fun day/summer fair	£10,000.00
Travel	£1,000.00
Staff magazine	£9,000.00
Residents' magazine	£68,000.00
Printing (conference packs)	£1,000.00
Newspapers/adverts (including newspaper licence)	£2,500.00
Subscriptions	£500.00
HFI branded goods	£3,000.00
Comms mobile	£100.00
Training	£4,050.00
Refreshments	£1,600.00
Staff conference	£31,220.00
Donations to charity	£500.00
Annual report to tenants	£30,000.00
Staff attitude survey	£11,000.00
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	£352,800.00
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Report of	Team	Job Title
Doug Goldring	Chief Executive Directorate	Director of Operations

Name of Meeting	Date of Meeting	Agenda item	Status
Board Meeting	20th August 2007	9	Decision

Subject of report: Customer Care Options – Surgeries

1 Synopsis

- 1.1 To review the effectiveness of the two surgeries set up on the Mayville Estate and Tollington Estate.

2 Recommendations

That the Board:

- 2.1 Notes that the two local surgeries have proved to be an extremely expensive and a very inefficient way of providing a service and note there is very little demand for this service.
- 2.2 Agrees to discontinue this service and notes the alternative proposals to provide services to these and other vulnerable customers.
- 2.3 Agrees that HFI actively increase publicity relating to the additional opening hours at Upper St Area Housing Office, availability of the Home Ownership Unit reception (old Isledon Road office building) for dropping housing benefits forms and using free phones and to promote those services provided by HFI Direct.

3 Background

- 3.1 On 31st July 2006, Board agreed that when the Boleyn Road and Isledon Road offices were closed, consideration be given to setting up local surgeries to assist vulnerable residents. On 23rd October, it agreed that the increase in 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 2nd April 2007, and the tables below provide data for the first 12 weeks of the operation. The surgery time table is as follows:

Table 1:

Location	Days	Times
Mayville	Monday	10.00am – 12.00 Noon
	Thursday	2.00pm – 4.00pm
Tollington	Tuesday	2.00pm – 4.00pm
	Friday	10.00am – 12.00Noon

- 3.3 From the 2nd April 2007 until the 27th June 2007, staff have held forty eight surgeries. In this time the surgeries have had very low take up with only 22 callers, broken down as follows:

Table 2: Callers to Surgeries: The below figures have been gathered from the 12 weeks, dates as detailed above

Mayville	Tollington	Total
10	12	22

Table 3: Callers to Surgeries – Breakdown

Surgery Day	Number Attended
Monday	5
Tuesday	0
Thursday	5
Friday	12
Total	22

Table 4: Callers to Surgery - Reason

Reason for Visit	Mayville	Tollington
Rent Queries	5	4
Repairs	0	0
Tenancy Queries	2	4
Transfer	0	2
Parking	0	1
Other	3	1

Table 5: Callers to Surgeries - by Ethnicity

Ethnic Strand	Numbers
White UK	7
Black Caribbean	2
Black African	3
Turkish	2
Portuguese	1
Irish	2

- 3.4 The enquiries made ranged from concerns regarding arrears, tenancy, transfers, parking and general enquiries about tenancy management issues.

4 Publicity

- 4.1 HFI have posters displayed in the windows of Upper Street Area Office advertising the surgeries
- 4.2 Letters containing details of surgeries at both these locations were delivered to every tenanted and leasehold property managed by HFI in Finsbury Park, Mildmay, Highbury East and Highbury West wards.
- 4.3 Posters are also displayed in the communal areas of the estates served by these surgery arrangements. These posters give information on the range of services available.

- 4.4 The surgeries have been publicised in the Members Bulletin as for LBI Councillors.
- 4.5 Resident Representatives for the Upper Street Area have been advised of the surgeries and information was also circulated again at the last Area Housing Panels
- 4.6 Details were provided in the last Residents Newsletter

5 Financial Implications

- 5.1 There are two, 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 24 staff hours per week for the 4 sessions at the two locations.
- 5.2 The above equates to £445.68 per week which amounts to £5348.16 for the 12 week review period. Transport for the 12 week period travelling costs for the staff amount to amount to £672.
- 5.3 HFI currently hires the Mayville Community Centre surgery room at a cost of £100 per week. There is no charge for the use of Durham Road as these premises are managed by HFI.
- 5.4 The staff who provide this service, have access to the HFI data systems via the use of laptops. There have 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 12 week period is as follows:

Table 6:

Areas of Expenditure	Associated Cost
Staffing	£5348.00
Security Measures	£ 80.00
Room Hire	£1200.00
Staff Travelling Costs	£ 672.00
Printers	£ 316.00
Total	£7616.00

This equates to £346 per visit.

6 Service Implications

- 6.1 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 and attracts on average 176 callers per day.

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

Table 7:

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

- 6.2 As can it can clearly be seen form the table below, the number of Residents attending Upper Street Area Housing Office has steadily increased since the relocation of services from the Boleyn and Isledon Road Area Offices. It is anticipated that this trend will continue. Upper Street Area Office is very centrally based with very good links to public transport.

Table 8:

Month 1st April 2007 – 27th June 2007	Number of Residents who attended Upper Street Area Office
April	3,375
May	3,729
June	3,767 – Up to 27.06.07

Please note: The data recorded in the table below has differed slightly from the report submitted to Upper Street Area Housing Panels on the 16th & 19th July 2007, as the dates previously used have been amended to 1st April 2007 to 27th June 2007, inclusive:

6.3 Other options to extend customer services

(i) Homeownership Office

In addition, the Home Ownership Team based at Isledon Road is 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.

(ii) Tailored Surgeries

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 is likely to identify an unmet need of our customers. 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. These could, perhaps, be held on a less frequent basis but at the premises, which vulnerable customers already attend or are familiar with. For example we are exploring setting up a surgery for members of the Somali community at their place of worship.

