

Homes for Islington Board of Directors
Agenda 15 January 2007
**6.30 PM to 8.30 PM**

Boardroom

Highbury House, 5 Highbury Crescent, London N5 1RN

Item	Presenter	Subject	Status	Page number	Duration
1	A Lucas	Welcome/Apologies/Introductions	Information	Verbal	6.30-6.35
2	A Lucas	Declarations of interests	Information	Verbal	6.30-6.35
3	A Lucas	Questions received from the public and questions from the floor	Information	Verbal	6.35-6.55
4	A Lucas	Minutes of 4 <sup>th</sup> December 2006 and matters arising	Decision	1-8	6.55-7.05
5	A Lucas & E McGoldrick	Chair and Chief Executive Report	Information	Verbal	6.55-7.05
6	E McGoldrick	Capital Programme 2007/08 – 2010/11	Decision	9-28	7.05-7.40
7	E McGoldrick	Procurement Strategy Review	Decision	29-44	7.40-7.55
8	E McGoldrick	Efficiency Strategy Review	Decision	45-74	7.55-8.10
9	E McGoldrick	Health and Safety Policy Review	Decision	75-100	8.10-8.25
10	E Niles T Coyle W McGarvie J White A Borrie	Reports back from: a) HR Committee 30 <sup>th</sup> November 2006 b) Investment and Delivery Committee 6 <sup>th</sup> December 2006 and 3 <sup>rd</sup> January 2007 c) Contracted Services Sub-Board 12 <sup>th</sup> December 2006 d) Managed Property Sub-Board 13 <sup>th</sup> December 2006 e) Finance Working Group 4 <sup>th</sup> January 2007	Information	101-106	8.25-8.30
11	A Lucas	Forward Plan	Decision	107	8.25-8.30
12	A Lucas	Any other business and date and time of next meeting – 6.30pm, Monday 26 <sup>th</sup> February 2007, Highbury House	Information	Verbal	8.25-8.30



**Homes for Islington  
Board of Directors Meeting  
Minutes of 4<sup>th</sup> December 2006  
Highbury House, 5 Highbury Crescent, London N5 1RN.**

**Present:** Ann Lucas (Chair), Jessie White (Vice Chair), Kate Barns, Adam Borrie, Barbara Coventry, Theresa Coyle, John Gilbert, Richard Greening, William McGarvie, Eddie Niles, Barbara Sidnell, Des Smith, Steve Town, Claudia Webbe (Directors)

**In attendance:** Eamon McGoldrick (Chief Executive)  
Mike Sims (Governance Team Manager)  
Mark Jenkins (Senior Governance Officer – Minutes)

**Apologies:** Paula Belford, Caroline Jenkinson, Louise Round (Directors)

	ITEM	ACTION
<b>1</b>	<p><b>Welcome/Apologies/Introductions</b></p> <p>a) The Chair opened the meeting at 6:35pm. b) The chair gave apologies for Paula Belford, Caroline Jenkinson and Louise Round.</p>	
<b>2</b>	<p><b>Declarations of Interest</b></p> <p>a) There were no declarations of interest.</p>	
<b>3</b>	<p><b>Questions received from the public and questions from the floor</b></p> <p>a) The following questions were received in writing from Richard Rosser. These were summarised as:</p> <p>1) Richard Rosser reminds Board of a previous decision to monitor progress and iron out any problems with contractors by ensuring specific meetings with TRAs were held on all contracts due to go on site.</p> <p><i>A: It was explained that:</i></p> <ul style="list-style-type: none"> <li>- Consultation on major works schemes is done via Steering Groups for each scheme, and this involves writing to all residents.</li> <li>- As such the original process has been superseded by this improved process which ensures all residents included in a scheme are asked if they wish to attend the Steering Groups as part of the original Getting it Right questionnaire.</li> <li>- The Steering Groups so far have always included a representative of TRAs.</li> <li>- Cost check meetings are also held specifically for leaseholders.</li> <li>- HFI is fully committed to working with all residents and TRA's on their major schemes as early as possible. Residents have a major</li> </ul>	

*contribution to make to ensure the most appropriate works are included, and to guarantee the successful completion of schemes.*

- *The increased levels of resident satisfaction from year to year shows that this system does seem to be succeeding.*

2) Richard Rosser asks if HFI is assured that the levels of surveys and stock condition reports provide sufficient detail to fully appraise the costs of works.

*A: It was explained that:*

- *Prior to the start of the 2007/8/9 Decent Homes programme, a detailed analysis of the surveys and feasibility studies is being undertaken by HFI's Property Services division.*
- *Briefs for the individual partnering teams for each contract (which includes HFI staff, consultants and contractors) will be much clearer than previously on works required.*
- *Timetables will be set for each project so that further surveys are done very quickly at the start of projects*
- *Cost check estimates and programmes will be prepared, which will be examined by senior staff in Property Services, prior to the initial first 'cost check' meetings with leaseholders.*
- *This will ensure full value engineering and appraisals are done on all projects.*

3) At the recent AGM Richard Rosser asked whether the tenants of any new build properties would be Islington Council tenants or tenants of HFI. He now asks further whether the Board has considered any further the ramifications of such a change in its status and will it open the question to general debate when it becomes imminent?

*A: It was explained that, although the matter had not been considered since the AGM, any new build could either be HFI or LBI owned and that the decision on ownership, tenancies and consultation would ultimately be LBI's to make.*

b) It was noted that a written copy of these answers would be sent in 10 working days

c) The following questions were received in writing from David Renton concerning the installation of CCTV cameras on the Bemerton Estate. These were summarised as:

- 1) Is the Board aware of the proposals for major works to extend CCTV cameras on the Bemerton estate?
- 2) Has HFI considered alternative proposals to reduce crime on the estate and what the costs will be to leaseholders?
- 3) Has HFI carried out a CCTV occupation requirements survey and both an environmental impact assessment and a race or disability impact assessment?
- 4) In light of local opposition will HFI withdraw the proposals?

Mike Sims

*A: It was explained that:*

- *The Bemerton CCTV scheme was agreed by Board's Investment & Delivery Committee on 6th September 2006.*
- *Residents requested CCTV some time ago, and it was felt that this was the best long term solution to deal with the issues on the estate.*
- *The current ballot being carried out will confirm if this is still the residents' majority view. If not, then other options will be considered in consultation with the TMO.*
- *The estimated capital cost of the installation of both phases will be split over financial years 2006/7 and 2007/8.*
- *If the scheme proceeds as currently planned, then the costs for the service, funded from revenue, are estimated at £378 per year for leaseholders and £4.62 per week for each tenant, but these will obviously be adjusted due to inflation, and the eventual timing of the installation.*
- *HFI is not required to carry out specific environmental, race or disability impact assessments in relation to this project.*
- *The design for the CCTV operation area is being done in consultation with the TMO on the estate.*

d) It was noted that a written copy of these answers would be sent in 10 working days.

e) David Renton handed a petition on behalf of residents of the Bemerton Estate to the Chair.

f) The following questions were received from Brian Potter:

- 1) Why were residents not informed that HFI was undergoing an inspection by the Audit Commission?

*A: This is not a formal inspection. This is a voluntary inspection requested by HFI. However, HFI will consult with all its stakeholders prior to any formal inspection. The inspectors will also be carrying out "reality checks" through exercises such as mystery shopping.*

- 2) Will HFI confirm that it will leave the funding of FITA intact?

*A: The Chair responded that the Board would not discuss an issue arising out of a confidential letter sent to the Chair of FITA from the Chair of the Board. However, HFI had to consider all of its expenditure on an annual basis and could not guarantee the future levels of any budgets.*

g) The following questions were received from Mr Hockenjos:

- 1) Who is paying for decanting related costs? Would you please let me have a list of costings that fall on HFI and/or Islington Council?
- 2) If tenants spot ongoing Health and Safety infringement to whom do they complain?
- 3) How many surveys and schedules of work have been delivered to tenants who requested them and what does the Board deem to be

Mike Sims

	<p>a reasonable time to deliver said schedules?</p> <p>4) How does HFI complaints monitoring deal with complaints by tenants if schedules of work are not supplied, or if the work actually delivered does not comply with what is said in the schedule?</p> <p>5) Who pulls them up if they do not live up to their promises?</p> <p>6) Who determines compensation?</p> <p>7) Can the Board confirm that no staff member who has previously written to Mr Hockenjos will do so on this occasion.</p> <p><i>A: It was noted that, although Mr Hockenjos was a tenant of Partners and thus these matters were not the direct responsibility of HFI, the Chair would reply in writing within 10 working days.</i></p> <p>h) The following questions were from David Renton:</p> <p>1) Can HFI clarify what will be the revenue and capital costs if the proposed installation of CCTV cameras on the Bemerton Estate goes ahead?</p> <p><i>A: It was noted that staff would reply in writing within 10 working days.</i></p> <p>2) Can HFI confirm the process for environmental / equality impact assessments?</p> <p><i>A: It was noted that staff would reply in writing within 10 working days</i></p> <p>i) The following questions were received from Brian Potter:</p> <p>1) What is the number of Kitchens and Bathrooms installed so far under the Decent Homes programme and how many are still to be done?</p> <p><i>A: It was noted that staff would reply in writing within 10 working days.</i></p> <p>j) It was agreed that staff would ensure, where possible, that all written replies to the public are provided to Board.</p>	<p>Ann Lucas</p> <p>Eamon McGoldrick</p> <p>Eamon McGoldrick</p> <p>Eamon McGoldrick</p> <p>Mike Sims</p>
<p>4</p>	<p><b>Minutes of last meeting 31<sup>st</sup> July 2006 and matters arising</b></p> <p><b>Matters of accuracy:</b></p> <p>a) Page 3, item E5 - it was noted that investigations had revealed the commercial units should contribute on estates. As such there could be a reduction of 12% in leaseholder bills in some cases and HFI will endeavour to apply this retrospectively.</p> <p>b) Page 4, item 4a) - it was noted that the Decent Communities Strategy would make reference to LBI's Anti-Poverty Strategy.</p> <p>c) Page 7, item 8 - It was noted that the membership of the Efficiency and Procurement Working Group now includes William McGarvie and Eddie Niles.</p>	

	<p><b>Matters arising:</b></p> <p>d) Page 4, item 6c) – It was agreed that staff would consider if “LGBT” could be used in future diversity questionnaires as the headings in the sexuality section.</p> <p><b>With these amendments the minutes were approved as an accurate record.</b></p>	Simon Kwong
5	<p><b>Chair report and Chief Executive report</b></p> <p><b>a) Chair’s report</b></p> <p>1) The Chair informed the Board of the results of the two-yearly MORI Tenant Satisfaction Survey which had been cleared by the Audit Commission and the Department for Communities and Local Government (DCLG). Notable highlights were:</p> <ul style="list-style-type: none"> <li>- Overall tenant satisfaction 52% (2004) up to 65% (2006)</li> <li>- Repairs satisfaction 48% (2004) up to 65% (2006)</li> <li>- Involvement 38% (2004) up to 53% (2006)</li> </ul> <p><b>b) Chief Executive’s report</b></p> <p>1) The Chief Executive informed the Board that DCLG has accepted LBI's £1.5m regeneration bid for Churnfield House, Andover Estate.</p>	
6	<p><b>Business Plan 2007/08</b></p> <p>a) Eamon McGoldrick introduced the first draft of next year's business plan for in principle agreement by Board.</p> <p>b) It was agreed that staff would provide the date proposed for the first review of HFI’s new Anti-Social Behaviour (ASB) Team to Board, and its outcomes would be considered at Managed Property Sub-Board (MPSB).</p> <p>c) It was agreed that staff would ensure that the ASB Team out-of-hours voice message informs callers that any message left will be followed up.</p> <p>d) The Board noted that any additional strategic objectives for 2008-12 should be sent direct to staff.</p> <p><b>The recommendations were agreed as follows:</b></p> <p><b>The Board:</b></p> <p><b>2.1 Gave in principle agreement to the content and format of the draft business plan.</b></p> <p><b>2.2 Agreed to receive a final draft at its meeting on 15th January 2007.</b></p>	<p>Doug Goldring</p> <p>Doug Goldring</p>

<p><b>7</b></p>	<p><b>Consultative Panel Reorganisation</b></p> <p>a) Eamon McGoldrick introduced a report setting out options for the future structure of 6 of the current 9 Consultative Panels when the reorganisation of Area Offices takes place in March 2007.</p> <p>b) The Board raised concern that the view of Partners in the report was that of staff and did not include residents. It was agreed that staff would check that Partners have consulted residents on the number of Forums that they would like to have following the introduction of PF12.</p> <p>c) It was agreed that Panels would be made aware of equality issues when deciding on their structures.</p> <p>d) It was noted that Claudia Webbe felt that the equality implications were not fully addressed in that they did not take into account the reduction in executive positions on the Panels.</p> <p><b>The Chair moved to a vote on recommendation 2.1</b></p> <p><b>In favour of 1 AHP in each area – none</b>  <b>In favour of 2 AHP in each area - none</b>  <b>In favour if 1 AHP in areas North, West and South and 2 AHP in area East given that area East has the most TRA's - none</b></p> <p><b>It was proposed to establish 1 AHP in each area permitting each Panel, once established, to choose whether to split itself to form 2 Panels</b></p> <p><b>In favour - 10</b>  <b>Against - 3</b>  <b>Abstentions - 0</b></p> <p><b>The proposal was agreed</b></p>	<p>Simon Kwong</p> <p>Mike Sims</p>
<p><b>8</b></p>	<p><b>Community Engagement Strategy</b></p> <p>a) Eamon McGoldrick introduced a report setting out the final version of the Homes for Islington Community Engagement Strategy.</p> <p>b) It was agreed that staff would consider whether “Neighbour Engagement” (for example concerning cohesion and mediation) could be introduced in any of HFI’s existing strategies.</p> <p>c) It was agreed that Section 2 of the Action Plan (Increase Funding Opportunities to Support Community Engagement) would include ensuring that HFI had expertise in securing Section 106 funding.</p> <p>d) It was noted that the strategy was a good model for how the Business Plan should be drafted in that it focused on key themes throughout the document.</p> <p><b>The Board agreed the Community Engagement Strategy subject to an annual review with a report on the progress made with the Action Plan.</b></p>	<p>Simon Kwong</p> <p>Simon Kwong</p>
<p><b>9</b></p>	<p><b>Equality and Diversity Strategy</b></p> <p>a) The Chair proposed that this item should be deferred as the report did</p>	

	<p>not include progress on the previous Action Plan nor a future Action Plan.</p> <p>b) It was noted that the annual review of strategies should be in the form of additions / deletions and not wholesale revisions.</p> <p><b>The recommendation was not agreed. Board agreed that the strategy should be deferred to comply with the recommendation agreed for the Community Engagement Strategy – namely to include a report on progress and an updated Action Plan.</b></p>	Simon Kwong
10	<p><b>Risk Management</b></p> <p>a) Eamon McGoldrick introduced a report presenting the latest version of the risk register for review by Board.</p> <p>b) It was agreed that Steve Town and staff would consider options for Risk Management to be scrutinised by a Committee or other body. It was agreed that staff would seek the views of all Sub-Board and Committee Chairs.</p> <p><b>The recommendations were agreed as follows:</b></p> <p><b>2.1 Approves the risk register in the new layout, as included in appendix A.</b></p> <p><b>2.2 Approves the priority risk and review periods as stated in paragraph 3.5 of the report.</b></p> <p><b>2.3 Approves the new risk mapping matrix as detailed in paragraph 3.6 of the report.</b></p> <p><b>2.4 Approves the Board leads for each risk as named in the attached register.</b></p> <p><b>Recommendations 2.5, 2.6 and 2.7 were deferred until each Sub-Board and Committee had an opportunity to consider its risks and report back to Board at its meeting on 26<sup>th</sup> February 2007.</b></p>	David Selo
11	<p><b>Financial and Capital Strategic Performance Management</b></p> <p>a) Eamon McGoldrick introduced a report providing the Board with a strategic overview of company finance, capital programming for 2006/7 and progress on Decent Homes targets.</p> <p><b>The report was noted.</b></p>	
12	<p><b>HFI Business Plan Objectives 06/07 (qtr 2) and September PI's</b></p> <p>a) Eamon McGoldrick introduced a report providing the Board with a strategic overview of performance management indicators, and progress on objectives in the Business Plan 2006-07.</p> <p><b>The report was noted.</b></p>	
13	<p><b>Kier Review</b></p>	

	<p>a) Eamon McGoldrick introduced a report providing a summary of progress with the Kier Review Implementation Project since the last report to HFI Board on the 11<sup>th</sup> September.</p> <p><b>The report was noted.</b></p>	
14	<p><b>Report back from Contracted Services Sub-Board - 17 October 2006</b></p> <p><b>The report was noted.</b></p> <p><b>Report back from Managed Property Sub-Board - 18 October 2006</b></p> <p><b>The report was noted.</b></p> <p><b>Report back from Chairs Agenda Planning Working Group - 30 October 2006</b></p> <p><b>The report was noted.</b></p> <p><b>Report back from Investment and Delivery Committee - 1 November 2006</b></p> <p><b>The report was noted.</b></p> <p><b>Report back from Finance Working Group - 9 November 2006</b></p> <p><b>The report was noted.</b></p> <p><b>Report back from Efficiency and Procurement Working Group - 14 November 2006</b></p> <p><b>The report was noted.</b></p>	
15	<p><b>Forward Plan</b></p> <p>a) It was noted that the Equality and Diversity Strategy would be added to the agenda for 15<sup>th</sup> January 2007.</p> <p><b>The forward plan was agreed.</b></p>	Mike Sims
16	<p><b>Any other business and date and time of next meeting</b></p> <p>a) There was no other business.</p> <p>a) Next meeting at 6.30pm, Monday 15<sup>th</sup> January 2007, Highbury House</p>	

There being no further business to conclude the Chair closed the meeting at 8.32pm

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**Chair: Ann Lucas**

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**Date**

Report of	Team	Job Title
John Phillips	Chief Executive Directorate	Director of Property Services

Name of Meeting	Date of Meeting	Agenda item	Status
HFI Board	15 <sup>th</sup> January 2007	6	Decision

**Subject of Report:** Capital Programme 2007/08 - 2010/11

## 1. Synopsis

- a) This report advises Board of the consultation undertaken with Consultative Panels and the recommendations of the Board's Investment & Delivery Committee (IDC) in relation to capital programme proposals for 2007/8 to 2010/11.

## 2. Recommendations

That Board:

- a) Agrees appendices B), C) and D) as the provisional 'main framework' programmes for 2007/8 to 2010/11
- b) Agrees the 2007/8 'stand alone' programmes and fees as detailed at item 4 d) of the report in the sum of £10.165m, noting that a further report to IDC will be submitted on proposals for Lifts, Community Safety, communal boilers, ventilation maintenance, water tanks and electrical mains renewal

## 3. Background

- a) A report was submitted to IDC in November 2006 followed by Consultative Panels in the same month on a draft programme of works to be undertaken from 2007 to 2011.
- b) The report submitted to IDC and Consultative Panels included proposals as to how blocks should be prioritised for decent homes work from 2007/8 to 2010/11. The proposal was:
  - For years 1 and 2, concentrate as much as possible on blocks that fail the Decent Homes Standard on externals (windows/ roofs/ structure).
  - To maximise efficiency, including best value for contract packages, extend work under the above, to cover Decent Homes work, and kitchens and bathrooms where required, to the whole Estate.

- Where there are blocks in close proximity, but not on the actual Estate, extend the package to include these blocks if work is required, again to maximise efficiency.
  - Maintain, as far as feasible, the order of blocks for work within the 7- year maintenance programme.
- c) No adverse comments were received from the Consultative Panels in relation to this strategy itself. Other comments made by the Consultative Panels were reported to IDC on 3<sup>rd</sup> January 2007. IDC expressed concerns about the format of the consultation report and whether staff with the appropriate technical expertise were at the Consultative Panels to present the report. Staff have taken note of these comments and look to improve communication with Consultative Panels in the future. IDC on 3<sup>rd</sup> January 2007 agreed the proposals subject to seeking reassurances from staff on improved communications with Consultative Panels on similar reports in future.

#### **4) Resources and programme commitments**

- a) Appendix A summarises current estimated resources from 2004/5 to 2010/11. This totals £570m. Spend and 'ongoing' programmes (such as Tollington, and the original '147' ex- Private Finance Initiative - PFI 2 - street properties) to 2010/11 totals £372m. This leaves a balance of £198m.
- b) Appendix A estimates £48m being available in 2011/12. It is proposed to pre-commit £20m of this in support of the 2010/11 programme, which would give a total of £218m available.
- c) Within 'ongoing' programmes is £20.2m for the 'ex-PFI' properties. This related to the original '147' properties. Subsequently, additional ex-PFI properties were returned to HFI to deal with (originally the '65'). It is estimated that £14m would be required to deal with these properties. It is considered that some of the £20.2m will be available, giving a net additional cost of £11m. It is considered that the additional cost will either be met from future ALMO resources or from additional resources from the Council. Should this not materialise the £218m would reduce accordingly.

