

Homes for Islington Board of Directors
Agenda 26 February 2007
6.30 PM to 8.30 PM

Boardroom

Highbury House, 5 Highbury Crescent, London N5 1RN

Item	Presenter	Subject	Status	Page number	Duration
		Open items			
1	A Lucas	Welcome/Apologies/Introductions	Information	Verbal	6.30 – 6.35
2	A Lucas	Declaration of interests	Information	Verbal	6.30 – 6.35
3	A Lucas	Questions received from the public and questions from the floor	Information	Verbal	6.35 – 6.55
4	A Lucas	Minutes of 15 th January 2007 and matters arising	Decision	1-6	6.55 – 7.00
5	A Lucas & E McGoldrick	Chair and Chief Executive Report	Information	Verbal	7.00 – 7.05
6	E McGoldrick	Business Plan 2007 – 12	Decision	7-50	7.05 – 7.25
7	E McGoldrick	Risk Management	Decision	51-70	7.25 – 7.40
8	E McGoldrick	Performance - HFI Business Plan Objectives 2006 (qtr 3) and December Performance Indicators	Decision	71-92	7.40 – 7.50
9	E McGoldrick	Performance - Financial and Capital Programme Management	Monitoring	93-96	7.50 – 8.00
10	E McGoldrick	Equality and Diversity Strategy update	Information	97-102	8.00 – 8.10
11	E McGoldrick	Kier Review Implementation Update	Information	103-107	8.10 – 8.15
12	E McGoldrick E Niles A Lucas W McGarvie J White	Reports back from: a) Efficiency and Procurement Working Group 16 th January 2007 b) HR Committee 25 th January 2007 c) Chairs Agenda Planning Working Group 29 th January 2007 d) Contracted Services Sub-Board 13 th February 2007 e) Managed Property Sub-Board 14 th February 2007	Information	108-113	8.15 – 8.20
13	A Lucas	Forward Plan	Decision	114	8.15 – 8.20
14	A Lucas	Any other business and date and time of next meeting (provisional) - 6.30pm, Monday 23 rd April 2007, Highbury House	Information	Verbal	8.15 – 8.20
		Confidential item			
1	E McGoldrick	Contract Approval – Insurance Procurement	Decision	1-3	8.20 – 8.30

**Homes for Islington
Board of Directors Meeting
Minutes of 15th January 2007
Highbury House, 5 Highbury Crescent, London N5 1RN.**

Present: Ann Lucas (Chair), Kate Barns, Paula Belford, Caroline Jenkinson, Louise Round, Adam Borrie, Barbara Coventry, John Gilbert, Richard Greening, William McGarvie, Eddie Niles, Barbara Sidnell, Des Smith, Steve Town (Directors)

In attendance: Eamon McGoldrick (Chief Executive)
Mike Sims (Governance Team Manager)
Wendy Gajadhar (Governance Officer – Minutes)

Apologies: Jessie White (Vice Chair), Theresa Coyle, Claudia Webbe (Directors)

	ITEM	ACTION
1	<p>Welcome/Apologies/Introductions</p> <p>a) The Chair opened the meeting at 6:31pm. b) The chair gave apologies for Jessie White, Theresa Coyle and Claudia Webbe.</p>	
2	<p>Declarations of Interest</p> <p>a) William McGarvie declared an interest in matters relating to the Witness Protection Service.</p>	
3	<p>Questions received from the public and questions from the floor</p> <p>a) There were no questions received in writing from the public. b) The following questions were received from Brian Potter:</p> <p>Question 1: "In view of Government's proposals to extend the decent homes standard beyond 2010, can you tell me what HFI's position is on this?" <i>A: Like all other ALMO's, HFI and LBI has been asked to re-profile it's spend beyond 2010. HFI and LBI have met DCLG and confirmed in writing that Islington's position is that it should not extend delivering decent homes beyond 2010. DCLG has stated that an announcement on re-profiling funding to ALMO's will not be made until Summer 2007.</i></p> <p>Question 2: "When will I be able to see a copy of the Report following the Audit Commission's recent inspection?" <i>A: HFI has itself, not received the inspection report. However, unlike a public commission inspection report, this inspection is actually owned by the Commission and will not be made public as in the case of any compulsory inspection.</i></p>	

	<p>Question 3: "Is it the case that any of the recently announced sales by LBI of commercial assets will be used to fund the Decent Homes Programme?" A: <i>Decent Homes funding is provided through DCLG's funding programme. Whether or not LBI intends to use any of its receipts to fund other housing capital programmes is a matter for LBI.</i></p> <p>Question 4: " Is FITA's current office on the list of proposed LBI commercial sales?" A: <i>HFI is unaware whether this is proposed or not, but will enquire. In any event the issue of FITA's future premises is the subject of separate FITA/HFI discussions.</i></p> <p>c) The following is a summary of questions received from Mr. E. Hockenjos:</p> <ul style="list-style-type: none"> i) Question on HFI's complaint policy. ii) Question on querying alleged Board refusal to take ownership of question asked at Board 4/12/06. iii) Question on HFI's methodology for counting complaints. iv) Question on responsibilities of landlord for utility payments in decanted properties. v) Question on failure of landlord to notify tenant of contractor forcing entry. <p>d) In response, Eamon McGoldrick, Chief Executive, agreed to take responsibility for collating a written response to the questions within 10 working days.</p>	
4	<p>Minutes of last meeting 15th January 2007 and matters arising</p> <p>Matters arising:</p> <p>a) Page 5, item 4d) – It was noted that this item is still outstanding as it was agreed at the last Board meeting that staff would consider whether to include "Neighbourhood Engagement" in any of HFI existing strategies.</p> <p>The minutes were approved as an accurate record.</p>	Simon Kwong
5	<p>Chair report and Chief Executive report</p> <p>a) Chair's report</p> <ul style="list-style-type: none"> i) The Chair had nothing to report. <p>b) Chief Executive's report</p> <ul style="list-style-type: none"> i) The Chief Executive informed the Board that the National Federation of ALMOs announced on 9th January that Arm's Length Management Organisations and Tenant Management Organisations are to be afforded the powers to apply for Anti-Social Behaviour Orders. A guidance note from DCLG is expected in the spring. 	

6

Capital Programme 2007/08 -2010/11

- a) Eamon McGoldrick introduced a report for decision that included the results of consultation with Consultative Panels and the recommendations of the Investment and Delivery Committee (IDC) to Board of a capital programme for 2007/08 to 2010/11
- b) Board noted the concerns IDC members had already raised at its meeting on the 3/1/07 on the format of the report that had been presented to Consultative Panels in November and whether staff with the appropriate technical expertise had been present.
- c) Some concerns were raised by Directors :
 - i) That the report did not sufficiently detail what HFI expects the overall programme to cost as opposed to what HFI expects to spend
 - ii) That the apparent preallocation of 40% of the 2011/2012 programme seemed to indicate a requirement for prudential borrowing
 - iii) That a proposed estimated unit cost for the decent homes programme remained unclear
 - iv) That assurances be given that the proposal to fund £3.1m on sustainability work was permissible given DCLG's criteria for decent homes spend.
 - v) Whether or not the funding received from DCLG was inflation-linked
- d) In response, the Chair and Chief Executive asked Board to note:
 - i) An assurance that HFI can deliver decent homes within projected resources although there was a recognition it may not be able to address all non-decent homes issues within the same timescale
 - ii) In the last year of the programme HFI's expectation is to rely upon funding from LBI's capital programme rather than prudential borrowing
 - iii) Regular reports will be made to IDC on the issues of unit costs
 - iv) Decent Homes funding permits 5% expenditure on sustainability to safeguard overall refurbishment packages
 - v) Although DCLG funding was uplifted for inflation (currently at 4%) all ALMOs are expected to achieve 2% per annum efficiency savings. Effectively, therefore, the funding is not inflation proof
- e) Board noted that IDC and Finance Working Group (FWG) were currently considering the most appropriate method by which Board would, in future, monitor expected funding and resource allocation against planned expenditure.
- f) IDC members asked Board to note that they had considered the same issues raised at the meeting when agreeing to recommend the programme.