(iii) Home Visits

There is an urgent need to use the existing staffing resources in a most cost effective manner to ensure maximum benefit for our customers. Staff continue to provide home visits to support customers on matters such as rent arrears, tenancy welfare and the new tenancies. During the 12-week review period, Upper Street Tenancy and Income Recovery staff carried out 709 home visits. 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. The fact that staff are regularly taken out to provide surgery cover is having a detrimental effect on the ability to provide home visits and interview customers in the office. This is also adversely affecting attempts to control rent arrears, which are a very high priority.

7 Consultative Panel Views

- 7.1 A report on the review of the surgery arrangements was presented to the July meetings of the Upper Street North and Upper Street South Area Housing Panels. The Upper Street North panel agreed that there was not much use being made of this facility by the local residents but recommended that the Friday surgery session is retained and that another mail shot be carried out to publicise the surgery amongst the local residents.

Two of the Upper Street South Panel members argued strongly that the surgeries be continued regardless of the demand as this service was promised to the local residents at the time when the decision to close the Boleyn Road area office was taken. However, some other members agreed that there was not much demand, and the service was too expensive to maintain.

8 Implications

8.1 Financial Implications

8.1.1 Capital Implications

None specific to this report.

8.1.2 Revenue Implications

Contained within the report (section 5).

8.1.3 Efficiency Implications

Contained within the report (section 5).

8.1.4 Risk

Contained with the report.

8.2 Legal Implications

- 8.21 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.
- 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.

9 Summary

9.1 There is very little demand for these surgeries.

9.2 The surgery arrangements are extremely expensive to manage and cost on average £346 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 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. Therefore, these arrangements would be considered again following an assessment of need, and consultation with, such groups.

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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	20 August 2007	10	Decision

Subject of Report: HFI Community Fund

1. Synopsis

1.1 This report proposes a methodology for the allocation of a Community Fund and updates on actions arising from the Homes for Islington “Partners in the Community” event.

2. Recommendation

2.1 That Board agrees to delegate, until further notice, allocation of the HFI Community Fund to Managed Property and Contracted Services Sub-Boards in accordance with their terms of reference amended 23rd April 2007 (Decide on any local funding as delegated by Board e.g. Community Engagement).

3. Background

3.1 On 23rd April 2007 Board agreed to amend the terms of reference of its Sub-Boards to permit decision making on any local project funding as delegated by Board.

3.2 Detail on the various options for what this might look like in practice was discussed at both Contracted Services Sub-Board (CSSB) and Managed Property Sub-Board (MPSB) at meetings on 12th and 13th June 2007. The Sub-Boards recommended that Board delegates the decision on spending some elements of an annual community engagement package to the Sub-Boards, and it is proposed that this is done by way of introducing an annual Community Fund that the appropriate Sub-Board would administer.

3.3 Methodology from 2008-9

3.3.1 On an annual basis the Board will review the action plan proposed for the coming years' Community Engagement activity. Given that the activities will be costed, the Board will be in a position to determine how much of the budget should be allocated to the recommended projects and, thereafter, delegate the Sub-Boards to consider other, more likely smaller, projects that would be bid for by community groups or similar with any remaining funding.

3.3.2 Staff would attempt to bring a range of such projects to the appropriate Sub-Board at the beginning of each financial year.

4. Commitments to date

4.1 HFI held a “Partners in the Community” event at NCH on 22 May 2007. The event was to launch HFI’s Community Engagement Strategy and Action Plan and to bring partners together to brainstorm ideas for activities that would enable HFI to deliver its action plan. The event also enabled the Service Development Team to map existing activities where HFI is working in partnership with others on community engagement activities.

4.2 HFI has been allocated £100k for 2007/08 by LBI in relation to promoting community engagement. Plans for the £100k community engagement funds are currently:

4.2.1 Immediate funding priorities (£13k):

- £5000 to Cally Community Health Project to recently setup, on the Bemerton Estate
- £500 to Caledonian Youth Project for “Big Pitch Day”
- Funding for the New River Green residents newsletter (four quarterly editions)
- A contribution to the Tollington community funday.

4.2.2 Consultation / capacity building by Groundwork around framework constructor legacy initiatives (£15k)

The £15k for Groundwork came out of the Partners in the Community event when it became apparent that framework constructors are keen to leave a legacy on the estates on which they have been working but do not know what shape this should take. Groundwork are existing partners with a track record of delivery who specialise in community engagement through work to enhance physical environments. The important thing here is that community cohesion is built through the consultation process itself.

4.2.3 Area Housing Office community engagement activities (£11k)

The £11k for AHOs is designed to fund fun days and other community events for which there is currently no other funding stream. The funding is split between the four AHOs on the basis of stock numbers:

Holland Walk	24%	£2603
Lyon Street	21%	£2320
Upper Street	31%	£3425
Central Street	24%	£2652.
Totals	100%	£11,000

4.2.4 Community Fund (£61k)

Still to be allocated.

4.3 Methodology for 2007-8

4.3.1 Since spend for this year has, however, already begun, it is proposed to report to Sub-Boards at their December meetings on what options remain for spend in this

financial year. One of the main methods of advertising the fund is planned to be through the residents newsletter and since the next mailing does not go out until Mid -September, it is thought that any meaningful options for spend may not be co-ordinated in time for the Sub-Boards in October. However, if enough early applications are received then a report will be produced for the October meetings.

5. Communication strategy

5.1 The Community Fund will be publicised through the September residents' newsletter and by direct mailshot to partners, TRAs, TMOs and community centre management committees.

