

Homes for Islington Board of Directors
Agenda 19 June 2006
**6.30 PM to 8.30 PM**

Boardroom

Highbury House, 5 Highbury Crescent, London N5 1RN

Item	Presenter	Subject	Status	Page number	Duration
		<b>Open Items</b>			
1	A Lucas, J White, E Niles	Caretaker Awards	Presentation	Verbal	6.30 – 6.45
2	A Lucas	Welcome/Apologies/Introductions	Information	Verbal	6.30 – 6.45
3	A Lucas	Declaration of interests	Information	Verbal	6.30 – 6.45
4	A Lucas	Questions received from the public and questions from the floor	Information	Verbal	6.45 – 7.05
5	E McGoldrick	Appointment of new directors	Decision	1 – 3	7.05 – 7.10
6	A Lucas	Minutes of 8 <sup>th</sup> May 2006 and matters arising	Decision	4 – 10	7.10 – 7.20
7	A Lucas and E McGoldrick	Chair report & Chief Executive report	Information	Verbal	7.10 – 7.20
8	G Taylor (Nat Fed of ALMOS)	ALMOs – A future perspective	Presentation	To be tabled	7.20 – 7.45
9	E McGoldrick	Communications Strategy 06/07	Decision	11 – 33	7.45 – 7.55
10	E McGoldrick	Ex-PFI2 properties	Information	34 – 37	7.55 – 8.05
11	E McGoldrick	Leaseholder Association Recognition	Information	38 – 42	7.55 – 8.05
12	A Lucas T Coyle E McGoldrick E Niles A Lucas	Reports back from: a) Finance Working Group 2 <sup>nd</sup> May 2006 and 8 <sup>th</sup> June 2006 b) Investment and Delivery Committee 3 <sup>rd</sup> May 2006 and 7 <sup>th</sup> June 2006 c) Efficiency and Procurement Working Group 16 <sup>th</sup> May 2006 d) HR Committee 25 <sup>th</sup> May 2006 e) Ethics Committee 6 <sup>th</sup> June 2006	Information	43 – 44 45 – 46 47 48 49	8.05 – 8.10
13	A Lucas	Forward Plan	Decision	50 – 51	8.05 – 8.10
14	A Lucas	Any other business and date and time of next meeting – 6.30pm, Monday 31 <sup>st</sup> July 2006, Highbury House	Information	Verbal	8.05 – 8.10
		<b>Exempt Items</b>			
15	E McGoldrick	Operational Services Delivery Strategy	Decision	1 – 5	8.10 – 8.30
16	E McGoldrick	Kier Review update	Information	6 – 10	8.10 – 8.30



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

Name of Meeting	Date of Meeting	Agenda item	Status
HFI Board	19 <sup>th</sup> June 2006	5	Decision

**Subject of report:** Appointment of HFI Board Directors

## 1. Synopsis

- 1.1 This report sets out proposals for the approval of Resident and Council Board Directors following recent election and selection procedures and the outcome of the Annual Council meeting on 16<sup>th</sup> May 2006.

## 2. Recommendation

- 2.1 That the Board notes the Council has approved the nominations of Paula Belford and John Gilbert as Council Directors and Caroline Jenkinson as Resident Director with effect from 16<sup>th</sup> June 2006.

## 3. Background

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

- 3.1.1 On 6<sup>th</sup> June 2005, HFI made amendments to its Articles of Association with regard to the election of Resident Directors to its Board.
- 3.1.2 In accordance with the Articles of Association of Homes for Islington Limited, the following proceedings were completed during the month of June 2006.

#### ◆ Resident Directors

Elections were held for all households in the Holland Walk, Isledon Road and Boleyn Road Areas under the supervision of the Electoral Reform Society. As a result of these elections, Theresa Coyle, Richard Rosser and Desmond Smith are eligible for re-nomination to the HFI Board. Richard Rosser subsequently resigned from the Board on 6<sup>th</sup> April 2006. In accordance with HFI's election and selection policy Caroline Jenkinson was appointed to the resident vacancy.

#### ◆ Council Directors

As sole member the Council has the right to remove and appoint Council nominees. Following the Annual Council meeting on 16<sup>th</sup> May 2006, the Council has removed Steve Burd, Euan Cameron and Jyoti Vaja from HFI Board. Paula Belford and John Gilbert have been appointed by the Council. There is one Council vacancy remaining.

- 3.1.3 Appointments to the Board have to be approved by the Council as the sole Member of the Company and this approval is attached at Appendix 1. **Page 1**

## 4. 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

4.2.1 The election and selection processes have been conducted in accordance with HFI's Articles of Association, as amended at the Board meeting on 6<sup>th</sup> June 2005. The formal appointment of directors is made by the Council. As sole member the Council has the right to remove and appoint directors. There is a requirement to log changes to the membership of the Board with Companies House.

#### 4.3 Equality Implications

4.3.1 None specific to this report.

#### 4.4 Sustainability Implications

4.4.1 None specific to this report.

Report Author: Mark Jenkins, Senior Governance Officer  
Telephone: 020 7527 6148  
E-mail address: mark.jenkins@homesforislington.org.uk

WRITTEN RESOLUTION OF MEMBERS IN LIEU OF MEETING PURSUANT TO COMPANIES ACT 1985, SECTION 381A

**THE COMPANIES ACT 1985 & 1989  
HOMES FOR ISLINGTON LIMITED (“the Company”)**

**Company No 5063751**

We the undersigned being the Sole Member of the Company who at the date of this resolution would be entitled to attend and vote at general meetings of the Company **HEREBY PASS** the following resolution as a written resolution and agree that the said resolution shall for all purposes be as valid and effective as if the same had been passed by us all at a general meeting of the Company duly convened and held:

**ORDINARY RESOLUTION**

That the following retirements of Resident Board Members and Council Board Members be noted:

Residents:

1. Richard Rosser

Council:

1. Steve Burd
2. Euan Cameron
3. Jyoti Vaja

The resolution to take effect as an Ordinary Resolution.

That the following be appointed as Resident Board Members:

1. Caroline Jenkinson

That the following be appointed as Council Board Directors:

1. Paula Belford
2. John Gilbert

That the above appointments take immediate effect i.e. from 16<sup>th</sup> June 2006. The resolution to take effect as an Ordinary Resolution.

For the Council Member

  
.....

Dated .....16<sup>th</sup> June 2006



**Homes for Islington  
Board of Directors Meeting  
Minutes of 8<sup>th</sup> May 2006  
Stephenson Hall, NCH, 85 Highbury Park  
London N5 1UD**

**Present:** Ann Lucas (Chair), Jessie White (Vice Chair), Kate Barns, Adam Borrie, Euan Cameron, Barbara Coventry, Theresa Coyle, William McGarvie, Eddie Niles, Louise Round, Des Smith, Stephen Town (Directors)

**In attendance:** Eamon McGoldrick (Chief Executive)  
Simon Kwong (Head of Performance and Service Development)  
Mike Sims (Governance Team Manager)  
Mark Jenkins (Senior Governance Officer – Minutes)

**Apologies:** Steve Burd, Richard Greening, Jyoti Vaja, Claudia Webbe (Directors)

	ITEM	ACTION
1	<p><b>Welcome/Apologies/Introductions</b></p> <p>a) The chair opened the meeting at 6.35pm. b) The chair gave apologies for Steve Burd, Richard Greening, Jyoti Vaja and Claudia Webbe.</p>	
2	<p><b>Declarations of Interest</b></p> <p>a) There were no declarations of interest.</p>	