The Board agreed:

	<p>a) Appendices B) C) & D) of the report as the provisional 'main framework' programmes for 2007/08 to 2010/11. Richard Greening asked for it to be recorded that he was opposed to this recommendation</p> <p>b) The 2007/08 'stand alone' programmes and fees in the sum of £10.165m and noted 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.</p>	
7	<p>Procurement Strategy Review</p> <p>a) Eamon McGoldrick introduced a report for decision on the proposed amendments to the HFI Procurement Strategy following an annual 'fit for purpose' review.</p> <p>b) It was noted that monitoring the strategy would be fall under the responsibility of the Efficiency and Procurement Working Group (EPWG) in conjunction with the Senior Management Team.</p> <p>c) Board noted that there had been minor changes with regard to legal or technical issues.</p> <p>d) Board agreed that EPWG should review the strategy in relation to sustainability and the green procurement agenda.</p> <p>The Board approved the amendments to the Procurement Strategy so that it remains fit for purpose in the coming year.</p>	Simon Kwong
8	<p>Efficiency Strategy Review</p> <p>a) Eamon McGoldrick introduced a report for decision on the proposed amendments to the HFI Efficiency Strategy following an annual 'fit for purpose' review.</p> <p>The Board approved the Efficiency Strategy so that it remains fit for purpose in the coming year.</p>	
9	<p>Health and Safety Policy Review</p> <p>a) Eamon McGoldrick introduced a report for decision seeking approval for a revised HFI Health and Safety Policy and the continued development of safety guidance cards.</p> <p>b) The Board agreed that the policy statement on Health and Safety Executive prosecution (pg. 76, Item 9 - 3.6) would be revised to read "prosecutes and convicts".</p> <p>The Board approved the amendments to the Health and Safety Policy so that it remains fit for purpose in the coming year.</p> <p>The Board agreed 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.</p>	John Phillips
10	Report back from Contracted Services Sub-Board - 12 December 2006	

	<p>The report was noted.</p> <p>Report back from Managed Property Sub-Board - 13 December 2006</p> <p>The report was noted.</p> <p>Report back from Investment and Delivery Committee - 3 January 2007</p> <p>The report was noted.</p> <p>Report back from Finance Working Group - 4 January 2007</p> <p>The report was noted.</p>	
11	<p>Forward Plan</p> <p>The forward plan was agreed.</p>	
12	<p>Any other business and date and time of next meeting</p> <p>a) It was agreed that staff would advise the Board on where, if at all, the Decent Homes Programme would involve modernising units which currently only had outside bathroom facilities.</p> <p>b) Staff confirmed to Board that discussions with LBI on the cost of work to leaseholders where commercial units were involved would result in recharges to the commercial lettings rather than whole costs being born by residents.</p> <p>c) Board noted that it seemed likely that where LBI intended to sell off freeholds where tenants remained in occupation that such units would be leased back from the new freeholder. It was agreed that staff would advise the Board on when LBI/HFI will write to residents affected by the disposal of LBI Commercial property.</p> <p>d) Next meeting at 6.30pm, Monday 26th February 2007, Highbury House.</p>	<p>John Phillips</p> <p>Doug Goldring</p>

There being no further business to conclude the Chair closed the meeting at 7:41 pm

Chair: Ann Lucas

Date

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

Name of Meeting	Date of Meeting	Agenda item	Status
Board	26 th February 2007	6	Decision

Subject of Report: Business Plan 2007/12

1. Synopsis

- 1.1 This report presents the final draft of next year's business plan for approval by Board.

2. Recommendations

That Board:

- 2.1 Approves the content and format of the draft business plan 2007-08 (Appendix A).
- 2.2 Agrees to delegate to HFI's Chief Executive the following amendments and additions that will be necessary after the date of this meeting:
- Signed off Annual Efficiency Statement
 - Final position on the Management Fee
 - Outstanding performance indicator information as per paragraph 3.7
- 2.3 Considers options for the level of detail in financial information set out on pages 13 and 14 of the Business Plan.

3. Background

- 3.1 Service Directors began developing the 2007/08 Business Plan in May/June 2006. The proposals were subject to challenge by the Finance Working Group (FWG) in two sessions conducted in July 2006. Based on these responses, a table of 2007/08 proposals was drafted.
- 3.2 On the 4th July a meeting of the Extended Management Team asked HFI middle managers to make their own proposals for service improvement. These new proposals were considered by the FWG at a further challenge session on the 26th July.
- 3.3 In order to feed in residents' priorities, expectations and ideas to the business planning process, HFI held a residents' conference in September 2006. The conference proved to be very successful and provided several more ideas and suggestions that either confirmed proposals already identified or produced new ideas for consideration.

- 3.4 The Board gave in principle agreement to the content and format of the draft Business Plan at the Board Meeting of 4th December 2006.
- 3.5 The changes made to the draft since that meeting centre on the recommendations made by the Audit Commission following their Voluntary Improvement Work inspection that ended on the 15th December 2006. Their findings are reflected in additional objectives (1.3, 2.2 and 3.3) on pages 30-34 and in the text throughout the plan.
- 3.7 The resulting Business Plan sets a wide ranging and challenging agenda for 2007-08 which advances HFI's service delivery objectives on all fronts and will set the framework for the ALMO for the coming years.
- 3.8 There are a few issues that still need to be resolved with the Council. These centre on year end performance results, which are not yet available, targets for arrears collection, minor clarifications around the Management Fee and the completed contribution to the Council's Annual Efficiency Statement (AES). It is recommended that Board delegate to the Chief Executive any further amendments to the draft that may need to be made in light of this.

4. Financial Implications

4.1 Capital Implications

The Director of Resources reports that HFI are committed to delivering the Decent Homes programme by 2010/11 within resources of £571m. The resources available include £175m ALMO borrowing and £42m leaseholder contributions. All resources are identified within the body of the report.

4.2 Revenue Implications

Management fee negotiations with the London Borough of Islington are still ongoing and will be completed after the Council sets its Budgets on 27th February 2007.

A bid has been submitted to LBI for all of the items in the Business Plan that require growth. If this is not successful other actions will have to be implemented to achieve a balanced budget. The development of a Customer Relationship Management system that will be the subject of an 'invest to save' bid to the Council.

4.3 Efficiency Implications

Efficiency implications are discussed within the body of the draft plan.

4.4 Risk Implications

HFI's management fee will be subject to scrutiny and possible reduction depending upon the projected balances on the HRA. HFI's business plan would need to reflect any subsequent changes to the management fee.

5. Legal Implications

- 5.1 None specific to this report.

6. Equality implications

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

7. Sustainability Implications

7.1 Included within the Business Plan

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Business Plan

2007 - 2012



www.homesforislington.org.uk

Title page

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Introduction

Homes for Islington (HFI) is now in its fourth year of operation having provided housing management services to the tenants and leaseholders of Islington since April 2004. HFI is an organisation that is committed to delivering excellent housing services, increasing resident involvement in the prioritising and shaping of their services and bringing the quality of residents' homes up to the decent homes standard by 2010.

Homes for Islington has focused on a real improvement of basic landlord functions, collecting rent more efficiently, providing a better repairs service with our partner Kier Islington, dealing with antisocial behaviour and improving the appearance of our estates. This has led to a step change in performance across a whole range of indicators. Not least among these is overall tenant satisfaction which is now assessed at 64%, which is a 12% increase in satisfaction among tenants since HFI commenced operations.

This improvement in services has been recognised by the independent Audit Commission whose inspectors judged that Homes for Islington provides 'Good - two star' services with excellent prospects for improvement. This commendation also meant that the Government would provide £179m to improve resident's homes.

It is central to the objectives of Homes for Islington that all tenants live in a home that meets the Government's Decent Homes Standard. This huge programme of works has meant new kitchens, bathrooms, windows and roofs and more investment in insulation, damp proofing and heating. In 2006/07 Homes for Islington spent £100m on these works and this level of work is set to continue until December 2010 when all homes will meet the Decent Homes Standard.

In November 2007 the Audit Commission will return to Homes for Islington to assess the progress we have made in improving homes, providing improving and value for money services and involving residents in shaping the services we deliver. We are focused on achieving a three star 'Excellent Services' rating from this inspection, which will guarantee future funding for the improvements we would like to make for our customers. To this end we invited the inspectors to give HFI a health check in December 2006 and to make recommendations for further improvement

This Business Plan reviews our performance against the targets we set ourselves in 2006-07 and sets out Homes for Islington's key objectives for 2007-08 as well as some longer-term goals and stretching targets towards 2012.

This plan was developed with input from our staff, the Homes for Islington Board of Directors, our partners and most importantly our tenants and leaseholders. We would like to take this opportunity to thanks those residents that took the time to come and give us their views at the Residents' Conference on the Business Plan that took place in September 2006 – Many thanks!

Eamon McGoldrick

Ann Lucas

Our vision, mission and objectives

Our vision

“To provide quality homes for the residents of Islington”

Our mission

“To continuously improve housing for local residents through sound investment, the effective management of resources and the involvement of staff, residents and our partners”

- Homes for Islington was set up to provide a first class service for Council tenants and leaseholders in Islington and to help create and maintain safe, sustainable and inclusive communities for residents
- In meeting this purpose we will consult residents and involve them in making decisions which effect their home and locality.
- We will engage with and seek to influence Islington Council, government and other stakeholders. We will liaise with and co-ordinate the work of other organisations to ensure a complete and integrated service to residents.
- We will deliver the Decent Homes programme on time, achieving excellent customer satisfaction and best value for money
- We will be an organisation where people aspire to work

Our objectives

Homes for Islington has adopted six strategic delivery objectives to ensure we continue to improve our services.

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

The council context

In 2005, a year after Islington was named as one of the ‘fastest improving council’s in the country’, the Audit Commission awarded Islington three stars and an ‘improving well’ score in its 2005 Comprehensive Performance Assessment (CPA).

In November 2003, the council took the decision to place the management of its housing stock into the responsibility of an arms length management organisation, Homes for Islington (HFI). Islington’s tenants and leaseholders agreed when balloted on the issue, with a large majority in favour. This decision was taken by the council in order to attract the investment needed to achieve the Decent Homes Standard, improve services for its residents and increase their involvement in shaping these services. HFI commenced this landlord function in April 2004.

The relationship between Islington Council and Homes for Islington is governed by a Management Agreement, initially for ten years, and supported by an annually agreed Business Plan.

Islington’s people

Islington is one of the most vibrant and diverse boroughs in London. The population is one of the youngest in the country with 72% of the population under the age of 45, compared with 60% nationally. More than half of Islington households are single people, who move jobs and homes often. Our residents originate from many different countries and a quarter of Islington residents describe themselves as having a black and minority ethnic background, and between them, Islington’s school children speak 115 languages. 1500 people in the borough receive home care and 16% declare themselves to be disabled.