5.2 The Service Development Team has drawn up a map of all community engagement activities currently being undertaken by HFI both directly and with/through its partners. This is an impressive list and demonstrates that we are already playing a major role in community engagement activities in the borough. The Service Development Team will also keep a log of all external funding levered in through these community engagement activities.

5.3 The Service Development Team have developed an application form and guidelines for applicants. They will develop criteria to be used in allocation decisions and these will focus on the extent to which applications meet HFI's Community Engagement Action Plan objectives.

6. Implications

6.1 Financial Implications:

6.1.1 Capital Implications

None specific to this report.

6.1.2 Revenue Implications

The Director of Resources reports that LBI has agreed ring-fenced funding of £100k for community engagement in 2007-08. The indications are this funding may only be available in 2007-08 and consequently any commitment beyond the current year will have to be found from other resources. The Board is reminded that a "fixed" allocation of funding to Sub-Boards is not possible since funding is contingent upon the annual allocation made to HFI by LBI which may vary.

6.1.3 Efficiencies Implications

As the community engagement is ring-fenced it is intended for specific expenditure and is exempt from any efficiency driven targets

6.1.4 Risk

The proposal that a report on the allocation of the HFI Community Fund be brought to the December meetings of MPSB and CSSB for sign-off carries a high risk that budgets may not be fully utilised by the end of the financial year. This also creates a risk that one-off payments may run into the new financial year.

6.2 Legal implications

6.2.1 The Board may delegate authority to its Sub-Boards to approve spending schemes as it sees appropriate. Where decisions on spending priorities at Sub-Boards cannot be agreed by consensus and can only be agreed by voting then Associate Directors act only in an advisory capacity and are not permitted to vote. It is likely, although not exclusively the case, that Resident Board Directors in particular will need to consider guidance provided on declaring possible conflicts of interests when agreeing schemes which may preclude them from participating in debates or voting if required.

6.3 Equalities Implications

6.3.1 HFI intends Community Engagement funding for the benefit of the whole community and has, as a core objective, the responsibility to promote community cohesion. Allocations of this funding will be made in the light of this criteria and the end of the year evaluation will both consider how it has met diversity objectives and map the recipients of the grant in terms of diversity strand.

6.4 Sustainability

6.4.1 None specific to this report.

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Report of		Team	Job Title
John Phillips		Chief Executive Directorate	Director of Property Services
Name of Meeting	Date of Meeting	Agenda item	Status
Board	20 th August 07	11	Decision

Subject of Report: New Build Development - principles

1. Synopsis

- 1.1 Asks Board to agree in principle that HFI will undertake new build work in the borough of Islington, if formally requested by HFI.

2. Recommendations

- 2.1 Agrees in principle that HFI will, should opportunities arise, undertake appropriate new build schemes.
- 2.2 Notes a further update (by way of a presentation) will be made at Board in October. This report to include recommendations on approvals, scheme of delegations, etc

3. Background

- 3.1 The Department of Communities and Local Government's Housing Green Paper, *'Homes for the future: more affordable, more sustainable'* was published on 23 July 2007. Its headlines announced:
- A new national target for 2016 of 240,000 additional homes a year, an increase of 55,000 above current delivery levels. This will mean 2 million new homes by 2016 and 3 million by 2020.
 - A national target of 70,000 affordable homes per year by 2010/11, 45,000 of which will be social rented homes, a 50% increase on current levels.
 - At least £6.5 billion investment in social housing over the next three years.
 - The development of new ways for councils and ALMOs to build homes on council land, including keeping the rent and capital receipts from the new homes.
 - Fourteen potential Community Land Trusts pilot, with seven in urban areas.
 - A consultation on councils retaining housing capital receipts from shared ownership schemes.
 - At least 25,000 new shared ownership and shared equity homes provided each year.
 - Continuation of the Decent Homes programme, with at least £2billion investment in ALMOs.
 - Increased provision of family homes where they are needed and a commitment to develop a new indicator to measure people house from its funded programmes.

4. HFI's future role?

- 4.1 During 2007 the Board had already planned to consider what sort of organisation it might want to be beyond achieving decent homes in 2010/11. In short Board is considering what benefit, if any, expansion of HFI's role in any of the following three area might bring:
- Building new homes
 - A broader role in delivering community engagement services
 - Trading - providing housing management services for other social landlords as well as the council.
- 4.2 Board and its Committees have been considering different elements of these broad themes with a view to making a decision in December 2007 about the content and objectives of its 2008-12-business plan. The first draft of that business plan will be presented to Board on 17th December 2007.
- 4.3 However, it is now proposed that in relation to providing or clienting new build services, this original timetable is now brought forward. LBI is exploring options about the release of sites and capital funding to undertake new build schemes and key decisions will be taken at the Executive meeting on 13th September 2007. HFI needs to be able to confirm in the near future that it would be committed to the provision of such services should LBI formally approve HFI.

5. Work still required

- 5.1 In terms of providing Board with a model about how new build might happen, much more work needs to be done. There are a range of issues that need detailing that are not the subject of this report:
- Approvals process , both internally to HFI and between HFI & LBI
 - Planning
 - Procurement
 - Design
 - Joint working with RSLs
 - Financial management
 - Risk management
 - Allocations policy
 - Communications
- 5.2 It is proposed that a further report including a presentation is brought to the October Board meeting. This report would include recommendations on internal approvals and a scheme of delegation to staff, Board and Committees.

6. Implications

6.1.1 Financial implications

6.1.1 Capital implications

The Director of Resources reports that this is a new complex area for local government and ALMOs that will have significant financial implications regarding ownership (LBI or HFI), Tax (VAT and Corporation Tax), HRA Subsidy and alternative funding sources. Should the council agree any new build packages the

the technical financial work will need to be undertaken jointly by LBI and HFI. Financial models will be prepared in order to present to the Board in October.

