

Homes for Islington Board of Directors
Agenda 20 March 2006
6.30 PM to 8.30 PM

Stephenson Hall

NCH, 85c Highbury Park, London N5 1UD

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	Information	Verbal	6.30-6.35
4	A Lucas	Minutes of 6 th February 2006 and matters arising	Decision	1 – 6	6.35-6.40
5	A Lucas	Chair report & Chief Executive report	Information	Verbal	6.40-6.50
6	S Kwong / D Selo / J Phillips	Strategic Performance Management	Decision	7 – 16	6.50-7.00
7	D Selo	ICT Strategy	Decision	17 – 36	7.00-7.10
8	D Selo	Risk Management	Decision	37 – 56	7.10-7.20
9	D Goldring	Allocation of additional LBI funding	Decision	To be tabled	7.20-7.30
10	S Kwong	Strategic Performance PIs for 2006/07	Decision	57 – 62	7.30-7.40
11	M Sims	Board and Sub-Board meetings 2006/07 locations	Decision	63 – 66	7.40-7.50
12	W McGarvie J White S Town E Niles A Lucas T Coyle	Reports back from: a) Contracted Services Sub-Board 14 th February 2006 b) Managed Property Sub-Board 15 th February 2006 c) Audit Committee 16 th February 2006 d) Finance Working Group 22 nd February 2006 e) Ethics Committee 1 st March 2006 f) Investment and Delivery 1 st February 2006 and 2 nd March 2006	Information	67 68 69 70 71 72 – 73	7.50-8.00
13	A Lucas	Forward Planner	Decision	Verbal	7.50-8.00
14	A Lucas	Any other business and date and time of next meeting – 6pm, Monday 8 th May 2006, Location to be decided	Information	Verbal	7.50-8.00
		Confidential Items			
15	A Lucas	Confidential Minutes of 6 th February 2006 and matters arising	Decision	1 – 2	8.00-8.05
16	S McLaughlin	Kier Islington Best Value Review	Information	Presentation	8.05-8.15
17	J Phillips	Tender Approval - Contract 1 – Highcroft and Hillrise	Decision	3 – 10	8.15-8.30

**Homes for Islington
Board of Directors Meeting
Minutes of 6th February 2006
Stephenson Hall, NCH, 85 Highbury Park
London N5 1UD**

Present: Ann Lucas (Chair), Jessie White (Vice Chair), Kathryn Barns, Adam Borrie, Steve Burd, Theresa Coyle, Richard Greening, William McGarvie, Eddie Niles, Louise Round, Des Smith, Stephen Town, Jyoti Vaja, Claudia Webbe (Directors)

In attendance: Eamon McGoldrick (Chief Executive)
David Selo (Director of Resources)
Simon Kwong (Head of Performance and Service Development)
Mike Sims (Governance Team Manager)
Odegua Masade (HFI Governance Officer – Minutes)

Apologies: Euan Cameron, Barbara Coventry, Richard Rosser (Directors)

	ITEM	ACTION
1	<p>Welcome/Apologies/Introductions</p> <p>a) The chair opened the meeting at 6.32pm. b) The chair gave apologies for Euan Cameron, Barbara Coventry and Richard Rosser.</p>	
2	<p>Declarations of Interest</p> <p>a) Jyoti Vaja declared an interest in Agenda Item 6 (Business Plan 2006 – 11). b) Louise Round declared an interest in Agenda Item 6 (Business Plan 2006 – 11).</p>	
3	<p>Questions Received from the Public</p> <p>There were no questions received from the public.</p>	

4	<p>Minutes of last meeting 19 December 2005 and matters arising</p> <p>Matters Arising:</p> <p>a) Pg. 2, Item 5c - Eamon McGoldrick confirmed that further information on the “innovations”, which led to the Kier Islington/Gas Safety HFI award, had been dispatched to the Board, as was agreed at the last meeting.</p> <p>b) Pg.6, Item 8, Recommendation 2.4 – It was observed that the use of extra funding appeared to exclude youths that are not sports-orientated and it was suggested that art interests should also be considered. The Board was advised that these options would be explored. The Board noted that a report on use of the £1 million extra funding likely to be available in 2006/7, would be presented at its meeting on 20th March 2006.</p> <p>c) Pg. 6, Item 9d – The Board requested that staff consider the merits of a possible LGBT Resident Group through the Equality & Diversity Forum and noted the first BME forum was held on 19 January 2006.</p> <p>The minutes were approved as an accurate record.</p>	<p>Eamon McGoldrick</p> <p>Simon Kwong</p>
5	<p>Chair Report and Chief Executive Report</p> <p>a) Chair’s Report The Chair informed the Board that:</p> <p>1) LBI has been nominated for an award from The London Chronicle for being the ‘Most Improved Council’. On behalf of LBI, Andy Jennings and Helen Bailey have written to HFI passing on thanks for its contribution to this achievement.</p> <p>b) Chief Executive’s Report Eamon McGoldrick informed the Board that:</p> <p>1) A number of senior staff appointments had been made: i) Ferenc Morath, Head of Programme Management ii) Coral Llewelyn, Head of Service Development and iii) Paul Davey, Head of Strategy and Procurement.</p> <p>2) The Audit Commission has set an ALMO Inspection date for 29 October 2007.</p> <p>2) The update on Gas Servicing shows that there has been an improvement in servicing rate – 99.36% in January 2006, compared to last year’s 99.13%.</p> <p>3) A HFI staff member was presented with a letter of commendation for recycling redundant print cartridges. LBI will now consider a permanent scheme based on this suggestion.</p>	

6	<p>HFI Business Plan 2006 – 11</p> <p>a) Eamon McGoldrick presented a report for decision on the final draft of HFI's Business Plan for the next five years.</p> <p>b) Chapter 5 (PIs), which was missing from the original report, was tabled.</p> <p>c) The Board noted an amendment of 4.3.1 of the report where "HFI" should read "LBI".</p> <p>d) The Board noted that LBI had signed off chapter 3 (Council context).</p> <p>e) The Board noted that at its meeting on 20th March, it would receive options on the £3.5m additional funding (repeated from 05/06) as well as an additional £1m further spend. The Board agreed these items should also be considered at its Away day on 10th March 2006. In the context of growth/efficiencies, staff agreed to consider looking at the feasibility of attaching the HFI annual efficiency statement as an appendix to the Business Plan.</p> <p>f) The Board noted the proposed reduction in Architects fees from 11% to 10%.</p> <p>g) The Board noted that consideration of efficiency savings on the Capital Programme was a matter for IDC.</p> <p>h) Staff agreed to report back to Board on the apparent low budget set for community centres in 06/07 (Page 23).</p> <p>i) The Board noted the variance to zero in the gardens/grounds maintenance budget since this was now included in the MAA rather than the CSA.</p> <p>The recommendations were agreed as follows:</p> <p>2.1 That the Board agrees the final draft version of the Business Plan subject to month 9 performance information being inserted under Chapter 5 (to be tabled at Board meeting)</p> <p>2.2 That the Board authorises production for publication of a summary business plan document to residents and staff.</p>	<p>Simon Kwong</p> <p>David Selo</p>
7	<p>Business Plan Objectives 05/06 – 3rd Quarter</p> <p>a) Eamon McGoldrick presented a report on the progress of HFI's Business Plan objectives 2005/06.</p> <p>b) The Board noted 7 targets where there was significant risk they would not be achieved.</p> <p>c) Pg.57, Item 2.9 – Combined Heat and Power (CHP). The Board was informed that in reality, this target was jointly owned with LBI. The fact that some schools/commercial units and leisure facilities had withdrawn from the scheme, together with delays with leaseholder consultation, meant achieving the target was not possible in 2005/06.</p> <p>d) Pg.74, Item 2.5 – Delivering Capital Programme. The Board was informed that staff remained confident spend would be achieved. Weekly updates are being sent to IDC members and an update will be provided to the Board at its Away Day on March 10th.</p> <p>e) Pg.57, Item 4.3 – Staff training in delivery of partnering arrangements for framework and JVC contracts. The Board agreed that a presentation of the outcomes of the Kier Review be made as soon as possible.</p> <p>The report was noted.</p>	<p>Eamon McGoldrick</p>

8	<p>Review of Complaints / Ombudsman</p> <p>a) Eamon McGoldrick presented HFI Complaint Analysis for April-September 2005.</p> <p>b) The Board was advised of plans being made to restore performance in dealing with complaints in the Property Services Division. Performance levels had fallen from 89.1% in the previous period to 72.2%. A full-time staff member has also been employed in the Legal Repair Team to address Stage 2 complaints.</p> <p>c) The Board noted that the Complaints Action Plan addressed issues of learning analysis that would feed back into service delivery.</p> <p>d) Staff were asked to check the level of Stage 2 complaints at Central Street AHO and report back to Jyoti Vaja.</p> <p>e) It was suggested that the high levels of complaint in Upper Street might be attributed to residents being more disposed to making complaints and efficient logging of these complaints. Variation of staff performance across AHOs (Area Housing Offices) was also considered as a contributory factor and is being considered by senior managers.</p> <p>The report was noted.</p>	Doug Goldring
9	<p>Report Back From Contracted Services Sub-Board (CSSB) – 13 December 2005</p> <p>The report was noted.</p> <p>Report Back From Managed Property Services Sub-Board (MPSB) – 14 December 2005</p> <p>The report was noted.</p> <p>Report Back From Investment and Delivery Committee (IDC) – 4 January 2006</p> <p>a) The Board agreed that future summaries include the name of the Tender Approval considered at the meeting.</p> <p>The report was noted.</p> <p>Report Back From Finance Working Group (FWG) – 18 January 2006</p> <p>a) Steve Burd, Chair of FWG, reported that revenue spend has been slower than anticipated but staff had given appropriate assurances to progress this.</p> <p>The report was noted.</p> <p>Report Back From Human Resources Committee (HRC) – 26 January 2006</p> <p>a) Eddie Niles, Chair of HRC, reported that there has been tremendous progress in HR.</p> <p>b) The Board was advised of the number of initiatives which have been introduced.</p> <p>c) The Board was reminded of nominations for the Employee of the Year Award and completion of the online Diversity Learning Training.</p> <p>d) Eddie Niles, on behalf of HRC, commended staff for their efforts and</p>	Gov Team

	<p>significant progress made.</p> <p>The report was noted.</p>	
10	<p>Forward Planner</p> <p>The Forward Plan was noted.</p>	
11	<p>AOB & Date and time of next meeting</p> <p>a) 20 March 2006, Stephenson Hall, NCH</p> <p>b) There being no further business to conclude, the chair thanked everyone for attending and closed the open meeting at 7.20pm.</p>	

Chair: Ann Lucas

Date

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

Name of Meeting	Date of Meeting	Agenda item	Status
HFI Board	20 March 2006	6	Decision

Subject of Report: HFI Strategic Performance Management

1. Synopsis

- 1.1 This report provides the Board with a strategic overview of performance management indicators, company finance, capital programming for 2005/6 and progress on Decent Homes targets.

2. Recommendations

- 2.1 That Board:
- a) Agrees the Chief Executive proposal to continue to closely monitor Teams underperforming on telephone answering and invoice payments.
 - b) Agrees that the Chief Executive monitors the Caxton gas servicing programme on a monthly basis to ensure last years performance is at least equalled.
 - c) Notes the Director of Operations is taking corrective action on the Lyon Street and Holland Walk caretaking services.
 - d) Notes the report back on financial management.
 - e) Notes the report back on the capital programme/decent homes.

3. Background

3.1 Performance Indicators

- 3.1.1 The Board receives a quarterly performance management report based on performance indicators (PIs) and associated targets that cover the key services provided by Homes for Islington. Board last received this report in December 2005. Some PI's are Best Value indicators (BVPI) that we are required by the Audit Commission to collect. Targets for these indicators are required to be set so as to achieve the performance of the top local authorities within five years. The others are local indicators defined by HFI with targets reviewed and annually at the start of each financial year. Board agreed targets for 2005/06 at its March 2005 meeting.