Deprivation

Wealth and deprivation sit side-by-side and 75% of the population live in areas identified as being among the most deprived in the country. Islington has the third highest concentration of deprivation out of 354 authorities, and is the fourth most deprived London borough and the sixth most deprived authority in England. Islington has comparatively high levels of social housing, unemployment and poor health as demonstrated by award of NRF and the EC1 New Deal for Communities.

The unemployment rate for Islington at 5.8% is the twelfth highest in the country. The long-term unemployed, those who had not worked since 1999 or earlier, make up 2% of the population of working age, which is double the national rate. The average gross annual earned income of an Islington owner-occupier is £49,254, compared to £6290 for a council tenant.

Housing need

The limited land available for development means that pressures are high - private-sector housing is among the most expensive in the country, and demand for social housing is great. In 2002-2003, more than 3000 homeless households contacted the council for help, and many families are living in overcrowded accommodation. 8.05%

families in council homes were overcrowded in 2001, and reducing this continues to be a key challenge for the council and HFI.

Islington Council's vision and objectives

HFI's vision of social housing for Islington residents is set within the wider context of the council's overall corporate vision and objectives.

While the nature of the relationship between HFI and the council is 'arms length', a strong and effective partnership exists between the two organisations. This is essential to delivering the council's "One Islington" themes:

- Listening to Islington
- Stronger communities
- A safer, cleaner and greener borough

Being by far the largest social landlord in the borough, HFI continues to play a key role in Islington-wide partnerships. HFI will provide the appropriate support in the development of the council's housing strategy and sustainable communities strategy, and will ensure compliance with those aspects of the council's strategies that are the agreed responsibilities of HFI.

Homes for Islington's business planning process

Homes for Islington began its business plan 2007-12 process in May 2006. Service improvement proposals from staff and managers were examined and challenged for relevance to the organisations key strategic delivery objectives by Board Directors throughout the summer.

Service Efficiency Reviews

Another source of input into the business planning process was our programme of service efficiency reviews (see page 25). The first of these to complete, in August 2006, was a review of Customer Access to HFI services. Several of the main recommendations in the final report of this review form a significant part of this plan.

Residents' Conference

In late August we received preliminary results from a MORI survey of our tenants. These results were fed into a residents' conference in early September where the participants were invited to vote, using real-time electronic voting keypads, on proposals to respond to areas of dissatisfaction highlighted in the survey. The conference proved to be very successful and provided several more ideas and suggestions that either confirmed proposals already identified or produced new ideas for consideration. Residents' aspirations cannot always be fully met due to the normal fiscal and practical constraints, however the following table sets out the main themes and suggestions identified by residents and how they have been incorporated into the HFI Business Plan 2007-12:

Resident priority	Business Plan 2007-12 Objective	Comment
Customer Access and contact		
Introduce a telephone system that has a record of previous calls so you don't have to keep repeating yourself	Objective 6.2 Implement the findings of the Customer Access Review	10.1 (Of Customer Access Review report) Introduce a Customer Relationship Management (CRM) system. This action will also meet other resident demands as identified in the Tenants' Survey including "More knowledgeable staff", and "A more efficient response from telephone calls".
Monthly surgeries on all large estates, possibly using the HFI bus		This suggestion will be explored further at a later stage
Have access to an area housing office at least one evening a week	Objective 6.2 Implement the findings of the Customer Access Review	10.6 A pilot of extended hours one evening and Saturday mornings at one of the area housing offices.
Introduce specialised reception staff at area housing offices	Objective 6.2 Implement the findings of the Customer Access Review	10.7 Introduction of designated reception staff who are employed on the basis of skills associated with face to face contact with clients.
Repairs		
Get a higher percentage of repairs right first time	Objective 5.1 Implement the Kier Review recommendations	Pre-inspection process handed to repairs contractor (Kier Islington) to reduce duplication of visits before work

Resident priority	Business Plan 2007-12 Objective	Comment
		commences.
Introduce annual repair checks for the vulnerable and elderly	Objective 2.2	
Reduce the number of visits before work starts	Objective 5.1 Implement the Kier Review recommendations	As above – Kier Islington incentivised to achieve 'right first time' repairs. Target 86% right first time. Current performance 83% (Jan 07)
Have Kier staff on hand to provide technical advice in the contact centre	Objective 6.2 Implement the findings of the Customer Access Review	10.3 Introduce a team of Kier Islington staff co-located at HFI Direct to handle and deal with repair chase up calls.
Antisocial behaviour		
ASB patrols 24 hours a day		Not affordable at this stage although a service efficiency review of antisocial behaviour measures will be prioritising resources to the most effective means of dealing with antisocial behaviour.
Ensure feedback on ASB complaints	3.21 Achieve the Respect Standard for Housing Management	This action forms part of the series of actions being taken by HFI to counter antisocial behaviour to the criteria set out in the Respect Standard for Housing Management

Voluntary Improvement Work

Homes for Islington (HFI) has undergone inspection by the Housing Inspectorate arm of the Audit Commission in January 2004, (Indicative ALMO Inspection) and December 2004 (ALMO Inspection). The Audit Commission's function forms part of the Government's monitoring role of local government, ensuring that those ALMOs that have bid for additional funding to meet their decent homes responsibilities have the capacity to deliver services to a high standard. The Audit Commission however also has the role of driving improvement and spreading good practice across the sector. In this capacity HFI invited the Audit Commission to come in and report on the current standard of services being delivered to our tenants and leaseholders and to make recommendations for further improvement.

This Voluntary Improvement Work inspection took place between the 4th and 15th of December 2006. Three Housing Inspectors and two Tenant Inspection Advisors interviewed 113 members of staff in HFI and the Council, as well as another 60 plus residents, Board Directors Councillors and representatives of our partners such as Kier Islington. Other reality checks included:

- Observation of reception areas in public access areas
- Inspection of estates for cleaning ground maintenance and quality of major repairs
- Quality checks of the standard of empty properties ready for letting
- Phone calls with tenants and leaseholders
- Focus groups with tenants and leaseholders.

A comprehensive report was produced in January 2007 which details the inspector's findings across the range of services delivered by HFI.

The inspectors make two judgements. How good are the current services, and does the organisation have the capacity to improve further? The inspectors took the view that HFI delivers high quality core landlord functions:

“Asset management (capital and planned works) is a strong area”

“Income management (rent and service charge collection) is strong”

“In responsive (day to day) repairs strengths outweigh weaknesses”

“Tenancy and estate management is strong”

A range of recommendations were made in the report to improve these services further. HFI will build these suggestions into the improvement planning process.

However the Inspectors also felt that some more crosscutting areas, especially diversity and to a lesser extent resident involvement, were less strong. HFI has taken these comments on board and this is reflected in the objectives for 2007-08.

On the second judgement the inspectors concluded that HFI does have the capacity make further improvement.

“HFI has clear aims and objectives that are properly consulted on and well laid out.”

“HFI has strong leadership from the Board and executive that results in clear direction and a motivated work force.”

Here too the inspection report makes a number of recommendations including improved business planning, learning more from complaints and aligning performance targets more rigorously and these will be incorporated into the HFI Continuous Improvement Plan to be actioned over the coming months.

Decent homes delivery

In April 2004 only 38% of housing managed by Homes for Islington met the Government's Decent Homes Standard.

Decent homes on target

HFI are successfully moving towards its 2010 deadline to meet the Decent Homes Standards (DHS). In April 2006 the number of homes that met the decent homes standard was 51%. This puts HFI well on target to achieving decent homes for all by 2010.

% homes meeting Decent Homes standard							
	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10	2010/11
Original s.27 projection		42	50	60	75	95	100
Actual/(projected)	45	51	54	(60)	(75)	(95)	(100)

Working with Constructors

Working in partnership with our constructors we have:

17 constructors and 6 specialists in place as part of our framework

23 major works contracts in place with 11 constructors for the 2005/06 programme

13 major works packages in place for the 2006/07 programme plus further phases of the Tollington Estate improvement programme.

Delivering improvements

2005/6

In 2005/6 HFI spent £75.147m on its capital programme to improve HFI housing stock, which will include delivering:

- Repairs to 3,876 homes
- New windows in 2,600 homes
- New kitchens in 2,554 homes
- New bathrooms in 1,693 homes
- Electrical improvements to 2,520 homes
- New roofs on 1,958 homes
- Structural improvement to 1,555 homes
- New doors on 349 homes
- Central heating to 425 homes
- New or refurbished lift access to 459 homes

HFI also manage the tenant compact and community safety budget which deals with local priorities as agreed by area housing panels, 200 individual jobs were ordered in 2005/06 including:

- Security improvements on 25 sites
- Improved paving and lighting on estates

2006/7

HFI had a target spend of £100m in 2006/7. The 2006/7 programme includes 13 major new works packages plus 4 further phases of the improvement programme on the Tollington Estates. These contracts total some £114m. By November 2006 Agreed Maximum Prices (AMP's) were agreed for £84m which will provide:

New windows in 1,385 homes
 New kitchens in 3,452 homes
 New bathrooms in 2,292 homes
 Electrical improvements to 3,692 homes
 Mechanical improvements to 2,414 homes
 New roofs on 1,372 homes
 Structural improvement to 1,505 homes
 New doors on 521 homes

Resources

Since April 2004, HFI have spent £127.5m in 2004/5 and 2005/6, and are on target to achieve a spend of £100m in 2006/7. The resources spent and estimated to be spent from 2004/5 to 2010/11 are as follows (£'000's):

	2004/5 actual	2005/6 actual	2006/7 estimate	2007/8 estimate	2008/9 estimate	2009/10 estimate	2010/11 estimate	Total
Decent Homes	2,899	22,845	38,200	44,127	56,552	42,304	19,838	226,765
Other*	49,445	52,302	61,800	52,560	35,619	46,018	47,344	345,088
TOTAL	52,344	75,147	100,000	96,687	92,171	88,322	67,182	571,853

* 'Other' represents such work as lift renewal, security, community safety, window improvements, roof improvements, mechanical and electrical improvements, kitchen and bathroom renewal where the work is above the decent homes standard.