6.1.2 Revenue implications

None specific to this report at this stage. The majority of staffing costs would be funded through capital expenditure.

6.1.3 Efficiency implications

None specific to this report

6.1.4 Risk implications

None specific to this report

6.2 Legal implications

6.2.1 Under the housing management agreement between Homes for Islington and Islington Council, HFI is responsible for managing the housing capital programme to deliver improvements to the Council's housing stock. If the Council approves a new build housing scheme and the financing of the scheme then HFI may manage the delivery of the scheme on behalf of the Council. In undertaking this responsibility it is incumbent upon HFI to deliver value for money for the Council.

6.2.2 It will be necessary to investigate the Council's title to the proposed new build sites to ensure that there are no restrictions inhibiting the construction of housing on those sites.

6.3 Equality implications

6.3.1 There are implications specific to procurement and allocation although none specific to the report at this stage.

6.4 Sustainability implications

6.4.1 There are implications specific to design and location of sites although none specific to the report at this stage.

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

Name of Meeting	Date of Meeting	Agenda item	Status
HFI Board	20 th August 2007	12	Decision

Subject of Report: Performance - Financial and Capital Programme Management

1. Synopsis

1.1 This report provides the Board with a strategic overview of performance management indicators, company finance, capital programming for 2007/8, progress on Decent Homes targets and progress against this years Business Plan objectives.

2. Recommendations

2.1 That Board:

- 2.1.1 Agrees to the Chief Executive monitoring proposals on customer service functions, collection of rent and arrears and gas servicing.
- 2.1.2 Notes the Financial Management report.
- 2.1.3 Notes the Capital Programme report.

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 on 28th June 2007. Some PI's are Best Value indicators (BVPI) that 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 on 20th February 2007.

3.2 Appendix 1 shows the performance indicators available for June 2007. It uses a system of flags to give a simple guide to how well HFI is 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 June 2007.

For 9 of these indicators we have not reached the target set by June 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	YTD
97.0%	98.5%	96.4%	96.1%

Comment

Performance has remained below target since April 2007 and has maintained an average score of 96.1% for the year to date.

Action

Area Housing Office (AHO) performance remains at close to 100%. There is some slightly poorer performance in Property Services division, which is being addressed by the Director of Property Services.

Risk-Low

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

06/07 Result	07/08 target	Jun 07 performance	YTD
98.3%	98.5%	94.7%	96.1%

Comment

Performance has remained below target since April 2007. The YTD figure is also 96.1%

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, which is being addressed by the Director of Property Services.

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	YTD
94.9%	95.2%	96.2%	92.4%

Comment

Performance has remained above target in subsequent months following poor performance recorded in April 2007.

Action

Performance in all AHOs is above target this year. There are some localised areas of poorer performance within HFI, which the Chief Executive is dealing with through the relevant Service Directors.

Risk-Medium

4.4 Item 4 (BVPI 8) – Percentage of invoices paid within 30 days

06/07 Result	07/08 target	Jun 07 performance	YTD
94.7%	94.0%	80.8%	87.3%

Comment

Poor performance in June has resulted in an overall performance that is well below target. This performance failure was caused entirely by an IT systems failure in LBI. This has been rectified and July performance shows a recovery to 93%.

Action

No further action is contemplated at this time.

Risk-Low

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

06/07 Result	07/08 target	April 07 performance	Jun 07 (YTD) performance
98.2%	98.5%	98.5%	98.2%

Comment

Rent collection performance currently remains at the 2006-07 level and is just missing the 2007-08 target. The restructuring of area offices in March 2007 is the single largest factor in this fall in ongoing improvement.

Action

The Director of Operations is implementing 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-Medium

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	April 07 performance	Jun 07 performance
99.6%	100.8%	100.8%	100.6%

Comment

Performance has remained below target since April 2007 but has improved in each subsequent month to June.

Action

See action in Item 7 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	April 07 performance	Jun 07 performance
(North & South contract) 99.4%	100%	93.7%	87.4%
(PFI 1) 99.6%	100%	99.6%	99.2%
(PFI 2) 97.8%	100%	97.8%	99.2%

Comment

Year to date performance is calculated on a 12 month rolling programme. PFI 1 and PFI 2 are 0.8% 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 deterioration in performance since April 2007.

Action

Gas service engineers are now working evenings and weekends, which is providing a step change in performance and which will be 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.

Risk – Medium

- 4.8 **Conclusion**

Of the 9 under-performing indicators for 2007-2008 only 2 are a Best Value Performance Indicator (BVPI). 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 first quarter (see Appendix 2). Several objectives, such as signing up to the Respect Standard for Housing Management

are already completed. 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.

6. FINANCIAL MANAGEMENT

6.1 Managing Agent Account (MAA)

6.1.1 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.

6.1.2 Financial Management Report – Month 3 Report

Management Fee: **£53.8m**

Month 3 Forecast: **£1.5m surplus**

6.1.3 The Month 3 forecast represents the first monitoring report for 2007/08. The level of expenditure posted to the accounts is limited at this time and, therefore the forecast surplus of £1.5m contains a number of key assumptions including the achievement of budget savings. Finance officers are currently working closely with budget holders to review the assumptions made and it is expected that the £1.5m forecast surplus will reduce as a number of these assumptions are taken out / changed.

6.1.4 Business Risk

As indicated above, one of the key Month 3 assumptions is that HFI achieves the 2007/08 budget savings. The savings include £110k on Service Level Agreements, £600k on Legal Services and £650k on Legal Repairs. It is imperative that these savings are achieved. Failure to achieve these savings will impact on the end of year position.

6.2 Client Services Account (CSA)

6.2.1 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.