- 3.2 Appendix 1 shows the latest performance indicators available for January 2006. It uses a system of flags to give a simple guide to how well we are doing:

- ✓ means that we have met or exceeded the target that was set year to date.
- X means that the target has not been achieved in the year to date.

In accordance with the reporting format agreed by the Board for 2005/06 in February 2005, these flags now relates to performance year to date.

3.3 For every indicator marked **X** there is, where applicable, an action plan 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. **Performance 2005/06**

4.1 **Current Performance**

Current performance on the 29 indicators can be summarised as:

- For 11 of the indicators the target has been fully met or exceeded in 2005/06 to date.
- For 4 of these indicators we have not yet reached the target set.
- 14 of the indicators have no year to date target since they are year-end only but performance for January 06 and year to date is provided.

4.2 **Underperforming Indicators**

Item 4 - Percentage of invoices paid within 30 days

04/05 Result	05/06 target	Oct 05 performance	Jan 06 performance
81%	100%	95%	95.5%

Comment

There has been significant improvement over the past year although performance seems to have levelled out between 95% - 97% since August. Service Directors continue to receive exception reports of individual invoices that are not paid within timescale. Although the 100% target will not be achieved performance compared with 2004/05 is likely to have improved by approximately 15% by the year-end.

Action

Service Directors are actioning exception reports that identify teams within Divisions that are underperforming.

Risk-Medium

Item 18- Percentage of calls answered at HFI Direct

04/05 Result	05/06 target	Oct 05 performance	Jan 06 performance
86.6%	92%	92%	91%

Comment

YTD performance of 90.7% has slipped from October 05 (91.6%) and is just below target (92%).

Action

The Director of Operations receives weekly performance reports to ensure improvements now continue.

Risk-High

Items 20 and 21 – Percentage of gas servicing (Caxton and Partners)

04/05 Result	05/06 target	Oct 05 performance	Jan 06 performance
(Kier) 99.1%	100%	94.7%	99.2%
(Partners) 99.5%	100%	99.0%	99.6%

Comment

Year to date performance is calculated on a 12 month rolling programme. Partners are 0.4% behind the very challenging target of 100%. For the rest of the borough there is a much larger programme which is set up on a different basis. There has been month by month improvement in performance since May and the January figure of 99.2% compares favourably with the same period last year with the current programme some 12 weeks ahead compared with last year. YTD performance is now ahead of the 04/05 result of 99.1%.

Action

Chief Executive to monitor and report to Board any concerns.

Risk – Medium

4.3 Conclusion

- 4.3.1 Of the 4 under-performing indicators for January 06 only 1 is a BVPI. None of the under-performing indicators are considered high risk in relation to the organisation's ability to meet the year-end targets although it is unlikely that a performance of 98.5% during Feb / March in HFI Direct will be achieved.

5. Financial management

5.1 Managing Agent Account (MAA)

5.1.1 Background

Islington Council pays HFI a management fee that is funded 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.

5.1.2 Financial Management Report – Month 10 (Up to end January 2006)

Management fee: **£47.7m**

Current financial Position: **£1.3m surplus**

Reason for variance: **£500k** Unallocated contingency
£800k In year budgetary savings

Forecast spend: **£47.4m** (Forecast after proposed corrective action)

5.1.3 Business risk

- a) The management agreement with Islington Council requires trading surpluses to be returned to the Council at the financial year-end.
- b) The projection has been prepared on the assumption that the fee earning element of HFI management fee account due to time differences between fee entitlement and costs being incurred can be carried forwarded to the next financial year. In principle agreement to this arrangement has been obtained from Islington Council. Discussions are ongoing with Islington Council on the accounting arrangements details.

- c) The projections have also been prepared on the assumption that Islington Council approved spending growth in 2005/06 is ring fenced and should a surplus arise at the year end this will be returned to Islington Council.

5.1.4 Proposed corrective action

- a) Board received a report to its December 2005 meeting that there was a potential surplus for the financial year of £1.3 million. This included unallocated budget contingency, significant savings in legal cost budgets and efficiency savings in the property services. Board agreed action to utilise the surpluses.
- b) The agreed actions have been implemented and spending monitored fortnightly by the Management Team. As the main spending will be incurred in February and March 2006, it is not included in the Month 10 figures.
- c) The forecast spend at the end of the financial year will be at least £47.4 million, which equates to a trading surplus of no greater than £300k.

5.2 Client Services Account (CSA)

5.2.1 Background

There are a number of budgets, the Kier Islington repairs contract being the largest at the present time, 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.

5.2.2 Financial Management Report – Month 10 (Up to end January 2006)

Budget: **£54.3m**

Current Financial position: **£20k** overspend

Reasons for Variance: **£500k** overspend on repairs budget
£185k increase in TMO / TMC allowance payments
£113k increase costs of heating and hot water

£150k savings in Lyon St AHO
£208k reduction in Council Tax on voids and insurance
£215k communal lighting energy saving
£205k other savings (components under £100k)

Forecast spend: **£54.32m (20k over budget)**

5.2.3 Business risk

LBI increase repairs budget in the next financial year to fund overspend.

5.2.4 Proposed corrective action

HFI report monthly to LBI on CSA spending projections and the reason for variances. A major factor in the repairs overspend relates to delayed start in PFI2 street property contract. The budget was prepared on the basis of October 2005 start. Spending projections are repairs are being monitored closely with Islington Council.

5.3 Finance Working Group (FWG)

5.3.1 Finance Working Group has met twice since the last report to Board to review 2005/06 spending position.

6. Capital Programme and Decent Homes

6.1 Capital Programme– Month 11 (Up to end February 2006)

6.1.1 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 (05/06):	£74.665m
Projected Spend (05/06):	£74.665m
Spend to date (month 11):	£49.109m
Projected spend (month 11):	£52.455m
Variance:	(-)£3.346m

6.1.2 Reason for variance:

As reported in December a number of measures to address the predicted shortfall have been actioned which are hoped to be successful. These include the bringing forward of kitchen and bathroom works, maximising the end of year out turn, and maximising fees in 2005/06. £3.1m of certificates are being paid in early March, which had been assumed to be paid in February, hence the month 11 variance, but this should not affect the year out turn figures.

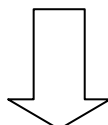
6.1.3 Business risk:

If there is no further slippage, the resources will be fully spent. However, with many schemes on site, the expenditure profile assumes a large volume of expenditure in the last few weeks of the financial year. Delivery is therefore vulnerable to extreme weather conditions or other factors outside the control of HFI.

6.2 Delivery of Decent Homes

6.2.1 HFI is delivering on its Decent Homes programme in accordance with the plan set out in the Sect. 27, as set out below:-

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



Year 2005/6			
Q1 (actual)	Q2 (actual)	Q3 (Est)	Q4 (Est)
46	46	48	50
12471	12557	12892	13352

- 6.2.2 The Decent Homes Programme projection for the period 2006/7 to 2010/11 is being developed for approval in May 2006 by IDC.
- 6.2.3 The projection for 2005/6 is that HFI will actually be ahead of its Decent Homes target by 8% by April 2006 and it has been possible to bring forward schemes originally programmed for 2006/7 into this financial year. The revised programme projections that will be available in May 2006 may reflect delivery of the programme more quickly than originally anticipated.

7. **Implications**

7.1 **Financial implications:**

Financial implications are contained within sections 5 and 6 of the report.

7.2 **Legal implications:**

None specific to this report.

7.3 **Equality implications:**

The Equality and Diversity Strategy outlines proposals for providing detailed demographic information, which would highlight disadvantaged groups. When this information is available then it will be possible to comment on where under-performance may impact adversely on any particular group.

7.4 **Sustainability implications:**

Sustainability issues are being addressed with constructors on the framework contracts. Supply chain and waste management are key issues for this process and monitoring will take place as schemes commence.

Decent Homes progress will have a marked impact on sustainability through renewal and refurbishment of windows and roofs along with improved insulation. In addition 5% of Decent Homes funding is set aside for sustainability improvements to the local environment.

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Performance Monitoring Section	QMS ISO 9001:2000 Certified
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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?	04/05 result	Service Director
Customer Care								
1	LKPI 5a	The percentage of complaints replied to within 10 days	95.0%	94.9%	96.0%	✔	93.9%	Eamon McGoldrick
2	LKPI 6a	The percentage of correspondence replied to within 10 days	95.0%	98.9%	98.1%	✔	89.3%	Eamon McGoldrick
3	LKPI 100	The percentage of calls answered within 20 seconds (6 rings) with corporate greeting	93.0%	95.5%	93.1%	✔	93.0%	Eamon McGoldrick
Invoices Paid								
4	BVPI 8	The percentage of invoices paid within 30 days	100%	95.5%	95.4%	✘	81%	David Selo
Harassment								
5	BVPI 174	The number of racial harassment incidents reported	N/A	3	29	N/A	33	Doug Goldring
6	BVPI 175	The percentage of racial harassment incidents resulting in further action	95.0%	100.0%	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?	04/05 result	Service Director
		Rent Collection						
7	BVPI 66a	Proportion of rent collected - <i>Includes arrears of current tenants for former years</i>	96.5%	-	97.7%	✓	95.8%	Doug Goldring
8	LKPI 21	Proportion of rent collected - <i>does not include arrears of current tenants for former years</i>	101.0%	-	101.1%	N/A	99.8%	Doug Goldring
9	LKPI 23 (MPG)	Current arrears per tenant (end of year target)	£210.00	£212.74	£212.74	N/A	£242.60	Doug Goldring
		Voids and re-lets						
10	LKPI 31 (MPG)	The percentage of management voids	0.55%	0.36%	0.36%	✓	0.39%	Doug Goldring
11	BVPI 212 (ex LKPI 33)	Average re-let time (days)	26	27	26	✓	22	Doug Goldring
		Caretaking						
12	LKPI69a	The percentage average score of caretaking inspections (monthly)	78.0%	78.8%	78.6%	✓	75.8%	Doug Goldring
		Home ownership						
13	LKPI71a	Service charge arrears - annual charge average debt per leaseholder	£610	£148	£148	N/A	£572	Doug Goldring
14	LKPI71b	Service charge arrears - major works average debt per leaseholder	£500	£340	£340	N/A	£634	Doug Goldring
		Repairs						
15	LKPI 35 (MPG)	The percentage of urgent repairs completed (priority H0, H1 & H2 time limits)	95.5%	99.8%	99.1%	✓	95.0%	John Phillips
16	LKPI 185	Percentage of repairs for which an appointment was made and kept	97.5%	99.3%	98.8%	✓	97.1%	John Phillips
17	LKPI 37	The percentage of non-urgent repairs completed (priority H4 & H6 time limits)	96.5%	97.0%	98.3%	✓	96.5%	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?	04/05 result	Service Director
18	LKPI 39b	The percentage of HFI calls answered within 20 seconds - normal hours	92.0%	91.0%	90.7%	✗	86.6%	Doug Goldring
19	LKPI 104	The number of repairs recharged	15	4	26	N/A	N/A	John Phillips
Gas servicing								
20	LKPI 14	The percentage of gas services completed by Individual Gas Systems (Kier Islington)	100.0%	99.2%	99.2%	✗	99.1%	John Phillips
21	LKPI 14	The percentage of gas services completed by Individual Gas Systems (Partners)	100.0%	99.6%	99.6%	✗	99.5%	John Phillips
Anti-social behaviour								
22	LKPI 101a	The number of Acceptable Behaviour Contracts signed	45	10	70	N/A	N/A	Doug Goldring
23	LKPI 101a	The number of live Acceptable Behaviour Contracts	45	53	-	N/A	N/A	Doug Goldring
24	LKPI 101b	The number of Notice Seeking Possessions issued	70	3	109	N/A	N/A	Doug Goldring
25	LKPI 101c	The number of Evictions obtained	22	0	6	N/A	N/A	Doug Goldring
26	LKPI 101d	The number of Injunctions obtained (all anti-social behaviour)	8	2	16	N/A	N/A	Doug Goldring
27	LKPI 101e	The number of Anti-Social Behaviour Orders	6	0	3	N/A	N/A	Doug Goldring
28	LKPI 102	The number of repossessions obtained by the Housing Investigations Team	90	6	65	N/A	N/A	Doug Goldring
Tenancy Management								
29	LKPI 103	The percentage of tenancy audits completed	10%	4.07%	4.07%	N/A	N/A	Doug Goldring