Improved consultation and information for our residents

Work allocation to our constructors depends on how well they perform, the standard of work, cost and resident satisfaction. Residents are consulted prior to major works on their homes. Once work is completed residents are asked to complete a satisfaction survey, this survey enables HFI to gauge the level of satisfaction before allocating further works to the constructors, and to review how it can improve services to residents.

KWEST survey results

It is encouraging that the proportions of customers who express overall satisfaction with the improvement works, the way HFI delivered the project (fig. 1) and the way the contractors undertook the work (fig. 2) have increased noticeably since the previous survey. Information on resident satisfaction following the completion works is a key component used in the selection of contractors for future framework schemes.

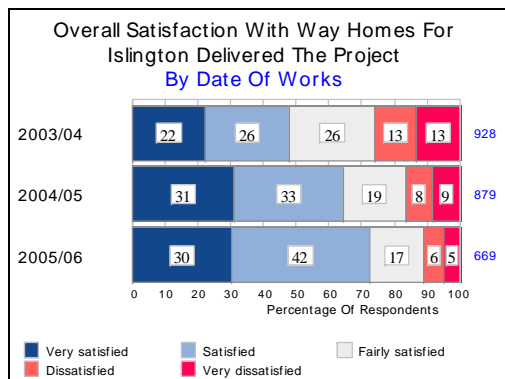


Fig 1

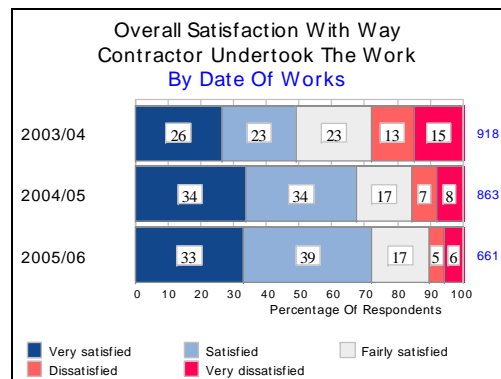


Fig 2

Efficiency

Year on year efficiency savings have been realised on management costs, with a pre-ALMO fee charge of 14.5% reduced to 11% on resources managed in 2005/06, resulting in a 2005/06 efficiency gain of £2.326m. Benchmarking has shown the in house charges are consistent with external consultants' fees. Value engineering assessments are carried out at project level, and by senior management prior to the agreement of each scheme's Agreed Maximum Price (AMP). A strategic review of the partnering programme is also underway, comparing similar framework and non-framework contracts across London.

Training and Employment – Work4Islington

As part of the decent homes programme, Homes for Islington (HFI) are working in partnership with our framework constructors and Islington Council to provide a unique opportunity for constructors to recruit local people. The scheme has three strands:

Apprenticeships - to date 33 apprentices have been successfully recruited and appointed across a variety of trades from plumbing, carpentry to trainee quality surveyors.

Local Employment – is aimed at unemployed Islington residents. Six long-term unemployed have been recruited this year.

Work experience – is aimed at people who want or need work experience at part of their college course.

Work4Islington will aim to ensure that the project is sustainable and leaves a legacy within the borough which means that all partners have agreed the aims, purpose, targets and linked them to key performance indicators,

The partnership will set new trends within the construction industry by increasing the number of women and BME groups working on site. The target set is 25% BME and 10% women both of which are above the national average.

Apprentice of the Year for Work4Islington

The first annual award for HFI apprentice of the year was announced at Homes for Islington's Summer Fair. Nominees were judged on their attendance at work and college, their manager's feedback, level of customer satisfaction, feedback from their college, self-motivation, enthusiasm and teamwork.

Quote from apprentice "*Work4Islington has given me the opportunity to learn new skills and develop a career path. I earn a good wage and because the work is local I save on travel costs*".

Homes for Islington financial resources

Islington Council pays HFI a management fee to undertake its landlord functions that is funded from the Council's Housing Revenue Account and Housing Capital Programme.

(Option 1)

Managing Agent Account	2005/06	2006/07	2007/08
	Outturn	Current Budget	Budget Draft
	£'m	£'m	£'m
LBI revenue funded	41.64	42.38	41.16
LBI capital funded	9.66	9.04	9.34
Total	51.30	51.42	50.50
Divisional Analysis			
Chief Executive & Central Admin	4.25	0.76	1.25
Operations	25.36	26.31	25.36
Performance & Service Delivery	1.52	1.67	1.68
Property Services	14.05	14.01	13.53
Resources	6.12	8.67	8.68
Efficiencies			
Total	51.30	51.42	50.50

(Option 2)

Managing Agent Account	2005/06	2006/07	2007/08
	Outturn	Current Budget	Budget Draft
	£'m	£'m	£'m
LBI revenue funded	41.64	42.38	41.16
LBI capital funded	9.66	9.04	9.34
Total	51.30	51.42	50.50
Divisional Analysis			
Chief Executive & Central Admin	4.25	0.76	1.25
Operations	25.36	26.31	25.36
Area Housing Offices			7.90
Home Ownership Services			2.10
Caretaking Services			6.46
HFI Direct			1.09
ASB Projects			0.36
ASB Mobile Team			0.42
Concierge & Estate Security			0.96
Reception Centres			1.54
Support Service Contracts			2.56
Other Support Services			1.68
Other			0.29
Sub-total			25.36
Performance & Service Delivery	1.52	1.67	1.68
Property Services	14.05	14.01	13.53
Legal Repairs			1.34

Capital Programme Management			7.94
Repairs Administration			4.25
Total			13.53
Resources	6.12	8.67	8.68
Finance			5.34
HR & Training			1.04
IT			1.12
Support Services			1.18
Sub-total			8.68
Efficiencies			
Total	51.30	51.42	50.50

Spend analysis

	Current Budget 2005/06	Budget Draft 2006/07
	£'m	£'m
Employees	32.67	35.13
Running costs	14.80	11.39
LBI support services	3.95	3.88
Total	51.42	50.40

Five year forecasts to 2010/11

It is projected that over the next five years the annual management fee will be in the region of £50 million pa.

2. Islington Council's budgets

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

Client Services Account	Outturn 2005/06 £'m	Current Budget 2006/07 £'m	Budget Draft 2007/08 £'m
Repair & maintenance	28.4	26.83	26.15
PFI payments	6.71	13.29	21.37
TMO allowances	1.19	0.95	0.97
Private sector leases	1.56	1.74	1.84
Central heating & hot water	1.43	2.08	2.08
Communal lighting	1.16	1.45	1.50
Building insurance & council tax	0	0	0
Commercial properties	0	0	0
Lyon Street contract (Hyde)	0.61	0	0
Gardens & grounds	0	0	0
AHO client budgets	0	0	0
Tenant participation and community centres	0.21	0.31	0.47
TV aerial maintenance	0.11	0.15	0.15
TOTAL	41.38	46.80	54.53

3. Housing Capital Programme

Islington Council has given responsibility to HFI to manage the council's housing capital programme. The capital programme funds the cost of the works and associated fees.

HFI Managed Programme (HRA)

	2004/05 Actual Outturn £000s	2005/06 Actual Outturn £000s	2006/07 Current Budget £000s	2007/08 Draft Budget £000s
Crep & Rolecs	22,463	11,125	850	200
Kitchens & Bathrooms	1,545	1,437	-	-
Component Renewal		23,750	69,110	68,634
Street Properties	-	-	262	3,717
Tollington	3,278	11,485	15,830	12,650
King Square	1,716	7,137	2,925	1,743
Bemerton	5,469	2,155	111	-
Structures			250	1,500
Heating & Water	2,313	2,275	1,030	2,082
Lifts	1,303	1,839	1,190	1,500
Electrical	680	481	570	850
Security	500	1,983	783	700
Packington	1,603	849	600	-
Tall Blocks	3,256	262	-	-
Marquess	2,937	1,163	153	48
Energy	79	96	100	100
Community Safety	27	685	1,300	1,500
Tenant Compact	1,248	1,431	1,500	1,500
Major Repairs-Capitalised	98	336	2,500	1,500
Other (New)	3,254	5,641	1,290	200
NDC EC1	134	194	853	
Reception Centres		652	348	2,000
Smoke Alarms	73	83	-	-
S106	62	13	11	-
Environmental Works	-	-	507	-
Main (Old)	306	76	129	70
	52,344	75,148	102,202	100,494
LBI Financed by:				
Borrowing - ALMO	2,870	22,030	25,862	33,761
- Other	11,802	12,049	7,916	9,838
Total Borrowing	14,672	34,079	33,778	43,599
Grants - MRA	23,966	13,582	30,443	19,830
- Govt	4,477	1,844	1,223	7,068
- Other	292	180	908	1,500
Total Grants	28,735	15,606	32,574	28,398
Receipts	265	7,741	21,106	10,390
HRA Contribution - RCCO	5,672	12,222	7,939	10,107