<p>3</p>	<p><b>Questions received from the public and questions from the floor</b></p> <p>a) The following questions were received from the floor:</p> <p>1) Is the Board planning to pay itself?  <i>A: There are no current plans for the Board to be paid in line with Government Guidance. The Board will be considering, later in the year, whether or not any form of payment should be made.</i></p> <p>2) Why does HFI keep files on its residents and what will happen to these files if HFI becomes a private company?  <i>A: HFI keeps files containing critical documents relating to tenancies, for example Tenancy Agreements and letters written by residents. There are no plans for HFI becoming private and HFI is owned wholly by the Council.</i></p> <p>3) How can the residents access these files?  <i>A: Residents can access their files through the Area Housing Office. For large files there maybe a charge for photocopying. HFI would always aim to comply, where possible, with resident's requests to remove a particular item from the file if it is agreed that it is not relevant.</i></p> <p>4) Will HFI allow ILF news to be published completely unedited in HFI's Resident Newsletter?  <i>A: HFI retains the right to have editorial control over its own publications.</i></p> <p>b) It was noted that Eamon McGoldrick would write to Thomas Cooper with further information on access and precautions relevant to residents files.</p> <p>c) It was noted that a report would go to a future Board meeting on the subject of Data Protection and FOI.</p>	<p>Eamon McGoldrick</p> <p>Mike Sims</p>
<p>4</p>	<p><b>Minutes of last meeting 20<sup>th</sup> March 2006 and matters arising</b></p> <p><b>Matters of accuracy:</b></p> <p>a) <b>Pg.4, Item 8c</b> – It was noted that the additional funding of £20.2m related to additional ALMO funding rather than PFI 2 funding.</p> <p><b>Matters Arising:</b></p> <p>b) <b>Pg. 3, Item 6b</b> – It was noted that Caxton gas servicing year-end figure was 99.7%, which was an increase on the previous year of 0.5%.</p> <p><b>With these amendments the minutes were approved as an accurate record.</b></p>	

<p>5</p>	<p><b>Chair report and Chief Executive report</b></p> <p>a) <b>Chair's report</b></p> <p>Ann Lucas informed the Board that:</p> <ol style="list-style-type: none"> <li>1) Richard Rosser has resigned with effect from 4<sup>th</sup> April 2006. Ann Lucas and Jessie White will write to thank him for his contribution to HFI.</li> <li>2) Caroline Jenkinson will be the new resident director subject to agreement by the Council. Her first Board meeting will be on 19<sup>th</sup> June 2006.</li> <li>3) Membership of Committees and Working Groups – Adam Borrie on HRC, Ann Lucas on FWG and William McGarvie on IDC were approved by the Board.</li> <li>4) FWG has agreed to remain as a Working Group and not to change its status to that of a Committee.</li> <li>5) Following the local elections there will be changes to the Council nominees to the Board, which will be decided within the next 2 or 3 weeks.</li> <li>6) Ann Lucas, Jessie White and HFI staff members had attended the National Federation of ALMO's annual general meeting and conference in April.</li> </ol> <p>b) <b>Chief Executive's report</b></p> <p>Eamon McGoldrick informed the Board that:</p> <ol style="list-style-type: none"> <li>1) HFI has received a letter from Andy Jennings, on behalf of the Council, congratulating HFI on achieving its Capital Programme spend for 2005/06.</li> <li>2) HFI has received a letter of thanks from Arsenal FC for its involvement in the Positive Futures Scheme.</li> </ol> <p>c) It was agreed that Eamon McGoldrick would check Eddie Niles' point concerning inter-borough sports and increased funding for LA's from the national budget.</p>	<p>Eamon McGoldrick</p>
<p>6</p>	<p><b>Strategic Performance Management</b></p> <ol style="list-style-type: none"> <li>a) Eamon McGoldrick introduced a report providing the Board with a strategic overview of performance management indicators, company finance, capital programming for 2005/06 and progress on Decent Homes targets.</li> <li>b) It was noted that the status of the report should have been for monitoring rather than for decision.</li> <li>c) It was noted that there has been a good response for the demographic information collected regarding resident diversity. It was agreed that there would be a report to a future Board meeting with this information.</li> <li>d) It was noted that the savings from Lyon Street are due to a contingency budget ring-fenced for the transfer of staff from Hyde Northside to HFI which had not been fully required.</li> </ol>	<p>Simon Kwong</p>

	<b>The report was noted.</b>	
7	<p><b>Risk Management</b></p> <p>a) Eamon McGoldrick introduced a report detailing the latest version of the risk register for review by the Board.</p> <p>b) It was agreed that staff would report back to Board on the outcome of the request that Zurich Municipal carry out a “health check” of HFI’s risk register.</p> <p><b>The recommendation was agreed as follows:</b></p> <p><b>That Board approves the changes in the updated version of the register included in Appendix A, including the risks to be deleted.</b></p>	David Selo
8	<p><b>IDC proposal to amend scheme of financial delegation</b></p> <p>a) Ann Lucas introduced a report asking Board to consider IDC’s view that it should consider amending the existing scheme of financial delegation with an option to delegate authority to IDC to approve contracts up to £15,000,000 (rather than the current delegated approval authority of £5,000,000) but only with the additional authority of the Chair.</p> <p>b) The Board voted:</p> <ol style="list-style-type: none"> <li>1) Retain the existing scheme of delegation – 0 directors in favour;</li> <li>2) Delegate the authority to IDC and the Chair for contracts up to £15,000,000 – 7 directors in favour;</li> <li>3) The Finance Working Group recommendation: <ol style="list-style-type: none"> <li>a) Board retains authority for contracts over £5m and that where it does not cause undue delay they should continue to be presented to Board.</li> <li>b) Under Chairs authority, that where staff feel undue delay may be caused, authority be delegated to IDC to consider tender approvals which, if agreed, must also be signed off by the Chair of the Board as well.</li> <li>c) That the authority to consider an approval at IDC rather than the Board must be sought and obtained from both the Chair of IDC and the Chair of the Board.</li> <li>d) In circumstances where this is permitted, that the report is circulated to all members of the Board who may make comment on the proposal within 48 hours back to the Chair of IDC and the Chair of the Board who are jointly responsible for ensuring such comments are fully considered prior to deciding whether to agree to permit that IDC considers the tender or not. <ul style="list-style-type: none"> <li>- 4 directors in favour</li> </ul> </li> </ol> </li> </ol> <p><b>The recommendation was agreed as follows:</b></p> <p><b>That Board considers and agrees to delegate authority to IDC</b></p>	