- d) In addition to the main framework decent homes programme in 2007/8, there are also 'stand alone' programmes. Based on the 2006/7 programme these would be:

Lifts	-	£1.500m
Tenant Compact	-	£1.500m
Community Safety	-	£1.500m
Communal Boilers	-	£0.982m
Ventilation maintenance		£0.327m
Water Tanks	-	£0.250m
Electrical mains renewal	-	£0.766m
Individual heating	-	£0.240m
Energy Efficiency	-	£0.100m
Sub total	-	£7.165m
Fees for future schemes	-	£3.000m
<b>Total</b>	<b>-</b>	<b>£10.165m</b>

IDC agreed on 3<sup>rd</sup> January 2007 that the provision of £7.165m (inclusive of any fees) be approved in 2007/8 for the 'stand alone' programmes and that IDC receive a report on schemes to be included within the Lifts, Community Safety (IDC agreed proposals for £800k of the £1.5m in December 2006), communal boilers, ventilation maintenance, water tanks and electrical mains renewal from the Head of Service Engineering within Property Services. IDC also agreed that approval be given for fees for future schemes of £3m which will be required, particularly in relation to progressing the 2007/8 main framework, giving a total of £10.165m. IDC agreed to refer this to HFI Board for approval.

- e) Based on an annual 'stand alone' programme of £7.165m for 2007/8 to 2010/11 (4 years), a total provision of £28.7m would be required. From the total £218m estimated to be available there would be a balance of £189.3m available for the main decent homes framework contracts (inclusive of fees).

## 5) Future programmes

- a) The priority is to achieve the decent homes standard by 2010/11 and to provide new kitchens and bathrooms over the age of 30 and 40 years respectively. On 3<sup>rd</sup> January 2007 IDC agreed the following improvement proposals:

- Blocks not requiring any work as they currently meet the DHS and their kitchens and bathrooms meet the HFI standard (30 and 40 years old respectively), and will still meet the DHS by 2010/11, would not receive any work
- Windows – if the existing windows are single glazed but do not require renewal then they should be maintained, if they do not require any maintenance prior to 2010/11 then they should not receive any work. This would also apply to the structure and

communal painting, where work should only be done if it is necessary.

- That for the 2007/8/9 and future programmes that any associated 'community safety' works linked to main framework decent homes contracts, be considered as part of either the Tenant Compact or Community Safety programmes rather than allocating £1.25m per annum to the framework contracts. This will not prejudice the '5% sustainability' requirement from ALMO resources, as the annual programmes for Tenant Compact and Community Safety will meet this requirement.
- b) Appendix B summarises proposals for the 2007/8/9 capital programme by block. Appendix B was approved by IDC on 3<sup>rd</sup> January 2007.
- c) Appendix B will continue to be revised as more information becomes available, particularly with regard to Mechanical and Electrical work which has yet to be added, which will be reported to IDC. A report will be submitted to IDC in March 2007 with an updated version including estimated costs, contract packages and recommended framework constructors. This information will then be loaded on to the HFI website and all tenants and leaseholders in the 2007/8/9 programme will be written to, to advise them of the proposed work to be undertaken.
- d) HFI's ongoing financial commitments into 2007/8 resulting from the 2005/6 and 2006/7 programmes, means that physical starts on site on the main framework contracts for 2007/8/9 will not be made until the last quarter of the 2007/8 financial year.
- e) Appendices C) and D) summarise blocks to be considered for improvement work in 2009/10 and 2010/11. In addition to properties listed on Appendices B), C) and D) there are approximately 285 street properties (443 units) to be programmed and 1066 properties managed by Tenant Management Co-ops. Appendix E summarises the programme over 2007/8 to 2010/11 including these properties.
- f) On 3<sup>rd</sup> January 2007 IDC agreed appendices B), C) and D) and agreed to refer these to HFI Board for approval.

## **6. Implications**

### **6.1. Financial:**

#### **6.1.1 Capital Implications**

The Director of Resources reports that it is estimated that £218m of resources are going to be available for HFI to allocate to schemes in the Capital Programmes for 2007/08-10/11. Of this £28.7m will be required for stand-alone programmes (such as tenants compact and Mechanical and Electrical), leaving £189.3m available for the main decent homes framework contracts. These resources will then be allocated to the blocks required, to ensure all the housing stock meets the decent homes standards by 2010.

The 2007/8-08/9 Framework programme will be costed by March 2007 and then the resources available for the 2009/10-10/11 programmes will be known.

### **6.1.2 Revenue Implications**

In undertaking major improvement works, future revenue investment for ongoing repairs will reduce.

### **6.1.3 Efficiency Implications**

The majority of HFI's capital programme is being undertaken using framework contracts, which means that individual tendering is not required.

### **6.1.4 Risk**

Once on site additional works requiring attention may be found. However, this risk is minimised by financial provision having been made against the 'risk register' and a contingency provision included within the agreed maximum prices (AMPs).

## **6.2 Legal Implications**

Under the housing management agreement between HFI and Islington Council, HFI is responsible for managing the housing capital programme to deliver improvements to the Council's housing stock. In deciding whether to approve the various capital works programme allocations set out in the report, HFI Board should be satisfied that there will be sufficient capital resources available within the housing capital programme or from other sources.

## **6.3 Equalities Implications**

As part of the partnering arrangements, constructors have been set targets for employing women and people from black and ethnic groups.

Projects will be allocated to constructors in line with the Construction Performance management system, this includes Key Performance Indicators (KPIs) specifically targeted to measuring equality implications.

## **6.4 Sustainability Implications**

It is recommended that for 2007/8 £3.1m be approved to deliver sustainability work (community safety, tenant compact and energy efficiency).

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**2004/5 to 2011/12 - Estimated Resources**

**Appendix A**

	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10	2010/11	TOTAL 04/05-10/11	2011/12
MRA	23,966	13,581	28,271	22,016	19,487	19,871	20,262	147,454	20,659
HIP	10,147	9,539	7,916	9,838	9,202	9,383	9,568	65,593	9,755
Unsupported Borrowing	1,655							1,655	
ALMO Borrowing	2,870	22,030	25,862	33,761	35,574	37,593	16,294	173,984	-
Capital receipts	-	2,900	2,900	2,900	2,900	2,900	2,900	17,400	2,900
Affordable Receipts	-	2,000	-					2,000	
Regeneration Receipts	264	2,842	18,206	7,298	6,500			35,110	
Revenue contribution	5,672	12,222	7,934	10,107	11,125	11,148	11,171	69,379	11,194
Leaseholder Contributions	3,000	5,500	6,500	8,000	6,500	6,500	6,500	42,500	3,000
<b>Sub total</b>	<b>47,574</b>	<b>70,614</b>	<b>97,589</b>	<b>93,920</b>	<b>91,288</b>	<b>87,395</b>	<b>66,695</b>	<b>555,075</b>	<b>47,508</b>
LA Regeneration Scheme	2,969	2,510						5,479	
SRB	500	1,121	-	-	-	-	-	1,621	
New Deal	1,008	601	1,503	1,743	-	-	-	4,855	
Third Party Contributions		78	897	1,500				2,475	
Planning Gain	293	101	11					405	
NRF	-	122	-	-	-	-	-	122	
<b>sub total</b>	<b>4,770</b>	<b>4,533</b>	<b>2,411</b>	<b>3,243</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14,957</b>	<b>-</b>
<b>TOTAL RESOURCES</b>	<b>52,344</b>	<b>75,147</b>	<b>100,000</b>	<b>97,163</b>	<b>91,288</b>	<b>87,395</b>	<b>66,695</b>	<b>570,032</b>	<b>47,508</b>

Address	Total units	Window renewal	Window major repair/ dec	Major roof repair/ renewal	External communal decs	External structure	Internal communal decs	Kitchens	Bathrooms	Individual flat Doors	Comments	
<b>HOLLAND WALK</b>												
Bowerman Court	54	N	N	N	N	N	N	Y	Y	N		
<b>Fairbridge Estate</b>												
Byworth Walk	51	Y	N	N	N	Y	N	Y	N	N	Structural movement at no. 11	
Nyton Close	9	Y	N	N	N	N	N	Y	N	N		
Sussex Way 277-325	25	Y	N	N	N	N	N	Y	N	N		
<b>Girdlestone Estate</b>												
Annesley Walk	64	N	N	N	N	N	N	Y	N	N		
Girdlestone Walk	245	N	N	N	N	N	N	Y	N	N		
Salisbury Walk	274	N	N	N	N	N	N	Y	N	N		
<b>Highlands Estate</b>												
Barnfield Close	4	N	N	N	N	N	N	N	N	N	No work identified. Remove if no m and e required	
Highlands Close	46	N	N	N	N	N	N	N	N	N	No work identified. Remove if no m and e required	
<b>Hornsey Rise Estate</b>												
Goldie House	60	N	Y	N	N	N	N	Y	Y	N	Bought forward windows need internal mechanisms o/hauling	
Ritchie House	68	N	Y	N	N	N	N	Y	Y	N		
Welby House	60	N	Y	N	N	N	N	Y	Y	N		
<b>ISLEDON ROAD</b>												
Vaudeville Court	36	N	N	N	N	N	N	Y	Y	N		
Landseer Court	25	N	N	N	N	N	N	Y	N	N		
Hood Court	24	Y	N	N	N	N	N	Y	Y	N		
Stubbs House	24	Y	N	N	Y	N	N	Y	Y	N	Front elevation windows renewed. Rear elevation windows remain. Communal glazing remains	
Gainsborough House	18	Y	N	N	Y	N	N	Y	Y	N	Front elevation windows renewed. Rear elevation windows remain. Communal glazing remains	
Herbert Chapman Court	16	N	N	N	N	N	N	Y	Y	N		
Reynolds House	15	N	N	N	N	N	N	Y	Y	N		
Larchmore Court	14	N	N	N	N	N	N	Y	Y	N		
Drakeley Court	32	N	N	N	N	Y	N	Y	Y	N	Bought forward concrete balcony repairs needed	
<b>Blackstock Estate TMO</b>												
Blackstock House 1-15	15	N	N	N	N	Y	N	Y	Y	N	Structural issues being addressed separately	
Elwood House	15	N	N	N	N	Y	N	Y	Y	N		
Hurlock House	35	N	N	N	N	Y	N	Y	Y	N		
Twyford House	121	N	N	N	N	Y	N	Y	Y	N		
Avenall Mansions 1-40	40	N	N	N	N	N	N	Y	N	N	Kitchens subject to further survey. Replaced in the 80's?	
<b>Holly Park Estate</b>												
Ilex House	97	N	Y	N	N	N	Y	Y	Y	N	Problem with window mechanisms. Also condensation problems. Clean communal decs	
Shelley Court	54	Y	N	N	N	N	N	Y	Y	N	Window renewal to include communal areas	
Cottenham House	16	N	N	N	N	N	N	Y	Y	N		
Hornsey Road Nos 307-369	66	N	Y	N	N	N	N	Y	N	N	Windows require wash down only	
Jack Walker Court	43	N	N	N	N	N	N	Y	N	N		
Ringmer Gardens	57	N	Y	N	Y	N	Y	Y	N	N		
81-87 Tollington Park	7										Bought forward as near Ringmer Gdns. Work to be assessed	
Searle Place	22	N	N	N	N	N	N	Y	N	N		
<b>LYON ST</b>												
<b>Delhi Outram Estate</b>												
Bingfield Street 50-90	17	N	Y	N	N	N	N	Y	N	N	Some balcony repairs. Decs for windows	
Brydon Walk	54	N	Y	N	N	N	N	Y	N	N		
Campbell walk	9	N	Y	N	N	N	N	Y	N	N		
Copenhagen Street 200-212	7	N	Y	N	N	N	N	Y	N	N		
Delhi Street 2-15	11	N	Y	N	N	N	N	Y	N	N		
Havelock Street 1-63	31	N	Y	N	N	N	N	Y	N	N		
Lawrence Place	8	N	Y	N	N	N	N	Y	N	N		
Outram Place 1-48	53	N	Y	N	N	N	N	Y	N	N		
Vibart Walk	9	N	Y	N	N	N	N	Y	N	N		
Wheeler Gardens	48	N	Y	N	N	N	N	Y	N	N		
<b>Shearling Estate</b>												
Ewe Close	27	N	Y	N	N	N	N	Y	N	N		Decs only to windows
Fleece Walk	16	N	Y	N	N	N	N	Y	N	N	Decs only to windows	
Lairs Close	16	N	Y	N	N	N	N	Y	N	N	Decs only to windows	
Manger Rd (Nos 1-76)	52	N	Y	N	N	N	N	Y	N	N	Decs only to windows	
1-3 Pedlars Walk	2	N	Y	N	N	N	N	Y	N	N	Decs only to windows	
5-9 Pedlars Walk	3	N	Y	N	N	N	N	Y	N	N	Decs only to windows	
13-17 Pedlars Walk	3	N	Y	N	N	N	N	Y	N	N	Decs only to windows	
19-21 Pedlars Walk	2	N	Y	N	N	N	N	Y	N	N	Decs only to windows	
2-20 Pedlars walk	10	N	Y	N	N	N	N	Y	N	N	Decs only to windows	
Shearling Way	27	N	Y	N	N	N	N	Y	N	N	Decs only to windows	
1-3 Yoke Close	3	N	Y	N	N	N	N	Y	N	N	Decs only to windows	
10 Yoke Close	1	N	Y	N	N	N	N	Y	N	N	Decs only to windows	
11-13 Yoke Close	3	N	Y	N	N	N	N	Y	N	N	Decs only to windows	
6-8 Yoke Close	3	N	Y	N	N	N	N	Y	N	N	Decs only to windows	
<b>UPPER ST</b>												
Asman House	8	N	Y	N	N	N	N	Y	N	N	Decs only to windows	
36-137 Elia St	101	N	N	N	N	N	N	Y	N	N	Bought forward as near Widford House	

Address	Total units	Window renewal	Window major repair/ dec	Major roof repair/ renewal	External communal decs	External structure	Internal communal decs	Kitchens	Bathrooms	Individual flat Doors	Comments
Widford House	25	N	N	N	N	N	N	Y	N	N	
Hermitage House	24	N	N	N	N	N	N	Y	N	N	
Charles Lamb Court	8	N	N	N	N	N	N	Y	N	N	
Colinsdale	48	Y	N	Y	N	N	N	Y	Y	N	
<b>Cumming Estate</b>											
Gough House	27	N	N	N	N	N	N	Y	Y	N	Possibly some guttering work
Price House	26	N	N	N	N	N	N	Y	Y	N	Possibly some guttering work
Finnemore House	25	N	N	N	N	N	N	Y	Y	N	Possibly some guttering work
Strang House	40	N	N	N	N	N	N	Y	Y	N	Possibly some guttering work
Turnbull House	40	N	N	N	N	N	N	Y	Y	N	Possibly some guttering work
Haslam House	12	N	Y	N	N	N	N	N	N	N	Decs only to windows. Some masonry reded. Required
<b>Douglas Estate</b>											
Florence Nightingale Hse	27	N	N	N	N	N	N	Y	Y	N	
Sybil Thornodyike House	18	N	N	N	N	N	N	Y	N	N	
<b>Mersey Estate</b>											
Birkenhead House	30	N	N	N	N	Y	N	Y	N	N	Structural issues. Connisbees prepared one report and are preparing another
Mersey House	20	N	N	N	N	N	N	Y	N	N	
Liverpool House	36	N	N	N	N	N	N	Y	N	N	
Tranmere House	12	N	N	N	N	N	N	N	N	N	Incl. In pilot k and b prog. May be some units remain who refused work previously
Widnes House	24	N	N	N	N	N	N	Y	Y	N	
<b>BOLEYN ROAD</b>											
Crowfield House	50	N	N	N	N	N	N	Y	N	N	
<b>Highbury Quadrant Estate</b>											
1-39, 41-55, 4-42, 44-82, 84-122											
Catherall Road	87	Y	N	N	N	N	N	Y	Y	N	
1-85, 2-72 Birchmore Walk	70	N	N	N	N	N	N	Y	Y	N	
193-311, 152-316 Highbury New P	144	Y	N	N	N	N	N	Y	Y	N	
145-191 Highbury New Park	24	N	N	N	N	N	N	Y	Y	N	
<b>Highbury Estate</b>											
Ashfield House	30	Y	N	N	N	N	N	Y	Y	Y	
Bushfield House	25	Y	N	N	N	N	N	Y	Y	Y	
Elmfield House	30	Y	N	N	N	N	N	Y	Y	Y	
Hillfield House	42	N	N	N	N	N	N	Y	Y	N	
Larchfield House	22	N	N	N	N	N	N	Y	Y	N	
Pearfield House	25	Y	N	N	N	N	N	Y	Y	Y	
Pitfield House	24	Y	N	N	N	N	N	Y	Y	Y	
Pondfield House	35	Y	N	N	N	N	N	Y	Y	Y	
Haliday House	73	Y	N	N	N	Y	N	Y	Y	N	structure issue is seal below windows
The Woodlands	23	Y	N	N	N	N	N	Y	Y	N	
<b>CENTRAL ST</b>											
Attneave Street (Nos.4-23)	19	N	Y	N	Y	N	Y	Y	Y	N	
Sherston Court	27										Bought forward as near Attneave St. Work to be assessed
Charles Rowan House	96	N	N	N	N	N	N	Y	Y	N	
Claremont Close	48	Y	N	N	N	N	N	Y	Y	N	
Wynyard Street (Nos. 19 - 24)	12	Y	N	N	N	N	N	Y	Y	N	
<b>Bevin Court Estate</b>											
Amwell House	8	N	N	N	N	N	N	N	N	N	No work identified. Remove if no m and e required
Bevin Court	118	?	N	N	N	N	N	Y	Y	N	k and b's need checking, many done in 80's? Windows need further inspection
Holford House	12	?	N	N	N	N	N	Y	Y	N	k and b's need checking, many done in 80's? Windows need further inspection
<b>King Square Estate</b>											
President House	94	N	N	N	N	N	N	N	N	N	No work required, remove from programme
Prideaux House	18	N	N	N	N	Y	Y	Y	N	N	structure work is shoring up of highway against the blocks
Rawstorne Place (Nos.5 - 11)	4	N	N	N	N	N	N	N	N	N	No work identified. Remove if no m and e required
Rawstorne Street 41	6	N	N	N	N	N	N	N	N	N	No work identified. Remove if no m and e required
Rawstorne Street 42	6	N	N	N	N	N	N	N	N	N	No work identified. Remove if no m and e required
Sanders House	20	N	N	N	N	N	N	N	N	N	No work identified. Remove if no m and e required
<b>Pleydell Estate TMO</b>											
Galway House	102	N	N	N	N	N	N	Y	Y	N	
Gastigny House	69	N	N	N	N	N	N	Y	Y	N	
Grayson House	99	N	N	N	N	N	N	Y	Y	N	
Palyn House	5	N	N	N	N	N	N	Y	Y	N	
Radnor House	5	N	N	N	N	N	N	Y	Y	N	
<b>Whitbread Estate:</b>											
Cooper House	42	N	N	N	N	Y	N	N	N	N	structure work is for asphalt balconies to be checked
Farriers House	60	N	N	N	N	Y	N	N	N	N	structure work is for asphalt balconies to be checked
Shire House	36	N	N	N	N	Y	N	N	N	N	structure work is for asphalt balconies to be checked
<b>TOTAL</b>	<b>4597</b>										

<b>Address</b>	<b>Total units</b>
<b><u>HOLLAND WALK</u></b>	
<b><u>Hilldrop Estate.</u></b>	
Betchworth House	24
Bramber House	8
Buckhurst House	68
Colley House	20
Coombe House	70
Dalmeny Avenue (6-122)	59
Dugdale House	12
Horsedon House	13
Holmbury House	16
Ivinghoe House	32
Saxonbury Court	36
Kimble House	30
Leith House	22
Rushmoor House	20
Willbury House	30
Moelwyn Hughes Court	42
<b><u>Brookside.</u></b>	
1-39 Bovingdon Close	39
Hargrave Rd Nos 24-40	9
<b><u>ISLEDON ROAD</u></b>	
Christie Court	36
Simmons House	36
Elaine House	24
Deepdale	20
Cotman House	10
Constable House	8
Sussex Close	86
<b><u>LYON STREET</u></b>	
Adams Place 2-43	42
<b><u>Geary Street Estate</u></b>	
Willow Crt	24
Eden Grove (11-23, 25-29)	10
Eden Grove (Nos 47-53)	4
Eden Grove (Nos 55-75)	11
Geary Street (Nos 1-13)	7