Leaseholders
Contributions

3,000	5,500	6,500	8,000
<u>52,344</u>	<u>75,148</u>	<u>101,897</u>	<u>100,494</u>

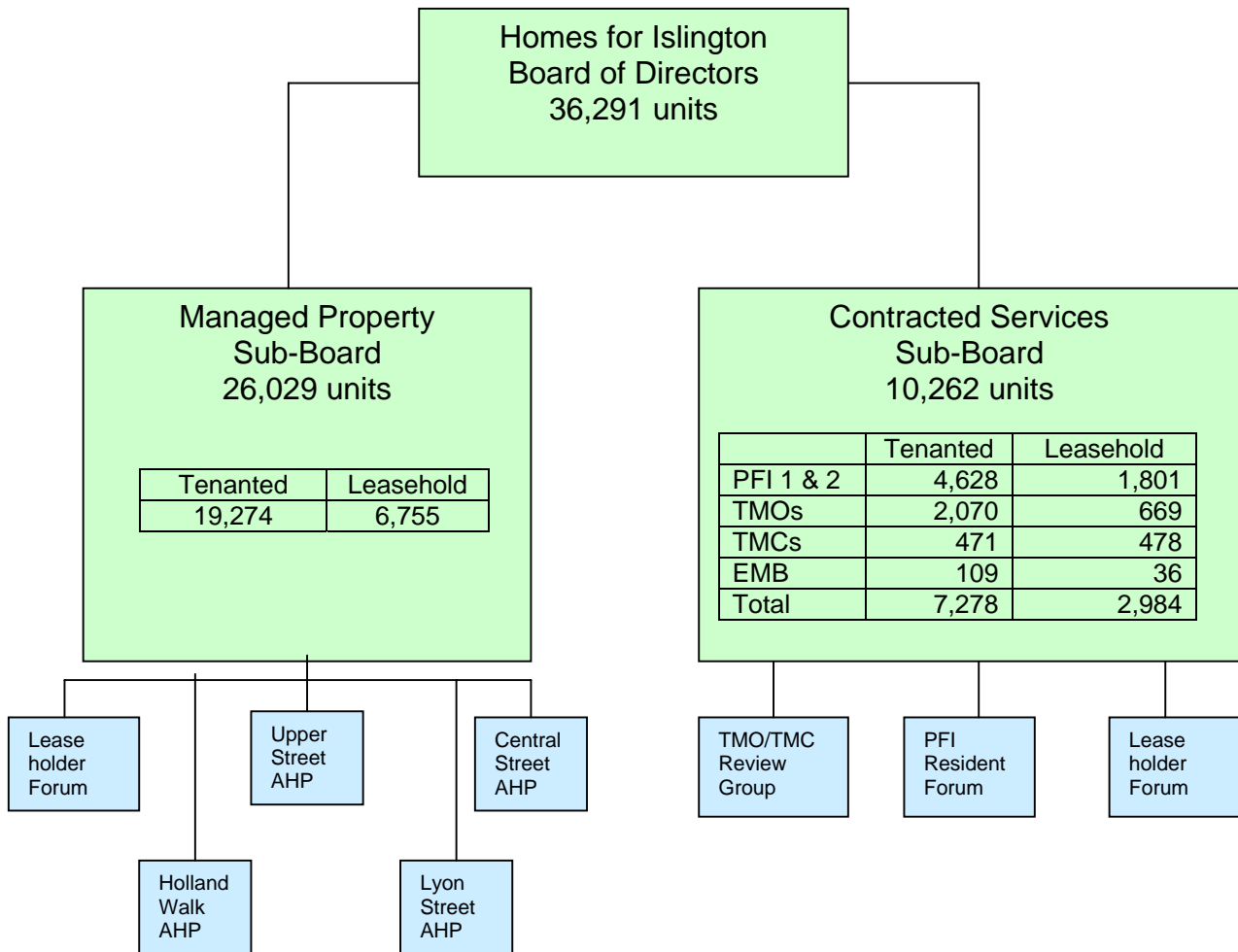
Homes for Islington management structure

Homes for Islington’s Board of Directors has 17 Directors. Of these 7 are tenants or leaseholders of HFI, 5 are independent directors selected for the skills that they can bring to the Board and 5 are Islington Council representative two of whom are Liberal Democrat Councillors, 2 from the Labour Group and 1 Council Officer.

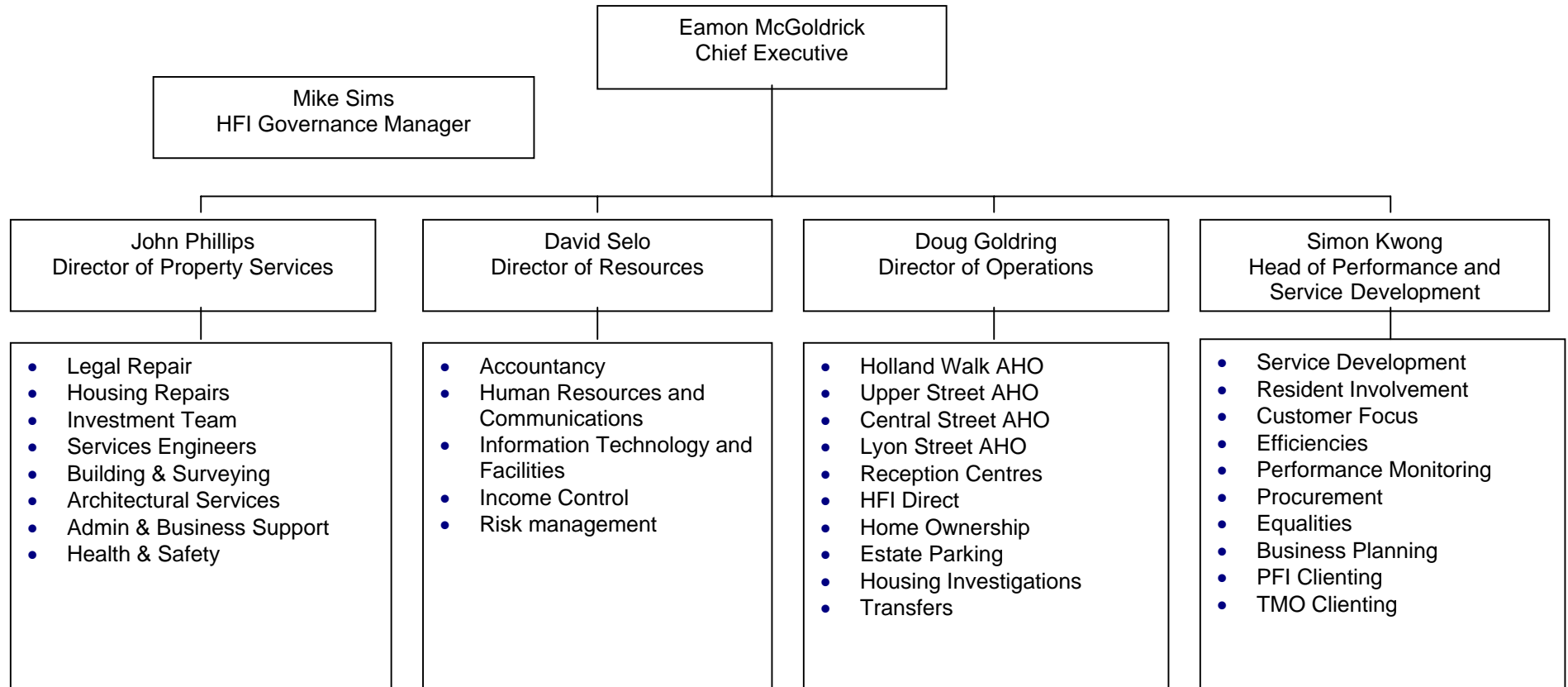
As well as a main board of directors, Homes for Islington has two sub-boards: the Managed Property Sub-Board and the Contracted Services Sub-Board. Membership on sub-boards is made up of directors from the main board and nominees from your local consultative panels.

The Managed Property Sub-Board manages the performance of the area housing offices whilst the Contracted Services Sub-Board ensures a high level of performance for the residents of Partners for Improvement in Islington and the Tenant Management Organisations and Tenant Management Co-operatives.

The Council’s consultative Panels - the six area housing panels, the Islington Leaseholder Forum, the TMO/TMC Review Group and the Partners for Improvement in Islington PFI forum, feed their views to the Board through the two sub-Boards.



Directorate & Senior Management Structures



Homes for Islington Performance in 2006-07

Tenants Survey

Homes for Islington undertook a survey of tenants' satisfaction in 2006. The survey was conducted by Ipsos MORI between July and September 2006 using a postal self-completion approach following guidance set out by the DCLG (formerly ODPM). A total of 3,233 completed returns were received by Ipsos MORI, which after taking account of non-effective addresses (38 not found, incomplete etc), gave a response rate of 22%. Overall results are accurate to $\pm 2\%$

The results were extremely encouraging for Homes for Islington. Tenants' satisfaction has improved considerably across the whole range of landlord functions in recent years:

Satisfaction issue	2003	2004	2006
Overall satisfaction with landlord services	51	52	64
Satisfaction with participation in decision making	29	38	54
Satisfaction with repairs service	51	48	65
Satisfaction with accommodation	53	64	70

Key results from 2006 include:

Tenant's satisfaction with HFI as landlord at 64%

Q Taking everything into account, how satisfied or dissatisfied are you with the overall service provided by your landlord?