	<b>and the Chair for contracts up to £15,000,000.</b>	
9	<p><b>Community Engagement Funding allocation</b></p> <p>a) Eamon McGoldrick introduced a report presenting the ways in which HFI can use £170k of the additional LBI funding for 2006/07 for work on community development / engagement.</p> <p>b) It was noted that the proposed provision for consultancy is in-line with best practice from other similar providers.</p> <p>c) It was noted that following a re-organisation the Resident Involvement Team's duties will be split between the Area Housing Offices and the Service Development Team.</p> <p><b>Subject to the funds spent until September 2006 being on a pro rata basis (i.e. 5 months only) the Board agreed the recommendations as follows:</b></p> <p><b>2.1 To develop a community engagement service with a remit to promote sustainability by meeting the needs of the community and developing a sense of ownership of provision.</b></p> <p><b>2.2 To develop and produce a community engagement strategy to ensure that HFI works towards establishing and maintaining sustainable homes in sustainable communities. The strategy will come to 11 September Board for agreement.</b></p> <p><b>2,3 To establish a dedicated role within the Service Development Team that delivers the specific objective of supporting community engagement through delivery of the strategy. This will influence service improvements by developing customers and facilitating their input to feed into the work of the Service Development Team.</b></p> <p><b>2.4 To agree the proposed budget set out in section 5 for use of the £170k LBI funding for 06/07. An update on activities and spend will be brought to 11 September Board along with the draft community engagement strategy.</b></p>	
10	<p><b>Board and Sub-Board meetings 2006/07 location</b></p> <p>a) Ann Lucas introduced a report summarising the possible locations for holding public meetings of the Board and Sub-Board for 2006/07.</p> <p><b>The recommendations were agreed as follows:</b></p> <p><b>2.1 That Board agrees to pilot holding Board and Sub-Board meetings at Highbury House with effect from June 2006.</b></p> <p><b>2.2 That Board agrees a date to review its decision – no decision made.</b></p>	

11	<p><b>Business Plan Objectives 2005/06 – 4<sup>th</sup> quarter</b></p> <p>a) Eamon McGoldrick introduced a report providing the Board with an end of year status update on HFI's Business Plan 2005/06 objectives.</p> <p><b>The report was noted.</b></p>	
12	<p><b>Resident Involvement Review update</b></p> <p>e) Eamon McGoldrick introduced a report updating Board on the implementation of the twelve recommendations of the Resident Involvement Review Group as agreed by Board on 6<sup>th</sup> June 2005.</p> <p>f) It was noted that grants to TRA's are now awarded on a proportional basis by the size of membership.</p> <p>g) It was noted that more needs to be done to engage with Hard to Reach Groups.</p> <p>h) It was agreed that the Community Engagement Strategy, which is going to Board on September 11<sup>th</sup> 2006, would include the use of Community Centres in relation to achieving the objects of the strategy.</p> <p><b>The report was noted.</b></p>	Simon Kwong
13	<p><b>Report back from Finance Working Group (FWG) – 22<sup>nd</sup> March 2006</b></p> <p><b>The report was noted.</b></p> <p><b>Report back from HR Committee (HRC) – 30<sup>th</sup> March 2006</b></p> <p><b>The report was noted.</b></p> <p><b>Report back from Investment and Delivery Committee (IDC) – 5<sup>th</sup> April 2006</b></p> <p>a) It was noted that, following Consultative Panel consultation, an update report would go to IDC on 7<sup>th</sup> June 2006 on Digital TV.</p> <p><b>The report was noted.</b></p> <p><b>Report back from Chairs Agenda Planning Working Group (CAPWG) – 24<sup>th</sup> April 2006</b></p> <p><b>The report was noted.</b></p>	

14	<p><b>Forward Plan</b></p> <p>The forward plan was agreed.</p>	
15	<p><b>Any other business and date and time of next meeting</b></p> <p>a) The Board thanked Euan Cameron for his contribution to HFI.  b) Kate Barns gave her apologies in advance of the next Board meeting on 19<sup>th</sup> June 2006.  c) Next meeting at 6.30pm, Monday 19<sup>th</sup> June 2006, Highbury House.</p>	

There being no further business to conclude the Chair closed the meeting at 7.54pm.

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**Chair: Ann Lucas**

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**Date**



Report of		Team	Job Title
David Selo		Chief Executive Directorate	Director of Resources
Name of Meeting	Date of Meeting	Agenda item	Status
HFI Board	19 <sup>th</sup> June 2006	9	Decision

**Subject of Report:** Communications Strategy 2006/07

**1. Synopsis**

1.1. This report outlines the proposed communications activities for 2006/07 and updates 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 covered the first two years. A new strategy has been prepared to take HFI into the next year and move from the interim communications strategy approved by the Board in autumn 2004. Board last received an update on this interim communications strategy in December 2005.

3.2. The attached strategy (Appendix 1) outlines the work needed to be carried out for the period 2006/07.

3.3. The attached Action Plan (Appendix 2) outlines the activities, priorities and resource requirements to meet this strategy.

**4. Issues to note**

4.1. The work for communications over the coming year are divided into the following categories:

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

#### 4.2. The key activities include:

- a review of our existing methods of communication and expansion of them where appropriate
- greater collaboration with our partners
- increased community engagement
- a maintained level of communication with our staff
- an increased level of pro-active work with the media
- a new marketing strategy to sit alongside our communications plan to increase our promotional work
- reviewing and improving our communication across the board including a move to get crystal mark recognition
- ensuring all parts of HFI are using the HFI brand both internally and externally
- creating a great national profile through work with the National Federation of ALMOs and improved promotion of HFI as an employer

4.3. The action plan activities have been prioritised 1-3. Those marked 1 are top priority meaning they must be carried out even though some may have a longer timescale than lower priority measures. Priority 2 need to be done but are less important. Priority 3 are those measures that ideally we will achieve but if necessary can be carried forward to the next plan.

### **5. Financial Implications**

#### **5.1 Capital Implications**

5.1.1 There are no capital implications.

#### **5.2 Revenue Implications**

5.2.1 The allocated budget for communications for the year 2006-07 is £298,000. This includes:

- £142,000 for salaries
- £40,000 for the Residents newsletter
- £10,000 for the Kier fun day
- £20,000 for community events
- £86,000 for other activities

5.2.2 In 2005/06 the communications budget was £295k and actual spend was £407k, an overspend of £112k. This area has high profile within the organisation and the overspend represents the spending pressures and the organisation's priorities.

#### **5.3 Efficiency Implications**

- 5.3.1 The action plan identifies a number of areas where increase outputs in 2006/07. To implement the plan funding will need to come from a combination of identifying efficiency savings / lower cost options and additional resources.
- 5.3.2 The use and development of the HFI internet has expanded in 2005/06, in particular the development of the "Get it Right On Line" project. This work will continue in 2006/07 and consultancy costs (Blue Ice) are estimated currently at £65k. There is no specific budget provision for this cost in the current budget. This work can be carried out in house with increase budget provision of £40k. A saving of £25k to the organisation. The funding of carrying this out in house will be funded from IT budget (licences and general maintenance element) and Property Services for keeping up to date the online website pages "Getting Right On Line".
- 5.3.3 The cost of quarterly resident newsletter is currently costing in the region of £20k per edition. The procurement of a mailing contract and continuing with joint mailing with quarterly rent statements will reduce costs. A budget of £60k (£15k per edition) is considered as a more realistic budget, if current printing standards and size of editions are to continue. This is £20k increase in current budget. This will be funded from resident involvement funds. A funding application for increase in management fee in this area has been made to LBI.
- 5.3.4 The communications plan recommends the doubling the number of editions of the staff newsletter from 3 to 6 a year. This action has arisen from staff consultation that has requested more regular communications via newsletter. This is estimated to cost an additional £7k. This will be funded from within Resources Division existing budget allocation.
- 5.3.5 The increase in spending on communications totals £72k, when compared to 2006/07 existing budget allocation. However, when compared to 2005/06 communications budget actual spending, the implementation of the plan will reduce spending on communications by £40k. Residents will continue to receive quarterly high production quality newsletters, improved Internet site and increased communications to staff via the internal newsletter.