How we're performing



Board Commentary Report: January 2006

	PI reference	Description	Comments
Customer Care			
2	BVPI 8	The percentage of invoices paid within 30 days	In this period all area housing offices achieved 100%. Performance & Service Development scored the lowest at 88% and this was followed by Resources, who scored 92%. The YTD performances for area housing offices is 1% below target. For Performance & Service Development and Resources this is 10% and 7% respectively below target. The end of year target cannot be achieved.
Repairs			
3	LKPI 39b	The percentage of calls answered (normal hours - HFI Direct within 20 seconds)	Performance for this PI is currently 90.7% for the year. To achieve the end of year target HFI direct will have to continue to perform at 98.5% for the remainder of the year.
Gas servicing			
4	LKPI 14	The percentage of gas services completed by Individual Gas Systems (Kier)	Kier Islington's servicing of individual gas systems is currently performing at 99.2%. To achieve the target rate, servicing performance would need to increase by 0.8% by the end of the year.
4	LKPI 14	The percentage of gas services completed by Individual Gas Systems (Partners)	Partners' performance of individual gas systems is currently performing at 99.6%. To achieve end of year target an increase of 0.4% is required.

Report of	Team	Job Title
David Selo	Chief Executive Directorate	Director of Resources

Name of Meeting	Date of Meeting	Agenda item	Status
HFI Board	20 th March 2006	7	Decision

Subject of Report: Information and Communication Technology (ICT) Strategy 2006/07

1.0 Synopsis

1.1 This report is an update of the Organisation's ICT Strategy for the 3 year period 2005 – 2007.

2.0 Recommendation

2.1 That Board approves the updated ICT Strategy 2006 – 2007.

3.0 Aims and Objectives

3.1 Aims:

- To ensure coherent approach to the development and the use of IT.
- To support the organisation in delivering a modernised service that meets the needs and aspirations residents, directors and staff.
- To support the organisation to realise its strategic objectives and performance targets.

3.2 Strategy objectives:

- To develop ICT infrastructure that meets the needs of users and the organisation.
- To continue prioritisation of ICT projects and make effective use of available funds.
- To amalgamate existing databases into a common platform to facilitate generating reports and raising queries.
- To develop HFI's in-house "help desk" service.
- To develop and maintain HFI's web site, Intranet, telephone and e-mail systems.

4.0 Background

4.1 HFI Board approved an ICT Strategy in February 2005 for the period 2005 –07. It agreed to review this strategy during the first quarter of 2006.

4.2 An ICT Strategy & Project Board has been established at senior management level to monitor progress on ICT projects and review the strategy.

5.0 Achievements of 2005

5.1 The ICT Strategy 2005 – 2007 supports the Business Plan and strategic objectives of HFI. Under the objective of '*Excellent Service Provision*', residents now have improved repair receipts generated from the system with appointment times for both contractors

and inspectors displayed. With this new functionality within the system further tailoring and revision of receipts is achievable in-house.

5.2 One of the key areas of work for the Organisation is *'Improving the Standard of Housing'* for residents. Following a successful launch of the HFI website, Framework Contractors can now access a secure area of the website (Extranet) for contractual and supporting documentation. This has brought about efficiencies for both members of staff and contractors.

5.3 Successes in *'Community Engagement'* have been achieved by 'linking tenant management groups' to HFI through IT. TMOs, TMCs and EMBs have been provided with computers to securely access on-line information from HFI and LBI, including e-mail addresses.

6.0 Projects for 2006

6.1 *'Excellent Service Provision'* will be further demonstrated as leaseholders benefit from an improved Service Charges system. The new system will be integrated with the main Housing Management System. Implementation of the first phase of the electronic document management strategy will see the introduction of Document Image Processing (DIP). This will enable faster retrieval of paper documentation for residents for documentation stored off site.

6.2 Implementation of Stock Condition and Planned Maintenance systems in this year will support the objective of *'Improving Homes'*. These new applications will be integrated with the existing repairs system. Residents with access to the internet will be able to follow progress of work to their block by accessing the "Getting it right on-line" pages on the Website.

6.3 Under the objective of being *'A first class employer'*, Estates Services staff will have a mobile working application for direct access to systems while out of the office. Within Highbury House, there will be an upgrade to the IT infrastructure in line with the refurbishment programme. Any PCs throughout HFI still using the Windows NT operating system will be upgraded to Windows XP. Specific areas such as HFI Direct and HR will also have key legacy systems replaced during the year.

6.4 This year's strategy will also achieve the objective of *'Working with Partners'* through implementation of a single mobile phone contract for the Organisation and two Digital TV pilots in order to decide the most efficient means of delivering Digital TV in the Borough.

7.0 Strategy updating

7.1 The 2005-07 Strategy approved by Board in February 2005 has been updated to take account of 2005 achievements, changes in technology since the Strategy was prepared, updated project plans for system implementation and the 2006/07 Business Plan approved by Board at its meeting in February 2006.

7.2 The Strategy is attached as Appendix A.

7.3 A full review of the ICT Strategy will be completed by the first quarter of 2007 for presenting to Board in spring 2007.

7.0 Implications

- 7.1 Financial** – HFI ICT budget for 2006/07 is £1.022 m. £605k is for staff existing applications and implementation of new systems. The remaining £622k is for running costs, software purchases / licences / maintenance and hardware purchases. The organisation has a support service contract with LBI's TSG service. The current value of this contract is estimated at £750k pa.
- 7.2 Legal** – Whilst there is no legal obligation on Homes for Islington to have an ICT Strategy, the adoption of such strategy will better facilitate the development and use of ICT by the organisation and hence enhance its ability to meet its obligations under the management agreement and the annual business plan.
- 7.3 Equalities** – The strategy aims includes supporting the modernised services through ICT to all our staff and residents. The requirements of staff and residents will be incorporated into ICT projects and impact assessments will be carried out after implementation.
- 7.4 Sustainability** – Sustainability issues have been included in the updating of the strategy.

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improving housing through partnership

Item 7 - Appendix A

Information & Communication Technology Strategy

2006 – 2007

Contents

1.	Foreword.....	3
2.	Introduction.....	4
•	Mission.....	4
•	Values.....	4
•	Service Objectives.....	4
3.	Executive Summary.....	7
4.	Key Drivers.....	8
5.	ICT Strategy Management.....	10
6.	ICT Strategy 2006-07.....	11
7.	ICT Action Plan.....	14

1. Foreword

Homes for Islington (HFI) is Britain's largest arms-length management organisation and began 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. HFI manages approximately 37,000 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 meet their decent homes obligations. Homes for Islington was awarded 2 stars with excellent prospects for improvement in March 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 star and excellent prospects for improvement judgement are proof that HFI succeeded in both these areas. Over the next two years our target is to continue our improvement of services to residents and achieve a 3 star rating from the Audit Commission. Efficiency and value for money will be key to that three star assessment.

To achieve these objectives HFI needs the right tools both for its staff and its customers. Information and communications technology is central to improving services, access to those services for our customers and efficiency and value for money. An effective ICT strategy is therefore an essential requirement to the overarching aims of the organisation and should be of lasting and tangible benefit to our customers.

2. Introduction

HFI has adopted six specific challenges for improving its services in the coming years, known as its strategic delivery objectives. These are:

1. To be an excellent service provider
2. To improve homes
3. To engage with the community
4. To be a first class employer
5. To embrace partnership
6. To be an evolving organisation

This ICT Strategy sets out the support it brings to HFI in achieving its business aims and how the strategy supports HFI's core service delivery objectives.

2.1 ICT supporting Business Objectives

In order to support HFI's mission 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 2006 – 2007 strategy will continue to build on improvements already in place by:

- Seeking to embrace the latest affordable ICT to improve the performance of our services.
- Using technology to maximise customer interaction and involvement and thereby improve customer satisfaction.
- Ensure members of staff and partners can use robust IT systems for the delivery of the Decent Homes Standard across the borough.
- Recognising the need for an incremental approach over the next two years due to cost and improving of technology. This approach should provide infrastructure capacity, technical products and services for a sustained delivery of HFI's core business.

2.2 ICT supporting The Vision

2.2.1 Excellent Service Provision

In order for members of staff to achieve the very highest standards of service, IT systems must not only be robust, but must also be capable of development to meet even greater demands. Examples include recording relevant ethnicity data for equalities in order to better target services and secure property management for property moves under the PFI 2 scheme.

Through the continued replacement of legacy and 'stand-alone' applications by an integrated housing management system (such as Service Charges and Planned Maintenance), all HFI members of staff in separate locations can feel the benefit of joined-up working. This benefit will in turn be passed on to our customers and bring efficiency savings for HFI.

With the introduction of the Freedom of Information Act last year, the importance of having good 'records management' and an efficient data filing strategy now has a greater priority. In liaison with LBI, Staff will have access to an on-line centralised records management system to assist with requests for information. Digitisation of microfiche drawings and the introduction of a Document Image Processing (DIP) system will provide savings in file movement costs and staff time.

Working with companies such as the Federation Against Software Theft (FAST) HFI will be seeking accreditation for effective management of software.

2.2.2 Improving Homes

ICT will play a major part in schemes such as capital works programming and stock condition survey, together with achieving the decent home standard by 2010 and the LBI decent homes standard, by 2015.

Through mobile working technology and integrating systems, we can maximise the capability and flexibility of both members of staff and contractors.

2.2.3 Community Engagement

In liaison with the Tenant Management section, all TMOs/TMCs/EMBs have the opportunity to securely link to the HFI network. This will provide immediate access to contact details of members of staff as well as services from HFI and LBI.

Further development of the HFI website will enhance interaction with the community and supporting the overall e-government strategy for the delivery of '24/7' services, in line with the Communications Strategy.

2.2.4 A 'first class employer'

Improved levels of staff satisfaction with IT can continue, through a rolling 3 year review of equipment.

With the continued development of the HFI internal website (Intranet) members of staff will can be kept informed and access internal on-line services, in line with the Communications Strategy.

Remote and mobile working technology, can continue to increase productivity and provide better flexibility for members of staff, where applicable.

Electronic filing of data, together with remote and mobile working, can provide 'bankable benefits' to the organisation.

2.2.5 Working with partners

HFI will continue to embrace partnerships with external organisations for improved service delivery. HFI's ICT strategy will further develop this area by enabling partnering contractors such as British Gas to have remote access to repair systems, without compromising security.

Digital TV implementation for the Borough could involve working with both national and local partners.

The strategy also provides a common framework for the delivery of ICT functions to further HFI's corporate strategy and objectives including better quality services.

This strategy will from part of the management arrangements that HFI have made in order to secure continuous improvement in economy, efficiency and effectiveness of HFI's services as required under the Local Government Act 1999 ('best value').

2.2.6 An Evolving Organisation

In order to keep up with the evolution of ICT, HFI will review and monitor the strategy through various ICT forums.

New developments in ICT will be embraced and assessed to ensure the best tools are available to support the Organisation.

3. Executive Summary

3.1 Background

HFI Board accepted the current ICT Strategy in February 2005 and it was agreed to review the three-year strategy during the first quarter of 2006. Throughout the year, Management Team and the ICT Strategy Group carried out detailed monitoring of the work programme.