	% All	% White	% BME
Very satisfied	20%	20%	20%
Fairly satisfied	44%	46%	40%
Neither satisfied nor dissatisfied	18%	17%	19%
Fairly dissatisfied	10%	10%	10%
Very dissatisfied	8%	7%	11%
Base:	3,065	1,949	705

Tenant satisfaction with opportunities for participation in management and decision making at 54%

Q Thinking about the housing services that your landlord provides, how satisfied or dissatisfied are you with opportunities for participation in management and decision making?

	% All	% White	% BME
Very satisfied	16%	15%	17%
Fairly satisfied	38%	37%	38%
Neither satisfied nor dissatisfied	31%	33%	27%
Fairly dissatisfied	7%	7%	7%
Very dissatisfied	8%	7%	11%
Base:	2,457	1,549	545

Performance in key service areas

Repairs

The responsive repairs function has been delivered since October 2000 by our partner Kier Islington. Kier are currently carrying out approximately 70,000 responsive repairs each year. The responsive repairs budget for 2006/07 is £6.8m. Satisfaction levels with the repairs service have risen from 38% at the commencement of the contract to 65% today. Performance is much improved since 2000 but still needs to improve further to compare with the very best across all relevant performance indicators.

P.I.	Indicator	London Upper Quartile LAs	ALMOs	HFI 05/06 Actual	HFI 06/07 Target	HFI 06/07 Actual (YTD)
BVPI 185	% of repairs for which an appointment was made and kept	99%	95%	98.9%	98.7%	98.4%
LKPI 35	The % of urgent repairs completed within time	98.78%	98.50%	98.7%	99%	98.2%
LKPI 36	Average time taken to complete non urgent repairs in calendar days	8.59	6.95	9	8	9
LKPI 37	% of non urgent repairs completed on time	95.90%	97.20%	98.2%	97%	98.1%
LKPI 81	% of repairs completed in a single visit	N/A	N/A	N/A	86%	79%
LKPI 79a	Planned repairs and maintenance to responsive repairs and maintenance expenditure	72.85%	86.86%	N/A	60%	60%

Rent Collection

HFI's aim is to ensure that wherever possible tenants sustain their tenancies and are given all the appropriate support to do so. We provide a mix of incentives, support and sanctions that encourage tenants to stay out of debt or reduce their arrears. Seeking possession for rent arrears is viewed as a last resort and evictions have been decreasing at the same time as rent arrears decrease. Performance in rent collection continues to improve as set out below:

Performance Indicator	2003/04	2004/05	2005/06	Forecast 2006/07
BVPI 66a – Proportion of rent collected – includes arrears of current tenants for former years	94.6 %	95.8%	97.8%	98.1%
LKPI 22 – Rent arrears as a proportion of rent roll	8.45%	6.27%	4.9%	4.7%
LKPI 23 – Current arrears per tenant	£294.26	£242.82	£209.52	£199.94
LKPI 24a – Former tenant arrears (£m)	£12.8m	£10.7m	£6.0m	£3.2m

Leaseholder Services

HFI is making progress in improving customer satisfaction ratings, albeit starting from a low base of an overall satisfaction rate of 24% in 2003. The figure for 2006 was 36%, up 3% on 2004. We acknowledge that there is still significant work to do in this area and we will continue to focus on improving both services and communication with leaseholders. Some of the key positive results from the 2006 leaseholder's survey are:

Question	2006	2004	% change
Rating of amount of information HFI provides	70% about right	62% about right	+8%
Account of leaseholders' views taken by HFI when	46%	36%	+10%

planning major works	a lot/little	a lot/little	
HFI keeps leaseholders informed about the services provided	66% agree	45% agree	+21%
Annual service charge bill easy to understand	71% agree	53% agree	+18%

Recent large-scale major works schemes in the decent homes programme resulted in some leaseholders receiving large service charge demands, although the average annual charge remains below £5,000.

We have worked with the Islington Leasehold Forum (ILF) to improve the consultation process and go above and beyond the statutory requirements.

We now send leaseholders a description of the proposed works and an indicative cost in advance of the Section 20 consultation process. An open meeting is held at this point. The aim is to give leaseholders much earlier notification of planned works, better opportunities to comment on and influence the scope of the works, and more time to explore options for payment.

We have worked with LBI to devise a package of payment options for major works. The main options are:

- Payment over 2 years, interest-free
- Payment over 5 years, years 1-2 interest-free ; 3-5 sub-market interest rate
- Access to HOUSEPROUD loan scheme for leaseholders of pensionable age
- Hardship options including placing a charge on the property and capping

Leaseholders' satisfaction with the quality of major works, while behind tenants' is still high. We attribute the results to the framework contract arrangements.

2005/6 capital works satisfaction survey report	All	Leaseholders	Tenants
Overall satisfaction with work	88% very-fairly satisfied	70% very-fairly satisfied	92% very-fairly satisfied
Rating of quality of work	88% good/fair	76% good/fair	90% good/fair
Overall satisfaction with way HFI delivered the project	89% very-fairly satisfied	70% very-fairly satisfied	93% very-fairly satisfied

Anti social behaviour

HFI together with LB of Islington are committed to reducing ASB and to this end the council agreed a growth package of funding in 2005/06, which led to a number of initiatives in 2006:

- Introduction of a new out of hours ASB Response Team
- Continued funding of the mediation service
- Continued funding of the Professional Witness Scheme
- Additional funding for victim and witness support
- Discouraging ASB schemes, such as new door entry and CCTV systems, improved estate lighting and mechanised cleaning to combat graffiti and dumped lumber on HFI estates.

ASB Response Team

The team, which started in May 2006, consists of 8 trained staff who patrol HFI estates. They are operational from 4pm to midnight Monday to Thursday and 5pm to 1am Friday-Saturday. They have so far logged 3300 patrolling hours, gathering information for area offices and the police and they offer a reassuring presence on our estates.

Young People

We recognise the importance of the provision of good quality youth activities in diverting young people from ASB. To support this funding has been made available for youth activities for the last two years. The Sports Access for Everyone (SAFE) project was initiated to combat ASB amongst young people on estates and to contribute to the development of improved life opportunities for young people. The outcomes have been over 1000 young people participating in summer schemes of activities on or close to our estates. 500+ have taken part in sports competitions and 71 have obtained Community Sports Leaders & Football Level 1 coaching awards. In partnership with Arsenal FC, HFI has also initiated the HFI AFC Positive Futures project. Over 300 young people signed up to the Isledon Road project on five estates. These provide weekly Arsenal Football Club after school homework clubs, IT classes for resident and registered young people and supervised football coaching sessions. This initiative has now been rolled out across the borough.

External Accreditation in 2006/07

- IIP assessment October 2006
- British Safety Council 5 star rating
- Customer services Charter Mark
- Special achievement award - fire brigade
- Short-listed for two national awards
 - Witness support service
 - E learning on equality and diversity

Equalities and Diversity

HFI serves a diverse community and seeks to develop its services informed by the needs of its diverse customer base thereby tailoring services to the needs of its customers. The development of a comprehensive Equality and Diversity Strategy has been a key element to realising HFI's vision.

HFI Equality and Diversity Strategy 2005 – 2008

The strategy contains HFI's Equality & Diversity Policy statement that links directly to the Action Plan drawn up to deliver the key objectives of the strategy. The Action Plan follows the themes of the Equality Standard. The Equality and Diversity Forum, drawn from HFI staff and stakeholders and chaired by the Chief Executive, monitors progress of the action plan. Progress is reported to HFI's senior management team quarterly and to the HFI Board bi-annually.

A key finding of the Voluntary Improvement Work inspection conducted by the Audit Commission in December 2006 was that HFI's Diversity Strategy has weaknesses that need to be rectified:

"HFI continues in its commitment to equalities creating a positive culture; however.... the strategy is weak, focussing almost exclusively on equality with limited focus on diversity."

HFI is now reviewing the strategy in light of the report and best practice elsewhere. Through this review HFI will add aims and actions around meeting diverse needs and providing more proactive services. We will also monitor, and if necessary actively target improved representation of diverse groups in resident involvement forums.

Understanding our customer profile

HFI understand the need for high quality information on our communities and customers. In 2006 we undertook a census of all of our tenants and leaseholders (a diversity mapping exercise) to establish information across all six equality strands. The response rate from this survey was sufficiently statistically significant to enable HFI to introduce a programme of service evaluations by equality strand. The first such evaluations are:

- Rent arrears and subsequent actions – February 2007
- Complaints – March 2007
- Repairs – May 2007
- Antisocial behaviour – June 2007

HFI used this diversity mapping information to check that we are using the correct community languages in translated material.

We are also installing specialised visual smoke alarms for our deaf and deafened residents and introduced annual repair checks for tenants with visual impairments. HFI will use the diversity mapping profile to add or amend services to meet diverse needs.

Provision of information in a range of languages and formats.

All HFI leaflets and publications carry the translation symbol and can be translated into community languages on request. We have an information leaflet outlining our translation service available in our local offices and local community centres in our main community languages. Documents currently in use in translated format, such as the repair information cards carried by operatives, will be revised. Interpreters in community languages and British Sign Language are made available to customers to enable communication where necessary.