#### **5.4 Risk**

- 5.4.1 The organisation's risk register includes the risk "failure to manage HFI's image and manage tenants / leaseholders expenditure". This risk is currently assessed as medium. A robust communications plan that improves the organisation's image and reputation is essential for the management of this risk.
- 5.4.2 Improvements in internal communications were identified as an action arising from 2006 staff attitude survey.

## **6. Legal Implications**

6.1 None specific to this report.

## **7. Equalities Implications**

7.1 Equality and diversity issues have been included in preparing the strategy. Impact assessments will be carried out on implementation of this strategy.

## **8. Sustainability Implications**

8.1 None specific to this report.

## **Background Papers**

Appendix I - Communications Strategy 2006/07

Appendix II – Communications Action Plan 2006/07

Report author: James Asser, Media & Communications Consultant

Telephone: 020 7527 4379

Email: james.asser@homesforislington.org.uk



improving housing through partnership

Item 9 - Appendix 1

# Communications Strategy 2006/2007

# Contents

	Page
1. Executive Summary	3
2. Synopsis	4
3. Background	4
4. Achievements so Far	5
5. Strategic Goals	6
6. Communicating with Residents	6
7. Working with our Partners	7
8. Engaging with the Community	7
9. Dealing with the Media	8
10. Communicating with Staff	9
11. Marketing HFI	10

## **1. Executive Summary**

- 1.1. This report outlines the achievements of the communications team since it was established; it also 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.
- 1.2. This report divides communications work into sections covering work with residents, partners, community, media, staff and marketing.
- 1.3. The key recommendations include:
  - a review of our existing methods of communication and expansion of them where appropriate
  - greater collaboration with our partners
  - increased community engagement
  - a maintained level of communication with our staff
  - an increased level of pro-active work with the media
  - a new marketing strategy to sit alongside our communications plan to increase our promotional work
  - review and improve our communication across the board including a move to get crystal mark recognition
  - ensure all parts of HFI are using the HFI brand both internally and externally
  - create a great national profile through work with the National Federation of ALMOs and improved promotion of HFI as an employer

## **2. Synopsis**

- 2.1. This report outlines the proposed communications activities for 2006/07 and provides an update on the activities that have taken place under the previous communications plan.

## **3. Background**

- 3.1. Communications holds an important place within the organisation. It is well placed to be involved in almost every aspect of the work HFI carries out. It is important that it is understood that whilst communications has a role across the organisation it is a support service. The priorities and the work must be led by the areas of HFI delivering day-to-day services with communications support as and when necessary.
- 3.2. The communications team has established and embedded itself into the organisation and the culture of HFI. Great strides have been made in improving and expanding both internal and external communications. Work is also well under way in improving the marketing of the organisation and establishing our identity as separate from the Council.
- 3.3. The current team consists of one media and communications consultant, two principal communications advisers and one communications support officer. A fifth member of the team is currently in post through the PASP team working on a specific project of marketing and communicating the capital programme.
- 3.4. Internal communications is the area that is best established, with the strongest systems in place, as we reach the organisation's second anniversary. This has allowed us to ensure that staff have adapted to the new organisation and have been kept up-to-speed with the necessary changes that have been implemented. We have established processes that are now being operated effectively and need to be continued rather than developed. It is also clear from the feedback from the staff attitude survey that staff are happy with the level of communication they receive. It is therefore prudent to maintain our internal communications at the current level to avoid the danger of swamping staff with information and lowering satisfaction levels.
- 3.5. We need to give a greater focus to external communications. We must increase the amount we do with the media, not only at a local level but in the trade press too, and ensure that we are pro-actively pushing our message. A clear part of this is continuing to communicate with our partners and customers and developing the ways we can do so.
- 3.6. In previous strategies and action plans marketing has been included as part of the external communications section. HFI is now at a stage where it is sensible to look at the marketing of HFI as a section in its own right.

## 4. Achievements so Far

### 4.1. Internal Communications

- A relaunched staff magazine
- Establishment of the intranet
- Introduction of priority messaging
- Establishment of monthly team briefings
- An annual staff attitude survey
- Establishment of an email protocol
- Creation of an events calendar
- Expansion of the online staff directory
- Contribution to extended management team
- Training for staff on communications issues relating to the capital programme (in partnership with property services)
- Re-branding of staff conference

### 4.2. External Communications

- Establishment of the internet site
- Establishment of Getting It Right Online
- Regular residents' newsletter
- Leaseholders' supplement (from Summer 2006)
- Re-branding of repair line as HFI Direct
- Rationalisation of HFI newsletters
- Creation of HFI promotional materials
- Creation of HFI branding
- Relationships built with contractors for promotional purposes

### 4.3. Media Activity

- Relationships established with Islington Gazette and Islington Tribune
- Responsibility of media handling understood within the organisation
- Clear and effective process for handling media enquiries established

### 4.4. Other Activities

- Good working relationship and trust built with LBI communications team
- Leading role in National Federation of ALMOs marketing strategy
- Establishment of a distinct corporate identity incorporating a new template established for HFI materials
- Support role established in all HFI conferences and seminars
- Re-branding of HFI business plan
- Re-branding of HFI recruitment (from Spring 2006)

## **5. Strategic Goals**

5.1. HFI has set six strategic delivery objectives for the delivery of services and it is important that the communications plan has regard to these.

- 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

5.2. Over the next two years HFI must become fully engaged in the community and must secure its long-term future as an organisation. This is a key area for communications.

5.3. The key areas for communications over the coming year are:

- communicating with residents
- working with our partners
- engaging with the community
- dealing with the media
- communicating with staff
- marketing HFI

## **6. Communicating with Residents**

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

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

6.3. There must be a clear understanding that external communications includes all contact with our residents and outside partners. A monitoring role should be established for communications regarding letters to residents. To frequently we communicate with our tenants in language that is technical. This would tie in with a similar drive by LBI.

6.4. 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.

- 6.5. The main source of providing information to the residents comes from the residents' newsletter and the Internet. These are also two of the longer established elements of HFI's communications activity. It would therefore be useful to review them over the coming year and look at how they can be developed further to ensure the most efficient use of these resources.
- 6.6. Key areas of work for the coming year include:
- Adapting residents' newsletter to new style corporate template
  - Tender for residents' newsletter distributor (with income section)
  - Clarify role of the 'editorial group' for the residents' newsletter
  - Gain greater disability accreditation for the website
  - Move to crystal mark accreditation for HFI materials including letters
  - Ensure continued development of Getting It Right Online.

## **7. Working with our Partners**

- 7.1. Objective: to ensure that we are clearly branding our services to residents HFI services; that we ensure good communications with our partners and we provide a consistent message to residents.
- 7.2. 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.
- 7.3. Ensuring we have a strategy for end of contract events is an important area of activity over the next year. Linking in with partners to ensure the success of these must be part of that strategy.
- 7.4. Work has already begun to establish joint branding for capital works with Apollo. Opportunities should be sought to expand this further and to other contractors.
- 7.5. Key activities for the year ahead include:
- Establish an agreement with Kier over the annual fun day
  - Link in with contractors' on-site events
  - Promotion to partners and contractors
  - Looking for joint branding opportunities with partners
  - Promotion of the decent homes standard

## **8. Engaging with the Community**

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

- 8.2. Engagement with the community is also part of partnership working and many activities with our partners will pick up on that element.
- 8.3. 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.
- 8.4. We will establish a panel of local people to review the information we put out to ensure that it is user friendly.
- 8.5. We must also examine ways, working in partnership with other parts of HFI such as area housing offices, of linking in with community groups and work to promote the HFI brand and image and increasing dialogue with the community.
- 8.6. Communications will support the new community development strategy to ensure we promote community initiatives including projects such as apprenticeship schemes.
- 8.7. £30,000 has been allocated for the coming year for community events including £10,000 for the Kier fun day.
- 8.8. The action plan will outline ways in which communications will work with and support the other elements of HFI in delivering these objectives.
- 8.9. Key areas of activity here:
  - establish links with local groups
  - develop a review panel for HFI literature
  - promote individual projects such as Positive Futures
  - promote of the new ASB out-of-hours Response Team
  - promote work around tackling anti-social behaviour
  - promote work4islington

## **9. Dealing with the Media**

- 9.1. Objective: to manage and promote HFI and our key values to the public; to maintain and enhance our reputation.
- 9.2. HFI has become fairly effective in dealing with responsive media. That this must be handled by the communications team seems to be understood across the organisation. An effective working relationship is in place with the LBI press office which trusts HFI to be able to answer and efficiently handle the media. This is important now that there is not one officer solely focussing on media enquiries. There is a particular need to increase the amount of pro-active media work we carry out.