<b>Address</b>	<b>Total units</b>
<b><u>Williamson Street Estate</u></b>	
Keighley	50
Stavely	66
Belfont Walk	53
Penrhos House	6
Trefil Walk	52
Vaynor House	16
Williamson Street Nos 1-11	11
Biddestone Road Nos 91-265	80
Buckmaster House	75
Cairns House	25
Chelmsford House	45
Cranworth House	25
Loreburn House	75
<b><u>Pollard Close Estate</u></b>	
1-88 Pollard Close	88
Lorraine Mansions	108
Field Crt	22
20 Hillmartin	8
Jacobien Lodge	20
Moulsford House	43
Pangbourne House	32
Rowstock Gardens	83
Poynder Court	23
<b><u>UPPER STREET</u></b>	
<b><u>Pleasant Place</u></b>	
Arundel House	10
Brookfield House	4
Dawlish House	10
Fowler House	10
Tiverton House	10
Tufnell House	10
Halton Road 29-57	41
Bentham Court	134
Cluse Court	156
Asteys Row (No.14)	13
Asteys Row 11-13	6
Canonbury Court 133-141	9
<b><u>Sickert Estate</u></b>	
Ashby House	55
Canonbury Crescent	64
Canonbury St (2-26) & (1-29)	48
Eric Fletcher Court	75
Northampton St (20-38)	19
Riverside House	23

<b>Address</b>	<b>Total units</b>
<b><u>Dovercourt</u></b>	
Ilford House	<b>80</b>
Ongar House	<b>12</b>
Romford House	<b>18</b>
Threadgold House	<b>54</b>
Warley House	<b>30</b>
Westcliff House	<b>58</b>
Henshall Street	<b>2</b>
Wakenham Street 7-21	<b>8</b>
Lillian Baylis House	<b>11</b>
<b><u>BOLEYN ROAD</u></b>	
Athenaeum Court	<b>52</b>
New River Court	<b>36</b>
Orwell Court	<b>32</b>
Seaforth Crescent	<b>58</b>
Baker House	<b>6</b>
Lillie House	<b>20</b>
Manning House	<b>8</b>
The Precinct	<b>6</b>
Gardner Court	<b>102</b>
John Kennedy Court	<b>84</b>
Tudor Court	<b>88</b>
Hathersage Court	<b>69</b>
Newington Gn Mansions	<b>51</b>
79-81 Newington Green Road	<b>11</b>
37 King Henrys Walk	<b>12</b>
Aberdeen Park 6-10	<b>52</b>
Ardilaun Road (15-19)	<b>3</b>
Brancaster House	<b>21</b>
Blair Close	<b>34</b>
Fieldview Court	<b>29</b>
Hawthorne Close 17-34	<b>83</b>
35-55 Hawthorne Close	<b>21</b>
56-67 hawthorne Close	<b>12</b>
68-79 Hawthorne Close	<b>8</b>
72-83 Hawthorne Close	<b>8</b>
1-16 Hawthorne Close	<b>16</b>
Highbury Grove Estate 61-95	<b>36</b>
Highbury Grove Estate 7-131 (ex 61-95)	<b>27</b>
Kerridge Court	<b>130</b>
Masefield Court	<b>26</b>
Northampton Pk Nos 13-67	<b>28</b>
59 Poets Road	<b>20</b>
Boleyn Road, 5-39	<b>18</b>

<b>Address</b>	<b>Total units</b>
Burder Close 1-84	<b>84</b>
Riversdene	<b>35</b>
St Paul's Rd Nos 62-82	<b>11</b>
Spring Gardens 1-71	<b>71</b>
Wells Court	<b>35</b>
Woodstock House	<b>25</b>
<b><u>CENTRAL STREET</u></b>	
Brewers Buildings	<b>46</b>
1-70 Chadworth House	<b>70</b>
Southwood Court	<b>48</b>
<b><u>Banner Estate</u></b>	
Braithwaite House TMO	<b>108</b>
Quaker Court TMO	<b>76</b>
<b><u>Brunswick Close Estate TMO</u></b>	
Brunswick Court	<b>72</b>
Emberton Court	<b>71</b>
Mulberry Court	<b>37</b>
Wyclif Court	<b>64</b>
Harold Laski House	<b>24</b>
<b>TOTAL</b>	<b>4928</b>

Address	Total units
<b><u>HOLLAND WALK</u></b>	
<b><u>Brecknock Road Estate.</u></b>	
Blake House	13
Carpenter House	16
Cobbett House	8
Curran House	8
Graham House	16
Hetherington House	8
Hyndman House	17
Kingsley House	9
Lee House	12
Morris House	17
Owen House	18
Paterson House	9
Phillips House	9
Potter House	9
Quelch House	13
Sexton House	9
<b><u>Palmers Estate.</u></b>	
Greatfield Close	30
Littlefield Close	12
Manorfield Close	12
Ward Road (2-24)	12
Warrender Road (21-32)	28
Lochbie Mansions	25
Hornsey Rise 18-20	13
<b><u>Brecknock - Anson</u></b>	
Merchon House	30
Melyn Close	28
Corinne Road (85-103)	10
<b><u>Wedmore Estate.</u></b>	
Melchester House	40
Norcombe House	40
Weatherbury House	60
Wessex House	22
<b><u>Coleman, Mansions</u></b>	
Coleman Mansions (21-40)	20
Coleman Mansions (1-20)	20
Palmerston House	9
Tansley Close	37
Trecastle Way	20
<b><u>Hargrave Park.</u></b>	

<b>Address</b>	<b>Total units</b>
Alder Mews	5
Aspen Close	5
Birch Close	6
Bredgar Road Nos 1-43	56
Elm Close	6
Forest Way	13
Hargrave Pk Nos 1-43, 2-38	120
Hazel Close	4
Junction Road 83 & 112 & 120	5
Larch Close	5
Laurel Close	3
Linden Walk	15
Pine Close	5
Rowan Walk	6
259 Camden Road	24
Lees Court	6
Pemberton Gdns	6
Pineridge Court	18
Sycamore Court	24
Whitehall Mansions	30
<b><u>ISLEDON ROAD</u></b>	
<b><u>Athelstane Estate</u></b>	
Clifton Terrace 14-35	22
Lennox Road Nos 12-36	13
Lennox Road Nos 63	2
Lenton Terrace 1-34	34
Wray Court	10
<b><u>Bavaria Road</u></b>	
Bavaria Road 26-40	8
Bavaria Road 42-56	8
Bavaria Road 58-68	6
Hornsey Road No 305	39
Tollington Way Nos 21-25	6
Turner House	15
<b><u>Mitford Road Estate</u></b>	
Kingsdown Rd Nos 84-86	6
Landseer Road No 73	3
Sussex Way Nos 162-184	28
Sussex Way Nos 177-203	36
Branston House	21
Rollit House 1-21	21
219-271 Hornsey Road	56
218-222 Blackstock Road	18
Kingsdown Road Nos 94-110	9

Address	Total units
112/114 Marlborough Road	4
Weymouth Villas	2
Lennox Road Nos 63	2
<b><u>LYON ST</u></b>	
<b><u>Boston Estate</u></b>	
115-135 Roman Way	20
Fulbeck House	22
Kelby House	24
Skegness House	24
Centurian Cls	103
<b><u>Offord Road Estate</u></b>	
1-9 Legion Close	9
10-37 Legion Close	27
150-160 Offord Close	6
Wynn Court	6
Buckland House	10
Avon House	10
Thornhill Houses	77
Montague Crt	10
Colne House	7
Bures House	7
Bewdley Street	16
Ferriby Cls	9
Carfree	6
<b><u>York Way Estate</u></b>	
1-66 Treaty St	66
Tiber Gardens	29
237 -247 Copenhagen St	6
249-263 Copenhagen S	6
211-253 Copenhagen st	13
<b><u>Nailour Street</u></b>	
Bradley Close	33
Blundell Street (Nos.1 - 35)	16
Conistone Way	146
1-2 Kerwick Close	12
13-33 Kerwick Close	21
Rydston Close (1-33)	33
Watkinson Rd	12
Batcheler St	10
Liverpool Rd 59-93	12
Cloudsley Place	18
Richmond Cres	8
Maygood St	8
1a-1d Cloudesley St	4

<b>Address</b>	<b>Total units</b>
Hillmarton Road No 61	4
<b><u>UPPER ST</u></b>	
Anson House	4
Ashby Grove 7-69 odd	32
Bampton House	10
Barratt House	22
Bride Street 15-41(odd)	9
Bride Street 49-75(odd)	11
Bride Street 2-10(even)	4
Catton House	10
Cloudesley Place (Nos.6 - 24)	18
Cloudesley Road (Nos.12 - 36)	9
Dixon Clark Court TMO	60
Downham Court	12
Essex House	4
Formby Court	21
Forrest Court	16
Haslam Close	48
Highbury Mansions	12
Horsfield House	23
McIndoe Court	40
Marie Curie House	6
Morgan Mansions	56
1-3 Orchard Close 29a Morton Rd	4
Providence Court	15
Raleigh Mews	44
Spriggs House	38
Swan House	16
Tensing House	12
15 Sheringham Rd	1
<b><u>Almorah Road Estate</u></b>	
Almorah Rd Nos 34-56	12
Cleveland Road Nos 24-46	12
Rotherfield Street 13-15	6
Rotherfield Street 67-69	6
<b><u>Mitchison-Baxter</u></b>	
Callaby Terrace	24
Greenhills Terrace	30
Tilney Gardens	17
<b><u>Melville Street Estate :</u></b>	
Hedingham Close (1-28)	28
Popham Road (Nos.37 - 40)	4
<b><u>Nelson Place</u></b>	
Boreas Walk	6

<b>Address</b>	<b>Total units</b>
Elia Mews	17
Nelson Place (Nos.21 - 26)	5
Theseus Walk	65
<b><u>Popham Road Estate</u></b>	
Birdbrook House	28
Dengie Walk	20
Hawkwell Walk	20
Laundry Lane	4
Popham Road (Nos.42 - 58)	17
Rawreth Walk	16
Spellbrook Walk	11
Steeple Walk	16
Upper Dengie Walk	29
Upper Hawkwell Walk	20
Upper Rawreth Walk	16
<b><u>Popham Street Estate</u></b>	
Barnston Walk	25
Copford Walk	24
Dunmow Walk	18
Elder Walk	15
Fairstead Walk	18
Inworth Walk 1-7	7
Inworth Walk 8	14
Maryland Walk 1-26	26
Peldon Walk	14
Popham Street (Nos.17 - 20)	4
Redford Walk	14
Terling Walk	15
<b><u>Providence Court</u></b>	
15-18 Upper Street	4
<b><u>Shepperton-Baring</u></b>	
Baring Street Nos 42-43	8
Shepperton Road Nos 17-21	16
<b><u>Sherbourne</u></b>	
Hullbridge Mews	42
Starliner Court	12
Greenman Street	3
Hawes Street	13
Hume Court	36
Jessop Court	41
Grand Junction Wharf	25
Liverpool Road (463-471)	5
Lough Road 1-33 (21/27 Freehold)	15
Pickfords Wharf.	23
Shalford Court	18
Westbourne Rd 16-44	16

<b>Address</b>	<b>Total units</b>
Wharf Road (49-61)	21
Wontner Close	8
Baring Court (1-30)	30
Rotherfield Street 126-128	6
Ecclesbourne Road 1-24	27
<b><u>BOLEYN ROAD</u></b>	
Bronte House	32
Campion House	25
Webster House	24
<b><u>CENTRAL STREET</u></b>	
<b><u>Stafford Cripps Estate TMO</u></b>	
Cotswold Court	60
Parmoor Court	60
Sapperton Court	60
Catherine Griffiths Court	18
Clerkenwell Close	19
Clerkenwell Green	9
<b>TOTAL</b>	<b>4096</b>

Year	Units	Street props	TMC	Total
2007/8 and 9	4597	0	550	5147
2009/10	4928	250	516	5694
2010/11	4096	193	0	4289
<b>Total</b>	<b>13621</b>	<b>443</b>	<b>1066</b>	<b>15130</b>



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

Name of Meeting	Date of Meeting	Agenda item	Status
HFI Board	15 <sup>th</sup> January 2007	7	Decision

**Subject of Report:** Procurement Strategy Review

**1. Synopsis**

- 1.1 Board agreed the HFI Procurement Strategy in November 2005. This report sets out the proposed amendments to the HFI Procurement Strategy following an annual 'fit for purpose' review.

**2. Recommendation**

- 2.1 That Board approves the amendments to the Procurement Strategy so that it remains fit for purpose for the coming year.

**3. Background**

- 3.1 HFI has developed a number of high-level strategies since its formation in April 2004. These strategies provide HFI's strategic approach to different aspects of the services it delivers to residents.
- 3.2 Board took the decision that these strategies should be subject to annual review to ensure that they remained fit for purpose in delivering HFI's key objectives. Reviews would also take into account changes in legislation and update strategies in terms of other relevant changes in, for instance, Council policy or standing orders where it has a bearing on an HFI strategy.
- 3.3 HFI's Efficiency and Procurement Working Group (EPWG) have been given the task of making an evaluation of any changes to HFI strategies before making recommendations to the Board of Directors. EPWG considered the first draft of the changes to the Procurement Strategy at a meeting on the 14<sup>th</sup> November 2006. Subject to minor amendments, which have now been included in the final document, the revised strategy was approved by EPWG (attached as appendix 1).

**4. Amendments to the Procurement Strategy**

- 4.1 As one might expect after just one year the changes to the HFI Procurement Strategy (attached) and Code are relatively minimal. They are:

- Giving the strategy a time-span. In this case from 2006-10, to conform with the time-scale for the HFI Efficiency Strategy.
  - The addition of a forward to bring it into line with the style of other HFI strategies.
  - Other changes of graphical style to bring into line with other HFI strategies.
  - Change in title and text in section 4 from 'Corporate Strategy' to 'Strategic Objectives'.
  - Technical changes in section 7 on EU procurement thresholds that came into force in January 2006 for two years. These changes are also reflected in the Procurement Code.
- 4.2 The Board may wish to note that the Procurement Code is a procedural rather than strategic document and is therefore not appended.
- 4.3 There is no specific action plan allied to the Procurement Strategy. Procurement actions are contained within the Efficiency Action Plan.

## **5. Implications**

### **5.1 Legal Implications**

- 5.1.1 The housing management agreement enables HFI to adopt its own procurement procedures in substitution of those of Islington Council. HFI's procurement strategy and code has had the approval of the Council.
- 5.1.2 It is important that HFI has in place procedures and processes for the procurement of services, supplies and works so that it is able to demonstrate that procurements have been undertaken transparently and with due regard to probity, that they have satisfied the requirements for competition thereby enabling VFM to be obtained and that, where applicable, the requirements of the EU procurement regulations have been met (HFI is a contracting authority for the purposes of those regulations).

### **5.2 Financial Implications**

#### **5.2.1 Capital Implications**

The Procurement Strategy (and Code), which is based largely on a tailored version of Islington Council's policy to comply with the needs of HFI, represents detailed guidance, policy and procedures on how HFI should engage in the procurement of goods and services. Compliance with the best value elements of this strategy and code will maximise resources available for capital works.

#### **5.2.2 Revenue Implications**

There are no revenue implications specific to this report.

#### **5.2.3 Efficiency Implications**

Value for money procurement is a key element of HFI's efficiency agenda. The strategy sets out the management arrangements that HFI have made in order to secure economy, efficiency and effectiveness in the delivery of HFI's services.

#### **5.2.4 Risk Implications**

There may be significant risk to HFI's efficiency implications if procurement procedures are not used as a means to achieve appropriate annual efficiency savings for LBI.

#### **5.3 Equality Implications**

5.3.1 None specific to this report.

#### **5.4 Sustainability Implications**

5.4.1 None specific to this report.

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# **Procurement Strategy 2006-10**

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January 2007

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## 1. Foreword

Homes for Islington (HFI) commenced operations in April 2004. Owned by Islington Council, HFI is managed by a board of directors, made up of Islington tenants and leaseholders, council representatives and independent members. We manage approximately 36,000 council properties throughout the borough.

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

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

This procurement strategy provides a common framework within which all strategic procurement in HFI will be carried out:

- To further HFI’s corporate strategy and objectives (which includes better quality services)
- To enter into contracts for the delivery of high value, complex and / or innovative services (service delivery partnerships) and systems.
- It is policy and it forms 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’). This strategy is to be read in conjunction with the HFI Procurement Code of Practice.

## 2. KEY DRIVERS

Key developments which influence HFI's procurement strategy include the following issues.

**Best Value** – the Best Value Framework requires HFI to deliver services to clear standards by the most economic, efficient and effective means available, and to achieve continuous improvement in all their services. The Audit Commission's report on *Competitive Procurement, March 2002* emphasises the importance of Procurement in the Best Value Framework stating that "effective procurement is fundamental to improving services".

**Procurement efficiency and value for money** - the ODPM 2004 Efficiency Review, which was based on the 1998/99 Gershon Review, defined efficiency as follows:

2.1.1 *Efficiency in the public sector involves making best use of the resources available for the provision of public services. The review defined 'efficiencies' as those reforms to delivery process and resource (including workforce) utilisation that achieve:*

- Reduced numbers of inputs (e.g. people or assets), whilst maintaining the same level of service provision; or
- Lower prices for the resources needed to provide public services; or
- Additional outputs, such as enhanced quality or quantity of service, for the same level of inputs; or
- Improved ratios of output per unit cost of input; or
- Changing the balance between different outputs aimed at delivering a similar overall objective in a way which achieves a greater overall output for the same inputs ("allocative efficiency").

**Strong Local Leadership – Quality Public Services: The Local Government White Paper** – the White Paper gives local authorities the power to charge for discretionary services and provide goods and services to other partners. It also emphasises the need to understand and develop markets to encourage diversity, innovation and competitiveness.

**Delivering Better Services to Citizens (The Byatt Report)** – The Byatt Report (June 2001) and the Government and Local Government Association (LGA) response (July 2002) set out the importance of developing procurement as a core strategic process with an emphasis on cost effectiveness and efficiency.

**PFI/ PPP / Partnering** – there are many service delivery options available to HFI and we need to ensure that all these options are adequately and objectively assessed before the start of any major procurement. We need to ensure that the knowledge and experience gained from these procurements is shared across HFI.

**Modernising Government Agenda** – the Government's modernising agenda, as set out in its Implementing Electronic Government (IEG) Statement, states that electronic service delivery is to be used to improve the quality and responsiveness of services. A key target is for all transactions that are capable of being carried out electronically to be done so by 2005/6.

**National Procurement Strategy For Local Government**– the government in association with the Local Government Association launched a national procurement strategy in October 2003. This strategy sets out how working with partners from the public, private and voluntary sector can improve procurement.

The vision of the National Strategy is that by 2006 public organisations will be:

- Delivering significantly better quality public services that meet the needs of citizens through sustainable partnerships with a range of public, private, social enterprise and voluntary sector organisations;
- Operating a mixed economy of service provision, with ready access to a diverse, competitive range of suppliers providing quality services, including small firms, social enterprises, minority businesses and voluntary and community sector groups;
- Achieving and demonstrating continuous improvement in value for money by collaborating with partners at local, regional, national and European levels;
- Obtaining greater value from all categories of procurement expenditure through a corporate procurement strategy and the necessary resources for implementation;
- Realising community benefits; and stimulating markets and ensuring their buying power creatively to drive innovation in the design, construction and delivery of services.

**Other statutory requirements including equalities** – For example, procurement is relevant to the duty to promote race equality, making it appropriate to include these duties in the contract terms and conditions. Please see [Annex L](#).

### 3. Statement On Ethical Procurement

Staff are reminded that the ethical rules of conducting tendering exercises will inevitably be reflected in law. In addition, staff should also remember that ethics go beyond legal requirements – they are about rules of conduct between HFI and individuals and organisations who want to provide works, services and supplies. In this context it is about trust between the parties involved in tendering HFI contracts and that business will be conducted by all parties not only efficiently, but also with integrity in a fair, open and reasonable manner. Please see [paras 14.5](#) to 14.5.3

### 4. Strategic Objectives

The first aim of a procurement strategy is to give effect to HFI's objectives reflected in HFI's mission statement.

The intention is to make HFI a customer-focused commissioner of services on behalf of the residents of Islington. This includes providing better quality of services which offer value for money. Strategic objectives cover both performance improvement and cost reduction where appropriate. This strategy will be realised in large part through the *Commissioning Framework* (see [section 6](#)).