3.2 Success in 2005

The Achievements of 2005 demonstrate improvements under HFI's strategic delivery objectives. For *'Excellent Service Provision'*, residents now have improved repair receipts generated from the system; with appointment times for both contractors and inspectors displayed. With this new functionality, further tailoring and revision of receipts is achievable in-house.

One of the key areas of work for the Organisation is *'Improving the Standard of Housing'* for residents. Following a successful launch of the HFI website, Framework Contractors can now access a secure area of the website (Extranet) for contractual and supporting documentation. This has brought about efficiencies for both members of staff and contractors.

Successes in *'Community Engagement'* have been achieved by 'linking tenant management groups' to HFI, through IT. TMOs, TMCs and EMBs have been provided with computers to securely access on-line information from HFI and LBI, including e-mail addresses.

3.3 Projects for 2006

By the successful completion projects for 2006, *'Excellent Service Provision'* will be further demonstrated as leaseholders benefit from an improved Service Charges system. The new system will be integrated with the main Housing Management System. Also implementation of the first phase of the electronic document management strategy will see the introduction of Document Image Processing (DIP). This will enable faster retrieval of paper documentation for residents and documentation stored off site.

Implementation of Stock Condition and Planned Maintenance systems in this year will support the objective of *'Improving Homes'*. These new applications will be integrated with the existing repairs system. Residents with access to the internet can follow progress of work to their block by accessing the "Getting it right on-line" pages on the Website.

Under the objective of being *'A first class employer'*, Estates Services staff will have a mobile working application for direct access to systems while out of the office. Within Highbury House, there will be an upgrade to the IT infrastructure in line with the refurbishment programme. Also, any PCs throughout HFI still using the legacy Windows NT operating system, will be upgraded to Windows XP. Specific areas within the Organisation, such as HFI Direct and HR will also have key legacy systems replaced during the year.

This year's strategy will also achieve the objective of *'Working with Partners'* through implementation of a single mobile phone contract for the Organisation and two Digital TV pilots in order to decide the most efficient means of delivering Digital TV in the Borough.

4. Key Drivers

4.1 HFI Business Plan

The fundamental driver for HFI's ICT Strategy is the HFI Business Plan. The 2006-11 plan reviews HFI's current performance against the business plan targets for 2005-06 and monitors how the organisation is progressing against key performance indicators. It also sets out the organisation's key strategic objectives for 2006-07, as well as longer-term objectives towards 2011.

This Business Plan has been developed with input from HFI staff, Board of Directors, customers and other stakeholders. It reflects the important partnership Homes for Islington has with Islington Council and other stakeholders and is in line with the overall objectives of the 'One Islington' vision of the council.

HFI is improving its services even further to provide excellent services for its customers and to ensure that future ALMO funding is secured. The ICT Strategy forms part of the framework for achieving these aims.

4.2 Best Value

The demand for local authorities to improve services and value for money has been a long-standing goal of successive governments. The Local Government Act 1999 introduced a new duty of Best Value that required local authorities to secure continuous improvement in their services. Authorities were expected to make their services economic, effective and efficient through a series of best value reviews covering all services over a five year cycle.

The housing service of the London Borough of Islington undertook a best value review of its housing management service in 2003, which led to a wide range of improvements across the service.

4.3 Audit Commission

The Audit Commission provides a robust and independent check on local authorities' performance to reinforce the best value regime. It set up an inspection service to evaluate best value reviews, test the quality of services and authorities' capacity to improve. Each inspection results in a comprehensive report and a score for the service on quality and likelihood to improve and is based upon a number of Key Lines of Enquiry (KLOE). A two star (good service) judgement by the Audit Commission in March 2005 allowed HFI to begin to draw on additional funding to achieve the decent homes standard by 2010. A re-inspection of HFI service is due in October 2007.

4.4 Efficiency Agenda

The current efficiency-saving agenda is driven by HM Treasury, which commissioned Sir Peter Gershon to lead a public sector efficiency review, publishing its report in 2004.¹ The efficiency review aimed at releasing resources into frontline services and cutting the bureaucracy faced by frontline professionals. Gershon identified local government as one of the areas with

¹ (Gershon Report, HM Treasury, 2004. Efficiency, Gershon and Procurement, Solace, 2004)

scope for efficiency savings. He saw that substantial savings could be made over time in several ways:

- Procurement of goods and services
- Procurement of construction and property services
- Back office costs
- Transactional services
- Productive Time

The government has adopted the recommendations of the Gershon review and these have been translated into a series of efficiency targets for national and local government, including ALMOs. Compliance with the targets will become prime measures of performance by the Audit Commission. The ICT Strategy has a prime role in reducing costs and improving services for the same or fewer resources

4.5 Opportunities through new technology

Improving technology will enable greater flexibility through remote working. It should soon be possible for privately owned home computers to securely access e-mail and Intranet services. Therefore the purchase of an 'HFI PC' for use at home will no longer be prerequisite for remote working.

Improvements in hardware (devices) and software (computer programs) enable multifunctional devices and applications such as "Right-Fax" to reduce the need for members of staff to have many hardware devices at the desk.

Advances in wireless technology will enable greater flexibility of where staff have to work; ie availability of data points in order for the computer to connect to the network will no longer be a limiting factor.

Through improved networks and data transfer, video conferencing between HFI offices will enable meetings to take place 'on-line'.

5. ICT Strategy Management

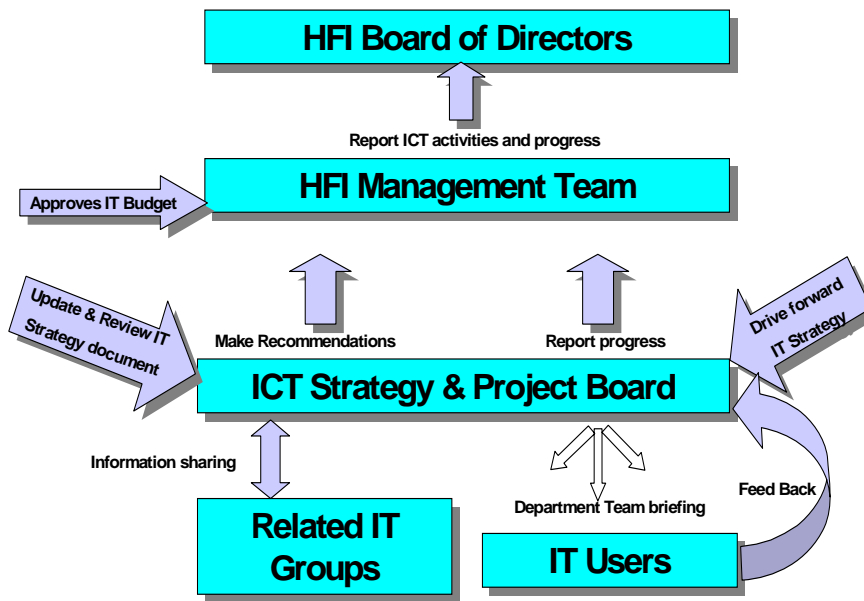


Fig. 1

- 5.1 The ICT section comes under the Director of Resources Homes for Islington. Director of Resources approves all ICT budgets. ICT strategy management is facilitated through the ICT Strategy & Project Board with the responsibility of setting out the short and long-term strategic directions for the organisation and IT infrastructures in line with business demand.
- 5.2 The group also defines, updates and reviews IT strategic documents, drives forward the ICT strategy and ensure that all IT projects are carried out to comply with the ICT strategy requirements.
- 5.3 It makes recommendations for HFI Management Team to assist with the implementation of change. HFI MT briefs the HFI board of directors on ICT activities and progress.

6. ICT Strategy 2006 – 2007

6.1 Background

In April 2004, HFI inherited the LBI Housing department's ICT strategy of 2002 – 2004 which was aimed at “getting the basics right” in order to provide a robust infrastructure and industry standard “tools” for users.

These have included:

- Providing a “suitable” PC for all staff that require one.
- Access to a data network infrastructure with sustained availability including access to a modern and reliable e-mail system.
- Use of remote working technology.
- Development of Internet and Intranet websites.
- Replacement of legacy systems, such as mainframe applications with those which are modern and e-enabled, running on robust servers.
- Electronic process for tenants to register complaints.

Significant achievements have been made since HFI commenced operations in April 2004. These include:

- HFI's website – www.homesforislington.org.uk – launched September 2004.
- HFI e-mail addresses, following the convention `firstname.surname@homesforislington.org.uk`.
- Servitor (Kier Islington's repair system) access for staff within the HFI Contact Centre, to enable a single point of contact when dealing with residents repair enquiries.
- Internet Payments for rent and service charges, via the new website, using credit and debit cards. With on-line repairs ordering already in use, payments can also be made 24 hours a day, 365 days a year from any location via the internet. Thus enabling HFI to meet its e-government agenda.
- Implementation of iWorld Housing's 'Right-to-buy' and 'Customer Services' modules.
- On going replacement of old PCs and MS Windows operating systems throughout the entire organisation.

6.2 Strategic Objectives

Systems Integration: The strategy aims to integrate all the existing business systems i.e. iworld, Ohms, Servitor (Kier Islington's repairs system) and their databases and provide a common platform for information sharing, generating reports and raising queries.

IT infrastructure: Homes for Islington has inherited an IT infrastructure with a wide degree of variations and capacities. Continued improvement and upgrades to the IT infrastructure shall be carried out in conjunction with our existing IT services provider, in line with business demand. Wireless networking will be investigated for HFI buildings beginning with the Highbury House refurbishment programme.

Web site: Greater interaction via the Internet will be possible for residents through the evolution of “Getting it right on-line” and improved payment services, in liaison with the Communications team.

Mobile phone procurement: A new and improved mobile phone contract will bring ‘bankable’ and ‘non-bankable’ benefits to the organisation.

IT Security and data protection: A comprehensive review of system security and confidentiality is proposed in order to achieve the accreditation of BS7799 (British Standard for information security management). This standard covers physical and data security and test for the existence of appropriate controls and protocols for data sharing and confidentiality. HFI in conjunction with its IT partners will commission a full BS7799 review and action plan. This work will be monitored by the ICT Strategy action plan.

Data backup, Disaster recovery and business continuity: The strategy aims to develop a logical and practical approach to resolving business problems following an incident. Appropriate committee – (Business Continuity Management) will be set up to review existing action plan, make recommendations and develop a strategy for implementation.

Customer focus: To ensure that Homes for Islington staff can rely on high quality IT services that enable them to maintain the highest level of productivity, a quick resolution to IT problems is of paramount importance. ICT strategy will ensure this through the creation of an in-house “Help desk” that provides cost-effective and high quality customer service.

Mobile working: To support and facilitate the requirements of HFI frontline and “Roaming” staff, the strategy will exploit the use of mobile technology. Members of staff with handheld devices will be able to access e-mails while on their journeys. Estate Services staff specifically will be able to update systems during site visits.

iWorld Housing development: The previous Housing Department commissioned the project to implement an integrated Housing Management system. First Housing (known as iWorld Housing) was selected for modular implementation. To date we are now live on the following modules:-

- Estates – which includes tenancy management, void processing, etc.
- Allocations – with application lists, matching, re-housing, homelessness, etc
- Rents – including arrears processing
- Property Purchase – managing right-to-buy processing
- General Enquiries – providing general information across modules of people or property data held.
- Customer Services – logging of callers to the service, Anti Social Behaviour (pilot).

OHMS Development: OHMS (the Repair system) will implement Planned Maintenance and Stock Condition additional modules that will assist in the delivery of the decent homes standard.

ICT staff Training: To complement the high standard that this document aims to achieve, staff training is crucial in order to ensure that delivery of services using IT meets the objectives of the organisation. A new IT training room will be set-up within Highbury House to facilitate in-house training needs.