- 9.3. HFI needs to re-establish a regular supply of 'good news' housing stories to ensure a positive image both for LBI and the local residents. This will require greater interaction with management and staff to ensure we are supplied with information from a local level.
- 9.4. Over the coming year a media protocol will be drafted to ensure that all staff are clear on our role with the media.
- 9.5. A timetable of regular press releases will be drawn up based on our capital programme, community events and other good news stories.
- 9.6. Key activities with the media for the next year are:
  - drafting a media protocol
  - establishing media training for management team and key board members
  - creating a monthly timetable of press releases of forthcoming events

## **10. Communicating with Staff**

- 10.1. Objective: to keep staff informed with clear and up-to-date information incorporating our values.
- 10.2. In future internal communications will be agreed by the 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.
- 10.3. 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.
- 10.4. Key activities in internal communications for the next year are:
  - to continue to develop the intranet site so that it is responsive to the needs of the staff.
  - common intranet for all staff, with property services moving to the main intranet when they move from the MO
  - review of the staff newsletter with a move to increased frequency
  - increased buy-in from and involvement with management teams as well as the senior and extended management team

## **11. Marketing HFI**

- 11.1. Objective: to sell HFI to the wider housing sector and potential recruits as well as our residents.
- 11.2. Marketing has to take a higher place in the agenda of the whole organisation. The communications team must take a clear lead in this area and establish the agenda with both the management team and the board. For a successful strategy thought must be given in all our work to how we sell it to our partners and to our customers.
- 11.3. Marketing HFI should also include promoting residents' involvement in the HFI board and involvement in local area housing panels and capital programme steering groups to encourage participation.
- 11.4. One element of communications work promoting HFI over the next year will be involvement with the National Federation of ALMOs and their marketing project. This will both establish HFI as a leading player in the ALMO sector and indirectly market HFI more widely.
- 11.5. Part of the marketing of HFI needs to include looking at our recruitment strategy. This must include the look and feel of recruitment materials.
- 11.6. HFI will continue to compete and apply for awards and accreditation over the coming year both forming a useful element for marketing purposes. The communications team will support these applications and assist HFI's divisions in applying for varying awards.
- 11.7. Key marketing activities for the year ahead:
  - establish clear and visible branding at HFI events and conferences
  - draft a marketing strategy
  - establish HFI as a leading player in the field
  - re-brand our recruitment activity

Report author: James Asser, Media & Communications Consultant  
Telephone: 020 7527 4379  
Email: james.asser@homesforislington.org.uk

**Communications Strategy Action Plan**  
**2006/2007**

Item 9 - Appendix 2

Area of activity	Activity	Comments/Resources	Priority/Roadmap	Timescale
<b>Communicating with residents</b>  <b>Objective:</b> 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	Costs likely to be under £1000 as most promotional materials have been purchased.	1	Ongoing
	Public meetings – meeting structure guidelines for use by staff setting up meetings		2	August 06
	Residents' Newsletter – review using readership survey	Additional pages	2	August/September 06
	Residents' newsletter – improved internal usage. Introduce pre-production e-contact with extended management team	Newsletter costs approx. £41,000 per annum	3	September 06
	Residents' newsletter – distribution amongst HFI staff	Additional copies printed Additional cost of approx £2500 per annum	2	September 06
	Homeowner – introduction of regular mailing for leaseholders to be issued twice a year	Printing costs of approximately £6,000 per year – costs to be met by Operations division	1	June 06

HFI publications – assessment of all HFI newsletters and publications		1	August 06
Procurement of new distribution deal for the Residents newsletter and Homeowner incorporating rent statements and the Home Ownership Unit.	Approximate cost is £16,000 a year. This is between Home Ownership, Communications and Income. The process should reduce overall costs and cut the cost of the residents newsletter.	1	July 06
Clear policy on the use of publications and guidelines to ensure consistent standards		2	October 06
Posters and leaflets – establishment of clear guidelines and protocol on production and sign off		2	October 06

	<p>Website – move to improve criteria on WAI ratings for disability accessibility</p>	<p>Additional web development time. Potential expenditure on additional software.</p> <p>Blue ice costs for 2006-07 are £65,000 to be met in part by Property Services and IT.</p>	<p>1</p>	<p>Options for improvements – October 06 Additional developments – February 07</p>
	<p>Review of website support. Assess possibilities of establishing in-house web support for internet, intranet and extra-net. This would combine all online functions and remove high cost of external web support.</p>	<p>Potential establishment of a web officer at likely costs of £30,000 - £35,000. Would remove need for blue ice costs.</p>	<p>1</p>	<p>October 06</p>
	<p>HFI Bus – review usage and identify ways to make better use of it including improved branding</p>	<p>Potential costs for re-fitting</p>	<p>3</p>	<p>December 06</p>

Area of activity	Activity	Comments/Resources	Priority/Roadmap	Timescale
<b>Working with Partners</b>  <b>Objective:</b> 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		2	Summer 06
	Joint communications – guidelines to be drawn up outlining sign off process and use of joint communications with partners		2	Summer 06
	End of capital programme events for both small works and larger projects including production of events calendar	Use of promotional materials Allocated budget of £20,000	1	Agreed May 06 Ongoing after agreed
	Annual events including Kier fun day	Promotional materials and approx 1 week staff time  Allocated budget of £10,000 – estimated cost 2006 of £8,000.	1	July 06
	Buy-in to ongoing Apollo evening during capital works	No additional cost – part of wider events budget	1	Ongoing from July 06
	Work4islington – official launch of the programme in early summer and then ongoing support for the programme as needed		1	Ongoing from June 06

Area of activity	Activity	Comments/Resources	Priority/Roadmap	Timescale
<b>Engaging with the Community</b>  <b>Objective:</b> to engage with the community and ensure that this approach is included in all our work.	Promote launch of new ASB out of hours response team		2	May 06
	Large promotion of success of ASB work and response team including placement of a journalist with the team		2	Autumn 06
	Collate a list of all community activities supported by or involving HFI		3	August 06
	Establish a calendar of events which can be used to promote HFI and community engagement linked to work with partners and the news release agenda		1	August 06
	Continue to promote positive futures work and establish a stronger identity for HFI with Arsenal	Funding should be sourced from Arsenal.	3	September 06