### 5. New Technology

The Government has set itself the goal of achieving universal access to the Internet by 2005/06 and monitors progress against this through Best Value Performance Indicator (BVPI) 157.

Conducting business electronically offers significant opportunities in terms of re-shaping business processes, improving efficiency and making services more convenient for the public. The development of e-commerce and e-procurement provide HFI with a major opportunity to improve the efficiency of its routine and tactical purchasing function, providing a better service to users, suppliers and those applying to do business with HFI.

HFI will process the development of facilities for e-procurement and e-payments in line with Government targets that 90% of low value transactions should be processed electronically. The potential benefits of electronic purchasing are:

- Transparency in the ordering of goods, services and provisions;
- The elimination of waste, duplication and unnecessary paperwork;
- Significant reductions in transactional costs, such as ordering and making payments, for both HFI and its suppliers;
- A more efficient supply chain, easier purchasing, quicker deliveries and reduced staff time spent on administration;
- The provision of better management information for budget holders, Service Directors and HFI as whole;
- Environmentally friendly.

In connection with the services that it provides to the wider community HFI will, through its website, develop the use of e-payment methods for services.

## **6. Commissioning**

Under the *Commissioning Framework* HFI Management Team decide whether services will be commissioned:

- Internally (i.e. from within HFI), or
- Externally (e.g. from a voluntary organisation, registered social landlord, private contractor, community enterprise, another public body etc) on the recommendations of a Service Director.

It is the duty of HFI Management Team to implement the course of action which offers best value for money (the best solution).

Sometimes HFI Management Team will act on the advice of the Service Review Panel, which has responsibilities for reviewing all services provided by HFI in accordance with efficiency, economy and effectiveness.

Commissioning decisions must be evidenced-based, transparent and auditable. These decisions may be taken:

- Annually as part of the service planning and budgeting process
- Prior to the expiry of an existing contract
- Following a performance review
- As a matter of urgency if a service / contract is failing.

## 7. Option Appraisal

The range of options to be considered when making recommendations to HFI Management Team are set out below. Option appraisal is built into HFI's Service Efficiency Reviews. A distinction is drawn between internal and external options.

### 7.1.1 Internal Options

- Do minimum
- Staff training
- Reorganisation
- Process redesign
- Quality improvement programme
- Cost reduction strategy
- Capital investment programme

### 7.1.2 External Options

- Market testing (whole or part of service)
- Outsourcing (whole or part of a service)
- Private Finance Initiative/Public Private Partnership
- Contract renegotiation/extension
- Joint provision (with another ALMO / public body)
- Cessation of service (plus capacity building)

Most options involve strategic procurement. The exceptions are the option to cease providing a service and in some cases the option of joint provision with another ALMO or public sector body. Joint provision with another ALMO or public sector body is only possible if the service is below the EU procurement threshold of **£144,371 for supplies and services** and **£3,611,319 for works**, or alternatively if another ALMO / public sector body stated in their OJEU notice that other organisations may join the contract.

If the decision is to cease providing a service HFI may decide to promote the community's ability to meet its own needs through capacity building. It is the duty of the HFI Management Team to consider the full range of options during a performance/efficiency review.

The choice between internal and external options is a fundamental one. The presumption is that all of HFI's services must be periodically exposed to genuine competitive pressure unless there are compelling reasons to recommend a different course. This is a mandatory requirement of the best value regime as set out in DETR Circular 10/99. Consequently during a performance / efficiency review HFI Management Team must always consider the external options. Broadly, external procurement options divide into two categories:

- i. Market testing
- ii. Outsourcing

## 8. Market Testing

Market testing means the process of comparing competitive bids obtained from external bidders with a statement of the service's current cost and performance levels. This process should not be confused with 'soft market testing' - also known as 'market sounding' – which simply means dialogue with service providers about the Council's requirements and the potential solutions that the market can offer.

The outcome of market testing depends on which service provider is revealed to offer best value for money. It may result in the service being commissioned-

- i. From an external service provider, or
- ii. 'in house' from an internal service provider (i.e. a Council service)
- iii. The decision must be evidenced-based, transparent and auditable. It is HFI's policy to carry out market testing when:
  - It is impossible to establish whether a service is competitive or not on the basis of reliable and auditable evidence, and competitiveness must therefore be tested in the market, and
  - A viable market is known to exist.

Market testing is costly to HFI and to bidders and can commit resources over a long period of time without any guarantee of the outcome for either party. On the other hand, if the evidence is that a service is *uncompetitive* to a material degree and there is a *viable market* then outsourcing will normally be the option that is recommended.

## 9. Consultation with Leaseholders

The law requires that the leaseholder must be consulted before the landlord carries out works above a certain value or enters into a long-term agreement for the provision of services.

The Commonhold and Leasehold Reform Act 2002, section 151, introduces new requirements for the statutory consultation of leaseholders. It replaces the old statutory consultation procedure (Landlord & Tenant Act 1985, Section 20) **but** the title **section 20** is retained.

Detailed regulations have been enacted under Section 151 which set out the precise procedures landlords must follow; these are the Service Charges (Consultation Requirements) (England) Regulations 2003 ('the 2003 service charge regulations'). These regulations separate the consultation procedures into four schedules, each covering different contracts.

The new provisions introduce different, more complicated, procedures and extend the consultation requirements to include long-term contracts for services. These new procedures have effect from 31 October 2003 (not Wales).

There are new requirements for the landlord to state why they consider the works or the agreement to be necessary and for further statements setting out their response to observations received and their reasons for selection of the successful contractor. Consultation notices must be sent both to individual leaseholders and to any recognised tenants' associations (RTAs); both the leaseholders and the RTA have a right to nominate an alternative contractor and the landlord must try to obtain an estimate from such nominees.

The new procedures provide for two separate 30-day periods for leaseholders to make observations and landlords would be prudent to allow a minimum of three to four months for the whole process.

9.1 The new requirements are defined under two headings:

- qualifying works
- qualifying long-term agreements

9.1.1 Please see [annex n](#) for details of the processes to be followed. The Home Ownership Services of HFI carry out the consultation process. Their telephone is 020 7527 7750.

While the principal purpose of the consultation process is to seek the leaseholders' views on the landlord's proposals, the effect of the provisions is to limit the landlord's ability to recover if they do not comply. If the landlord fails to carry out the full consultation procedures, in the correct manner, they are not able to collect or recover service charges above the level of the statutory minimum amounts, that is, **£100** per leaseholder per year in respect of a long-term contract, or **£250** per leaseholder for works to the building. The landlord will have to cover the loss themselves, which may have implications for the Housing Revenue Account and, possibly, the District Auditor. Please click on the following link for further information <http://www.lease-advice.org/councils20frame.htm>.

## **10. A collaborative approach & joint procurement initiatives**

As recommended in the National Strategy, HFI will explore joint working arrangements with other organisations for all types of procurement initiatives.

HFI will seek to work in collaboration with other public sector organisations for the provision of service delivery, e.g. the London Almo Procurement Network (LAPN); Procurement for Housing (PfH).

## **11. Health And Safety**

All organisations are required to comply with the duties imposed upon them by the 1974 Safety at Work Act and subordinate legislation.

Any business employing five or more staff has, by law, to prepare and bring to the attention of their employees a written Health and Safety policy statement and proof of operational procedures for implementing the policies, including risk assessments.

Any business employing less than less than five, must be able to supply copies of policies, risk assessments etc relevant to the work applied for.

Please contact HFI's Health and Safety Manager on 020 7527 2216 for further information and support in the assessment of policies and procedures of tenderers.

### **11.1 Construction (Design And Management) Regulations 1994**

11.1.1 The CDM Regulations apply to a proposed works contract when:

- a) the construction phase lasts more than 30 days; or
- b) the construction phase involves more than 500 person working days; or
- c) any demolition work is involved; or
- d) five or more persons work on the construction phase at any one time.

## **12. Promoting Diversity**

Procurement is a significant function that can advance and support HFI policy on diversity issues. This includes looking at how and where we advertise contract opportunities. To ensure that HFI's contract requirements encourage, so far as is possible, participation from voluntary organisations, small businesses, local and black and minority ethnic organisations. In addition to reviewing specifications to ensure they address the needs of Islington's diverse community.

HFI expect suppliers will use all reasonable endeavours to make sure that their employment policies comply with all statutory obligations as regards discrimination on the grounds of colour, race, nationality, cultural or ethnic origin, marital status, gender, religion, gender reassignment or sexual orientation.

A supplier must, as far as practicable and to HFI's satisfaction, provide such facilities necessary to enable any disabled person or employee or agent to visit the premises where the services are being provided, or at the supplier's premises.





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

Name of Meeting	Date of Meeting	Agenda item	Status
HFI Board	15 <sup>th</sup> January 2007	8	Decision

**Subject of Report:** Efficiency Strategy Review

**1. Synopsis**

- 1.1 Board agreed the HFI Efficiency Strategy in November 2005. This report sets out the proposed amendments to the HFI Procurement Strategy following an annual 'fit for purpose' review.

**2. Recommendation**

- 2.1 That Board approves the amendments to the Efficiency Strategy so that it remains fit for purpose for the coming year.

**3. Background**

- 3.1 HFI has developed a number of high-level strategies since its formation in April 2004. These strategies provide HFI's strategic approach to different aspects of the services it delivers to residents.
- 3.2 Board took the decision that these strategies should be subject to annual review to ensure that they remained fit for purpose in delivering HFI's key objectives. Reviews would also take into account changes in legislation and update strategies in terms of other relevant changes in, for instance, Council policy or standing orders where it has a bearing on an HFI strategy.
- 3.3 HFI's Efficiency and Procurement Working Group (EPWG) have been given the task of making an evaluation of any changes to HFI strategies before making recommendations to the Board of Directors. EPWG considered the first draft of the changes to the Efficiency Strategy at a meeting on the 14<sup>th</sup> November 2006. Subject to minor amendments, which have now been included in the final documents, the revised strategy was approved by EPWG (appended as Appendix 1).

**4. Amendments to the Efficiency Strategy**

The alterations are minor and are intended to update the strategy on changes in process that have occurred since the original strategy was drafted. The changes are:

- A general updating in graphical style to bring into line with other HFI strategies.

- 1.5 – Addition of comment from the Audit Commission on the position of HFI with regard to VFM as set out in the ALMO Inspection report (March 2005) to provide history and context.
- 3.1 - Updating Efficiency & Procurement Review Group (EPRG) to Efficiency & Procurement Working Group (EPWG)
- 3.2 – A paragraph on unit cost calculation methodology, agreed by EPWG in July 2006, has been added.
- 3.5 – This section has been updated to reflect the formation of the Service Review Panel overseeing the service efficiency reviews as well as the service review programme for 2006-07.
- 5.1 – An amendment has been made to the main changes flowing from the Kier Review as these emerge.

After the Board approved the Efficiency Strategy in November 2005, an Efficiency Action Plan was formulated based on the Audit Commission's Key Lines of Enquiry (KLOE) on Value for Money. This plan is monitored on a bi-monthly schedule by EPWG. The Efficiency Action Plan is attached as Appendix 2 in order to update the Board on the progress of implementing the Efficiency Strategy.

## **5. Implications**

### **5.1 Legal Implications**

- 5.1.1 Whilst there is no legal obligation on HFI to have an Efficiency Strategy, the adoption of such a strategy will better facilitate HFI's ability to achieve the efficiency target set by the Government and the Council whilst also enabling value for money to be achieved in the delivery of HFI services.

### **5.2 Financial Implications**

#### **5.2.1 Capital Implications**

Compliance with the best value elements of the efficiency strategy will maximise resources available for capital works.

#### **5.2.2 Revenue Implications**

Efficiency gains outlined in HFI contributions to the Council's Annual Efficiency Statement include efficiencies in revenue budgets that are designed to provide more funding to priority front-line services.

#### **5.2.3 Efficiency Implications**

Understanding of costs and being able to identify areas of comparatively high spend are essential elements for an organisation that regards value for money and efficiency as central to its aims. Unit cost calculation will be an integral part of successful service efficiency reviews and should contribute to substantial efficiency gains in the years ahead.

#### **5.2.4 Risk Implications**

There is a very significant risk to the financial operations of the organisation if annual efficiency savings are not made in line with targets set by LBI.

### **5.3 Equality Implications**

5.3.1 None specific to this report.

### **5.4 Sustainability Implications**

5.4.1 None specific to this report.

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# Efficiency Strategy

**2006 – 2010**

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November 2006

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## Foreword

Homes for Islington (HFI) is Britain's largest arms-length management organisation and began operating in April 2004. Owned by Islington Council, HFI is managed by a board of directors, made up of Islington tenants and leaseholders, council representatives and independent members. We manage approximately 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 January 2005 by the Audit Commission.

In its first year HFI concentrated on establishing itself as an independent organisation and improving its services to residents. The 2 star and excellent prospects for improvement are proof that HFI succeeded in both areas. Over the next two years our target is to continue our improvement of services to residents and get 3 stars. Efficiency and value for money will be key to that three star assessment.

Improving efficiency will be a major benefit to our customers. It will mean better services, focused on what our customers need and it will reduce waste. The government has stated that authorities can retain and reinvest the efficiency gains they make and for HFI customers that means we will be able to use the money we save on additional services for our customers.

**Ann Lucas**

Chair, Homes for Islington Board

## 1 Key Drivers

### 1.1 Best value

The demand for local authorities to improve services and value for money has been a long-standing goal of successive governments. Compulsory competitive tendering in the 1980's required local authorities to tender many services for the first time and many were outsourced to the private sector as a result, with varying success.

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. Competitive tendering was still seen as a key means to improve value for money but was no longer compulsory.

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.

### 1.2 Gershon

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. 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 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

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

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.

### 1.3 Government expectations of efficiency gains

The government expects the social housing sector to achieve efficiency gains worth £835 million a year by 2007-08. Efficiency gains are expected in:

- Procurement of new housing supply
- Procurement of housing capital works
- Delivery of housing management and maintenance services
- Procurement of commodity goods and services

The government has set sector-wide targets for each year 05/06 to 07/08 but has not set individual targets for authorities or social landlords. Each authority is expected to make efficiency gains of 2.5% each year.

(Efficiency Technical Note for Local Government, ODPM, 2005).

Efficiency gains of ALMOs are counted as part of their authority's gains and there is no government requirement for ALMOs individually to meet a target or make 2.5% efficiency gains, although there is a strong expectation that ALMOs will do so.

### **What is an efficiency gain?**

*"Efficiency is not about cuts, but about doing more for the same – raising productivity, increasing effectiveness and enhancing value for money".*

(Social Housing Efficiency Technical Note, ODPM, 2005).

The Efficiency Technical Note sets out four ways in which efficiency gains can be measured:

- E1 Reducing inputs (money, people, assets) for the same outputs. An example would be streamlining the process for dealing with rent arrears, enabling a reduction in the number of staff as a result. This is called a "cashable" efficiency gain because there is a direct cash saving.
- E2 Reducing prices (procurement, labour costs) for the same outputs. This could be achieved by reducing the cost of mobile phones through procuring a new contract. This is also a "cashable" gain as money has been saved that could be spent on other things.
- E3 Getting greater outputs or improved quality (extra service, productivity) for the same inputs. For example, reducing the time taken to complete repairs without any increase in staff, equipment, etc. This is known as a "non-cashable" efficiency gain because no cash is released but efficiency has been improved.
- E4 Getting proportionately more outputs or improved quality in return for an increase in resources. An example would be investing in new equipment for caretakers to use that results in measurable improvements in cleanliness. This is also a "non-cashable" gain if it can be shown that the improvement is greater in monetary terms than the initial investment.

## **1.4 Reporting Efficiency Gains – the Annual Efficiency Statement**

The primary means for local authorities to report their efficiency gains is the Annual Efficiency Statement. 2005/06 was the first year that AES's were required and the requirement was in two parts. A forward look statement in April 2005 looked at planned efficiency gains to be made during 2005/06 and a backward look statement in June 2005 reported gains made during 2004/05.

ALMOs are not required to produce their own separate AES as their efficiency gains should be included in their parent authority's AES. However the efficiency statement process enables HFI to present the outcomes of its efficiency work in a structured way that is useful to the council and allows benchmarking with other ALMOs. HFI will prepare its own annual efficiency statements in accordance with government requirements and submit them to the council for inclusion in the council's submission to government.

## **1.5 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.

The prime focus of the Commission in its first five years of inspections has been on the quality of services and their improvement. Value for money considerations have been secondary especially where services have been poor. However the Audit Commission has made it clear that value for money is to be a prime consideration in the next years and they have reinforced that by issuing a value for money Key Line of Enquiry (KLOE) that sets out the standards they will be looking for in their inspections.

The Value for Money KLOE, No. 32, gives criteria for housing organisations to assess and improve their efficiency and is a key driver for this strategy. The action plan for this strategy (Appendix 1) is linked closely to the standards set out for an excellent three star organisation.

The Audit Commission's report (March 2005) of HFI's services considered that "VFM has been a secondary focus (for the organisation), the prime focus has been on improved service delivery".

## **1.6 Systems thinking**

In September 2005 the Office of the Deputy Prime Minister published an evaluation of three pilot projects that used "systems thinking" to improve service delivery and efficiency in housing management and maintenance. The conclusion of the study was that systems thinking has the potential to deliver wholesale efficiencies in service delivery that yield significant service improvements and both cashable and non-cashable efficiency gains.

Systems thinking looks at whole systems rather than individual components, for example the whole responsive repair process from a tenant's request to completion of the repair taking into account the call centre operation, work allocation and quality control. It involves an analysis of how the current system works and why, an exploration of solutions to eliminate waste and implementation of solutions incrementally and by experiment.

Although systems thinking is not new it has not often been used in the service sector. This study demonstrates that it has potential within the housing service sector.

(A Systematic Approach to Service Improvement, Evaluating Systems Thinking in Housing, ODPM, 2005)

## 2 Efficiency and value for money at HFI

### 2.1 HFI's efficiency objectives

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

Value for money and efficiency have a significant role in HFI's mission. We are committed to providing value for money in everything we do and will ensure we have effective mechanisms in place to test value for money, improve efficiency and improve our service to customers.

### 2.2 Delivering value for money

This strategy describes how Homes for Islington intends to improve its efficiency, make sure all its activities are value for money and meet council and government objectives for efficiency gains. The main objectives for HFI are:

- To improve efficiency and effectiveness of our housing management services and internal support services. We will set up a programme of service reviews with an emphasis on improved efficiency and value for money.
- For construction and property services ensure that each procurement provides value for money through competitive tendering and make all contracts subject to periodic review to ensure value for money is maintained.
- For goods and services such as computer equipment and payroll we will benchmark costs, tender contracts and participate in joint procurement to make sure we get value for money.

Our efficiency action plan (Appendix 1) details the actions we will take to achieve our objectives. Each action has a lead officer and a target date for completion.

We will report the results of our efficiency work each year in the form of the annual efficiency statement required by government from local authorities and provide the statement to the council for inclusion in their submission to government.

### 2.3 Judging value for money

VFM is a comparative concept. No one can say that a product or service is value for money without comparing it with others in the market. By comparing one thing with other similar things it is possible to make a judgement about value for money. The criteria will depend on the item in question. Unless the products are identical the judgement cannot be made on price alone although that will often be the most important single factor. It will require a balancing of factors such as quality, durability, service and consistency together with price or cost.

For landlord services the main value for money criteria are generally considered to be:

- Service cost
- Unit cost
- Quality of service

- Quantitative measures using performance indicators
- Customer satisfaction

Comprehensive information on all these criteria are essential to any efficiency review and will be key factors in the service reviews conducted by HFI.

## **2.4 Reinvesting savings, surpluses and efficiency gains**

The government has stated that each local authority can retain its efficiency gains and reinvest them in their services. Homes for Islington believes that this is a strong incentive to improve efficiency because residents will be able to see how efficiencies improve services. However HFI recognises that it needs a well-defined process to ensure that efficiency gains do convert directly into service improvements and not be used to finance inefficiencies or non-productive expenditure elsewhere.

We will consult with residents and agree with the council on how savings should be reinvested. We will report each year as part of the business planning and annual efficiency statement process how efficiency savings made in previous years have been translated into improvements.

## **3 How we will improve efficiency**

### **3.1 A value for money culture**

Homes for Islington has set up a high level group to direct this strategy and ensure that the value for money objectives are realised on target. The Efficiency and Procurement Working Group (EPWG) is chaired by the chief executive and includes all management team directors and board directors. The terms of reference are at appendix 2.