In 2007-08 HFI will review our approach to translation to ensure that we are employing an effective, value for money service that meets the needs of our residents.

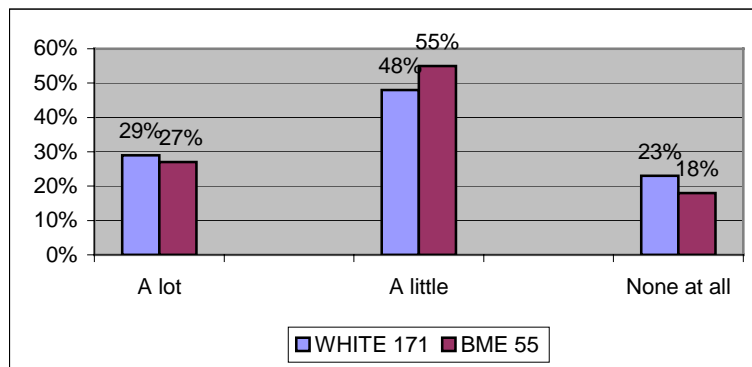
Non discriminatory practices

All HFI staff and Board members were required to undertake comprehensive equalities training in 2006 and completion of this training is compulsory for all new staff. This training used an e-learning tool and take up by staff was over 94%. This training was recognised as good practice and was short-listed for a national award.

Listening to our customers

HFI's 2006 tenant satisfaction survey indicates a significant improvement in overall satisfaction with HFI services by our customers, whether managed directly by HFI or through Partners for Improvement in Islington (PFI), and we analyse responses by our BME and our non-BME customers. The 2006 survey results of customer perceptions on their input into decision making shows similar levels of satisfaction for BME and non-BME customers (see below). This continues a trend whereby BME tenant satisfaction levels, which were generally below those of non-BME tenants in 2002/03, have gradually become balanced.

'How much account do you feel your landlord takes of tenant's views when making decisions?'



In March 2006 the independent Disability Action in Islington conducted a mystery shop of our offices from a disability perspective. An action plan has been developed to ensure that points arising are resolved. We carry out mystery shopping on an ongoing basis and will use scenarios to test staff awareness of equality and diversity issues.

Resident Involvement

Resident involvement is integral to HFI's service delivery. When undertaking their roles we expect all staff to be mindful of residents' views, and open to the involvement of residents in service delivery. We have undertaken a major review of our resident involvement arrangements, led by Board and associate directors, and have developed a Resident Involvement Strategy.

Community & Service Development Officers at each Area Housing Office work closely with tenant and resident groups to ensure that their needs are met and that they can effectively represent residents' views. We also ensure, via our Service Development Team, that our processes are in line with residents' needs and best practice and that staff are supported in resident involvement matters.

Board of Directors

Nine of the 17 board directors are residents, including two council nominees, thereby ensuring that residents have a major influence on strategic decisions affecting the way their homes are managed. All resident board directors are fully trained and we have an ongoing training programme to ensure that they are kept up to date with developments that affect their roles.

Sub-boards

As well as board directors, the Managed Property and Contracted Services Sub-boards are made up of associate directors drawn from our nine elected consultative forums. All associate directors are therefore Islington residents. The sub-boards' scrutiny of HFI's performance is therefore an important way in which residents can influence the services they receive. Residents therefore have the opportunity, on a regular basis, to see performance on a comparative basis, hold staff to account for this and make suggestions for improvement. Sub-boards are also charged with a scrutiny role and are programmed to receive reports on different service areas. We have an ongoing training programme specifically tailored to the needs of associate directors to ensure there is the capacity for them to fulfil their roles.

Consultation framework

We have a well-established consultation framework, which covers all residents. There are currently seven consultative forums – four Area Housing Panels, the Islington Leaseholder Forum, the TMO/TMC Review Group and the PFI Residents' Panel. These consultative panels all meet on the same two monthly cycle, enabling views and comments from each to be fed back to Board and sub-boards.

Resident Involvement Strategy

Our current Resident Involvement Strategy incorporates the 12 recommendations from the earlier review of our resident involvement arrangements. The majority of the strategy has been implemented but we recognise that there is more to do, especially in terms of ensuring "hard to reach" groups are included and in making the Tenant Compact arrangements more meaningful. We also need to incorporate the developing community engagement agenda and ensure there is synergy between this and our Community Engagement Strategy.

In 2007-08 HFI will draw up and consult on a menu of options for residents to become involved in decision making. This is to ensure that all tenants and leaseholders can participate in some way even when they cannot attend meetings.

Tenant Management Organisations (TMOs)/Tenant Management Co-operatives (TMCs)

HFI has a thriving tenant management sector, with over 30 TMOs and TMCs responsible for the management of approximately 10% of our stock. The tenant management model allows real control of housing management and maintenance services by residents and HFI's ongoing commitment to this sector reflects our desire to see residents truly involved in the services they receive.

Access, customer care & user focus

All staff are accessible by residents, with published direct line telephone numbers and email addresses. Monitoring arrangements are in place for responding to all types of customer contact and these are included in regular Performance Indicator reports. Comprehensive tenants' and leaseholders' handbooks are in use and available in translated form as requested. Regular newsletters are sent to all residents, with sections covering local issues and for residents' articles. Information on policies and procedures and how these may affect residents is included in the agendas for all consultative panels and feedback is channelled through the Housing Consultative Panel. Apart from our existing consultation framework, we also use other ways of getting feedback from residents, including the use of focus groups, surveys and conferences. We include residents in HFI's business planning process in a variety of ways to ensure that all our customers have a say in HFI's future priorities, including service provision and resource allocation.

Resources for resident involvement

Each Area Housing Office has a Community & Service Development Officer who is specifically tasked with working with tenant and resident groups, the local Area Housing Panel and customer focus issues. Our Service Development Team (SDT) also supports other staff on resident involvement issues. The budget available to the SDT for resident involvement has been reviewed to ensure there is sufficient support to TRAs for their activities and training. We also provide funding of over £100k per annum to FITA, the Federation of Islington Tenants Associations. In 2007-08 we will work with FITA to ensure that their funding is being used most effectively and represents value for money. We are also going to consult leaseholders shortly over a proposal to fund a separate 'Federation' of Leaseholder Associations.

Efficiency & Value

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". 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.

Service Review Programme

EPWG considered that as with services received from the council, all services provided by HFI should also be subject to service efficiency review. A programme of service reviews over a five year period was therefore drawn up. This programme has been amended as a result of a HouseMark annual benchmarking exercise on housing management costs as well as findings in the recent Voluntary Improvement Work inspection. The reviews to be conducted in 2007-08 are:

- Reception Centre Management
- Human Resource processes
- Legal Repair
- Management of Housing Revenue Account (Jointly with London Borough of Islington)
- Estate Management
- Rent Collection
- Translation and Interpretation
- Recharge Policy

A small team led by a project officer manages each review. EPWG has appointed a Service Review Panel that monitors progress on each review, provides a challenge element and makes sure it reaches meaningful and achievable conclusions. The review panel is composed of:

- Resident Board Directors
- The Chief Executive of HFI
- The Head of Performance and Service Development (except in the case of a review of a service provided by the PSD Division)
- The Director of Resources (except in the case of a review of a service provided by the Resources Division)
- The Strategy and Procurement Manager

Three reviews were completed in 2006/07; Customer Access and Payment processes and Mechanical and Electrical planned maintenance and design. Service efficiency reviews of Antisocial Behaviour and Facilities commenced in October 2006 and will report their recommendations in April 2007.

The Customer Access review was very successful and the final report outlined 15 recommendations for improving the service and VFM within the service. Several of these recommendations have been included in the objective 6.2 set out on page 31 of this Business Plan. HFI is confident it will produce a more efficient and customer focused service in keeping with the expressed views of our clients.

Unit Costs

Although HFI benchmarked the costs of large housing management functions (such as estate services) through HouseMark, we had less information on more defined unit costs. We found on checking with other ALMOs that this was the predominant position. We therefore set about devising a unit cost calculation methodology that could be employed by other housing providers and was therefore appropriate for benchmarking. This was raised at a London ALMO HouseMark meeting where members expressed interest in taking part. A methodology has now been developed by HFI and is with HouseMark for consideration of wider distribution. Unit costs have been an invaluable and decisive element in our service efficiency reviews.

Efficiencies

HFI made a number of significant efficiency gains in 2006/07. Among these are:

- Procurement of contract for gas servicing in the south of the borough. Awarded to British Gas in April 2006. Saving £800k pa. Of this efficiency £500k pa is ringfenced for replacing gas boilers bringing additional efficiencies in fuel costs for our customers and CO² emissions calculated at 20% by the Energy Centre.
- Capital management fees staged reduction to 11% produced £1.4m in 2006-07 for re-investment in the capital programme.
- Efficiencies identified in the Kier Review through co-location of Kier and HFI staff and elimination of duplication £100k in 2006-07.

Reporting Efficiency Gains – the Annual Efficiency Statement

HFI reports 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 AES submission.

Homes for Islington's forward look for 2006/07 envisaged efficiency gains of £ during the year. HFI also undertakes a 6-month review of its AES forward look and for 2006/07 this showed that projected savings on all items in the forward look either had already or were on target to be achieved by the end of the financial year.