6.2.2 Financial Management Report – Month 3 Report

CSA Expenditure Budget **£134m**

Month 3 Forecast **£134.3m**

£0.3m Overspend

Reason for Variance:

The £0.3m 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. An August meeting of Council officers has been scheduled to review the current position and plan the way forward. In the meantime, HFI is discussing funding options for the £0.3m forecast overspend with the Council.

7. Capital Programme and Decent Homes

7.1 Capital Programme– Month 3 (Qtr 1 2007-8)

7.1.1 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):	£96.980m
Projected Spend (07/08):	£96.980m
Total spend:	£2.748m
Projected spend (month 3):	£2.460m
Variance:	(+)£0.288m

7.1.2 Reason for variance:

Actual outturn was slightly ahead of forecast. Although low level of spend it is profile to significantly increase during quarters 2 and 3.

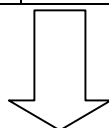
7.1.3 Business risk:

The level of over-programming is quite small for this time of year compared to previous years. There is now a risk that HFI will find it difficult to spend the £96.98m of resources due to gaining planning permission on a number of contracts. Property Services will be assessing the ability to bring some of the 2007/8/9 Framework contract start dates forward where possible.

7.2 DELIVERY OF DECENT HOMES

7.2.1 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	2009/1 0	2010/1 1
Original s.27 projection		42	50	60	75	95	100
Actual/(projected)	45	51	55	(60)	(75)	(95)	(100)



	Year 2007/8		
Q1 (actual)	Q2 (Est)	Q3 (Est)	Q4 (Est)
56	57	58	60
14820	15000	15140	15501

8. Implications

8.1 Financial Implications:

8.1.1 Capital Implications

None specific to this report

8.1.2 Revenue Implications

None specific to this report

8.1.3 Efficiency Implications

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

8.1.4 Risk Implication

Missing performance targets across a range of landlord functions represents a risk in the ALMO re-inspection that is due to commence on the 19th November 2007. There is an assumption by the Audit Commission of continuous improvement in an organisation that they would rate as excellent. This risk is mitigated by meeting the majority of BVPI targets and having a large number of performance indicators in the top quartile.

7.2 Legal Implications

7.2.1 None specific to this report.

7.3 Equality Implications

7.3.1 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

7.4.1 None specific to this report

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How We're Performing



improving housing through partnership

SUMMARY OF RESULTS FOR KEY PERFORMANCE INDICATORS

On or above target



Below Target



	PI reference	Description	Current target	This month	Year to date	YTD target met?	06/07 result	Service Director
Customer Care								
1	LKPI 5a	The percentage of complaints replied to within 10 days	98.5%	96.4%	96.1%	✗	97.0%	Eamon McGoldrick
2	LKPI 6a	The percentage of correspondence replied to within 10 days	98.5%	94.7%	96.1%	✗	98.3%	Eamon McGoldrick
3	LKPI 100	The percentage of calls answered within 20 seconds (6 rings) with corporate greeting	95.2%	96.2%	92.4%	✗	94.9%	Eamon McGoldrick
Invoices Paid								
4	BVPI 8	The percentage of invoices paid within 30 days	94.0%	80.8%	87.3%	✗	94.7%	David Selo
Harassment								
5	BVPI 174	The number of racial harassment incidents reported	N/A	0	8	-	24	Doug Goldring
6	BVPI 175	The percentage of racial harassment incidents resulting in further action (CPA Indicator)	100.0%	Nil	100.0%	✓	100.0%	Doug Goldring

SUMMARY OF RESULTS FOR KEY PERFORMANCE INDICATORS

On or above target



Below Target



	PI reference	Description	Current target	This month	Year to date	YTD target met?	06/07 result	Service Director
Rent Collection								
7	BVPI 66a	Proportion of rent collected - <i>Includes arrears of current tenants for former years</i> (CPA Indicator)	98.5%	-	98.2%	✘	98.2%	Doug Goldring
8	LKPI 21	Proportion of rent collected - <i>does not include arrears of current tenants for former years</i>	100.8%	100.6%	98.7%	✘	99.6%	Doug Goldring
9	LKPI 22	Rent arrears of current tenants as a proportion of the authorities rent roll (end of year target)	3.77%	-	4.4%	-	4.6%	Doug Goldring
10	LKPI 23 (MPG)	Current arrears per tenant (end of year target)	£180.00	-	£210.44	-	£201.72	Doug Goldring
Voids and re-lets								
11	LKPI 31 (MPG)	The percentage of management voids	0.40%	-	0.35%	✔	0.27%	Doug Goldring
12	BVPI 212	Average re-let time (days) (CPA Indicator)	22.5	20	21	✔	23	Doug Goldring
Caretaking								
13	LKPI69b	Percentage of caretaking inspections achieving an A or B grade	91.0%	92.5%	91.9%	✔	89.6%	Doug Goldring
Home ownership								
14	LKPI71a	Service charge arrears - annual charge average debt per leaseholder	£110	-	£29	✔	£120	Doug Goldring
15	LKPI71b	Service charge arrears - major works average debt per leaseholder	£1,210	-	£1,162	✔	£1,261	Doug Goldring
Repairs								
16	LKPI 35 (MPG)	The percentage of urgent repairs completed (priority H0, H1 & H2 time limits) (CPA Indicator)	99.0%	98.4%	99.3%	✔	98.6%	John Phillips
17	LKPI 185	Percentage of repairs for which an appointment was made and kept (CPA Indicator)	98.8%	99.4%	99.5%	✔	99.0%	John Phillips
18	LKPI 37	The percentage of non-urgent repairs completed (priority H4 & H6 time limits)	97.0%	99.5%	99.6%	✔	98.8%	John Phillips