Achieving efficiency gains and improving services require detailed consultation, analysis and planning in a process that is closely tied in with HFI's business planning process. HFI is a large and complex organisation and the annual budget and business planning process is designed to ensure that objectives are prioritised and resources are available to achieve them. Efficiency proposals, including the outcomes of service reviews, will be included in business planning to make sure we can achieve them and the associated efficiency gains on target. Business planning includes consultation with customers and other stakeholders including the council. The business plan is approved by HFI's board and by the council's executive annually.

### **3.2 Information on service and unit costs**

Information on service and unit costs is a central requirement to the process of testing value for money and improving efficiency. We need to know how much each element of our service costs and we need to be able to compare our costs with others to see where improvements could be made.

HFI completed its first analysis of housing management costs using the Housemark methodology in 2005 and will continue to benchmark its costs regularly. This analysis enables immediate comparison of costs with other similar social housing landlords and ALMOs. The comparison enables HFI to focus in on the areas that have the potential to improve efficiency and value for money.

HFI has also developed a methodology for the consistent and accurate calculation of unit costs and is employing this methodology in service efficiency reviews. We are liaising with HouseMark to see if this calculation methodology is suitable to be deployed nationally, which will enhance HFI's benchmarking capability.

### **3.3 Performance measures**

Performance and quality of service are key elements of any value for money test. For many services we already have performance indicators that we use to manage performance and improve services and these are reported in several ways:

- A quarterly strategic performance report for HFI Board that reports performance of a suite of key indicators and comments and risk assessment by directors on those indicators below target.
- A comprehensive monthly report for senior management team
- A performance report for HFI sub-boards every two months
- A local performance report for each consultative panel

We will continue to develop our suite of performance indicators to cover all our services and devise measures that encourage the right kind of service improvement.

### **3.4 Benchmarking**

Benchmarking is the process of comparing services using both quantitative and qualitative means. Typically benchmarking covers quantitative areas such as costs, performance, satisfaction, and qualitative areas like policies and procedures. HFI is a member of Housemark, the industry-wide organisation run by the Chartered Institute of Housing to promote benchmarking.

Housemark provides benchmarking on a suite of performance indicators that enable quarterly comparison of key housing services. This suite is being enhanced with further indicators to enable comparison of areas that are key to efficiency improvement. HFI will play an active part in developing Housemark's performance indicators and will contribute its data regularly. We will make use of the comparative information to inform us where we need to improve and in conjunction with cost and customer feedback data to determine where efficiency gains can be made.

Housemark also maintains an extensive best practice library that assists benchmarking of policies and processes. Looking at how other organisations do the same tasks can give pointers to how HFI could improve its own processes.

### **3.5 Service reviews**

The services we provide are subject to continuous change as we strive to make them more effective and meet changing customer demand. But development in that kind of incremental way can lead to unintentional inefficiencies and may not be done with a comprehensive overview of the service. Without a periodic comprehensive review it is difficult to ensure that services remain efficient and value for money.

HFI will embark on a programme of service reviews that over a five-year period will cover all its activities; both services provided to customers and internal support services. We will

prioritise the review programme so that we review those services that appear to be the least efficient or effective using the following criteria:

- Current ability to provide the service
- Performance compared with other landlords
- Customer satisfaction
- Cost of the service
- Existence of an external market
- Performance of external providers
- Cost of external providers
- Procurement opportunities
- Opportunities to improve efficiency

A matrix demonstrating how these criteria could be used to score HFI's services is in appendix 3

The service review methodology will encompass many of the features of best value reviews but in a streamlined structure to avoid the time-consuming and bureaucratic format that often results from the best value review process. The methodology will cover the 4 C's of best value:

- Competition
- Consultation
- Comparison
- Challenge

Each review will be conducted by a small team with external challenge provided by HFI's Service Review Panel. This is chaired by the Chief Executive and includes the Director of Resources and the Head of Performance & Service Development as well as Board Directors. Reviews will look at performance and costs using benchmarking information available to us and additional benchmarking where necessary. Each review will look at the scope for competitive tendering and whether there is potential for more creative procurement such as joint procurement with other housing providers. Consultation with customers and other stakeholders are essential elements of the review and we will make extensive use of our existing consultation systems as well as commissioning consultation specific to each review if we do not already have up-to-date information.

The reviews being undertaken in 2006-07 are:

- Customer Access
- Payment Processes
- Antisocial Behaviour
- M&E Planned Maintenance and Capital Works
- Facilities Management

The remaining programme is subject to realignment in light of the 2006 HouseMark benchmarking report.

### **3.6 Business planning, targets and reporting**

Homes for Islington has an annual business planning cycle that co-ordinates with the council's business planning and budget setting cycle. Each year HFI and the council agree the services that HFI will provide and the appropriate management fee to be paid by the council. With the introduction of the efficiency programme we will integrate our business planning with our efficiency planning so that each business plan incorporates the forward-look elements of the annual efficiency statement, the savings in the backward-look and the plans to reinvest those savings.

The government has set a 2.5% annual efficiency target for local authorities. It is for each authority to decide how the target is achieved and how it is spread between its different services. HFI will work to achieve an annual 2.5% efficiency gain unless otherwise agreed with the council.

HFI's board of directors regularly monitors performance at a strategic level. For example it receives a strategic performance report quarterly and a progress monitoring report on its business plan three times a year.

Homes for Islington's board will receive an annual efficiency report from 2006 reporting on the forward and backward look annual efficiency statements, evaluating our performance in achieving efficiency savings in the previous year and reporting how efficiency savings are being reinvested.

### **3.7 Consultation**

Service improvement and efficiency gains cannot be effective without good consultation with our customers and other stakeholders including the council and HFI staff.

Homes for Islington has several well-established forms of consultation that we will use and we will use additional consultation methods whenever we need more information.

#### **Consultative panels**

Nine consultative panels covering seven housing areas, leaseholders and tenant management organisations. The area panels include representatives of tenant and resident associations and elected representatives. All panels meet every two months and are chaired by a panel member.

#### **Business plan challenge day**

The challenge day is an annual event for tenants, leaseholders and all stakeholders to discuss and give their views on HFI priorities for the coming year. In 2006 HFI used an interactive, real-time electronic voting system that proved very popular with participants and gave an equal voice to all attendees.

#### **Residents newsletter**

HFI publishes a quarterly newsletter that goes to all residents.

#### **Staff newsletter**

HFI publishes a quarterly newsletter that goes to all members of staff.

#### **Board and sub-board reports**

All board and sub-board reports other than those that are confidential are published on HFI's website before each meeting and are available for scrutiny.

#### **Liaison with trade unions**

The chief executive of HFI has regular liaison meetings with trade union representatives.

### **Residents satisfaction survey**

HFI conducts regular satisfaction surveys in accordance with the STATUS methodology. This ensures that the results can be benchmarked with other organisations.

### **Leaseholder satisfaction survey**

HFI also conducts a regular satisfaction survey of its leaseholders.

### **Customer feedback initiatives**

HFI uses customer feedback methods such as focus groups, mystery shopping and exit surveys to get specific feedback from customers. Focus groups are commissioned as one-off exercises. We conduct regular call-backs to measure satisfaction of tenants after a repair has been completed. HFI has also commissioned ORC International to conduct a series of mystery shopping exercises.

## **4 Procurement**

### **4.1 Procurement strategy**

Homes for Islington has its own procurement strategy that was agreed by its Board in November 2005. The strategy with its accompanying procurement code defines how HFI will use procurement to improve the efficiency and effectiveness of its services. Procurement is one of the most important tools in improving efficiency and is one of the main considerations in service reviews.

The procurement strategy explains how procurement decisions will be made using option appraisals and how HFI will seek to use the full range of procurement methods available including joint procurement, consortia, effective contract packaging, service level agreements, private finance initiative and e-procurement.

### **4.2 Major works projects**

The largest area of procurement for HFI is for works to achieve the decent homes standard by 2010. HFI tendered for and set up a number of framework contracts with approved suppliers covering:

- Constructors
- Consultants
- Mechanical and electrical specialist suppliers

The framework arrangements rank suppliers by price and quality and the rankings will be reviewed annually and adjusted according to actual performance evaluated against key performance indicators, performance and final project costs compared with tendered costs. Work will be allocated annually and the mechanism is intended to incentivise suppliers to perform and keep costs within the agreed price. Suppliers who fail will be moved lower in the rankings with less chance of receiving work or be removed altogether.

### **4.3 Commodity goods and services**

Commodity goods and services covers items such as stationary, mobile phones, computers, vehicles and banking. Homes for Islington will review its contracts and supply agreements for all goods and services and will procure them through alternative arrangements where better value for money can be obtained. HFI began to review existing arrangements for the supply of services through the council in 2004. The evaluations have shown the route does provide

value for money in some areas, for example the supply of gas and electricity, HR and payroll systems and stationary.

HFI is a member of HouseMark and therefore is an automatic member of the Procurement for Housing Group that aims to achieve savings through large-scale procurement agreements. HFI will participate in this and similar consortia arrangements where they demonstrate value for money.

## **5 Value for money in existing contracts**

### **5.1 Responsive repairs**

Kier Islington carries out responsive repairs (day-to-day repairs done at the request of a tenant and not planned in advance) under a 10-year partnership contract set up by Islington Housing Services in 2000. The clienting of the contract is now done jointly by HFI and the council. A contractual requirement is for reviews after four and seven years after the contract start.

The first review was carried out in 2005 to avoid capacity problems during 2004 (when HFI became an ALMO and was subject to Audit Commission inspections). The review looked at whether the repair services were being performed to acceptable standards and prices and what adjustments could be made to secure service improvement and ensure continuing best value and value for money. The findings of the review were:

- The price of work is mid-range for London
- Performance is high
- The average spend on day-to-day maintenance is consistent with that spent before the contract started.
- The contract appears to be reasonable value for money.

The area found to represent the biggest opportunity for improving efficiency was the cumbersome systems for ordering and approving jobs and variations, and reconciliation of orders. Recommendations from the review have been agreed by all parties and are to be implemented in 2006. The chief changes are:

- A pain-share/gain-share system which shares the results of efficiency gains and incentivises the contractor to complete in one visit and stay within budget;
- Co-location of some areas of client work within Kier's organisation and some areas of Kier's work within HFI to reduce duplication.

These changes will bring considerable efficiency gains, improve working relationships and provide simpler working processes.

### **5.2 Islington PFI for street properties**

Islington's PFI scheme for the refurbishment and management over 30 years of 2300 homes in pre-1919 street properties started in May 2003 and was the first housing PFI scheme in the country. As with all PFI schemes it was designed to transfer risks to the contractor based on a fixed price and agreed financial rates of return. The contract requires the contractor to secure continuous improvement in the way services are provided "having regard to a combination of economy, efficiency and effectiveness".

The contract enables the council to instigate a best value review of the service at least every five years and for recommendations of a best value review to be implemented by the contractor. Efficiency gains resulting from the recommendations could result in a reduction in the fee paid by the council to the contractor.

### **5.3 Service level agreements with the council**

In its first year of operation as an ALMO, Homes for Islington carried out a review of all the services provided to it by the council. This has led in a number of cases to a reduction in the price, a transfer of work or the cessation of the work. The results of the review include:

- Insurance claim handling taken over by HFI from the council
- The council continuing to provide an emergency repair telephone service after soft market testing showed it appears to be value for money;
- Continue to use the council's IT and support systems and market test at a later date;
- More fire safety checks for the same budget
- Facilities management of HFI premises taken over by HFI;
- Occupational health service provided through the council is good value for money;
- Large reductions in the costs of the Council's legal services through a series of mechanisms, including in-house provision of some functions.
- Substantially reduced price for cleansing of paladin bins saving over £50,000;
- Continue to use the council's pest control service as it is reliable, efficient and popular with residents.
- Termination of the Council's planned drainage service which will be replaced through competitive tender.

## **6 Equality and sustainability considerations**

Homes for Islington is committed to providing high quality services that meet the needs of all our diverse community. Improvements in our ability to provide services must include making services more accessible and appropriate to all our customers. We will make sure that our drive to improve efficiency promotes equality and diversity and is never at their expense.

Our equality and diversity strategy details the way in which we intend to promote equality and diversity both in service provision and in employment. Some of the objectives for that strategy tie in closely with this strategy:

- Remove any barriers preventing our customers from accessing our services or participating in our decision-making structures.
- Consult and involve all our customers in our work to promote equality and diversity.

Work with our contractors and partners and those we buy services from to ensure they do not operate discriminatory practices in employment or service delivery and that they adhere to good equalities practice in the employment of their staff and in the delivery of their services, in respect to colour, race, nationality, cultural or ethnic origin, marital status, gender, religion, gender reassignment or sexual orientation.

- Promote a community in which all our residents can live freely of prejudice and discrimination and in harmony with each other.



## Homes for Islington Efficiency Action Plan 2006/10

## ITEM 8 APPENDIX 2

The objectives are derived from the Audit Commission's judgement of what would constitute an excellent, three star, service in its Value for Money Key Line of Enquiry (KLOE) 32.

Objective	Activity	Evidence	Target Date	Lead Officer	Comment
<b>1a</b> Acquire a wide range of clear and accurate information on overall service cost	Maintain membership of Housemark and participate fully in its national ALMO and London boroughs benchmarking clubs	Attendance at meetings and minutes of meetings	Member since November 2004. Ongoing	Simon Kwong	We are currently satisfying this requirement through benchmarking overall service costs via HouseMark
<b>1b</b> Acquire a wide range of clear and accurate information on unit costs	Develop unit cost calculation methodology. Draft programme if key unit costs and timescale for calculation.	Unit cost information emerging through service efficiency reviews. See Customer Access review and Invoice Payment review final reports.	31.03.07	Simon Kwong	HFI has developed a robust methodology for the calculation of unit costs which is being employed in service efficiency reviews. A programme of unit cost calculations has been formulated for completion in 2 phases in Dec 06 and March 07.
	Provide full range of data to the Housemark quarterly PI tracking website.	Data entered for every quarter for all possible PIs.	Data provided within 6 weeks of the end of each quarter	Simon Kwong	2006 benchmarking data received in Sept 2006. Currently being employed to re-configure service efficiency review programme.
<b>2a.</b> Compare service and unit costs with others. Systematically use information to review cost effectiveness	Participate in cost and PI benchmarking; participate in Housemark benchmarking clubs.  Employ unit cost calculation methodology to benchmark with others.	Benchmarking reports.	Ongoing from September 2005.	Simon Kwong	HFI comparing service costs through HouseMark.  Compiling unit costs data and will seek to form own benchmarking club.

Objective	Activity	Evidence	Target Date	Lead Officer	Comment
2b. Identify and tackle high spending early.	Establish and/or participate in benchmarking of other activities that are not part of the Housemark service as part of service review programme	Benchmarking reports.	Ongoing from April 2006.	Simon Kwong	Considerable amount of benchmarking has taken place in both completed service efficiency reviews.
	Use the results of benchmarking to inform decisions on scope for future efficiency improvements and the service review process.	Reports and minutes of EPWG, Management Team and Board. Data included in service reviews.	Ongoing from April 2006.	Simon Kwong	Service review programme 2006-11 agreed by Efficiency and Procurement Working Group 10/01/06. Programme to start April 2006.  EPWG are currently re-examining the service efficiency review programme in light of the recent benchmarking report from HouseMark.
	Identify areas of high spending using service efficiency reviews and HouseMark annual report.	Service Efficiency review reports of Customer Access and Invoice Payments	Ongoing from April 2006	Simon Kwong	HouseMark benchmark report being used to identify high spending areas.
3. Ensure resources follow policy decisions and national and organisational priorities.	Resource allocation included in business planning and used to determine local budgets. Annual business planning process will include an assessment of HFI's strategic aims and policies and national and council priorities.	Reports to Board on business plan and finances.  Annual business plan to identify resources.	September to January annually for the following financial year	Simon Kwong	HFI Business Plan 2006/07 approved by Board 06/02/06.  Proposals in business plan 2007/08 received from managers, staff and customers subject to challenge by the Board. 18 key objectives agreed by Board 23.10.06

Objective	Activity	Evidence	Target Date	Lead Officer	Comment
<b>4a.</b> Ensure areas of higher spending are in line with service priorities.	Spending opportunities to be decided in business planning process with cost implications contained in report to Board when deciding the annual business plan.	Reports to Board.	September to January annually for the following financial year	Simon Kwong	HFI Business Plan 2006/07 approved by Board 06/02/06  BP objectives are checked against budgets and other forms of funding before approval.
<b>4b.</b> Ensure full cost implications are assessed in spend decision-making	Full information on revenue implications and financial forecasts are included in reports with spend implications.	Reports to Board. Reports to MT	Ongoing	Simon Kwong	Agreed that reports to Board, Sub-boards, committees and management team should have the following sub-heads under Financial Implications <ul style="list-style-type: none"> <li>• Capital implications</li> <li>• Revenue implications</li> <li>• Efficiency implications</li> <li>• Risk</li> </ul>
<b>4c.</b> Ensure spend decision-making process fully incorporates customer and stakeholder involvement.	Resident's conference on BP proposals.  Customer participation in service reviews	BP process timetable.  Residents' Conference minutes and results	September 2006 Ongoing	Simon Kwong	Consultative panels incorporated into spend decisions at high and local levels.  Residents' Conference held in Sept 2006. Good results and high satisfaction rating from participants.

Objective	Activity	Evidence	Target Date	Lead Officer	Comment
5. Service users and stakeholders are proactively involved at all stages of efficiency and procurement.	A full range of consultation measures to inform and involve residents in efficiency and procurement decisions including: <ul style="list-style-type: none"> <li>o Annual business plan residents' seminar</li> <li>o Reports to consultative panels requesting feedback</li> <li>o Involvement in service efficiency reviews</li> <li>o Quarterly residents newsletters</li> <li>o Articles in quarterly staff newsletter</li> <li>o Liaison with trade unions</li> <li>o Customer feedback initiatives</li> <li>o Customer satisfaction surveys on major works feeding into procurement decisions</li> <li>o Board involvement in procurement decisions</li> </ul>	Residents' Conference feedback  Kwest consultation reports following major works  Service review reports  Newsletters	Ongoing	Simon Kwong, John Phillips, David Selo, Doug Goldring	We are currently satisfying this requirement  Business plan residents' seminar held September 2006  Report to November 06 consultative panels on 07/08 business plan requesting feedback on proposals  Completed service reviews show involvement of customer consultation in recommendations.  Kwest satisfaction surveys following major works part of decision making process on new works contracts.
6. Capital spending decisions taken with full information on revenue implications and financial forecast of their longer-term impact.	Full information on revenue implications and financial forecasts are included in reports to Investment and Delivery Committee.	Reports to Investment and Delivery Committee	Monthly	John Phillips	EPWG require an annual report to IDC on spend and any revenue implications on that years upcoming programme
7. Capital programme completed on time and within budget	Capital programme spend monitored regularly by HFI Board and Investment & Delivery Committee.	Reports to Board and Investment and Delivery Committee showing progress	Monthly	John Phillips	We are currently satisfying this requirement

Objective	Activity	Evidence	Target Date	Lead Officer	Comment
8. Board and managers use information on costs and service quality to compare with others. This includes information on equity across the community.	Use HouseMark annual benchmarking results on service costs and quality to inform decision making.	HouseMark benchmarking report.  Reports to EPWG using this information to inform HFI decision making	Ongoing	Simon Kwong	Analysis of 2006 HouseMark report to Nov meeting of EPWG  See also 2 and 3
9a. Procurement decisions are taken on an objective basis using a transparent procurement framework	Develop and implement HFI procurement strategy and procedures.	HFI Procurement strategy produced Nov 2005.  HFI procurement Strategy reviewed Nov 2006	November 2006	Simon Kwong	We are currently satisfying this requirement  Procurement Strategy approved by Board November 2005.  Review report to Nov meeting of EPWG
9b. Procurement decisions explore partnering and procurement framework opportunities.	All procurements to follow HFI's procurement strategy and code and explore the full range of procurement opportunities available. Procurements to be documented to show options appraisals and a full audit trail.	Procurement records for each procurement. Reports and minutes of meetings.	Ongoing	Simon Kwong, John Phillips, David Selo, Doug Goldring	We are currently satisfying this requirement  All construction and repairs contracts, when renewed, become partnering contracts, eg <ul style="list-style-type: none"> <li>• Framework</li> <li>• M&amp;E partners</li> <li>• Lifts (South)</li> <li>• Communal heating</li> <li>• Gas (N&amp;S)</li> </ul> Partnering contracts account for 95% of spend

Objective	Activity	Evidence	Target Date	Lead Officer	Comment
10. Innovative contract packaging arrangements and robust exploration of what the market can deliver.	Prepare a programme to review the supply of all commodity goods and services over a five-year period from 2005.	Review programme and audit trail of reviews and procurements	Five year review programme beginning 2005/06	David Selo	We are currently satisfying this requirement  Examples are: <ul style="list-style-type: none"> <li>• Mailing contract</li> <li>• Gas (South)</li> <li>• MFD suppliers</li> </ul>
11. VFM and procurement principles are fully embedded within core service aims.	Develop and implement HFI Efficiency strategy	Efficiency strategy adopted by Board	November 2005	Simon Kwong	We are currently satisfying this requirement  Efficiency strategy approved by Board Nov 2006
	Efficiency implications required in all management and board reports for decision.	Reports to board and management team	From November	Simon Kwong	Financial implications included in all decision reports - efficiency implications included in these where appropriate
	Efficiency targets set into annual business planning process.	Business plan	Annually in December.	Simon Kwong	HFI Business Plan 2006/07 contains efficiency implications
	Procurement strategies developed and implemented	Procurement Strategy and Code	November 2005	Simon Kwong	Procurement Strategy approved by Board November 2005
12. Staff, board, customers, other stakeholders share and are aware of the commitment to achieve value for money (VFM)	Training for Board members	Training notes of Board Away Weekend	14/10/05 and ongoing	Simon Kwong	We are currently satisfying this requirement  Training session held at away weekend 14/10/05
	Briefing for staff	Briefing notes and Managers Seminar Oct 06	November 2005	Simon Kwong	Briefings for staff held at managers' conference 18/10/05 and 24/10/06
	Efficiency strategy on website and intranet	Intranet	November 2005	Simon Kwong	Efficiency strategy and related documents on intranet 08/12/05. On website Jan 2006

Objective	Activity	Evidence	Target Date	Lead Officer	Comment
	Efficiencies suggestions scheme for staff	Responses from staff	Oct 2006	Simon Kwong	Article in Oct Staff Newsletter eliciting suggestions on efficiency from staff
<b>13a.</b> There are clear policies and effective processes for improving VFM.	Develop and implement efficiency strategy and action plan.	Efficiency strategy agreed by Board.	November 2005	Simon Kwong	We are currently satisfying this requirement
<b>13b.</b> The scope for improving cost-effectiveness is kept under review.	Develop a five-year service review programme covering all service areas.  EPWG permanent group, chaired by HFI CE, set up to ensure delivery of the efficiency agenda within HFI	Completed service review final reports.  Minutes of EPWG monthly meetings	31/01/06	Simon Kwong	Efficiency strategy approved by Board Nov 2005 and subject to review Nov 2006 We are currently satisfying this requirement  Service review programme 2006-11 agreed by Efficiency and Procurement Working Group 10/01/06.  Customer Access and payment process reviews completed and being actioned. Reviews of ASB, facilities management and M&E currently underway.
<b>14.</b> Ambitious targets set to improve VFM	Exceed government and council targets each year for efficiency gains.	Targets consistently met or exceeded.	Annually	Simon Kwong	We are currently satisfying this requirement  HFI's forward look for 2005/06 forecast efficiency gains of £3.403m. The AES backward look confirmed that £3.302m efficiency gains were achieved.