7. ICT Action Plan 2006 - 07

Objective	Action	Target Date	Lead Officer	Measurable Outcomes /Milestones	Resources	Progress
<u>Excellent Service Provision</u> The three objectives are:- To replace a legacy Service Charges system.	Ensure replacement system can deliver HFI's business need.	1 st Qtr 2006	David Selo	Successful set-up of HFI policy and business practice on the new system.	Implementation team	
	Implement new Service Charges system.	3 rd Qtr 2006		New system lives.	Implementation team	
To implement an Electronic Document Management strategy.	Implement a Document Image Processing (DIP) system, initially for archived documents.	2 nd Qtr 2006	Doug Goldring	Access scanned images of documentation from desktop.	Stakeholders	
To Review the strategy for disaster recovery and business continuity.	Upgrade scanning/photocopier devices.	2 nd Qtr 2006	David Selo	Produce detailed document of plan.	ICT team	

Objective	Action	Target Date	Lead Officer	Measurable Outcomes /Milestones	Resources	Progress
<p><u>Support the improvement of Homes</u></p> <p>The three objectives are:-</p> <p>To implement a system for surveying the stock.</p> <p>To link Planned Maintenance with the day to day repairs system.</p> <p>To provide updates to the Decent Homes programme 'on-line.'</p>	<p>Implement a system for recording stock condition.</p> <p>Implement the Planned Maintenance 'repairs' module.</p> <p>Create web pages on the Internet with updates from the scheme.</p>	<p>1st Qtr 2006</p> <p>3rd Qtr 2006</p> <p>1st Qtr 2006</p>	<p>John Phillips</p> <p>John Phillips</p> <p>John Phillips</p>	<p>Updated stock condition details accessible on the new system.</p> <p>Planned Maintenance schemes integrated with Repair system.</p> <p>Residents can see works progress on-line.</p>	<p>Capital Programme and ICT teams</p> <p>Capital Programme and ICT teams</p> <p>Property Services and Communication teams</p>	

Objective	Action	Target Date	Lead Officer	Measurable Outcomes /Milestones	Resources	Progress
A 'first class' employer						
The four objectives are:-						
To provide mobile working for Estate Services staff.	Implement a mobile working application for Estate Service officers.	3 rd Qtr 2006	Doug Goldring	Estate Services staff can remotely update the system.	Implementation team	
To improve the IT Infrastructure in Highbury House, in line with the refurbishment programme.	Renew IT cabling and other network equipment in line with refurbishment programme.	3 rd Qtr 2006	David Selo	Wireless and cabled networks in use.	ICT team	
To upgrade ICT systems for HFI Direct.	Replace legacy telephony equipment.	4 th Qtr 2006	David Selo	Calls from customers successfully routed through new system.	HFI Direct and ICT teams	
	Agree strategy for integrating telephony and IT software.	2 nd Qtr 2006				
To replace the legacy HR systems.	Implement an Integrated HR and Payroll system.	2 nd Qtr 2006	David Selo	HR no longer uses the old HR and Payroll systems.	HR team	

Objective	Action	Target Date	Lead Officer	Measurable Outcomes /Milestones	Resources	Progress
<u>Working with Partners</u>						
The three objectives are:						
To procure a new mobile telephone contract with Procurement for Housing (PfH).	Procurement of an improved mobile phone contract.	2 nd Qtr 2006	David Selo	HFI on a new contract and old handsets are upgraded.	ICT team and Telephone working party	
Investigate the most cost effective and sustainable means of delivering Digital TV to Islington residents.	Implement BSkyB and VNL-Homechoice Digital TV pilots.	2 nd Qtr 2006	John Phillips	Final detailed report with analysis of the pilots.	Property Services	
To Align IT systems with repairs partner.	<ul style="list-style-type: none"> • Voids by 1st July • Gas by 1st Oct • Repairs by 1st Jan • Strategic checks & quality control – incrementally by 1st Jan. 	4 th Qtr 2006	John Phillips	No discrepancies between HFI and Partner systems.	Property Services & ICT	

Report of	Team	Job Title
David Selo	Chief Executive Directorate	Director of Resources

Name of Meeting	Date of Meeting	Agenda item	Status
HFI Board	20 th March 2006	8	Decision

Subject of Report: Risk register

1. Synopsis

- 1.1 This report presents the latest version of the risk register for review by Board.
- 1.2 The register was last reviewed at the Board meeting of 19th December 2006 where its recommendations were agreed with the addition of a new risk in relation to Reception Centre staff redeployment.
- 1.3 The report has one appendix:

Appendix A: Updated version of the risk register, with recent amendments. .

2. Recommendation

- 2.1 That Board approves the changes in the updated version of the register included as Appendix A, including the risks to be deleted.

3. Background

- 3.1 The Board reviews the risk register on a quarterly basis.
- 3.2 The Board last reviewed the risk register included as Appendix A at it's meeting on 19th December 2005.
- 3.3 Meetings have been held with Service Directors to review risks in their areas. Amendments agreed have been included in the change tracker.
- 3.4 Where the risk has an overall rating of high, this has been shaded in the register. Currently it is considered that the organisation has two items within the overall category of high risk. These are:

STR 016 – Failure to achieve Decent Home Standard by 2010
OPE 016 (a and b) – Termination of Supporting People contracts

- 3.5 The risk register also contains the following 'coding' to identify updates to risks:

- + = new risk
- # = change in the overall rating of the risk (none in this report)
- * = update of text i.e. to the 'prevention' or 'progress' columns

3.6 There have been two new risks identified since the last report to Board on 19th December 2005. These are:

OPE 016 (a and b) – Termination of the Supporting People contracts and impact on service provision at reception centres. Both elements of the risk have an overall risk rating and a likelihood rating of high. The Housing Support element has a consequence rating of high and the Reception Centre element has a consequence rating of medium.

OPE017 – Poor performance by TMO's and TMC's affecting HFI reputation – This has been rated with an overall assessment of medium risk. Consequence and Likelihood are also assessed at medium risks.

3.7 There are no existing risks on the register where it is proposed that the overall risk level be changed.

3.8 Where the 'Consequence', 'Likelihood' or 'Overall risk rating' has changed from the previous report, this is highlighted by **bold font** and for the overall risk this # symbol is also included by the risk itself.

3.9 Discussions have been held with our Insurers', Zurich, on carrying out during 2006/07 an independent audit of the risk register and progress will be reported to Board in the next report.

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Item 8 - Appendix A

Homes for Islington Risk Management Register 20th March 2006

HFI Risk Management Register and overall ranking

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub-Board/Committee)	Risk Owner (Staff)	Progress on actions
Strategic							
STR 001 * Board and MT fail to effectively manage risk <ul style="list-style-type: none"> Business objectives jeopardised by lack of risk management arrangements 	H	M	M	<ul style="list-style-type: none"> Risk Mgt Register (RMR) created Quarterly review of RMR by Board and MT since September 2004 Included in HFI Business Plan 2006-11 Request that Zurich Municipal (HFI's current insurers) carry out a 'health check' of HFI's risk register 	Board	E McGoldrick	<ul style="list-style-type: none"> Register completed and operational Reviewed regularly since August 2004. RMR reviewed at Service Development Working Group since June 2005
STR 002 * Lack of robust long-term Business Plan	H	L	M	<ul style="list-style-type: none"> Business Plan process for 2007/12 to be discussed at Board awayday 10/3/06 Business Plan process brought forward with strategic objectives initially being considered at Board awayday 10/3/06 	Board/ SDWG	S Kwong	<ul style="list-style-type: none"> Strategy and Procurement Manager post filled Board awayday 10-11/3/06 2006/11 Business plan agreed at Board 6/2/06
STR 003 * Failure to take opportunities to explore outsourcing service provision	H	L	M	<ul style="list-style-type: none"> Identify resource for permanent planning Mainstream as element of ongoing 5-year service review programme 	Board	S Kwong	<ul style="list-style-type: none"> Included in the terms of reference of the Efficiencies & Procurement Review Group Service Review Programme 2006/11 agreed at Efficiencies and Procurement Review Group 10/1/06 Strategy and Procurement Manager post filled

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub- Board/ Committee)	Risk Owner (Staff)	Progress on actions
<p>STR 004</p> <p>* Failure of the Board to govern effectively</p> <ul style="list-style-type: none"> • Board continuity • Loss of confidence in HFI Board of Directors • Lack of effective support to Board • Lack of strategic direction and expertise within the board • Lack of strategic options and information for decision making 	H	M	M	<ul style="list-style-type: none"> • Undertake review of Board and individual directors' work • Election and selection processes agreed and implemented • Strategic options included in reports • Governance Manual written 	Board/ A Lucas	E McGoldrick	<ul style="list-style-type: none"> • Further changes to Governance Manual to be presented to Board in March 06 • Election and selection processes finalised, including for casual vacancies • Individual development plans agreed in January 06 and being implemented. Formal appraisals to be carried out in 06/7
<p>STR 005</p> <p>* Failure of the Board and MT to lead</p> <ul style="list-style-type: none"> • Lack of strategic vision • Lack of expertise/skills mix 	H	L	M	<ul style="list-style-type: none"> • Senior Management Team recruited with the appropriate skills • Chair of Board to ensure CE manages the staff team effectively • Board's HR Development Strategy to ensure appropriate skills and competencies exist • Business Continuity – report to be prepared for Spring 06 	Board	E McGoldrick	<ul style="list-style-type: none"> • Board Development strategy to HR Committee quarterly. Competencies agreed • Appointments to MT completed in June 05 • Individual development plans agreed in January 06 and being implemented. Formal appraisals to be carried out in 06/7

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub-Board/Committee)	Risk Owner (Staff)	Progress on actions
<p>STR 006</p> <p>* Board and MT fail to effectively manage performance and the delivery of Business Plan objectives:</p> <ul style="list-style-type: none"> • Insufficient analysis presented to Board • Lack of action planning to deal with underperformance 	H	L	L	<ul style="list-style-type: none"> • Quarterly performance management by Board • Strengthen powers of Sub-Boards to performance manage • 4-weekly review of performance management by Senior Mgt Team 	Board/ SDWG	E McGoldrick & A Lucas	<ul style="list-style-type: none"> • Revised strategic performance reporting method to Board from Oct 04 • 2006-11 Business Plan agreed by Board February 06 • Quarterly reports on Business Plan to Management Team
<p>STR 008</p> <p>* Change of Council policies resulting in changes in strategic direction</p>	M	L	L	<ul style="list-style-type: none"> • Regular meetings of HFI CE & LBI Asst CE • Bi-monthly HFI / HFI partnership meetings • Monthly operational liaison meetings for: <ul style="list-style-type: none"> • Finance • Capital programme • Performance • Operations 	Board	E McGoldrick	<ul style="list-style-type: none"> • Strategic HFI / H&P partnership meetings at senior level ongoing • Specific service performance based monthly partnership meetings began 23/9/04 and now timetabled at various levels for 2005 • Quarterly reports to Council Executive on performance • Chapter in 06-11 Business Plan on the council context
<p>STR 009</p> <p>Change of Government policy resulting in changes in funding</p>	M	L	L	<ul style="list-style-type: none"> ▪ Monitor changes to government policy that may have impact ▪ Lobby through NFA as body representing ALMOs 	Board/ FWG	D Selo	<ul style="list-style-type: none"> ▪ Monitored through NFA attendance / correspondence