Area of activity	Activity	Comments/Resources	Priority/Roadmap	Timescale
<b>Dealing with the Media</b>  <b>Objective:</b> to manage and promote HFI and our key values to the public; to maintain and enhance our reputation.	Formal training for DH and JG on media handling	External training required – 2 or 3 days for each staff member  Approx cost - £1500.	2	Autumn 06
	Media training for directors and chair to enable them to do media interviews including radio and TV as well as print	External trainer will be hired	3	Autumn
	Development of a news release programme covering the capital programme and ASB activity as well as wider work	3 days per week	2	July

Area of activity	Activity	Comments/Resources	Priority/Roadmap	Timescale
<b>Communicating with Staff</b>  <b>Objective:</b> to keep staff informed with clear and up-to-date information incorporating our values.	Staff Newsletter – increase production from three times a year to six times a year	£7500 additional costs plus 5 days per month work	1	September
	Establishing a clear HFI brand for use by all staff		2	September
	Communications road show for staff to ensure greater understanding of the role of the team and their role in promoting HFI		3	Autumn
	Review of team briefing and ensuring regular monitoring of delivery	2 days per month	1	Ongoing
	Intranet – update of image and layout	1 day per week	1	Ongoing, updates by May
	Intranet – increased usage through introduction of web trends		1	In place by May
	Review of internal distribution system for materials		3	Autumn
	Work with MT to establish ways of greater information to caretaking and non-office based staff		2	To be agreed with DG

Internal branding – ensure that there is an understanding by staff of the branding of HFI including email signatures		3	August 06
Review of staff conference and of manager's conference to look at timing, purpose and activity		3	2007
Staff Attitude Survey – prepare and deliver another survey for 2007	Use of UEL to deliver the survey	2	March 06
Awards – establish which awards are available and which HFI can apply for	Probable need for an external resource to prepare award bids	2	Autumn 06
Staff awards – review staff awards to get greater buy-in from management teams and staff. Move caretaker's awards to match other awards timetable		1	December – March 06-07
HFI Board – work with the Governance team to continue to support and develop the role of the board. This should include defined role and responsibility in the Residents' newsletter		3	Ongoing

Area of activity	Activity	Comments/Resources	Priority/Roadmap	Timescale
<b>Marketing</b>  <b>Objective:</b> to sell HFI to the wider housing sector and potential recruits as well as our residents.	Creation of a marketing strategy for the organisation to establish HFI as a leading ALMO including a view to beyond 2010	Potential use of an external marketing consultant	2	December 06
	Trade press – greater use of trade press including advertorials to establish the HFI brand	Staff time for writing and preparing materials Budget implications for paying for advertorials will vary per publication. Average cost approx £1500-£2000.	3	Ongoing – beginning June 06
	Establishing a clear advertising strategy both locally and nationally for HFI adverts including for recruitment		1	October 06



Report of	Team	Job Title	
John Phillips	Chief Executive Directorate	Director of Property Services	
Name of Meeting	Date of Meeting	Agenda item	Status
HFI Board	19 <sup>th</sup> June 2006	10	Information

**Subject of Report:** Ex PFI 2 Street Properties

**1. Synopsis**

1.1 In order to make the PFI 2 contract financially viable, a decision was taken by LBI to remove 224 properties, which amounts to 593 units of accommodation, from that contract and retain these properties within the management of HFI. Funding to the value of £20.2 million for the renovation and refurbishment of these properties has been made available to HFI by central government. This report provides progress so far.

**2. Recommendation**

2.1 That Board notes the report.

**3. Background**

**3.1 Approval of Funds:**

3.1.1 On 14<sup>th</sup> February 2006 confirmation was received from the Office of the Deputy Prime Minister that the additional £20.2million funding requested by HFI had been granted for 147 properties (287 units of accommodation) removed from the PFI 2 project. Further funding will be sought for the extra 77 properties (306 units of accommodation) removed from PFI 2 at the next bidding round for ALMO's in 2007.

**3.2 Communication with Residents:**

3.2.1 All residents have been advised by a joint LBI/HFI letter dated 23<sup>rd</sup> March that their property had been taken out of the PFI 2 project. A further letter was sent to the same residents on Wednesday 29<sup>th</sup> March from Christine Short, Project Manager giving more details and including a question and answer sheet.

3.2.2 Both letters invited residents to contact Christine Short's team if they had specific queries. After each mailing a relatively small number of telephone enquiries were received. The main queries concerned when individual properties would be renovated.

3.2.3 A further letter has been sent to leaseholders on 11<sup>th</sup> May seeking their feedback on which financial year they would prefer repairs to be carried out in order to assist HFI staff when drawing up the timetable of when each property will be refurbished.

### **3.3 Steering Group:**

3.3.1 A "Steering Group" has been formed primarily consisting of senior staff from Property Services Department, and senior officers representing Housing Operations team and Islington Council. The Steering Group has agreed to meet monthly for the next six to nine months and identified two strands of responsibility; to oversee the issuing of contracts (which was envisaged would take the next three months) and to assist in the making of policy decisions, a role which would continue for six to nine months; the role of the Steering Group would be reviewed at this point.

### **3.4 Procurement of Building Contractors and Consultants:**

3.4.1 It has been determined that the original consultation of leaseholders that took place prior to the estate property framework contract being signed did not include leaseholders of the street properties identified for PFI 2. It will therefore not be possible to use existing framework contractors or consultants to undertake this work to properties containing leasehold flats. It is envisaged that a further EU advert will need to be placed and a separate framework contract set up for the work to these street properties. It is hoped that contractors and consultants who previously bid and passed the quality assessment can be automatically short-listed.

3.4.2 It is envisaged that setting up a suitable framework contract will take 11 to 12 months; preliminary work on this has already started. IDC Directors will have the opportunity to be involved in the contractor selection at the appropriate stage in the process.

3.4.3 In light of this, IDC have agreed that the first package of refurbishment work to commence in 2006/7 will involve the refurbishment of 30 properties (54 units of accommodation) that are all 100% tenanted and are located together in a very small geographical area in the south of the borough. This work will be carried out separately and in advance of the contract that will be set up to refurbish the remaining properties containing leaseholders.

3.4.4 It has further been agreed by IDC that this first contract of work will be tendered to the top four performing contractors currently being used within the capital framework contract with a view to choosing the most competitive contractor out of this four. This will ensure value for money with a contractor with a proven track record and assist with ensuring a degree of continuity of work for the successful bidder.

3.4.5 IDC further agreed that the next phase of works should be geographically located in the north of the borough.

### **3.5 Scheduling of Works:**

3.5.1 Years 1 & 2 - 2006/07 & 2007/8

There are 99 properties (185 units of accommodation) that are 100% tenanted; IDC have approved resources of £1million to for 2006/7 and a further £3million in 2007/8 to be spent on their refurbishment.

The following properties that have been identified for renovation:

- 2 Haywards Place
- 83a-e Amwell Street

- 32 Amwell Street
- 34 Amwell Street
- 38 Amwell Street
- 6-6a Mylne Street
- 7-11 Mylne Street
- 337a-f St John Street
- 15 Hermit Street
- 17 Hermit Street
- 53 Offord Road
- 58a-b Offord Road
- 60a-b Offord Road
- 16 Lambert Street
- 2a-b Belitha Villas
- 2c-d Belitha Villas
- 38 Balfe Street
- 40a-c Balfe Street
- 29 Wharfedale Road
- 3 Wharton Cottages
- No1-2 38B Granville Square
- 15-15a Granville Square
- 21-21a Granville Square
- 6 Wharton Street
- 32 Wharton Street
- 14 Wharton Street
- 16-17 Wharton Street
- 23 Wharton Street
- 26 Wharton Street
- 29 Wharton Street

The selection criteria for these have been focused on:

- Good business/economic reasoning – properties located geographically close together and properties of a similar type and construction;
- Extinguishing potential legal disrepair claims.