Objective	Activity	Evidence	Target Date	Lead Officer	Comment
<b>15.</b> Consistently generate surpluses through improving VFM and reinvest these	As part of annual business plan process, develop and agree with the council plans to reinvest cashable efficiency gains for service improvement.	Business plan	Annually	Simon Kwong	We are currently satisfying this requirement  HFI Business Plan 2006/07 approved by Board 06/02/06.  Ongoing dialogue with LBI on target areas for investment of savings/additional funds  Gas South tender realised £4m efficiency over 5 years. Re-investing £0.5m pa on renewing gas boilers.
<b>16.</b> Work with existing and potential partners and providers to compare and evaluate processes, costs and outcomes and improve VFM.	All contracts and service level agreements contain provision for periodic review to improve value for money.	Contract documentation includes provision for periodic best value review	Ongoing	Simon Kwong, John Phillips, David Selo, Doug Goldring	<ul style="list-style-type: none"> <li>• Annual review of all contracts let</li> <li>• Annual review of BP objectives achievement</li> <li>• Annual review of last AES</li> <li>• Kier Review implementation delivering high level of efficiencies.</li> </ul>
<b>17.</b> Clearly resourced plans to achieve delivery of key priorities including decent homes and sustainable communities	Funding to achieve decent home requirements achieved through ALMO funding, private finance initiative and limited stock transfers.	Capital programme 2005 – 2010  Community Engagement Strategy to Dec 06 Board.	Ongoing	John Phillips	Full spend on decent homes in 2005-06.  Funding for community engagement strategy to be resolved.
<b>18a.</b> Evaluate effectiveness of procurement.	Contract reviews built into specification.  ISSC review meetings.  CAU reviews.		Annually or as otherwise specified in contract	Simon Kwong	Partnering contracts have ongoing assessments of contract performance written into them.  Kier review currently being implemented.

Objective	Activity	Evidence	Target Date	Lead Officer	Comment
<b>18b.</b> Evaluate effectiveness of efficiency gains	Annual evaluation of efficiency and service improvement outcomes. Evidence of improvements in services or facilities demonstrated by satisfaction surveys, performance information and cost comparisons.	Annual backward look of AES.  Efficiency improvements made to services through service reviews will be evaluated.	Annually	Simon Kwong	HFI produces an annual AES, which includes a backward look at efficiencies achieved in the previous year. The AES is reported to HFI's Board and forwarded to LBI for inclusion in their AES.
<b>18c.</b> Evaluate effectiveness of service improvements	Monthly performance monitoring by MT. Strategic performance monitoring by Board Benchmarking with other providers against performance and cost	MT Performance report Board reports HouseMark benchmarking reports	Annually	Simon Kwong	Annual tenant satisfaction surveys. Marked improvement in satisfaction levels noted in Aug 06 MORI tenants satisfaction survey.  Formal evaluation of service improvements to be undertaken following development of template evaluation considered by SMT in Aug 2006.



Report of	Team	Job Title
John Philips	Chief Executive	Director of Property Services

Name of Meeting	Date of Meeting	Agenda item	Status
HFI Board	15 <sup>th</sup> January 2007	9	Decision

**Subject of Report:** Health and Safety Policy Review

## 1. Synopsis

1.1 The report seeks approval for the updating and review of Homes for Islington Health and Safety Policy and the methods for communicating the policy.

## 2. Recommendations

That Board:

2.1 Approves the amendments to the Health and Safety Policy so that it remains fit for purpose for the coming year.

2.1 Agrees that safety guidance cards supporting the policy on a range of specific safety topics continue to be developed and agreed by the HFI safety committee.

## 3 Background

3.1 The Health and Safety at Work Act requires all employers with five or more employees to have a written safety policy.

3.2 Homes for Islington (HFI) is required by law to have a written safety policy, which sets out the organisations commitment, organisation and arrangements for health and safety. The policy must be reviewed regularly and kept up to date. The policy must be signed and dated by the Board of Directors and the Chief Executive.

3.3 The first Homes for Islington Health and Safety Policy was developed, printed and distributed to all staff in June 2004 following its approval by Board. The policy sets out a commitment to develop a positive safety culture within the organisation and to strive to continuously improve safety performance.

3.4 In a constantly changing environment it is important to ensure that the policy remains up to date, effective and reflects a realistic and practical approach to health and safety. It should also be a useful tool for management and staff in promoting a safety culture, safe systems of work and risk management.

3.5 Due to some major changes to the organisation since the launch of the first policy in 2004 an update was required. The policy was updated in June 2006 and distributed to staff via a priority message in July 2006 prior to the British Safety Council audit. The organisation being able to demonstrate an up to date safety policy helped in HFI achieving the 5 star award.

3.6 The main changes to the policy are:

- Policy statements updated.
- Clause added to state that, if the Health and Safety Executive prosecutes an individual employee directly under section 7 of the Health and Safety at Work Act 1974, HFI will not take any responsibility.
- Organisation charts updated.
- Health and safety consultative structure charts updated inline with changes to safety committees.
- Arrangements section of policy updated and thinned down with hyperlinks added to further information held on the intranet.

3.7 The use of facilities such as priority messages and the intranet for the distribution and wider access to the policy have been developed since 2004. It is therefore proposed to distribute the safety policy to all staff with access to e-mail and the intranet by use of those media, with read receipts collected from the priority message to confirm transmission of the document.

3.8 Hard copies of the HFI safety policy will need to be printed and distributed for staff without access to e-mail and the intranet and to be sent out with contracts of employment for new starter to HFI, although the numbers and costs of printing will be greatly reduced.

3.9 Safety guidance cards have also been developed to support the information contained in the policy. The safety guidance cards are approved at each HFI safety committee, chaired by the Director of Property Services and cover a range of specific safety related topics, providing simple, straightforward advice and guidance to managers and staff. The safety guidance cards are added to the health and safety page of the HFI intranet along with standard template forms, meeting minutes and other related safety information.

3.10 The Board's Human Resources Committee (HRC) approved the policy on 27<sup>th</sup> September 2006.

## **4 Implications**

### **4.1 Financial Implications**

4.1.1 Capital implications:

None specific to this report.

4.1.2 Revenue implications:

The costs to produce 500 copies of the policy will be in the region of £2500.

4.1.3 Risk implications:

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

4.1.4 Efficiency implications:

Communication of the policy will be via priority message and intranet which will save the costs and materials involved in printing.

## **4.2 Legal implications**

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

## **4.3 Equality implications**

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

## **4.4 Sustainability implications**

- 4.4.1 All minor updates will be carried out and communicated in digital format only. Major updates and re-prints will only be carried out when there have been significant changes to the organisations, legislation or other factors that outdate the policy. The regulations have the potential to consider the environmental impact of substances used at work, although this is not the primary objective of this regulation.

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

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

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# Health & Safety Policy

Safety doesn't happen by accident



Partners with Islington Council for Decent Homes  
**Homes for Islington**  
Improving housing through partnership  
[www.homesforislington.org.uk](http://www.homesforislington.org.uk)



INVESTOR IN PEOPLE



**Stonewall**

Diversity Champions  
PROMOTING DIVERSITY IN THE WORKPLACE



**Homes for Islington**

improving housing through partnership

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## Policy Statement from Homes for Islington Board of Directors

Homes for Islington Board of Directors recognise and accept its responsibilities to provide a safe and healthy environment for all its employees, residents, contractors, members of the public and other stakeholders. Homes for Islington will have a responsible and thorough approach to health and safety. Safety will be integrated into all aspects of our work.

Homes for Islington Board of Directors will ensure that board decisions reflect our intention that good health and safety management is integrated into all aspects of the work we do and the services we provide.

Homes for Islington Board of Directors have appointed a Service Director with responsibility for health and safety, reporting to the Chief Executive and the Board of Directors.

Homes for Islington strive to provide high quality, cost-effective and efficient services to its many customers. Continual improvement in health and safety management will remain a priority. Homes for Islington will co-operate with its partners and contractors to develop a positive safety culture.

We encourage you to safeguard your health, safety and welfare by evaluating the risks that you encounter and adopt sensible precautions to minimise the risks to both yourself and others.



**Anne Lucas**  
**HFI Board Director**

*Anne Lucas*

## Policy Statement from Homes for Islington Chief Executive and Service Directors

Homes for Islington will strive to provide and maintain safe working environment where our staff enjoy working and have opportunity to develop.

We also aim to adopt a customer centred approach when delivering our housing services that puts the residents at the heart of everything we do.

We recognise that our staff are our greatest asset and we are confident that together we can deliver a service to be proud of.

We believe that real progress can only be achieved by a continuing commitment to improving health and safety standards in the day-to-day conduct of the business. We consider that every member of staff should play a part in the development of a positive safety culture within our organisation.

We will only be effective if every individual plays there part in maintaining high standards of safety at work for the benefit of our employees, residents, partners, members of the public and other stakeholders.



Eamon McGoldrick  
HFI Chief Executive



Doug Goldring  
HFI Director of  
Operations



John Phillips  
HFI Director of  
Property Services



Simon Kwong  
HFI Head of  
Performance  
and Service  
Development



David Selo  
HFI Director of  
Resources

## Organisation

Homes for Islington is organised into four divisions:

- Operations
- Property Services
- Resources
- Performance and Service Delivery

Homes for Islington will meet its statutory responsibilities so far as the health, safety and welfare of its staff, service users, partners and members of the public and other stakeholders are concerned.

We are all responsible for our own safety, the safety of staff under our control and the safety of our many service users, partners and members of the public and other stakeholders. In undertaking our roles we must appreciate that some of the people we come into daily contact with, represent the most vulnerable members of society. In addition, during the normal course of your duties, many of you face people who maybe upset or aggressive. This is another reason why we all have to be exceptionally alert in order to safeguard our own health, safety and welfare and the safety and welfare of our customers.

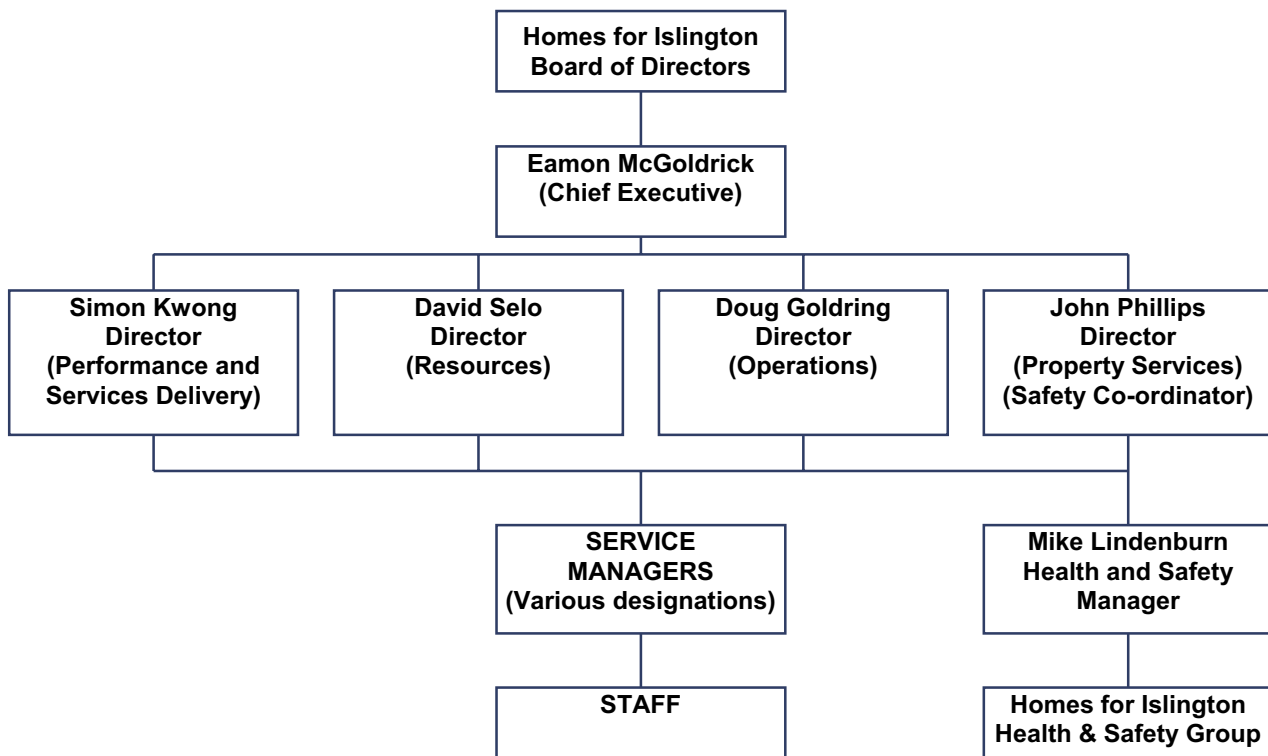
Every member of staff must set personal examples around health and safety and contribute to the development of a positive safety culture throughout Homes for Islington. You should remember that you could face disciplinary action, and/or prosecution by the Health and Safety Executive if you interfere with or misuse anything provided in the interests of health, safety and welfare or put other persons at risk of harm through your acts or omissions. Homes for Islington will not take responsibility for any prosecutions of employees under Section 7 of the Health and Safety at Work etc. Act 1974.

### Homes for Islington Organisation Chart

This diagram shows the people, within Homes for Islington who:

- Control key resources.
- Can resolve health and safety issues
- Provide health and safety advice.

The diagram is not designed to be a comprehensive organisational structure chart.



## Health and Safety Responsibility

**The Board of Directors and Chief Executive** of Homes for Islington have overall responsibility to ensure the provision of a safe working environment, procedures, management systems, advice and training of employees and persons who may be affected by the operations of Homes for Islington.

**Service Directors** assist the Board of Directors and Chief Executive in fulfilling these responsibilities and have extensive health and safety responsibilities. They are expected to ensure that:

- Appropriate and adequate risk assessments are carried out
- Periodically review the effectiveness of safety policies and risk assessments
- Ensure that health and safety responsibilities are properly assigned and accepted at all levels
- Provide adequate resources to meet health and safety requirements
- Ensure that safe materials, plant and equipment are provided and used safely
- Implement and monitor health and safety management systems
- Circulate safety policies and guidance throughout service areas
- Ensure accidents and incidents are reported and investigated and lessons are learned that will reduce the likelihood of a similar incident
- Obtain competent health and safety advice and keep other senior managers informed
- Ensure that individual managers undertake their health and safety responsibilities including fire drills, workplace inspections and risk assessments etc.
- Consult with staff on matters affecting health, safety and welfare
- Ensure that training plans for their service include appropriate health and safety training
- Ensure all statutory registers and records are kept

**Homes for Islington Safety Co-ordinator** is a director responsible for the administration of the health and safety arrangements within Homes for Islington. Responsibilities include the preparation of information, guidance and operating procedures and the monitoring of safety policies, practice and procedures. The Safety Coordinator chairs the Homes for Islington Health and Safety Committee.

**Homes for Islington Health and Safety Manager** reports to the Safety Coordinator and manages the Health and Safety Group. The Health and Safety Group responsibilities are to:

- Develop safety policies and guidance.
- Provide health, safety and welfare advice
- Undertake safety audits of premises where staff work.
- Provide technical input and support to health and safety committees.
- Provide advice to client, designers and constructors.
- Assess construction phase health and safety plans.
- Carry out construction site visits where projects covered by the Construction (Design and Management) Regulations are in progress.
- Assist line managers to investigate accidents and incidents.
- Receive accident and incident reports.
- Report to the coordinator on health and safety incidents and issues.
- Provide quarterly health and safety reports to management.
- Develop and deliver safety training.
- Manage health and safety related services provided to Homes for Islington under contract or service level agreements, such as occupational health and asbestos management.
- Liaise with partners and external agencies including Islington Council, Health and Safety Executive, Fire Brigade, Police etc.

**Managers and supervisory staff** must ensure that health and safety policies and guidance are implemented. In particular, they must ensure that staff under their control are familiar with risk assessments and fire drills etc.

Managers and supervisors have a duty to ensure the health, safety and welfare of persons under their control and to ensure that safety requirements are adhered to by themselves and their staff. They must carry out risk assessments of the work, which their staff undertake and ensure that staff are informed of the hazards identified and that risks are appropriately managed.

Managers should undertake risk assessments with their employees, to ensure they understand the hazards, which have been identified, and the control measures, which are designed to eliminate or reduce the risks. The risk assessments must be recorded in writing and communicated to all staff,

including agency or temporary staff. Risk assessments should be periodically reviewed to ensure they remain valid. Risk assessments should be completed and reviewed during annual performance development review (PDR) sessions; any training needs identified through the risk assessment can be added to the PDR and training plan.

Managers must ensure that:

- Safety systems and procedures are in place and practised e.g. fire drills.
- Equipment is regularly checked and tested for defects.
- Staff are competent to carry out their roles.
- Workplace inspections are carried out regularly.
- Risk assessments are completed and reviewed.
- Suitable controls are implemented to remove, reduce and manage risks.
- Staff are supervised and adhere to safety instructions and undertake necessary training.

Managers must investigate incidents and complete accident report forms. As part of this task, managers should review risk assessments and controls to reduce the likelihood of incidents being repeated.

**All staff**, whatever role or grade within Homes for Islington, have a legal duty to:

- Take reasonable care of the health and safety of themselves and others who may be affected by their acts or omissions at work.
- Co-operate with Homes for Islington, as far as maybe necessary, to enable them to carry out their legal duties in health and safety matters.
- Not intentionally or recklessly interfere with anything provided in the interests of health, safety and welfare

Generally, we are all required to manage safety and protect health “so far as is reasonably practicable”. Remember that Homes for Islington will not take responsibility for any prosecutions of employees under Section 7 of the Health and Safety at Work etc. Act 1974.