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub- Board/ Committee)	Risk Owner (Staff)	Progress on actions
<p>STR 010</p> <p>* Failure to manage HFI's image and manage tenants / leaseholders expectations</p> <ul style="list-style-type: none"> Increased lessee dissatisfaction as a result of Decent Homes programme implementation Failure to recognise in policies and service delivery increased proportion of leaseholders in total stock managed Failure to match resources to service standard promises Ineffective communications strategy 	M	M	M	<ul style="list-style-type: none"> Communications Strategy currently being implemented HFI Communications Strategy to incorporate leaseholder issues Ensure annual lessee satisfaction survey questions are designed to address this issue Use annual lessee satisfaction survey results to produce actions to mitigate dissatisfaction 	Board/ IDC	D Selo	<ul style="list-style-type: none"> Communications Strategy currently under review for report to Board HFI Communications Team now in place Board will regularly review communications strategy and other communications issues Business Plan will also review many of these annually
<p>STR 011</p> <p>* Poor resident satisfaction with landlord services</p>	H	M	M	<ul style="list-style-type: none"> Monitoring and action planning resulting from Tenant Satisfaction Survey Adopt alternative approaches to evaluating satisfaction other than postal survey Review questions asked in any form of survey 	Board/ Sub-Boards	S Kwong	<ul style="list-style-type: none"> MT of 14/12/05 decided on dual approach, with postal and face-to-face surveys carried out by different companies 5-year Service Review programme agreed Service Development Team in the process of being established
<p>STR 012</p> <p>* Tenants unhappy with the speed of Housing Management improvements</p>	M	M	M	<ul style="list-style-type: none"> Review timescales in IP Offer alternatives to improve resident satisfaction 	Board/ Sub-Boards	D Goldring	<ul style="list-style-type: none"> Currently IP on course with most of actions required 05/6 Improvement Plan actions completed or on course

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub-Board/Committee)	Risk Owner (Staff)	Progress on actions
STR 013 * Weak procurement and commissioning processes that do not follow BV guidelines	H	M	M	<ul style="list-style-type: none"> Produce a comprehensive company methodology for all procurement projects 	Board/ SDWG	S Kwong	<ul style="list-style-type: none"> Procurement Strategy agreed at Board 14/11/05 Training for Board and key staff to be arranged
STR 014 * Lack of funding for stock investment if PFI schemes fail	H	L	M	<ul style="list-style-type: none"> Management of PFI 1 contractor to ensure adequate performance 	Board/IDC	S Kwong	<ul style="list-style-type: none"> Day-to-day management continues to be strong and tangible improvements in refurbishment performance have been made
STR 0015 * Council changes current decent homes strategy in relation to PFI2.	H	M	M	<ul style="list-style-type: none"> Need to identify resources to bring stock up to DHS Bid for additional capital resources to LBI/ODPM 	Board/IDC	D Selo	<ul style="list-style-type: none"> Continuing discussions with LBI
STR 016 * Failure to achieve Decent Home Standard by 2010	H	M	H	<ul style="list-style-type: none"> Ensure Framework Constructors work with HFI to deliver decent homes in line with partnership arrangements Additional capital monies from Council are targeted at standard to offset changes in credit approvals 	Board/ IDC	J Phillips	<ul style="list-style-type: none"> Some additional finance from Council for 05/06 may go toward DHS. Whilst there has been some slippage in 05/6, catch up will be achieved by carrying out internal DHS works and will increase level of decency at end of 05/6 – spend is monitored on a weekly basis 06/7 programme has been signed off by IDC in Sept 05. M&E 06/7 programme to IDC Oct 05 Revised BCM submitted to ODPM Sept. 05 requesting additional resources and the outcome of the request is still awaited 06/7 programme timetable in place and on target 07/8 programme onwards to be signed off in May/June 06

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub- Board/ Committee)	Risk Owner (Staff)	Progress on actions
<p>STR 017</p> <p>* Failure to identify and make best use of best practices</p> <ul style="list-style-type: none"> Failure to keep up to date with changes happening elsewhere 	M	L	M	<ul style="list-style-type: none"> Quarterly monitoring at Management Team Information sharing through National Federation of ALMOs HFI participated fully in Housemark Benchmarking exercises 	Board/ SDWG	S Kwong	<ul style="list-style-type: none"> Regular attendance at Housemark Performance Improvement Club meetings Paper on improved learning mechanisms to Steering Group 15/3/06
<p>STR 018</p> <p>Failure to ensure adequate construction Health and Safety (H&S) Management</p>	H	L	M	<ul style="list-style-type: none"> Adequately fulfil planning supervision under CDM Regulations Implement systematic H&S audits of construction sites 	Board/ IDC/ HRC	J Phillips	<ul style="list-style-type: none"> Programme of site visits agreed and being implemented Interventions acted on as appropriate

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub- Board/ Committee)	Risk Owner (Staff)	Progress on actions
Operational							
OPE 001 * Failure to recruit and retain staff and to reduce dependency on temporary staff.	H	M	M	<ul style="list-style-type: none"> Recruitment and Retention Working Group established. Reports regularly to HRC. 	HRC	D Selo	<ul style="list-style-type: none"> Bi-monthly Working Group meetings held Regular reports submitted to HRC Agency staff numbers reported to MT and HRC. 2005/06 target to reduce agency staff to 15% of workforce
OPE 003 * Lack of operational procedures <ul style="list-style-type: none"> Lack of consistent service standards for delivery of services 	L	L	L	<ul style="list-style-type: none"> Ensure that standards for service delivery are maintained and improved from the already robust position 	Board/ all	S Kwong	<ul style="list-style-type: none"> Customer Commitments in place and monitoring to ensure standards met Review of all Customer Commitments currently underway
OPE 004 Failure to effectively reorganise resources to meet operational needs	M	L	L	<ul style="list-style-type: none"> Strategic Performance Management report to Board 8-weekly to link resource re-organisation with changing operational need Ensure HR Committee has agreed a manage change process 	Board/ all	D Selo	<ul style="list-style-type: none"> HFI keeping structures under regular review
OPE 005 * Low resident involvement	H	M	M	<ul style="list-style-type: none"> Recommendations from Resident Involvement Review to be actioned. 	Board/ Sub-Boards	S Kwong	<ul style="list-style-type: none"> Resident involvement recommendations being implemented and monitored Resident Director elections to Board held Sept. 05 Resident involvement and Customer Focus Strategy agreed by Board 14/11/05 Possibly combine this risk with STR 011

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub- Board/ Committee)	Risk Owner (Staff)	Progress on actions
<p>OPE 006</p> <p>* Ineffective management of third party relationships</p> <ul style="list-style-type: none"> • HFI seen as a threat by other Council Services • Fail to develop and manage effective Islington Support Services Contracts (ISSC) 	M	L	L	<ul style="list-style-type: none"> • Manage ISSCs through quarterly review meetings 	Board/ SDWG	S Kwong	<ul style="list-style-type: none"> • Meetings held as planned • All 2005/06 ISSCs signed • 06/7 ISSCs now being negotiated
<p>OPE 007</p> <p>* Failure to have a robust IT infrastructure</p> <ul style="list-style-type: none"> • Failure to keep up to date with IT • Failure to implement successfully new IT system • Ineffective iWorld Housing Management System 	M	L	L	<ul style="list-style-type: none"> • Annual strategy agreed by Board • Monitoring through bi-monthly reports to Mgt Team and 6 monthly reports 	Board	D Selo	<ul style="list-style-type: none"> • ICT Strategy to Board March 06
<p>OPE 008</p> <p>* Lack of a business continuity plan</p> <ul style="list-style-type: none"> • Temporary loss of Contact Centre • Housing Office destroyed in a fire • Telephone system goes down in HFI Direct • Loss of some or all IT systems 	H	L	M	<ul style="list-style-type: none"> ▪ HFI has systems and contingencies in place to deal with these situations should they arise. 	Board	D Selo	<ul style="list-style-type: none"> • Contents and computer insurance in place since Nov 05 • Business Continuity Plans currently under review • Business Continuity Plans to included identifying alternative office accommodation for loss of Highbury House and/or Northway House

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub- Board/ Committee)	Risk Owner (Staff)	Progress on actions
OPE 009 * Failure to respond effectively to a major disaster in Islington	M	L	L	<ul style="list-style-type: none"> ▪ HFI acts in accordance with role defined in Council's emergency plan 	Board	J Phillips	<ul style="list-style-type: none"> ▪ HFI role defined in LBI emergency plan and joint emergency exercise undertaken December 05 ▪ Ability to respond tested at Girdlestone and Upper St water main burst – both were successfully dealt with ▪ Emergency Planning event held on 13th December 2005
OPE 010 Failure to train and develop staff effectively <ul style="list-style-type: none"> • Staff are not empowered to perform to the best of their ability • Organisation cannot promote from within – additional cost 	M	L	L	<ul style="list-style-type: none"> ▪ HFI has in place a staff training and development strategy. ▪ Implementation of Leadership and Management manual 	Board/ HRC	D Selo	<ul style="list-style-type: none"> ▪ Progress reports to Board and HR Committee
OPE 011 * Reception Centres and a lack of strategy with regard to their long-term retention or disposal	M	L	L	<ul style="list-style-type: none"> • Monitor effectiveness of reception centres • Identify long-term strategy for dealing with Reception Centres 	Board/ MPSB	D Goldring	<ul style="list-style-type: none"> • Include within Business Plan 2006-11 • Strategy for Reception Centres agreed by LBI Executive • Strategy in place with timescales, with five of the nine Reception Centres to be disposed of between 2006-10 • Funding for retained Reception Centres secured
OPE 012 Failure to manage potential industrial action by staff <ul style="list-style-type: none"> • Impact on customers 	H	L	L	<ul style="list-style-type: none"> ▪ Ensure senior management meets with Unions ▪ Ensure Board meets with Unions ▪ Ensure staff views are heard by senior management team 	Board/ HRC	D Selo	<ul style="list-style-type: none"> ▪ Monthly meetings of CE with unions ▪ Meetings every 4 months of HR Committee with unions ▪ Established a 6-weekly Staff Involvement Group that meets with CE

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub- Board/ Committee)	Risk Owner (Staff)	Progress on actions
OPE 013 * Failure to make finance processes more businesslike and fit for a company	M	L	M	<ul style="list-style-type: none"> Specify training within the HR Strategy Include key messages and mediums within the Communications Strategy 	Board/ FWG	D Selo	<ul style="list-style-type: none"> Finance Action Plan prepared and currently being implemented. Progress reported to Management Team and Finance Working Group
OPE 014 * Implementation of Single Status pay and grading review	M	L	L	<ul style="list-style-type: none"> Established Single Status Working Group (SSWG) that meets monthly Close liaison with LBI over review 	Board/ HRC	D Selo	<ul style="list-style-type: none"> To be implemented by April 2007 Project Group meeting monthly
OPE 015 Failure to manage staff redeployment following phased closure of reception centres	M	M	M	<ul style="list-style-type: none"> Ensure that staff are fully consulted in the reception centre closure and redeployment process 	Board/HRC	D Selo	<ul style="list-style-type: none"> Series of meetings programmed to deal with this process
OPE 016 + Termination of Supporting People contracts: a) Housing Support b) Reception Centres	H M	H H	H H	<ul style="list-style-type: none"> Action Plans to be complied with LBI decision on continued funding awaited 	Board/HRC	D Goldring	<ul style="list-style-type: none"> Meetings with LBI to assess business continuity
OPE 017 + Poor performance by TMOs and TMCs affecting HFI's reputation	M	M	M	<ul style="list-style-type: none"> Recommendations from Internal Audit reports to be implemented Regular scrutiny by CSSB 	Board/ CSSB	S Kwong	<ul style="list-style-type: none"> Rates of return of performance information to CSSB improving TMOs currently responding to Internal Audit recommendations arising out of 5-year reviews