From stock condition survey information all properties deemed to have signs of structural movement can be identified. Structural surveys of these properties will be organised, insurance company notified where applicable, monthly monitoring may be needed to help determine whether cracks are progressive or not. Pollarding of nearby trees, where recommended, will be undertaken.

Refurbishing a small number of void flats may be undertaken for use as permanent transfer properties for specific tenants who we would like to relocate.

### 3.5.2 Years 2 –5 2007/11

Information gleaned from leaseholder consultation will be used to assist in planning when individual properties will be refurbished.

Properties will be grouped together using similar criteria as described above for year 1 property selection. Once drafted, this proposal will be submitted to IDC for approval.

It is intended that this information will ultimately be available on the HFI website (possibly as part of getting it right online).

Refurbishment of a number of void flats will be undertaken to provide temporary accommodation whilst intrusive work is underway in occupied flats.

### **3.6. Other Strategies**

3.6.1 All properties with one remaining tenant have been identified. Consultation with these tenants will take place to ascertain whether any are interested in relocation. Properties consisting of 100% leaseholders or a mix of leasehold and vacant flats will be considered for possible disposal.

Report Author: Christine Short, Manager, Ex PFI Street Property Decent Homes Project  
Telephone: 020 7527 4202  
Email address: [christine.short@homesforislington.org.uk](mailto:christine.short@homesforislington.org.uk)

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

Name of Meeting	Date of Meeting	Agenda Item	Status
Board	19 <sup>th</sup> June 2006	11	Information

**Subject of Report:** Leaseholder Association Recognition

**1. Synopsis**

1.1 Provides the Board with a summary on the position of Leaseholder Association recognition since January 2006.

**2. Recommendation**

2.1 To note the report.

**3. Background**

3.1 HFI asked Consultative Panels for their comments on proposals for the recognition of Leaseholder Associations and Leasehold Major Works Steering Groups in January 2006.

3.2 The detail of the proposals is contained within the report sent to Consultative Panels at Appendix 1.

3.3 Comments for Consultative Panels, January 06.

3.3.1 The format and quality of summary comments collected from Consultative Panels has significantly improved following new guidance to both Panel Chairs and local staff, but this has only taken proper effect from May 06. Consequently the comments made in January 06 often only reflected individuals' views, with some exceptions.

3.3.2 A summary of views as far as can be reasonably ascertained is:

- a) Many Panels expressed concern that leaseholder issues might dominate TRA affairs where leaseholders were asked to consult through the TRA where such existed.
- b) Generally Area Housing Panels agreed that recognised Leaseholder Associations should have seats on Islington Leaseholder Forum (ILF) but not automatically at the Panels. This was also the view of ILF.
- c) ILF, however, was not in favour of the creation of steering groups for leasehold major works.
- d) Boleyn Road AHP actually voted on the report and it was in favour of the recommendations by 4 to 0 with 3 abstentions.
- e) Holland Walk AHP voted on the establishment of steering groups and was in favour with 2 abstentions.

### 3.4 Comments from MPSB and CSSB

3.4.1 Both Sub-Boards considered the feedback of Consultative Panels at their respective meetings in February 06. CSSB noted the issue of a number of Panels expressing concern that leaseholder issues could dominate TRA affairs where TRAs existed. MPSB noted the report and requested that an update be provided to HFI Board.

### 3.5 Applications since January 06

3.5.1 Since January there have been between 15 and 20 applications to form Leaseholder Associations. Of these, one has been recognised(Holbridge Mews) with the majority of the others being at this stage declined on the basis that a TRA exists on the estate with advice offered on alternatives.

Report Author: Mike Sims, Governance Team Manager  
Telephone: 020 7527 4319  
E-mail Address: michael.sims@homesforislington.org.uk

**Subject of Report:** Leaseholder Association Recognition**1. Introduction**

- 1.1 The purpose of this report is to consult with Consultative Panels on proposals for the recognition of Leaseholder Associations and Leasehold Major Works Steering Groups.

**2. Recommendation**

- 2.1 To set up Leaseholder Associations and Leasehold Steering Groups as described in 3.3.2 and 3.3.3 of this report.

**3. Background**

- 3.1 The collective phrase “Leaseholder Associations” refers to:

- Statutory Recognised LAs.
- LAs Recognised by Homes for Islington.

**3.2.1 Statutory Recognised LAs**

Subject to meeting strict criteria, groups of leaseholders can apply to the Rent Tribunal for statutory recognition. Criteria would include providing information to prove:

- a minimum level of membership
- a clearly defined catchment area
- evidence of LA Committee Membership
- evidence of Annual General Meetings

Statutory Recognition lasts for a period of 4 years at which point all of the above evidence has to be resubmitted to retain the statutory recognition.

There is only one LA that has currently got statutory recognition and this is Pleasant Place Leaseholders Association (Upper Street).

**3.2.2 Leaseholder Associations recognised by HFI.**

A number of Leaseholder groups have recently applied to set up formal

Leasehold Associations that do not have statutory recognition, but could be recognised by HFI. Many of these Leaseholder Associations have been formed almost immediately following initial stages of consultation on major works schemes and it is clear that this is their main purpose.

So far HFI has “recognised” the following Leaseholder Association:

- ◆ Crouch Hall Court (Isledon Road)

The following groups have applied for Leasehold Association recognition and decisions have not yet been made:

- ◆ Barnsbury (Lyon Street)
- ◆ Courtney Court (Isledon Road)
- ◆ Lorraine Mansions (Lyon Street)

The emergence of these Leaseholder Associations has resulted in the following issues:

- How does a Leaseholder Association fit in with a recognised TRA if covering the same estate?
- How long term are Leaseholder Associations going to be if many of them have been formed simply for major works projects associated with achieving the Decent Homes Standard? This is particularly important bearing in mind that this work will generally be completed within a 12 month period and will not be planned again for a further 5/6 years.
- Should such Leaseholder Associations have a seat on the Islington Leaseholder Forum or Area Housing Panels?

### 3.3 **Way Forward**

It is proposed to proceed as follows:

#### 3.3.1 **Statutory Recognised Leaseholder Associations**

HFI will continue to support applications for Statutory Recognition by supplying whatever information is required by the Rent Tribunal to enable them to complete their considerations.

These Leaseholder Associations have an automatic place on the Islington Leaseholder Forum.

#### 3.3.2 **Recognition of Leaseholder Associations by HFI**

This would exclude the above and it is recommended that Leaseholder Associations should only be recognised where:

- There is not an existing TMO or Recognised TRA.

- The Leaseholder Association can show evidence that it has been established with Terms of Reference which are wider than any current major works scheme.
- That the LA must adopt a standard model constitution which has already been submitted to Islington Leaseholder Forum for consideration.
- The LA must hold AGMs promptly on an annual basis and copies of minutes of AGM must be forwarded to the local Area Housing Office, Home Ownership Section and Residents Involvement Team within 21 days of the AGM.
- Membership of the LA should be open to all leaseholders within the catchment area irrespective of age, ethnicity, religious belief, disability or sex.
- Recognised Leaseholder Associations do not have a seat on the Area Housing Panel, but could sit on the Islington Leaseholder Forum. Views of ILF particularly welcome on this point.