SUMMARY OF RESULTS FOR KEY PERFORMANCE INDICATORS

On or above target



Below Target



	PI reference	Description	Current target	This month	Year to date	YTD target met?	06/07 result	Service Director
19	LKPI 83a	The percentage of HFI calls answered within 20 seconds - normal hours	11.5	14.0	14.0	✓	N/A	Doug Goldring
20	LKPI 104	The number of repairs recharged (end of year target)	30	-2	0	-	38	John Phillips
Gas servicing								
21	LKPI 14a	The percentage of gas services completed by Individual Gas Systems (Kier Islington)	100.0%	-	87.4%	✗	99.4%	John Phillips
22	LKPI 14b	The percentage of gas services completed by Individual Gas Systems (PFI 1)	100.0%	-	99.2%	✗	99.6%	John Phillips
23	LKPI 14c	The percentage of gas services completed by Individual Gas Systems (PFI 2)	100.0%	-	99.2%	✗	97.8%	John Phillips
Anti-social behaviour								
24	LKPI 101a	The number of Acceptable Behaviour Contracts signed	N/A	2	8	-	56	Doug Goldring
25	LKPI 101b	The number of Notice Seeking Possessions issued	N/A	15	24	-	88	Doug Goldring
26	LKPI 101c	The number of Evictions obtained	N/A	1	2	-	8	Doug Goldring
27	LKPI 101d	The number of Injunctions obtained (all anti-social behaviour)	N/A	0	5	-	20	Doug Goldring
28	LKPI 101e	The number of Anti-Social Behaviour Orders	N/A	0	0	-	5	Doug Goldring
29	LKPI 101f	The number of live Acceptable Behaviour Contracts	N/A	16	16	-	28	Doug Goldring
30	LKPI 102	The number of repossessions obtained by the Housing Investigations Team (end of year target)	95	9	23	-	91	Doug Goldring
Tenancy Management								
31	LKPI 103	The percentage of tenancy audits completed	10.5%	1.1%	3.0%	✗	10.8%	Doug Goldring

Business Plan Objectives 2007-08 - Monitoring Report (Quarter 1)

	Actions & Key Milestones	Timescale	Measuring Progress & Success			Lead	Comments	
		End date	Measurable Outcomes	Target	Performance			
				07/08	1st Qtr			2nd Qtr
Strategic Housing Objective 1: To be an excellent service provider								
1.1	Achieve 3 stars in the Audit Commission ALMO Re-inspection	Jan-08	A 3 star judgement in the ALMO Re-inspection				Chief Executive	Project plan progressing to timetable. Self assessment 1st draft complete. Documents being collected as per AC request document.
			The improvements identified in the VIW Inspection Report of January 2007 delivered to the timetable set out in the Continuous Improvement Plan					Recommendations being vigorously monitored in monthly 1:1's with Service Directors
1.2	Improve estate cleaning services through development of a caretaking reactive cleaning service HIT squad to provide immediate response in appropriate cases.	Jul-07	Percentage of caretaking inspections graded as A or B to reach 92% by end of 2007-08.	92%			Director of Operations Garry Bates	Received funding of £65k. Increasing resident involvement in planning and participation. Starting in September.
1.3	Improve services to diverse tenants	May-07	Equality & Diversity strategy reviewed in light of VIW report.				Head of Performance and Service Development Simon James	Approved by Board 28th June.
		Jun-07	Full programme of reviews of services completed in 2007-08.					Rent/complaints/repairs/ASB reports completed. HOPS and SIG for actioning. Monitored by SJ/SK.
		Mar-08	Take all necessary actions that flow from equality reports (see 1.3.4) to ensure equity of service provision				Simon Kwong	Reports with action plans gone to HOPs (repairs), SMT (complaints), repairs improvement group (repairs). Property Services developing action plan.
		Sep-07	Additional services offered to customers with diverse needs where appropriate.					Translated article in newsletter with covering letter in 6 languages. Annual report translated. Full range of shaped services being set out in inspection summary sheet.

	Actions & Key Milestones	Timescale	Measuring Progress & Success			Lead	Comments	
		End date	Measurable Outcomes	Target	Performance			
				07/08	1st Qtr			2nd Qtr
		Mar-08	BME tenant satisfaction 66% (07-08) and 70% (08-09)	66%			Kwest have produced report comparing BME/non-BME satisfaction rates. BME satisfaction 63%	
1.4	Produce and make available by post on request, repair & maintenance expenditure statements to leaseholders	Jul-07	Details of relevant repairs and maintenance expenditure sent to home owners so that queries can be picked up quickly before final accounts are sent			Director of Operations Nigel Freeman	Ready to go with first tranche in July with 20+ leaseholder groups. DG to discuss with Stuart Phillips any very high repair unit costs. Advertised in Homeowner	
Strategic Housing Objective 2: To improve homes								
2.1	Deliver the 2007/08 Decent Homes Programme to time-scale and cost	Apr-08	2007-08 Decent Homes Programme completed and to agreed budget.			Director of Property Services	Delivered to timescale in first two years. FM to provide headlines on VFM for inspectors. PT working/benchmarking with others.	
2.2	Improve planning for major works by developing and producing an Asset Management Strategy	Apr-09	Asset Management Strategy in place			Director of Property Services/Ferenc Morath	PD to put Peter Taunton in touch with Enfield Homes who are doing strategy. Expectation that there will be a clear plan and initial actions taken by time of inspection. PT has scope and project plan in place. PT looking at 10-year plan with post 2010 section which requires input from SMT re scope.	
			Develop a long term plan for stock investment and component replacement for the entire stock. To cover the life of all routinely replaceable items like roofs, windows, bathrooms and boilers.					
2.3	Implement annual repair checks for vulnerable residents	Jul-07	Annual repair checks for all tenants who fall within agreed criteria of vulnerability.			Director of Property Services/Lorenzo Heanue	Year long pilot commencing July. LH to provide report Sept 07. List of names to whom service will be offered now in place. Part of repairs budget to be ringfenced to measure cost.	
2.4	Introduce a step change improvement in mechanical & electrical services to customers following the M&E Service Review	Apr-10	Consistency of service (heating) PI target	98%		Director of Property Services/Denis Paddyfoot	JP completing action plan with short, medium and longterm targets.	