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub-Board/Committee)	Risk Owner (Staff)	Progress on actions
Managing Diversity							
MND 001 * Inability to establish a representative workforce amongst middle and senior management	M	M	M	<ul style="list-style-type: none"> • Ensure HR Strategy specifies actions to address • Equalities Adviser post filled 	Board/ HRC	D Selo	<ul style="list-style-type: none"> • Report to HRC Jan 06 indicated increase in recruitment from women and minority groups
MND 002 Inability to provide equality of access to services	H	L	M	<ul style="list-style-type: none"> ▪ Ensure Equality and Diversity Strategy specifies actions to address • Impact Assessments on key service areas 	Board/ HRC	D Goldring	<ul style="list-style-type: none"> • Diversity Strategy agreed and working towards implementation • Equalities and Diversity Strategy launched on 18/10/05 and Action Plan is being worked through
MND 003 * Inability to address higher levels of dissatisfaction amongst BME residents	M	M	M	<ul style="list-style-type: none"> • Ensure Resident Involvement Strategy and Equality and Diversity Strategy specify actions to address this 	Board/ Sub-Boards	S Kwong	<ul style="list-style-type: none"> ▪ Equality and Diversity Strategy launched 18/10/05 ▪ Equality and Diversity Action Plan being implemented ▪ On track to achieve Equalities Standard Level 3 during 2006 • Tenant satisfaction surveys to be carried out June 06
MND 004 * Failure to adequately demonstrate support for vulnerable tenants	H	L	L	<ul style="list-style-type: none"> ▪ HFI liaises with LBI with regard to tenant needs through the Supporting People programme ▪ Performance monitoring through in Operations Division 	Board/ Sub-Boards	D Goldring	<ul style="list-style-type: none"> • HFI holds regular meetings with LBI • Assessing support plans linked to diversity needs • Supporting People review complete for Housing Support Officers Reception Centres • Action Plan being worked through

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub- Board/ Committee)	Risk Owner (Staff)	Progress on actions
MND 005 Failure to effectively respond to incidents of harassment.	H	L	M	<ul style="list-style-type: none"> • Introduced Anti-Social Behaviour posts to Operations Division • 4-weekly monitoring at management Team • Monitoring at Sub-Boards 	Board/ Sub-Boards	D Goldring	<ul style="list-style-type: none"> ▪ Anti-Social Behaviour posts filled ▪ Monitoring continues – targets being achieved ▪ Harassment procedure being evaluated ▪ ASB training session with Board and Associate Directors to be arranged (via Governance Team)

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub- Board/ Committee)	Risk Owner (Staff)	Progress on actions
Financial							
FIN 001 Ineffective budget management (a) HFI overspends and makes a loss (b) Capital contracts significantly overspend / underspends	(a) H (b) M	L M	M M	<ul style="list-style-type: none"> • Ensure budget holders have an understanding of their budgets • Ensure there are comprehensive financial regulations and that staff have access to these documents and have an understanding • Robust budget setting • Robust budget monitoring through quarterly Strategic Performance Management reports to Board • Establishment of Finance Working Group ▪ Monthly reports to MT 	Board/ FWG/ IDC/ Audit Committee	D Selo	<ul style="list-style-type: none"> ▪ Regular financial reporting to Board ▪ Reporting to Finance Working Group and Management Team
FIN 002 Failure to effectively collect income <ul style="list-style-type: none"> • Rent and leaseholder arrears increase • Poor recovery rate of leaseholder contributions arising from expanded capital programme • Leaseholders do not want to pay for the major works • Failure to meet financial projections 	M	L	M	<ul style="list-style-type: none"> • Monthly performance report to MT, Sub-Boards and Board 	Board/ Sub-Boards/ FWG/ Audit Committee	D Selo	<ul style="list-style-type: none"> ▪ Reporting deadlines achieved and challenging targets set

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub- Board/ Committee)	Risk Owner (Staff)	Progress on actions
FIN 003 * Lack of effective and appropriate investment in the Housing Stock <ul style="list-style-type: none"> Fail to meet housing need objectives 	H	L	M	<ul style="list-style-type: none"> 6-weekly investment monitoring reports to Mgt Team Quarterly monitoring by Board through Strategic performance Management report Quarterly monitoring at Investment & Delivery Committee 	Board/ IDC	J Phillips	<ul style="list-style-type: none"> Monitoring regime continues 2 stars achieved in inspection thus releasing ALMO resources to achieve decent homes standard Revised Building Cost model completed with ODPM in September 05 – awaiting outcome of submission Resource requirements review due April 06
FIN 004 Reduction in LBI funding affecting ability to deliver services	M	L	M	<ul style="list-style-type: none"> Ensure with LBI that funding levels maintained 	Board/ FWG/ Audit Committee	D Selo	<ul style="list-style-type: none"> Regular meetings held with LBI
FIN 005 Failure to allocate financial resources	M	L	L	<ul style="list-style-type: none"> Robust budget monitoring through quarterly Strategic Performance Management reports to Board Establishment of Finance Working Group Monthly reports to MT 	Board/ FWG/ IDC/ Audit Committee	D Selo	<ul style="list-style-type: none"> Regular financial reporting to Board Reporting to Finance Working Group and Management Team
FIN 006 Failure to identify and prevent major fraud	H	L	L	<ul style="list-style-type: none"> Internal audit programme agreed with LBI finance Establishment of Audit Committee 	Board/ FWG/ Audit Cttee	D Selo	<ul style="list-style-type: none"> Regular reports by Internal Audit Meetings held with Internal and External Auditors Reports to Audit Committee

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub- Board/ Committee)	Risk Owner (Staff)	Progress on actions
Compliance							
<p>COM 001</p> <p>* Non-compliance with the management agreement</p> <ul style="list-style-type: none"> • Council via management agreement serve a notice to terminate the agreement • Imprecise management agreement leading to “grey areas” or disputed terms 	L	L	L	<ul style="list-style-type: none"> ▪ HFI has robust Performance Indicator, budget monitoring and other systems in place to ensure that it effectively complies with the management agreement ▪ Also refer to information in risk STR 008 ▪ Regular liaison meetings held 	Board	E McGoldrick	<ul style="list-style-type: none"> ▪ HFI holds regular meetings with LBI to monitor performance ▪ HFI has meetings with internal audit to address financial issues ▪ Performance reports go to Council’s Executive on a quarterly basis
<p>COM 003</p> <p>Failure to comply with internal policies and procedures</p> <ul style="list-style-type: none"> • Auditors submit an adverse report on HFI • Tenant / leaseholder / staff / general public riddor reportable incidents, arising from HFI negligence • Failure to integrate Lyon Street Area effectively and efficiently into HFI 	M	L	L	<ul style="list-style-type: none"> • HFI has set up a programme of internal audits ▪ External auditors appointed ▪ HFI has also taken advice from the council’s insurance staff to mitigate against claims from other parties. 	Board/ Sub- Boards/ Audit Committee	D Selo	<ul style="list-style-type: none"> ▪ Insurance cover in place ▪ Regular reviews with internal and external auditors

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub- Board/ Committee)	Risk Owner (Staff)	Progress on actions
<p>COM 004 Failure to comply with external regulations</p> <ul style="list-style-type: none"> • Health and Safety Notice served on HFI • Auditors submit an adverse report on HFI • Failure to respond to any major changes in legislation affecting housing management esp. any with cost implications • Tenant / leaseholder / staff / general public riddor reportable incidents, arising from HFI negligence • Non-compliance with the Companies Act 	M	L	L	<ul style="list-style-type: none"> ▪ HFI has implemented a Health & Safety ▪ See above for comments on auditors. ▪ HFI monitors changes in legislation to ensure that issues arising from them are addressed. The Resources Division also will monitor for areas that have cost implications for HFI's finances. ▪ HFI has taken advice from Law & Public Services and external consultants over its compliance with the Companies Act. 	Board/ all	D Selo	<ul style="list-style-type: none"> ▪ These areas are regularly monitored by MT and reported on an exception basis to Board
<p>COM 005 * Failure to achieve gas safety standards</p>	H	M	M	<ul style="list-style-type: none"> ▪ HFI continuing with revised procedures established in 2004/05 	IDC	J Phillips	<ul style="list-style-type: none"> ▪ 99.1% achieved in 2004/05 ▪ Rolling year performance at January 2006 is 99.34% and on target to at least meet last year's performance
<p>COM 006 Failure to ensure staff safety</p>	M	L	L	<ul style="list-style-type: none"> ▪ HFI has continued to adopt good practice previously in place from the council and will continue to review this area of the service. Its health and safety policy will supplement this. ▪ Employer's liability insurance in place 	HRC	D Selo	<ul style="list-style-type: none"> • Policies and procedures reviewed regularly • Insurance in place

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

Name of Meeting	Date of Meeting	Agenda item	Status
HFI Board	20 March 2006	10	Decision

Subject of report: HFI Board Quarterly Strategic Monitoring Report Performance Indicators

1. Synopsis

1.1 This report outlines the performance indicators included within the HFI Board Quarterly Strategic Monitoring Report, those contained within the HFI Business plan and recommendations for performance indicators to be included, or removed, from the HFI Board Quarterly Strategic Monitoring Report.

2. Recommendations

- a) That the HFI Board Quarterly Strategic Monitoring Reports in 2006/07 include a selection of performance indicators from HFI's 2006/07 Business Plan.
- b) That all annually reported indicators, such as BVPI 184a, the proportion of local authority homes that were non decent at 1st April each year, are included in the HFI Board Quarterly Strategic Monitoring Report at the end of the quarter following the year end or when the data is collected if later.

3. Background

3.1 The HFI Board Quarterly Strategic Monitoring Report was initially aligned to the 2005/06 Business Plan. Throughout the course of 2005/06 additional performance indicators, such as those reporting aspects of anti social behaviour have been added to ensure that the Board is informed on key service areas. The 2006/07 Business Plan has introduced further performance. By including all the performance indicators that are contained within the Business Plan within the HFI Board Quarterly Strategic Monitoring Report, this would ensure that the Board are kept fully informed. See Appendix A for a table of all the proposed indicators.

4. Implications

4.1 Financial implications

The Performance Monitoring Team produces HFI's performance reports and the Quarterly Strategic Monitoring Report to Board will be produced within existing budgets.

4.2 Legal implications

The Board has a duty to scrutinise HFI's performance, and this selection of performance indicators will enable it to discharge that duty.

4.3 Equality implications

The indicators to be included in the Quarterly Strategic Monitoring Report include a number that will enable the Board to scrutinise HFI's performance on equality and diversity.

4.4 Sustainability implications

None specific to this report.

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Item 10 – Appendix A

HFI Board Quarterly Strategic Monitoring Report and HFI Business Plan Performance Indicators and proposed new Strategic Monitoring Report				
PI reference	Description	Business Plan 2006/07	Strategic Monitoring Report 2005/06	Proposed Strategic Monitoring Report 2006/07
Customer Care				
LKPI 5a	The percentage of complaints replied to within 10 days	✓	✓	✓
LKPI 6a	The percentage of correspondence replied to within 10 days	✓	✓	✓
	The percentage of phone calls answered within 6 rings	✓	✓	✓
BVPI 74 ii	Satisfaction of Black and Minority Ethnic (BME) tenants	✓	x	✓
BVPI 74 iii	Satisfaction of non-BME tenants	✓	x	✓
BVPI 75 i	Tenant satisfaction with opportunities for participation	✓	x	✓
BVPI 75 ii	Satisfaction of BME tenants with participation	✓	x	✓
BVPI 75 iii	Satisfaction of non-BME tenants with participation	✓	x	✓
Rent Collection				
BVPI 66a	Proportion of rent collected - includes arrears of current tenants for former years	✓	✓	✓
LKPI 21	Debt collected	✓	✓	✓
LKPI 22	Rent arrears of current tenants as a proportion of the authorities rent roll	✓	x	✓
LKPI 23	Current arrears per tenant	✓	✓	✓
Lettings and Voids				
BVPI 212	Average re-let time (days)	✓	✓	✓
Caretaking				
LKPI 69a	The percentage average score of caretaking inspections (monthly)	✓	✓	✓

HFI Board Quarterly Strategic Monitoring Report and HFI Business Plan Performance Indicators and proposed new Strategic Monitoring Report