## Homes for Islington Safety Structure

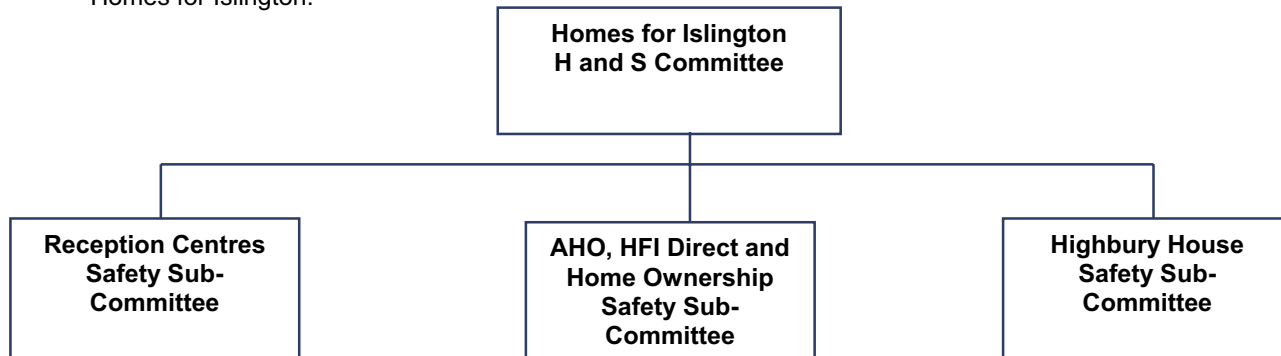
### Consultation structure

Homes for Islington has an effective system of consultation to ensure that employees are consulted in good time on health and safety matters. The consultation structure is supported by effective arrangements for dissemination of information through safety committee meetings, team meetings, e-mail, intranet, posters, briefing sessions and training etc.

Homes for Islington consultation framework is:

- Homes for Islington Safety Committee, chaired by a Director with management, employee and/or Trade Union representatives from each Division.
- Service Safety Sub-Committees, chaired by Directors or Senior Managers with management, employee and/or Trade Union from relevant service areas
- Team Meetings, with health and safety as a standing agenda item, chaired by Service Managers with supervisors and employee representatives.

These arrangements ensure that the requirements of the Consultation with Employees (Health and Safety) Regulations 1996 are met. The chart below shows the existing safety committee structure in Homes for Islington.



## Arrangements

### Induction

It is essential that any new member of staff is made familiar with the health, safety and welfare provisions in their workplace and in particular the emergency and first aid arrangements. They should also be aware of the risk assessments and hazards that have been identified and resulting control measures, which have been introduced to minimise the risk. During such induction, the manager should identify whether the person has received appropriate training and is familiar with any equipment provided. In addition to local induction training, Homes for Islington holds regular corporate induction training. All staff should attend an induction training session within the first few months of employment.

Please see Homes for Islington intranet site for further information  
<http://home/myEmployment/induction/index.asp>

### First Aid Arrangements

Managers must assess the need for the number of first aiders required in different workplaces and identify staff to undertake training. The location of first aiders and first aid box should be clearly displayed. First Aiders are responsible for keeping first aid boxes and supplies replenished.

Please see Homes for Islington intranet site for further information.  
<http://home/healthSafety/hsGuidance/first%20aid%20guidance.pdf>

### Accident/Incident Reporting Procedure

Completed accident/incident (HSR1) forms should be forwarded to Homes for Islington Health and Safety Group. If an incident results in serious injury or a person being taken to hospital, the Health and Safety Group must be informed immediately as there is a need to investigate the incident and/or to notify the Health and Safety Executive under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR).

Managers should investigate incidents to see whether recurrence can be prevented. If an incident is potentially serious or represents a pattern of unsuitable behaviour, steps, including the review of previous risk assessments, should be initiated to prevent a recurrence.

It is particularly important to report all near-miss incidents in which harm or damage to property may have occurred but did not on this occasion. Accurate reporting of near-miss incidents can help to prevent harm to persons or damage to property in future.

Please see Homes for Islington intranet site for further information  
<http://home/healthSafety/hsForms/accident%20and%20incident%20reporting%20guidance.pdf>

### Hazard Awareness and Reporting Procedure

All staff should report any defects or hazards they encounter to ensure that the issues can be dealt with swiftly. This is particularly important for staff who carry out inspections of properties, estates or offices. Staff should report issues and keep records so that they can follow up to check that the issues have been addressed. Some issues to consider are:

- Are all moving parts of machinery or equipment adequately guarded to prevent unauthorised access to moving parts e.g. in lift motor rooms
- Is there danger of falling objects e.g. broken glazing or debris on roofs or communal landings
- Are walkways reasonably even and free from major defects to prevent slips, trips and falls e.g. loose or raised paving slabs or carpet tiles
- Are edges protected to prevent falls e.g. by a handrail
- Is there a risk of people being trapped by things collapsing or falling e.g. heavy doors
- Is there a risk of contact with a harmful substance e.g. inappropriately stored chemicals

- 
- Are all electrical installations and equipment adequately protected e.g. are all electrical intake cupboards locked, wires and leads in good condition and warning signs displayed
- Is there a possibility of contact with sharp items e.g. broken glazing or discarded syringes

Please see Homes for Islington intranet site for further information

<http://home/healthSafety/hsForms/accident%20and%20incident%20reporting%20guidance.pdf>

## **Safety/Employee Representatives**

Trade unions have appointed a number of representatives within Homes for Islington but you may not have a representative at your workplace. Homes for Islington recognises that consultation is an important feature in the promotion of a positive safety culture. If you wish to apply to become a safety representative contact your union representative or the Health and Safety Group. If you have a concern about a health and safety or welfare issue, discuss the matter with your manager or seek advice from your union representative or the Health and Safety Group.

Please see Homes for Islington intranet site for further information

<http://home/healthSafety/hsReps/index.asp>

## **Risk Assessment**

The management of Health and Safety at Work Regulations places a duty on employers to evaluate the various work activities carried out by their staff and undertake risk assessments. It is recommended that managers and staff undertake risk assessments in partnership, because the resulting control measures should be jointly 'owned' and implemented.

The process of carrying out risk assessments has been formalised and linked to the performance development review (PDR) system. Risk assessments will be reviewed on an annual basis or where there is a significant change in working arrangements.

During PDR managers and staff should review risk assessments to ensure they are valid and that control measures remain effective. Risk assessments should be amended, where appropriate, with agreement between managers and staff. Copies of risk assessments should be signed, dated and retained by managers and staff, an additional copy should be sent to Homes for Islington HR section.

Any training needs identified in the risk assessment can feed into the PDR and training plan. Training in undertaking risk assessments is available from the Homes for Islington Health and Safety Group.

The steps involved in risk assessments are:

- Identify the potential hazards associated with the work
- Identify the people who maybe harmed
- Determine the frequency that harm could occur
- Determine the seriousness of the injury that may arise
- Identify control measures which can remove or reduce the risk
- Issue instructions to implement control measures and review regularly

### **Areas to be covered include:**

- Means of escape at the workplace
- Violence and aggression
- Lone working
- Manual handling
- Use of display screen equipment
- Use of machinery, tools, equipment or chemicals
- Protection of young persons and new or expectant mothers

Please see Homes for Islington intranet site for further information

<http://home/healthSafety/hsGuidance/risk%20assessment%20guidance.pdf>

## Asbestos

The policy of Homes for Islington is to identify the location of asbestos containing materials and inform people so that they do not unwittingly disturb it. Asbestos containing materials in good condition should normally be left in-situ and periodically checked to ensure the materials remain in good condition.

If you encounter what you believe to be asbestos in your workplace, inform your line manager who should inform the Health and Safety Group. The fact that asbestos is present does not necessarily mean that it is hazardous, but it is vital that contractors and others are made aware of its presence, so that they and you are not exposed to risk if it is disturbed. It is vital that any contractor is made aware of asbestos containing materials present before they start work. In workplace buildings this should be done by the Premises Manager and contractor completing the permit to work.

Asbestos surveys have been carried out on workplace buildings and domestic housing properties for many years. The reports from these surveys are held on the Corporate Asbestos Database. Premises Managers should also have a file, which includes copies of asbestos reports and permit to work forms.

Training on the management of asbestos has been carried out for staff involved in specifying asbestos works or those managing premises and buildings, further training can be organised if required. Briefing sessions for management and staff have also been carried out on asbestos management systems. For further information or to discuss training needs, please contact Learning and Development or the Health and Safety Group.

Homes for Islington's Asbestos Management System and the Corporate Asbestos Database have been included in Health and Safety Executive guidance (HSG 227) and are recognised as being examples of good practice.

Please see Homes for Islington intranet site for further information  
<http://home/healthSafety/asbestos/index.asp>

## Fire Safety

The Fire Precautions (Workplace) Regulations 1997 and the forthcoming Regulatory Reform Order require Homes for Islington to carry out a written risk assessment of fire precautions and means of escape at its workplaces. Fire risk assessment training has been carried out for premises managers and those persons identified as having responsibility for day-to-day management of buildings.

The Health and Safety Group and Building Control also carry out health and safety and fire safety audits of all workplace buildings, reception centres and some high-rise residential blocks.

### **The building where you are based, should have:**

- An alarm system or means of raising an alarm, which is audible to all building occupiers
- Structural fire precautions designed to restrict the spread of fire
- Means of fighting fires through suitable fire extinguishers
- Adequate signage guiding to safety and identifying doors which should be kept shut, the location of fire extinguishers and emergency call points
- An evacuation procedure, including disabled persons

In addition, some buildings will have an emergency lighting installation and a system for detecting the presence of smoke or heat. Each site should have trained fire marshals.

### **Managers should ensure that:**

- All staff are aware of what to do in the event of fire
- Fire alarms are tested weekly
- Fire doors are not propped open
- Evacuation procedures are practised at least twice a year

Homes for Islington will arrange for regular checks of electrical appliances and the maintenance of fire warning systems and fire fighting equipment through contractual arrangements. The maintenance of records and logbooks is essential. Please see Homes for Islington intranet site for further information <http://home/healthSafety/hsForms/fire%20safety%20guidance.doc>

## Inspections

The manager responsible for the building where you are based, should carry out routine inspections of the building at least four times a year and is encouraged to carry out such inspections accompanied by a trade union safety representative, if appointed.

## Training

Homes for Islington has a comprehensive training strategy where health and safety training is given a high priority, because we recognise the need to employ competent staff. If you feel that you would benefit from particular training, discuss the issue with your manager during your performance development (PDR) review. Homes for Islington will endeavour to provide suitable training to meet the needs of individuals within its overall training strategy and needs of the organisation.

There is a wide variety of online health and safety training courses available to Homes for Islington managers and staff, courses include:

- Display screen equipment (DSE)
- Fire Safety
- Office Safety
- User Workplace Assessment (UWA)

There are additional on line courses available including:

- Asbestos awareness
- Personal Protective Equipment (PPE)
- Work at Height
- Electrical Safety
- Manual Handling
- RF Worker

There is also a range of health and safety training courses and seminars including:

- Display screen equipment (DSE) assessors
- First aid at work
- First aid appointed person
- Fire prevention (Fire Marshal and Fire Risk Assessment)
- Risk assessment
- Asbestos Management
- Construction (Design and Management) Regulations (CDM)
- Manual Handling

Please see Homes for Islington intranet site for further information <http://home/myEmployment/learningDevelopment/trainingCourses/index.asp>

## Display Screen Equipment (DSE)

If you have difficulties with your workstation arrangements complete the online DSE module and the User Workplace Assessment or ask for a display screen equipment workstation self assessment form. Your office should also have a trained DSE assessor who will carry out a workstation assessment. If you think that your eyes need to be tested, complete the application form and an appointment will be arranged. Please see Homes for Islington intranet site for further information <http://home/healthSafety/hsForms/display%20screen%20equipment%20safety%20guidance%20card.doc>

## Lone Working

People working alone either at a site, or visiting service users, may encounter situations where they need to summon help, staff must co-operate with management systems designed to ensure their safety, including keeping their teams aware of their location and remaining in regular contact with their office by mobile phone. Managers must include lone working in risk assessments, where required.

Risk assessments may need to be undertaken in respect of individuals, whose behaviour is erratic or have previously adopted threatening or violent behaviour. It is not advisable for a member of staff to visit tenants alone if court proceedings are pending and discussions could be misrepresented in court.

Staff who regularly visit construction or other hazardous sites must be provided with appropriate personal protective equipment. Staff must sign in at the contractor's site office prior to going onto site and must also adhere to the contractor's site rules.

Please see Homes for Islington intranet site for further information  
<http://home/healthSafety/hsGuidance/Personal%20safety.pdf>

## Violence and Aggression

Homes for Islington is determined to ensure that staff who provide services to others do not have to put up with intimidation and violence.

'Violence at work' includes any incident where staff are verbally abused, bullied, harassed, threatened or assaulted whilst working. It includes:

- Any type of verbal abuse, which causes distress.
- Aggressive or violent behaviour from co-workers, other professionals, clients or members of the public.
- Attacks on employees' property.

All incidents of violence or aggression towards staff, members of the public and contractors should be reported on a HSR1 form. On receipt of completed HSR1 forms the Health and Safety Group will update Iworld with a warning flag against the name of individuals who have been violent or aggressive. Staff must check these details for guidance prior to home visits or interviews.

Being exposed to violence and aggression at work is unacceptable and staff should not be expected to put up with verbal abuse and assaults as part of their work. A review of building security should periodically be carried out and any additional security measures that are implemented will be designed to enhance the safety of staff, visitors and service users, whilst maintaining a customer focussed layout.

Homes for Islington takes this issue very seriously and recognise that this can lead to employees suffering with stress unless they have the appropriate support. Staff should be encouraged to report incidents of verbal or physical abuse and Managers must support those staff through debriefing and discussion and offer confidential support through the Employee Assistance Program (EAP) or Occupational Health, if required.

Please see Homes for Islington intranet site for further information  
<http://home/healthSafety/hsGuidance/Personal%20safety.pdf>

## Disabled or Injured Staff

If you have injured your back, or other part of your anatomy (including repetitive strain injury), suffer from dermatitis, allergic reactions to protective clothing or have other conditions, which your work/workstation may affect, you should discuss the issue with your line manager. Homes for Islington is concerned for your health, safety and welfare and will endeavour to ensure that your work does not exacerbate the situation by making reasonable adjustment, where possible.

Procedures for fire or emergency evacuation should be developed in consultation with disabled staff; they are often best placed to advise on any specific issues. Training will be provided for use of evacuation chairs and other equipment.

Please see Homes for Islington intranet site for further information  
<http://home/healthSafety/hsForms/fire%20safety%20guidance.doc>

## **Control of Contractors**

Homes for Islington employ contractors from approved lists or via framework arrangements to undertake a range of works on its behalf. The principle contractor is responsible for site safety and the safety of subcontractors, particularly when various contractors are working simultaneously on a site. It is their duty to ensure that contractors undertake their work without jeopardising the health and safety of staff, tenants, the public or others. If you have any concerns about contractors safety procedures contact Homes for Islington Health and Safety Group.

Homes for Islington Health and Safety Group and the Clerk of Works undertake regular site audits of works carried out under the Construction (Design and Management) Regulations to ensure contractors are complying with health and safety plans and method statements.

## **Electrical Equipment**

Homes for Islington undertake a programme of electrical testing of appliances through contractual arrangements. It is important that you regularly check to see that the electrical equipment that you use are in good working order. If you observe frayed wiring, broken socket outlets or switches, any sign of charring that indicate that sparking has occurred, inform your manager and take the electrical appliance/circuit out of use immediately.

Portable electrical appliances should have a portable appliance test (PAT). Check that the appliance has a sticker showing when it was last tested. Although there are no strict rules on how frequent the tests should be carried out, between one and five years is a guide. Electrical items in regular use that are handled such as hand-tools or kettles would be inspected and tested more frequently than items that are not handled or moved regularly, such as a fridge or computer.

Testing of other electrical equipment such as the electrical installation in the building and appliances that are hard wired into the system should be tested via electrical installations testing. Electrical installations testing should be carried out once every five years.

Managers, supervisors and staff should check they have test certificates and inventories for all portable electrical appliances. Premises Managers should check that the electrical installation has been tested.

Please see Homes for Islington intranet site for further information  
<http://home/healthSafety/hsGuidance/electrical%20safety%20guidance.pdf>

## **Furniture**

It is important that furniture is suitable for its use, modern furniture is upholstered in fire resistant materials. It is important that furniture supports your back and encourages you to adopt a correct posture. If you suffer from back, shoulder or neck pain or your furniture is defective or does not comply with the Display Screen Equipment Regulations, please discuss these issues with your line manager and complete a DSE self assessment form.

Please see Homes for Islington intranet site for further information  
<http://home/healthSafety/hsForms/display%20screen%20equipment%20safety%20guidance%20card.doc>

## Gas Systems and Appliances

All gas boilers and appliances are serviced under contract, it is important that Premises Managers ensure annual gas safety checks are completed and they receive a copy of the CP12 certificate.

Be aware that carbon monoxide poisoning may cause drowsiness. Carbon monoxide is a colourless, odourless gas, which is emitted when a boiler is not burning properly or there is a defect in the boiler flue or ventilation is inadequate. Report any defects immediately.

If a colleague has been rendered unconscious, do not go to their aid, as you may also become a casualty, call the ambulance and fire brigade. Try to ventilate the room they are in and isolate the gas supply, if possible.

## Hazardous Substances and Infectious Diseases

Homes for Islington use very few potentially harmful chemicals. It is important that you read the labels on products that you use and take appropriate precautions. If in doubt, ask your line manager for the chemical safety data sheet. Managers should review the list of products used and carry out COSHH risk assessments. The use of bleach should be avoided and ideally cleaning agents with anti microbial properties should be used instead.

A risk is posed by the transmission of infections, diseases and parasites from other people, vermin or from body fluids such as blood or vomit. These hazards should be highlighted on the risk assessments of staff that are likely to be exposed to harmful infection. Information on infection control should be included in risk assessments; a referral should be made to Occupational Health for further advice or immunisation, if the level of risk is significant. You should, in any event, inform your doctor about the work that you do so that he/she can be alerted to any risks you face and advise you on whether you need to improve or maintain your immunity status. Many inoculations are available free of charge from your GP under the public health program.

Homes for Islington provide Hepatitis B inoculations for certain groups of staff identified as being potentially at risk through the risk assessment process. Most Homes for Islington staff are not considered to be at significant risk but managers and staff should discuss any concerns with the Health and Safety Group.

## Lifts, Hoists and Manual Handling

Homes for Islington manage various lifts, which are maintained and serviced under contracts. Staff, particularly caretakers, have to undertake a range of manual handling tasks and may need specific equipment and training to handle difficult loads.

If you are expected to move heavy or awkward items, you should receive appropriate training in current moving and handling techniques. Moving and handling includes lifting, carrying, pulling and pushing, your back can be easily damaged if you twist or stretch whilst moving an item.

The moving and handling of persons is a highly specialised skill, Homes for Islington staff should not attempt to lift and handle persons. Staff should attempt to make persons as comfortable as possible and telephone the emergency services for assistance. Manual handling training is available from the Health and Safety Group.

There is an increasing use of edge protection or access systems. Edge protection systems include high-tension cables and the wearing of a safety harness. It is important that installations are serviced and tested every twelve months and that persons required to wear safety harnesses are properly trained. Personal safety harnesses require testing every six months.

Please see Homes for Islington intranet site for further information  
<http://home/healthSafety/hsGuidance/manual%20handling%20guidance.pdf>

## New and Expectant Mothers

There are many occupational conditions that may affect your health during pregnancy. Managers now have to undertake risk assessments to avoid risks to health of new or expectant mothers arising from working conditions such as working night shifts, or contact with physical, chemical or biological agents.

The issues relevant to Homes for Islington include:

- Backache from prolonged standing or from manual handling or bad posture at work
- Injuries from assaults or trauma and stress from aggression
- Early shift work, where morning sickness can be an issue, and tiredness through prolonged working hours
- Exposure to infectious agents and chemical toxins that could cause miscarriage or harm to the foetus
- Availability of suitable areas and possible a fridge for new mothers to express and store milk

Suitable facilities may need to be made available for new mothers wishing to express breast milk whilst at work. In most cases a private office or first aid room would be suitable.