	Actions & Key Milestones	Timescale End date	Measuring Progress & Success			Lead	Comments	
			Measurable Outcomes	Target	Performance			
				07/08	1st Qtr			2nd Qtr
			Consistency of service (lifts) PI target	98%				
			Gas servicing at 100%	100%				
2.5	Increase service standards in Grounds Maintenance shrubs and gardening performance	Mar-08	Improvement in grounds maintenance specification			Director of Operations Jon Farrant	£50k funding. Target for maximum input for residents. Delivering in Oct/Nov. Consultation with TRAs on choices.	
Strategic Housing Objective 3: To engage with the community								
3.1	Achieve the Respect Standard for Housing Management	Jul-07	HFI signed up to the Respect Standard for Housing Management and the standard advertised to HFI residents.			Director of Operations John Eustace	Respect Standard signed in May 2007 and officially launched 17th July with LBI and 5 local RSLs also signing up to standard.	
			Procedures refer to links with support services as appropriate and in line with the Respect Standard for Housing Management guidelines					
3.2	Introduce changes specified in the Community Engagement Strategy	Mar-08	Actions set out in the Community Engagement Strategy for completion in 2007-08 fully accomplished.			Head of Performance & Service Development Simon James	Action plan doc to be checked and actions to be completed by November. Being monitored with SJ.	
			Tenant satisfaction with opportunities for participation in housing management 54% 2007-08, 61% 2008-09.	54%			Satisfaction at 59% in Kwest survey	
3.3	Improve opportunities for involvement for residents not already involved	May-07	Menu of options for differing levels of involvement in place, including a database matrix of residents, recording favoured ways of getting involved and topics of interest			Head of Performance & Service Development Simon James	Completed. Involvement Register now with 390 participants. 5 projects identified.	

	Actions & Key Milestones	Timescale	Measuring Progress & Success			Lead	Comments	
		End date	Measurable Outcomes	Target	Performance			
				07/08	1st Qtr			2nd Qtr
			Tenant satisfaction with opportunities for participation in housing management 54% 2007-08, 61% 2008-09.	54%			Satisfaction at 59% in Kwest survey	
3.4	Implement capacity building in particular for minority communities in relation to the 2007/08 Resident Board Director elections	Oct-07	<p>Minimum of 4 community development events held resulting in an increase in the number of residents standing for election from 8 in 2005 to at least 12 in 2007.</p> <p>Training programme in place for potential Board Director candidates prior to autumn elections</p>				Governance Manager Mike Sims	<p>1) A flyer on Board elections in the residents newsletter was translated into the 6 main languages. The Service Development advertised them with:- Faith forum - The BME forum - Andover Community Centre as a number of languages use this place - The Disability Action in Islington Office-who will distribute amongst the different groups 2) We also sent out a letter with these flyers to a list of 15 community and diversity groups recommended by Service Development.</p> <p>1200 leaflets sent out to diversity and community groups in total</p> <p>3) Service Development has also been advertising the elections as they carry out their timetable of visits to BME groups. Also Age Concern.</p> <p>4) We have a pack to send out to residents which has the 6 languages on the front cover asking to phone for</p>
			Percentage of candidates for election to the Board reflect diversity profile of our communities					
Strategic Housing Objective 4: To be a first class employer								

	Actions & Key Milestones	Timescale	Measuring Progress & Success			Lead	Comments	
		End date	Measurable Outcomes	Target	Performance			
				07/08	1st Qtr			2nd Qtr
4.1	Implement the proposals set out in the 'Work-life balance' report	Mar-08	Proposals in the 'Work-life balance report' scheduled for implementation in 2007-08 successfully launched.				Director of Resources Phil Pepper	Completed. Needs more publicity to ensure all staff know main planks of policy.
Strategic Housing Objective 5: To embrace partnership								
5.1	Implement the Kier Review recommendations including the co-location of Kier and HFI staff where appropriate to eliminate duplication and improve performance and efficiency.	Jun-07	Getting it right first time PI - 87% (07-08) % Urgent repairs completed in time 99% Ave time taken to complete non-urgent repairs - 7.8 days Satisfaction with repairs service at 70%	87% 99% 7.8 days 70%			Director of Property Services/Bernie O'Connor	16 staff TUPE transferred with function. Day to day repairs/voids. June targets all achieved.
5.2	Develop community initiatives by improved partnership working with contractors	Mar-08	At least one community initiative per contract				Director of Property Services/Ferenc Morath	FM will provide list of what done including the works monetary value. Choice of: Community initiatives (events/days out), Permanent estate improvement (eg new playground), Community centre (non-estate related), Shrubs/greenery (FM to agree priorities with GB)
5.3	Implement the sustainability and energy conservation strategy in partnership with the London Borough of Islington		Actions set out in the HFI Sustainability Strategy for implementation by HFI in 2007-08 successfully completed				Director of Resources	Internal sustainability working group set up.
			HFI actions for Islington Climate Change initiative implemented					Signed Climate change partnership pledge (ICCPP), joined their steering group, Sustainability strategy and action plan to SMT in September.
Strategic Housing Objective 6: To be an evolving organisation								

	Actions & Key Milestones	Timescale	Measuring Progress & Success			Lead	Comments	
		End date	Measurable Outcomes	Target	Performance			
				07/08	1st Qtr			2nd Qtr
6.1	Produce a long-term, post Decent Homes plan for HFI including;		HFI long-term plan, 2010-2015, consulted on and in place.				Chief Executive	The Board, through the committee structure, will be considering these issues between now and end of November 2007 for decisions at the Board development session on 5th December. These decisions will inform the draft Business Plan 2008-09 which will be provided to the Board meeting of 17th December 2007.
	Developing New Business							
	New Build – increasing the supply of affordable housing in Islington							
	Engaging fully with the local community							

Report back from Investment and Delivery Committee (IDC)**20 June 2007****Theresa Coyle – Chair****Financial Progress on Delivery of the 2006/7 and 2007/8 Capital Programme**

- 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.
- Agreed funds for decent homes work to TMO properties, a lift improvement programme and the 2007/08 mechanical programme.