PI reference	Description	Business Plan 2006/07	Strategic Monitoring Report 2005/06	Proposed Strategic Monitoring Report 2006/07
Home ownership				
LKPI71a	Service charge arrears - annual charge average debt per leaseholder	✓	✓	✓
LKPI71b	Service charge arrears - major works average debt per leaseholder	✓	✓	✓
Repairs				
LKPI 35	The percentage of urgent repairs completed (priority H0, H1& H2 time limits)	✓	✓	✓
LKPI 185	Percentage of repairs for which an appointment was made and kept	✓	✓	✓
LKPI 36	Ave time taken to complete non-urgent repairs in working days	✓	x	✓
LKPI 37	The percentage of non-urgent repairs completed (priority H4 & H6 time limits)	x	✓	✓
LKPI 39b	The percentage of calls answered (normal hours) - HFI Direct within 20 seconds	✓	✓	✓
BVPI 184a	Proportion of LA Homes that were non decent at 1 st April each year	✓	x	✓
BVPI 184b	The percentage change in the proportion of non decent dwellings between the start and the end of the financial year	✓	x	✓
BVPI 63	Energy efficiency SAP rating	✓	x	✓
LKPI 14	The percentage of gas services completed by Individual Gas Systems (Kier Islington & Partners for Improvement in Islington)	✓	✓	✓
Anti-social behaviour				
LKPI 101a	The number of Acceptable Behaviour Contracts signed	x	✓	✓
LKPI 101a	The number of live Acceptable Behaviour Contracts	x	✓	✓
LKPI 101b	The number of Notice Seeking Possessions issued	x	✓	✓
LKPI 101c	The number of Evictions obtained	x	✓	✓
LKPI 101d	The number of Injunctions obtained (all anti-social behaviour)	x	✓	✓

HFI Board Quarterly Strategic Monitoring Report and HFI Business Plan Performance Indicators and proposed new Strategic Monitoring Report

PI reference	Description	Business Plan 2006/07	Strategic Monitoring Report 2005/06	Proposed Strategic Monitoring Report 2006/07
LKPI 101e	The number of Anti-Social Behaviour Orders	x	✓	✓
LKPI 102	The number of repossessions obtained by the Housing Investigations Team	x	✓	✓
	Percentage of victims reporting an anti-social behaviour incident, who say they will report any future incidents	✓	x	✓
LKPI 103	The percentage of tenancy audits completed	x	✓	✓

Report of	Team	Job Title
Mike Sims	Chief Executive Directorate	Governance Team Manager

Name of Meeting	Date of Meeting	Agenda item	Status
HFI Board	20 th March 2006	11	Decision

Subject of Report: Location of Board and Sub-Board meetings

1. Synopsis

1.1 This report summarises the possible locations for holding public meetings of the Board and Sub-Boards for 2006-07.

2. Recommendation

2.1 That the Board notes the comments of the Consultative Panels as outlined in Appendix 2 (to be tabled) and agrees a location as outlined in Appendix 1.

2.2. That the Board notes the comments of the Consultative Panels as outlined in Appendix 2 (to be tabled) and agrees an option for open forum meetings for the public and the Board.

3. Background

3.1 HFI Board and Sub-Board meetings are open for the public to attend and have been since May 2004 following the establishment of the organisation that April.

3.2 Meetings have been held at the National Children's Home (NCH), 85 Highbury Park, N5 1UD since the Board considered this issue in May 2004 and agreed to hold its meetings there.

3.3 The Board's policy has been not to hold meetings in LBI buildings so that it complies with Government advice (Office of the Deputy Prime Minister, ODPM) that ALMOs should demonstrate, wherever practicable, their independence from Councils. Even if the Town Hall was a possible venue option, only Committee Room 1 is a suitable venue and bookings after September 2006 cannot currently be guaranteed and therefore meetings cannot be publicised in advance.

4. Options for Venues

4.1 A number of non-faith buildings within the Borough have been considered. There is a shortage of appropriate venues in the south and west of the Borough which are large enough or remain open long enough in the evenings to consider as venues.

4.2 Appendix 1 summarises a shortlist of options for venues. These venues have been considered by staff in conjunction with Board directors.

5. Open forums with the Public

- 5.1 Currently members of the public may submit questions to the Board in writing in advance of its meeting and responses are provided at the meetings. At Sub-Boards, members of the public may similarly submit questions in writing but additionally ask questions which are relevant to the operations of the Sub-Boards. These practices will continue for meetings April 2006 – March 2007.
- 5.2 However, in order to achieve the greatest possible interaction with residents it has been proposed by the Chair and Vice-Chair, following their meeting with the Chief Executive, to introduce open forums to enable the public to discuss matters directly with the Board.
- 5.3 In March 2006 the Consultative Panels were asked to comment on a range of items which are summarised in Appendix 2. It is asked that the Board take these items and the Consultative Panel comments into consideration when making its decision.

6. Implications

6.1 Legal implications

- 6.1.1. There are no provisions in the Companies Act 1985 with regard to the holding of directors' meetings. Article 27 of HFI's Articles of Association enables the HFI Board to regulate its proceedings as it thinks fit.

6.2 Financial implications

- 6.2.1 Contained within the report – Appendix 1.

6.3 Equalities implications

- 6.3.1 As both non-faith and non-cultural the buildings shortlisted should not deter any member of the public from attending for reasons of faith or culture.

- 6.3.2 All shortlisted buildings are DDA compliant.

6.4 Sustainability implications

- 6.4.1 None specific to this report.

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Options for venues for HFI Board and Sub-Board meetings

	Name of venue	DDA Compliant	Transport links	Total Cost
1	Stephenson Hall – NCH 85c Highbury Park, London, N5 1UD	Yes	Tube: Arsenal (5mins walk) Buses: 19 runs between Angel in South & Finsbury Park in North. 236 runs between Dalston in East & Finsbury Park in North Parking Facilities: Parking available	£8,835
2	LVSRC 356 Holloway Road London, N7 6PA	Yes	Tube: Holloway Road (5mins walk) Buses: 43 runs from Friern Barnet in North to Angel/Moorgate in South. 271 runs from Angel in South to Highgate in North Parking Facilities: Limited parking available	£8,645
3	Crescent Suite 70 Ronalds Road, London. N5 1XA	Yes	Tube: Highbury & Islington (5mins walk) Buses: 43 runs from Friern Barnet in the North to Angel/Moorgate in the South. 271 runs from Angel in South to Highgate in North Trains: Trains connect to/from Dalston in East to Caledonian Road in West Parking Facilities: No specific parking facilities available	£10,335
4	Business Design Centre 52 Upper Street London	Yes	Tube: Angel (5mins walk) Buses: 4 & 19 run through Angel from South to Arsenal/Finsbury Park in North Parking Facilities: Paid parking available within premises. Parking also available in adjacent shopping centre car park.	£32,000
5	City YMCA 8 Errol St London, EC1Y 8SE	Yes	Tube: Old Street, Barbican(5mins walk) & Moorgate (5mins walk) Buses: 43 runs from London Bridge in South through Angel to Friern Barnet in North Trains: Trains connect to Essex Road through Highbury & Islington to Finsbury Park. Parking Facilities: No parking facilities provided, however cheap paid parking available in nearby car parks.	£6,674

**Report back from the Contracted Services Sub-Board (CSSB) –
14 February 2006
William McGarvie - Chair**

Leasehold Association Recognition

- CSSB considered a report on the outcomes of Leasehold Association Recognition which had been commented on by Consultative Panels in January 2006.

Performance Indicators

- The report on performance indicators for December 2005 was noted.

Report Back from Partners for Improvement in Islington (PFII)

- CSSB noted a report back on the performance of PFI II in delivery the PF1 contract.

Report Back from TMOs/TMCs

- CSSB noted a report back from TMOs/TMCs.

Report Back from Consultative Panels

- CSSB received a report giving feedback from the January round of Consultative Panels on items for consultation.

Report back from Managed Property Sub-Board 14th December 2005

- The report was noted.

**Report back from Managed Property Sub-Board (MPSB) -
15 February 2006
Jessie White - Chair**

Performance Indicators

- MPSB received and noted a report giving the performance indicators for December 2005.

Scrutiny Item – Greenspace

- MPSB noted a presentation by Greenspace.

Report back – Homeownership

- MPSB received a report providing a performance overview of the key services provided by the Homeownership services.

Leaseholder Association Recognition

- MPSB considered a report on the outcomes of Leasehold Association Recognition which had been commented on by Consultative Panels in January 2006.

Panel Tenants Compact and Estate Security 2006-07

- MPSB noted a report on the various funding available for local area improvements during 2006/07.

Update on petitions received by Area Panels

- The report was noted.

Consultative Panel Feedback report

- The report was noted.

Report back from CSSB – 13th December 2005

- The report was noted.

**Report back from the Audit Committee (AC)
16 February 2006
Steve Town – Chair**

Election of Chair

- Steve Town was elected as Chair.

Report from Company Auditor

- AC noted a presentation from the Company Auditor – RSM Robson Rhodes LLP.

Internal Audit Activity for April – December 2005

- AC noted and commented on the findings of the Internal Audit Activity for the first half of the 2005/06 financial year.

Development Requirements

- AC agreed to hold a separate training session for AC directors prior to its next meeting.

Forward Plan

- AC agreed that a report back based on the Internal Audit report would go to the next meeting.

**Report back from the Finance Working Group (FWG) -
22nd February 2006
Eddie Niles – Acting Chair**

2006/07 MMA Budget

- FWG reviewed and commented on the Managing Agent Account budget report for 2006/07.

Month 9 – Budget Monitoring

- FWG considered the budget monitoring report for Month 9 (December) and advised staff on relevant actions.

Scheme of Financial Delegations

- FWG agreed:
 - 1) To recommend to the Board the amendment to Item 6 (Write off monies owed to HFI)
 - 2) To recommend to the Board the deletion of Item 13 (capital contract variations exceeding £500k)
 - 3) To delegate to the Director of Resources and the Company Secretary the authority to revise and submit a proposal to the Board on its behalf on variations to Capital Contracts above £500k.

Forward plan

- The forward plan was noted.

Report back from the Ethics Committee
1st March 2006
Ann Lucas, Chair

The Committee considered procedural issues in relation to a complaint received by a Director from a member of staff and instructed staff on how to progress.

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

BME Contractors

- IDC noted a report on BME contractors and heard a presentation by Nichols Employment and Training Ltd.

Local Labour Scheme

- IDC agreed the establishment of a Local Labour Scheme.

Window Replacement Policy

- IDC agreed changes to HFI's window replacement scheme subject to tenant consultation.

Supply Chain Management

- IDC agreed initial proposals for the development of an integrated supply chain strategy for the procurement of a number of components.

Progress on the delivery of the 2005/06 Capital Programme

- IDC received and noted a monitoring report on the progress on delivery of the 2005/06 Capital Programme.

Contract Approval Schedule update

- IDC received and noted a list of all approved framework contracts for 2005/06 to date.

Forward Plan

- IDC noted the forward plan.

Tender Approval - Contract 1 – Highcroft and Hillrise

- IDC received and noted a tender approval report on Contract 1.

Tender Approval – Contract 8 – St Mary's

- IDC approved the Agreed Maximum Price (AMP) for Contract 8.

Report back from the Investment and Delivery (IDC) Committee
2 March 2006
Theresa Coyle – Chair

Progress on the delivery of the 2006/07 Capital Programme

- IDC agreed the current estimates for the 2006/07 framework contracts.

Measuring constructor performance

- IDC agreed a performance monitoring system and the relevant to the framework constructors.

Progress on the delivery of the 2005/06 Capital Programme

- IDC received and noted a monitoring report on the progress on delivery of the 2005/06 Capital Programme.

Risk Register – High Risks

- IDC noted the high risks included within its remit.

Contract Approval Schedule update

- IDC received and noted a list of all approved framework contracts for 2005/06 to date.

Forward Plan

- IDC noted that the forward plan would be presented in April 2006.