### **3.3.3 Leaseholder Major Works Steering Groups**

Where leaseholders wish to come together to make collective comment on proposed major works, but do not want to form a more formal Leaseholder Association, (statutory or HFI Recognised), then a Leaseholders Major Works Steering Group be established.

- HFI could advise leaseholders of this option at the first public meeting which is part of the current consultation process on major works.
- Staff from the Area Programme Teams and Home Ownership Services would communicate with the Major Works Steering Group throughout the project right through to final accounts stage at which point that the Steering Group would be closed down.

Such procedures could become part of the formal consultation processes on major works schemes.

The views of Consultative Panels on this way forward are sought.



**Report back from the Finance Working Group (FWG) -  
2<sup>nd</sup> May 2006  
Ann Lucas – Acting Chair**

**Status of FWG**

- As reported at Board on 8<sup>th</sup> May FWG agreed that it remains as a Working Group and does not change its status to that of a Committee.

**IDC proposal to amend scheme of financial delegation**

- As reported on 8<sup>th</sup> May 2006 FWG made recommendations concerning the proposed amendment to the scheme of financial delegation.

**Budget monitoring – Month 12**

- FWG noted a report summarising the latest position of the Managing Agent Account.

**Risk register**

- FWG noted all risks relevant to its remit.

**Forward Plan**

- FWG noted the forward plan.

**Report back from the Finance Working Group (FWG) -  
8<sup>th</sup> June 2006  
Eddie Niles – Acting Chair**

**Election of Chair**

- Adam Borrie was elected as Chair of FWG.

**Budget monitoring – Final outturn**

- FWG noted the 2005/06 final closing position on the Managing Agent Account.

**Finance Functions Action Plan**

- FWG noted the final update on the progress on implementing the financial management and action plan.

**Risk register**

- FWG noted all risks relevant to its remit.

**Forward Plan**

- FWG noted the forward plan.

**Report back from the Investment and Delivery (IDC) Committee**

**3 May 2006**

**Theresa Coyle – Chair**

**Tender Approval – Contract 25**

- IDC agreed a tender report for Contract 25.

**Capital Programme 2006/07 update**

- IDC agreed programmes relating to the 2006/07 Capital Programme.

**2005/06 review of performance**

- IDC noted the progress and achievements in 2005/06.

**Risk register**

- IDC noted and proposed changes to the risks within its remit.

**Improvement in Leasehold Capital Programme arrangements**

- IDC noted the new arrangements for leaseholder consultation as agreed by the LBI Executive Committee in February 2006.

**Contract Approval Schedule update**

- IDC received and noted a list of all approved framework contracts for 2006/07 to date.

**Forward Plan**

- IDC noted the forward plan.

**Report back from the Investment and Delivery (IDC) Committee**  
**7 June 2006**  
**Theresa Coyle – Chair**

**Ex-PFI 2 properties**

- IDC agreed contracts of work relating to the properties removed from the PFI 2 project.

**Progress on delivery of the 2006/07 Capital Programme**

- IDC agreed programmes relating to the 2006/07 Capital Programme.

**Risk register**

- IDC noted and proposed changes to the risks within its remit.

**Contract Approval Schedule update**

- IDC received and noted a list of all approved framework contracts for 2006/07 to date.

**Digital TV proposals**

- IDC noted the comments and actions arising from the Digital TV report that went to Consultative Panels in May 2006.

**Forward Plan**

- IDC noted the forward plan.

**Report back from the Efficiency and Procurement Working Group  
EPWG)  
16<sup>th</sup> May 2006  
Eamon McGoldrick – Chair**

**Islington Support Services Contract**

- EPWG noted an update regarding the five Islington Support Contracts with LBI for 2006/07.

**Service Efficiency reviews**

- EPWG noted an update on progress with the current Service Efficiency reviews.

**Efficiency Action Plan**

- EPWG noted and commented on the Efficiency Action Plan.

**Service Unit Costs**

- EPWG noted the preferred initial list of service unit costs that Service Directors have indicate that it would be of benefit for HFI to calculate.

**Report back from the HR Committee (HRC)**  
**25 May 2006**  
**Eddie Niles – Chair**

**Chair report**

- HRC asked that Board directors should try to attend workplace visits.

**Investor in People accreditation**

- HRC agreed an action plan for achieving Investors in People accreditation in autumn 2006.

**Strategic HR matters**

- HRC noted various HR issues that have a strategic impact on HFI.

**Staff Attitude Survey**

- HRC noted the proposed response to the outcomes of the Staff Attitude Survey.

**Performance Management monitoring**

- HRC noted the significant issues or changes since the last meeting.

**Risk register**

- HRC noted and proposed changes to the risks within its remit.

**Inter ALMO group**

- HRC noted a report giving feedback from the Inter ALMO HR Group.

**Forward Plan**

- HRC agreed the forward plan.

**Report back from the Ethics Committee  
6<sup>th</sup> June 2006  
Ann Lucas, Chair**

The Committee agreed a new Ethics Committee procedure for complaints made against Board Directors.



**Forward Plan for Homes for Islington Board 2006-2007**

<b>Date of meeting</b>	<b>Items on the Agenda</b>	<b>Status</b>
31st July 2006  <b>DG</b>	Sustainability Strategy (preliminary)	D
	Strategic Performance Management - June PIs	D
	Amendments to Governance Manual	D
	Risk Management	D
	HFI Business Plan Objectives 06/07 - qtr 1	M
	Demographic Equalities Information	I
	Operational Services Delivery Strategy	D
	Contract Approvals	D
Draft Directors report 2005-06	D	
11th September 2006  <b>JP</b>	Sustainability Strategy	D
	Equality and Diversity Strategy 2005-08	D
	Review of Complaints / Ombudsmen 06/07	I
	Gas Contract South update	I
	Kier Review	I
	Contract Approvals	D
	Directors and Auditors Report 2005-06	D
AGM - 23rd October 2006  <b>DS</b>	Election of Chair / Vice Chair	D
	Appointment to Sub-Boards / Committees / Working Groups	D
	Approval of 2005-2006 Accounts	D
	Appointment of External Auditor	D
	Directors Report	I
Ordinary - 23rd October 2006	Strategic Performance Management - August PIs	D
	Risk Management	D
	Capital Programme 07/08	D
	Draft Business Plan 2007-12	D
	Procurement Strategy	D
	Efficiency Strategy 2005-08	D
	Health and Safety Policy	D
	HFI Business Plan Objectives 06/07 - qtr 2	M
Contract Approvals	D	

4th December 2006  <b>DG</b>	Business Plan 2007-12 (2nd draft)	D
	Resident Involvement Review update	I
	Kier Review	I
	Data protection / FOI	I
	Contract Approvals	D
15th January 2007  <b>SK</b>	Strategic Performance Management - November PIs	D
	Risk Management	D
	Business Plan 2007-12	D
	HFI Business Plan Objectives 06/07 - qtr 3	M
	ALMO update	I
	Contract Approvals	D
26th February 2007  <b>JP</b>	Board and Sub-Board meetings 2007/8 locations	D
	Strategic Performance PIs for 2007/08	D
	ICT Strategy 2007-09	D
	HR Strategy and Internal Communications 07/08	D
	HFI Insurance Procurement	D
	Resident Involvement and Customer Focus Strategy 2005-08	D
	Kier Review	I
	Review of Complaints / Ombudsmen	I
	Contract Approvals	D