Please see Homes for Islington intranet site for further information

<http://home/policiesProcedures/HR%20Policies/MATERNITY%20GUIDELINES%20FOR%20EMPLOYEES.pdf>

## Personal Protective Equipment

The Personal Protective Equipment (PPE) Regulations require suitable personal protective equipment to be supplied and used at work whenever there are risks to health and safety that cannot be controlled by other means. You must wear safety clothing or use the protective equipment that is provided to you. If you find problems with the clothing or equipment provided, inform your manager.

The requirement for provision of personal protective equipment should be highlighted through risk assessment. It should be remembered that there is a hierarchy of control for managing risks:

- Try to eliminate or remove the hazard.
- Reduce risk by providing information, instruction, supervision and training.
- Use PPE as a last resort. PPE will always fail to danger and it will only protect the wearer.

## Safety Signs

Managers should consider the need for signage during their inspections. If you feel that there is a hazard that is not adequately signed or see that a sign has been vandalised or removed, inform your manager.

Emergency routes should be clearly signed throughout buildings; the signs should be white on a green background and must include pictorial signs. Emphasis should be on removal of potential hazards rather than installing warning signs.

## Stress at Work

Many aspects of the work that Homes for Islington undertakes are potentially stressful, not least coping with people with challenging behaviour or being confronted by aggression.

Do not be afraid to talk through the issues with your manager during supervision, before situations get beyond your ability to cope and cause stress. Homes for Islington can provide counselling where needed and can offer a variety of methods of support to staff, including the employee assistance program (EAP) and Occupational Health.

Some definitions of stress are:

- That which arises when the pressures placed upon an individual exceeds the perceived capacity of that individual to cope – Confederation of British Industry (CBI).
- The reaction people have to excessive pressure or other demands placed upon them – Health and Safety Executive (HSE).

It is important therefore to differentiate between stress and pressure, whilst some pressure can be acceptable and can help to motivate, stress is never a good thing as individuals have reached a point where they feel they are no longer able to cope.

Managers and staff should be aware of stress issues in the workplace and should include stressors in risk assessments. If staff feel stressed due to circumstances at work, such as workload or deadlines they should be discussed with your line managers.

## **Occupational Health**

Homes for Islington offers a free, independent and confidential occupational health service to all its staff. If you need to make an appointment with the Occupational Health service, please complete a referral form and send direct to Occupational Health. If you are making a self-referral, you must advise your manager if the appointment is within work time. You do not have to disclose confidential information to your manager.

If you are to visit Occupational Health for the first time, or are not familiar with the service, we hope the following information will be of some help in understanding the Occupational Health services role and how they might be able to help. Occupational Health provide a service for many different employers but all assessments follow the same process. The advice given very much depends on your own personal circumstances and health problems.

Occupational Health have a team of Nurses and Doctors trained in Occupational Health supported by our experienced administrators. They will be happy to answer any questions you may have.

You will see one of the nurses or doctors for a routine occupational health assessment. This does involve going through quite a lot of questions to get a full history in order to focus on the main issues that are affecting your health and work. Most appointments are for half an hour unless you are told otherwise. It is important you attend on time so that you do not cause delays for those following you or have to cut short your visit. If you are late you maybe asked to return at another time and this would be a wasted visit for you. Homes for Islington is informed about any non-attendance or postponed appointments.

All staff know that they must not disclose any personal or health details to anyone else, including your employer, without your consent.

If you have been referred by your employer, it is the Occupational Health services role to assess your health and advise you and your employer about how this affects your work. They will advise whether or not you are fit for your normal duties and whether certain restrictions need to apply to allow you to do some work safely. Occupational Health staff will also try, wherever possible, to give some indication of the time-scale for recovery.

Occasionally Occupational Health have to consider if redeployment or retirement is appropriate. They also advise on disability and some health and safety issues. If you have already told your employer what is wrong with you, then some information about how this affects your work can be a bit more explicit, but generally the employer does not need to know the specific nature of any condition in order to manage your work situation safely.

Occupational Health will talk to you about whether it is appropriate to contact your employer. If it is advisable to do so, you will be informed of any advice to be given.

Your health must be the priority and we do not want to do anything that will make this worse. At the same time we do not encourage employees to stay off work any longer than is necessary as this

might put the job at risk. So, there may be times when Occupational Health need to advise staff to return to work on some temporary restrictions to safeguard their health and support their recovery, e.g. after an operation.

If Occupational Health need more medical information from your doctor or specialist they can only do this with your consent. The procedure will be explained to you when you visit. Any medical reports come to Occupational Health and not to your employer.

You may access any of your records held in the Occupational Health department in accordance with the Data Protection Act. Reasonable photocopying charges can be made.

## **Employee Assistance Program**

Homes for Islington offer a free, independent, confidential advice and support service to all staff. There are a team of experts on hand to make your life easier – whether you need information, advice or simply someone to listen to you. You can call them about anything from consumer issues to finances or your general well being.

The Employee Assistance Programme (EAP) is available any time, day or night, on any day. It is free and in total confidence. This service is brought to you by PPC.

By calling the free phone number (0800 282 193) your PPC advisor will work with you towards a positive outcome. They aim to answer your query there and then, or link you with the right advisor for more specialist advice. They will give you the opportunity to meet one of their fully qualified counsellors near to your home or place of work. Your PPC counsellor will work with you towards a positive outcome.

PPC is an independent body and any information and support that is given is completely confidential. Homes for Islington offer this service to you and your family and household members completely free of charge.

Please see Homes for Islington intranet site for further information  
<http://home/myEmployment/employeeAssistanceProgramme/index.asp>

## **Temporary and Agency Staff**

All temporary and agency staff must be given the same level of protection as any other member of staff. It is important that they are warned about potential hazards and are informed about risk assessments, safety instructions and fire drills etc.

When appointing agency staff, risk assessments covering similar duties should be forwarded to the agency, stipulating that staff must have the necessary competence and personal protective equipment such as protective footwear etc.

## **Kitchens, Toilets and Washing Facilities**

Your workplace should have adequate welfare and sanitary facilities. Toilets, washing facilities and kitchens need to be kept in a clean condition and good order. Please keep them hygienic and inform your manager if they are defective. It is vital that you keep communal kitchen areas in a hygienic condition.

## **Vehicles**

Whether you drive your own vehicle or one provided by Homes for Islington, you must check to ensure that it is safe and roadworthy before use and that you have appropriate insurance cover.

## Visitors

Visitors are required to wear identification whilst on Homes for Islington premises; it is necessary to know who is on the premises at any point in case there is an emergency. Visitors should be shown where welfare facilities are and should be informed of evacuation procedures or be escorted at all times.

## Water Systems

Every workplace and home should be provided with a supply of mains water. If you have concerns about the quality of your drinking water, sampling can be organised. If service users such as, elderly persons or young children, come into contact with water in excess of 43 degrees centigrade they could be burned or scalded.

Whilst the need for water to be dispensed at a temperature that will not scald is recognised, there is also a need to maintain hot water supplies at a temperature high enough to prevent the growth of legionella bacteria and to keep storage tanks clean. Legionella cause a serious infection through breathing in contaminated droplets. Sources of droplets, such as showerheads, should be kept clean through regular maintenance and disinfecting with mild detergents.

## Young Persons

Homes for Islington care for and find employment for a wide range of vulnerable people. If you employ a young person you must undertake risk assessments that take their inexperience, perception of risk and immaturity into consideration.

## Your Safety and Security at Home

There are many ways you can improve the safety and security of your home.

### Preventing burglaries

- Close all windows and lock entrance doors when you go out, even for a short time. Most thefts occur during the day and only take a few minutes.
- Fit window locks – they are relatively cheap but effective
- Make sure ground floor windows and windows near pipes or flat roofs are closed at night
- Never leave keys under a mat or on a string inside the letterbox
- Don't advertise that you are going away from home for example, by leaving notes for callers
- Remember to stop newspapers, milk and other deliveries when you go on holiday
- Leave an address with police or a neighbour in case anything happens whilst you are away
- Always ask callers to prove their identity before letting them in. If you are suspicious call the police

### Fire Prevention

Many fires in the home are caused by simple carelessness, so please:

- Put cigarettes out properly before emptying ash trays.
- Don't smoke in bed.
- Don't dry or air clothes around fires.
- Keep matches away from children.
- Put fire guards around fires.
- Unplug or switch off all electrical equipment not being used, look out for danger signs of faulty appliances or wiring such as: hot plugs and sockets, fuses that blow for no obvious reason, lights flickering, scorch marks on plugs and sockets.
- Close all doors before going to bed.
- Take extra care when frying chips or other foods – never leave a chip pan unattended. If it catches fire smother it with a damp cloth – do not throw water on the pan.

Smoke alarms save lives. They give you those vital extra few moments to get your family out of harm's way. Please fit them in your home – they are relatively cheap and easy to install. Check that they carry a quality mark such as the European Conformity mark (CE). You should also check and replace the batteries from time to time to make sure they are in full working order. Most smoke alarms are fitted with a test button so that you can easily check the smoke alarm is working.

#### **If fire breaks out:**

- If it is safe to do so close all doors to prevent fire spreading.
- Get everyone out quickly.
- Call the Fire Brigade using 999 and give the exact address of the fire. Use a mobile phone, a neighbour's phone or public call box – never go back into your home to use your own phone.
- Stay out of your home until the Fire Brigade tells you it is safe to return.

#### **Home Improvements, Repairs and DIY**

More people are killed as a result of accidents in the home than are killed on the roads every year. Many of these accidents occur because people are unaware of potential dangers. Many of these accidents could be avoided by following some useful tips and guidelines.

##### **General**

- Always plan the work you are going to do, read instructions carefully and make sure you have the right tools for the job.
- Never do anything that you are unsure of; get expert help.
- 

##### **Ladders**

- Do not use stepladders that are in poor condition.
- Do not use ladders that are not properly secured.
- Do not over stretch whilst up a ladder.

##### **Electricity**

- Ensure plugs are fitted with the correct fuse for the appliance.
- Always use a circuit breaker when working with electricity or using drills or lawnmowers etc.
- Always switch electricity off at the mains before attempting to do any electrical jobs.
- Make sure all electrical tools and cables are in good condition.
- Take care to avoid tripping over trailing wires.

##### **Tools**

- Keep tools in good condition, store them safely.
- Keep sharp tools safely covered.
- Use protective gloves, glasses, masks and other equipment to protect yourself.
- Make sure you know where electric wires and other services are before drilling through walls.

##### **Chemicals**

- Always read the label.
- If you have an accident involving a chemical such as splashing it on your skin or a child drinking something. Take the container with you to the hospital; this will help them treat you.
- Make sure there is good ventilation when using cleaning fluids and bleach.
- Store chemical and adhesives away from children.
- Take care with garden chemicals.

##### **Garden**

- Do not use tools unless you are competent. Tools such as chain saws can be lethal.
- If you hire tools or equipment make sure the shop shows you how to use them properly and safely.
- Always use a circuit breaker when working with electricity or using things like drills or lawnmowers.
- Wear sturdy shoes and other protective clothing.
- Do not light bonfires or barbecues near other flammable materials.
- Never use petrol or paraffin on a barbecue.

## **Accidents**

- Keep a first aid kit handy.
- Keep calm.
- Don't move the person unless you have to.
- If you think the person may have been electrocuted, do not touch them until you are sure the electricity is switched off.
- Run burns and scalds under cold water.
- If it looks serious, get help, call a doctor, go straight to hospital or dial 999.

## **Asbestos**

### **What is asbestos?**

Asbestos is a naturally occurring mineral. The rock is crushed and processed to produce long thin fibres, which has been added to thousands of different types of building materials.

### **Why was asbestos used?**

Asbestos has excellent tensile strength, is heat and fire resistant and in the past was relatively cheap to produce.

### **Asbestos materials in your home**

Asbestos has been used in many different products over the years and could be contained in materials inside and outside your home such as:

#### **External**

- Roof sheets, tiles and roofing felt.
- Gutters and downpipes.
- Wall cladding and coatings
- Soffit boards
- Panels beneath windows.

#### **Interior**

- Partition walls.
- Panels behind electrical equipment and meter cupboards.
- Panels lining service ducts in blocks of flats.
- Panels on access hatches.
- Heater cupboards around domestic boilers.
- Panels behind or under heaters.
- Panels on or inside fire doors.
- Bath panels.
- Floor tiles and linoleum products.
- Textured coatings (artex).
- Gaskets, rope seals and panels in boilers.
- Lagging to pipes.
- Cement water tanks.
- Toilet cisterns

### **Is there a risk to my health?**

Asbestos containing materials in good condition do not pose a risk to your health. Try to ensure that anything you think may contain asbestos remains in good condition and is sealed with paint.

Damaged asbestos-containing materials can be repaired; removal is generally a last resort.

### **Home Improvements, Repairs and DIY**

Don't drill, sand or scrape anything you think may contain asbestos when you are carrying out any home improvements, repairs or DIY,

Always soak wallpaper before removing. If possible use a steam stripper and then gently peel away the paper before re-decorating.

Don't try to remove textured coatings from ceilings. Wash any areas of flaking paint before repainting or skim over with new plaster.

Don't try to remove old floor tiles or linoleum. Leave them in place and lay new floor coverings over them.

**Advice for homeowners**

Homeowners are responsible for the repair and maintenance of their own properties, including any materials that may contain asbestos. Specialist laboratories can sample suspect materials to confirm or refute the presence of asbestos.

If you wish to have any suspect materials sampled, contact the United Kingdom Accreditation Society (UKAS) at 21 – 47 High Street, Feltham, Middlesex or by telephone on 020 8917 8400. They will be able to provide you with details of your local accredited analysts.

If you wish to have any asbestos materials repaired or removed, contact the Asbestos Removal Contractors Association (ARCA) at 237 Branston Road, Burton Upon Trent, Staffordshire or by telephone on 01283 531126. They will be able to provide you with details of your local licensed asbestos removal contractors.

**Remember asbestos containing materials in good condition are SAFE.**

*\* Safety doesn't happen by accident \**

# Health & Safety Policy

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[www.homesforislington.org.uk](http://www.homesforislington.org.uk)



**Homes for  
Islington**

improving housing through partnership



**Stonewall**

Diversity Champions  
PROMOTING DIVERSITY IN THE WORKPLACE



TRANSLATION  
AVAILABLE



INVESTOR IN PEOPLE

June 2006

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**Report back from Human Resources Committee (HRC)**  
**30 November 2006**  
**Eddie Niles – Chair**

**Investors in People**

- HRC noted feedback from the Investors in People (IIP) profile assessment of HFI in 2006 and agreed to receive further feedback on IIP profile and HFI's action plan in March 2007.

**Election of Chair**

- HRC agreed to defer the election of Chair to its next meeting on 25<sup>th</sup> January 2007.

**Kier Review**

- HRC noted a report outlining the proposed changes to the way Voids are managed and re-serviced. HRC agreed that an update report would be provided to HRC at a future meeting to include feedback from consultation with the trade unions and staff.

**Staff Attitude Survey**

- HRC agreed the proposed timetable and content of the 2007 survey.

**Strategic HR Matters**

- HRC noted a report providing an update on the various HR issues that have a strategic impact on HFI.

**Performance Management**

- HRC noted the significant issues or changes that have occurred since being reported to HR Committee (HRC) on 27<sup>th</sup> September 2006.

**Employee Assistance Programme Monitoring**

- HRC noted a report outlining the last two quarterly reports from PPC Worldwide, the Employee Assistance Programme (EAP) providers.

**Forward Plan**

- HRC agreed the forward plan.

**“Meet the Board” event**

- HRC discussed the outcomes of the “Meet the Board” event held at Highbury House on November 29<sup>th</sup> 2006 and agreed that the chair of HRC would discuss the outcomes and future of the programme with other board members.

**Report back from Investment and Delivery Committee (IDC)****6 December 2006****Theresa Coyle – Chair****Presentation by Walker Management and Rider Hunt**

- IDC noted a presentation by Walker Management and Rider Hunt on the role of project management for the Capital Programme.

**Tender Approvals**

- IDC agreed Tender Approvals for Contract 15 (Elthorne Estate) and Contract 21 (Taverner Square Estate Area).

**Financial Progress on Delivery of 2006/07 Capital Programme**

- IDC noted a report on the financial progress of the 2006/07 Capital Programme.

**Community Safety 2007/08**

- IDC agreed to delegate to the Director of Operations which schemes should be proposed to be included in the 2007/8 program under the Community Safety Initiatives Budget heading and to be put forward to Consultative Panels in January 2007 for comment.

**Contract Approval Schedule update**

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

**Forward Plan**

- IDC agreed to move the item on Value for Money and Framework Contracts to the meeting on 7<sup>th</sup> February 2007.

**Report back from Investment and Delivery Committee (IDC)**  
**3 January 2007**  
**Theresa Coyle – Chair**

**Final Programme Allocation 2007/08**

- IDC agreed that there will be no separate sustainability budget for 2007/8 and onwards, but that any requirement is considered from the Tenant Compact or Community Safety programmes.
- IDC agreed the strategy for renewal/ improvement works.
- IDC agreed the provisional 'main framework' programmes for 2007/8 to 2010/11.
- IDC agreed the 2007/8 'stand alone' programmes and fees in the sum of £10.165m and referred this to HFI Board for approval.

**Tender Approval**

- IDC agreed a Tender Approval for the Reception Centres and that IDC directors would inspect the progress of the works in summer 2007.

**Financial Progress on Delivery of 2006/07 Capital Programme**

- IDC noted the financial progress of the 2006/07 Capital Programme and agreed a revised budget of up to £1.974m for subsidence issues at Holly Park and Twyford House.

**Risk Register**

- IDC noted the current assessment of the risks within its remit.

**Contract Approval Schedule update**

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

**Forward Plan**

- IDC agreed the forward plan.

**Future Meeting Dates**

- IDC agreed to meet on a 2 month cycle starting in April 2007.

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

**Election of Chair**

- CSSB elected William McGarvie as Chair and Kate Barns as Vice-Chair until the next Annual General Meeting (AGM) in 2007.

**Validation of Capital Programme**

- CSSB considered the latest position of the future Capital Programme following comments from the Panels and referred the agreement of the programme to Investment and Delivery Committee (IDC) and the Board for approval.

**Performance Indicators**

- CSSB received and noted a report giving the performance indicators for October 2006.

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

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

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

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

**Report Back from TMOs/TMCs**

- CSSB noted a report back from TMOs/TMCs and agreed that a report on the new and clearer financial monitoring standards of TMO's/TMC's would be provided at next meeting.

**Risk Register**

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

**Report Back from Consultative Panels**

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

**Forward Plan**

- CSSB agreed the forward plan.

**Report back from Managed Property Sub-Board (MPSB) -  
13 December 2006  
Jessie White – Chair**

**Election of Chair**

- MPSB elected Jessie White as Chair and Louise Round as Vice-Chair until the next Annual General Meeting (AGM) in 2007.

**Voids Reservicing**

- MPSB noted a report providing an overview of the voids reservicing process and highlighting some of the issues. MPSB also noted some of the future developments.

**Validation of the Capital Programme**

- MPSB considered the latest position of the future Capital Programme following comments from the Panels and referred the agreement of the programme to Investment and Delivery Committee (IDC) and the Board for approval.

**Performance Indicators**

- MPSB received and noted a report giving the performance indicators for October 2006.

**Risk Register**

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

**Operational Services Delivery Strategy**

- MPSB noted a report providing an update on the actions taken in regard to the area housing office restructure.

**Update on petitions received by Area Panels**

- The report was noted.

**Consultative Panel Feedback report**

- The report was noted.

**Forward Plan**

- MPSB agreed the forward plan and specified that the Responsive Repairs item on 14<sup>th</sup> February 2007 would include an update on the Kier Review.

**Report back from Finance Working Group (FWG)****4 January 2007****Adam Borrie – Chair****Area Office Restructure**

- FWG noted a report outlining the cost implications and approved the proposals for funding the review.

**Service Director Scrutiny**

- FWG scrutinised the budget of the Director of Operations for 2006-07 and considered any areas of growth and efficiencies that could be achieved.

**Budget Monitoring 2006/07 – Month 8**

- FWG noted a report summarising the latest position on the HFI Managing Agent Account and providing details of the Housing Capital Account spending to date.

**Forward Plan**

- FWG agreed to move the item on the scheme of financial delegation and the item on the Scrutiny of budget of the Director of Property Services to the meeting on 1<sup>st</sup> March 2007.

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

Date of meeting	Items on the Agenda	Status
26th February 2007	Strategic Performance PIs for 2007/08	D
	Business Plan 2007-12	D
	Equality and Diversity Strategy	D
	ICT Strategy	D
	Risk Management	D
	Strategic Performance Management	M
	HFI Business Plan Objectives 06/07 (qtr 3) and December Pis	M
	Kier Review	I
	Breakdown of resident overcrowding	I
	Contract Approvals	D