Risk Register

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

Review of Local Labour and Training for 2007/08

- IDC noted a report setting out the development and progression for the local employment and training scheme for 2006/7, associated with the Decent Homes partnership framework contracts.

Combined Heat and Power

- IDC received a report updating on the progress to date of the CHP business case.

Contract Approval Schedule update

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

Forward Plan

- IDC agreed the forward plan.

Report back from Investment and Delivery Committee (IDC)**19 July 2007****Theresa Coyle – Chair****Tender Approval**

- IDC agreed a tender approval for Contract 20 (New River Green Area).

Tender Approval

- IDC agreed a tender approval for Contract 23b (Gambier House).

Report back from Finance Committee (FC)**11 July 2007****Adam Borrie – Chair****2006/07 Final Outturn**

- FC noted a report summarising the final closing position of HFI's Managing Agent Account (MAA) for 2006-07.

2006/07 Annual Efficiency Statement and 2007-08 Target

- FC noted a report summarising HFI's 2006-07 performance in meeting the annual efficiency target and the proposed efficiency savings for 2007-08.
- FC noted the importance of meeting the savings in order to achieve a balanced budget.

2007/08 and 2008/09 Budgetary Position

- FC noted a report advising of HFI's proposals to manage the 2007/08 budget and thereby assist in shaping the 2008/09 Business Plan.

Risk Register

- FC noted a report presenting the current position with regard to all risks that are finance-related.
- FC agreed that a request should be made to Audit Committee to consider adding two new risks concerning meeting efficiency targets and LBI withdrawal of funding on CRP contribution.

Forward Plan

- FC agreed the forward plan.

Report back from Human Resources Committee (HRC)**26 July 2007****Eddie Niles – Chair****Property Services Restructure**

- HRC noted a report for decision asking HRC to agree the Property Services Restructure plan.
- HRC agreed the proposed structure and delegated consideration of the outcome of the formal staff consultation and any necessary decision to the Chief Executive and Chair of HRC.

Performance Management – including Property Services usage and discussion on hard to fill posts

- HRC noted a report updating the Board on organisational developments relating to the 6 equality and diversity strands.
- HRC noted that technical posts, particularly senior positions in mechanical and engineering services, were especially hard to fill. It was explained that reasons may include: the comparative limitation of local government salaries and constraints of the grading system, a national increase in temporary employees focussed on furthering their expertise rather than careers and competition with other boroughs/ALMOs.

Staff Attitude Survey Action Plan

- HRC noted a report updating HRC on the proposed actions following the completion of the Staff Attitude Survey.
- HRC noted that 72% of staff completed the survey and that although this was an improvement upon the previous year, more needed to be done to encourage participation.

EAP Occupational Health Service

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

Strategic HR matters

- HRC noted a report updating the committee on various HR issues that have a strategic impact on HFI.

Risk Register

- HRC noted the current risks in its remit.

HR Service Processes Efficiency Review

- HRC noted progress with the review.

Inter-ALMO Group

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

Forward Plan

- HRC agreed that staff would restructure future agendas so that the first half of the meetings would be dedicated to standard items and the second half to discussion items.

**Report back from Chairs Agenda Planning Committee (CAPC)
8 August 2007
Ann Lucas – Chair**

Forward Plans 2007-08

- CAPC agreed the forward plans for 2007-08.

HFI Suite of Strategies

- CAPC noted a draft report considering HFI's Suite of Strategies.
- CAPC agreed that strategies should be developed for a three year period with action plans produced on an annual basis although the final decision would be made by the Board.

Forward Plan for Homes for Islington Board 2007-2008

Date of meeting	Items on the Agenda	Status
15/10/2007 Standard Items	Sustainability Strategy and Islington Climate Change Partnership	D
	Risk Management	D
	Respect Agenda - "name and shame" and mosquito alarms	D
	FITMO recognition	D
	Resident Involvement Action Plan update	M
	Directors and Auditors Report 2006-07	D
	Contract Approvals	D
Presentations	New build - options for Business Plan 2008-13	I
AGM - 05/11/2007	Approval of 2005-2006 Accounts, Appointment of External Auditor and Directors report	D
17/12/2007 Standard Items	Appointment of new directors	I
	Election of Chair / Vice Chair	D
	Appointment to Sub-Boards / Committees / Portfolios	D
	Business Plan 2008-13 (first draft)	D
	Community Engagement Strategy	D
	HFI Business Plan Objectives 06/07 (qtr 2) and September Pis	D
	Health and Safety Policy	D
	Equality and Diversity Action Plan update	M
	Capital and Financial Performance Management	M
Contract Approvals	D	
25/02/2008 Standard Items	Business Plan 2008-13	D
	Procurement Strategy	D
	Efficiency Strategy	D
	HFI Business Plan Objectives 06/07 (qtr 3) and December Pis	D
	Risk Management	D
	Capital and Financial Performance Management	M
	Contract Approvals	D