HFI's 2006-07 Annual Efficiency Statement with a half-year progress update is set out on page 29.

Annual Efficiency Statement 2006-07

AES category	HFI Business Plan		Cashable	Non cashable	month 6 update	Variance
E2	"	mobile phone procurement	£100,000		78,000	22,000
E1	"	payment processing	£100,000		35,000	65,000
	"	legal services	£150,000		150,000	0
E1 & E2	"	postage & mailing	£30,000		30,000	0
	"	IT costs	£50,000		0	50,000
E1 & E4	"	Kier Review	£100,000	1,000,000	0	100,000
			£530,000			
E1		legal services payments	£250,000		250,000	0
E1		centralisation of rent arrears/closure of offices	£0			
E4		home ownership expansion		£1,128,000		
E2		increased direct debit		1,000		
E3		evictions		£270,000		
E2		Concierge Contract	£30,000		30,000	0
E1		Drainage - no longer using the service	£0			
		property services	£0			
		resources	£0			
E1		chief exec running costs	£0			
E1		HFI governance team	£15,000		0	15,000
		St lukes TMO	£100,000		100,000	0
E1		Decorations allowances	£50,000		60,000	-10,000
		Building insurance				
E1		closure of area offices	£194,000		0	194,000
		closure of reception centres				
E2&E4		gas south	£250,000	500,000	250,000	0
E3		capital reduction from resources to works		£1,400,000		
E1	AGMAC	pension strain	70,000		70,000	0
E1	AGMAC	resources	0			
E1	AGMTF	performance & service delivery	0			
	ATPLS	legal repairs costs	250,000		450,000	-200,000
	ATPHS	health & safety	0			
	ATPMT	planned maintenance revenue repairs	0			
			1,739,000	4,299,000	1,503,000	236,000

Homes for Islington Objectives for 2007-08

Objective	Target Date	Lead Director	Measurable Outcomes	Resources
1. To be an excellent service provider				
1.1 Achieve 3 stars in the Audit Commission ALMO re-inspection	January 2008	Chief Executive	<p>A 3 star judgement in the Audit Commission's final report following the ALMO Re-inspection commencing November 29th 2007.</p> <p>The improvements identified in the VIW Inspection Report of January 2007 delivered to the timetable set out in the Continuous Improvement Plan</p>	<p>£30k growth agreed for inspection support</p> <p>Audit Commission costs £50k. Designated LBI budget in place</p>
<p>1.2 Improve estate cleaning services through development of a caretaking reactive cleaning service HIT squad to reduce H&S visits on estates and provide immediate response in appropriate cases.</p> <p>Introduce response/handyman communal repair operatives.</p>	March 2008	Director of Operations	<p>Percentage average score for caretaking inspections at 80% by end of 2007-08 and 81% by end of 2008-09.</p> <p>Percentage of caretaking inspections graded as A or B to reach 92% by end of 2007-08.</p>	<p>£115k growth agreed for HIT squad.</p> <p>Handyperson cost neutral</p>
1.3 Improve services to diverse tenants	March 2008	Head of Performance & Service Delivery	<p>Equality & Diversity strategy reviewed in light of VIW report.</p> <p>Full programme of reviews of services completed in 2007-08 and necessary actions taken that ensure equitable service.</p> <p>Additional services offered to customers with diverse needs where appropriate.</p> <p>BME tenant satisfaction 66% (07-08) and 70% (08-09)</p>	Within existing budgets

Objective	Target Date	Lead Director	Measurable Outcomes	Resources
1.4 Produce and make available on-line (and by post on request) repair & maintenance expenditure statements to leaseholders		Director of Operations	Details of relevant repairs and maintenance expenditure sent to home owners so that queries can be picked up quickly before final accounts are sent	Within existing budgets
2. To improve homes				
2.1 Deliver the 2007/08 Decent Homes Programme to time-scale and cost	March 2008	Director of Property Services	2007-08 Decent Homes Programme completed and to agreed budget.	£102m Capital Budget 2007-08
2.2 Improve planning for major works by developing and producing an Asset Management Strategy	April 2009	Director of Property Services	Asset Management Strategy in place	Within Repairs Budget
2.3 Implement annual repair checks for vulnerable residents	March 2008	Director of Property Services	Annual repair checks for all tenants who fall within agreed criteria of vulnerability.	Within Repairs Budget
2.4 Introduce a step change improvement in mechanical & electrical services to customers following the M&E Service Review	Oct 2007	Director of Property Services	Consistency of service (heating) PI target Consistency of service (lifts) PI target Gas servicing at 100% Satisfaction with gas contractor PI target (These targets to be set)	Within existing budgets
2.5 Increase service standards in Grounds Maintenance shrubs and gardening performance	March 2009	Director of Operations	Improvement in grounds maintenance specification	£100k growth agreed for increase in standard.

Objective	Target Date	Lead Director	Measurable Outcomes	Resources
3. To engage with the community				
3.1 Achieve the Respect Standard for Housing Management	June 2007	Director of Operations	HFI signed up to the Respect Standard for Housing Management and the standard advertised to HFI residents.	Publicity £20k growth Increased patrols £100k growth agreed
3.2 Introduce changes specified in the Community Engagement Strategy	March 2008	Head of Performance & Service Delivery	Actions set out in the Community Engagement Strategy for completion in 2007-08 fully accomplished. Tenant satisfaction with opportunities for participation in housing management 54% 2007-08, 61% 2008-09.	Within existing budgets
3.3 Improve opportunities for involvement for residents not already involved	March 2008	Head of Performance & Service Delivery	A menu of options in place and publicised for resident involvement, following review and consultation.	Within existing budgets
3.4 Implement capacity building in particular for minority communities in relation to the 2007/08 Resident Board Director elections	Oct 2007	Head of Performance & Service Delivery	Minimum of 4 community development events held resulting in an increase in the number of residents standing for election from 8 in 2005 to at least 12 in 2007. Percentage of candidates for election to the Board who are from minority communities at least in line with relevant percentage as set out in the diversity map census	Within existing budgets

Objective	Target Date	Lead Director	Measurable Outcomes	Resources
4. To be a first class employer				
4.1 Implement the proposals set out in the 'Work-life balance' report	March 2008	Director of Resources	Proposals in the 'Work-life balance report' scheduled for implementation in 2007-08 successfully launched.	Within existing budgets
5. To embrace partnership				
5.1 Implement the Kier Review recommendations including the co-location of Kier and HFI staff where appropriate to eliminate duplication and improve performance and efficiency.	March 2009	Director of Property Services	Satisfaction with repairs service at 70% Efficiency gain of 10% of current management costs by March 2009	Within existing budgets
5.2 Develop community initiatives by improved partnership working with contractors	March 2008	Director of Property Services	Kwest survey of satisfaction with contractors at xx% by March 2008	Financed by framework constructors
5.3 Implement the sustainability and energy conservation strategy in partnership with the London Borough of Islington	March 2008	Director of Resources	Actions set out in the Sustainability and Energy Conservation strategies for implementation by HFI in 2007-08 successfully completed	Within existing budgets

Objective	Target Date	Lead Director	Measurable Outcomes	Resources
6. To be an evolving organisation				
6.1 Produce a long-term, post Decent Homes plan for HFI including; <ul style="list-style-type: none"> • Developing New Business • New Build – increasing the supply of affordable housing in Islington • Engaging fully with the local community 		Chief Executive	HFI long-term plan, 2010-2015, consulted on and in place.	Within existing budgets
6.2 Implement the findings of the Customer Access review to improve services in line with the wishes of our customers	March 2009	Director of Operations	Actions set out in the Customer Access service efficiency review final report for implementation by HFI in 2007-08 successfully completed	Customer Relationship Management system £300k subject to a successful 'Invest to save' bid to LBI. £50k growth agreed for pilot of extended office opening hours Other actions in the plan resourced through existing budgets

Future Challenges

Homes for Islington focuses solely on delivering excellent services for Islington. We have established ourselves as a force for change in the local community and take pride in a role that is transforming neighbourhoods as well as homes. For example, as well as improving the standard of the accommodation and local environment, the Decent Homes programme has created apprenticeships and secure jobs for local unemployed people.

As part of our aim to improve the sustainability of local areas we are working with the Council to reduce carbon emissions and reduce fuel poverty. We will also continue to work with partners such as the police and community groups that give local people the tools to prevent antisocial behaviour as well as tackle it, giving the local community greater confidence in our commitment to creating safer estates where they are proud to live.

We are committed to improving customer access to our services and intend to do this in a number of ways. We are thoroughly reviewing our Equalities and Diversity strategy to ensure that we shape our services to meet diverse needs within the borough and we are introducing more means by which residents can become involved in decision making even when they are not able to attend meetings in the traditional way.

We are also examining the opportunities for a Customer Relationship Management system which will build up a history of our contacts with our customers so that there is no longer a need to speak to specified members of staff. This will enable residents to go to any housing office to deal with their enquiries.

We will also explore opportunities such as Social Homebuy and hope to provide new affordable homes for future generations. The Government want Arms Length Management Organisations like HFI to build new council homes. We will work with the Council, our Decent Homes partners and funding agencies like to Housing Corporation to make this happen in Islington.

Appendix 1

Performance Indicators 2007 - 12

PI Ref.	Description	05/06 Outturn	06/07 Target	06/07 Outturn	Top Quartile (London)	07/08 Target	08/09 Target	09/10 Target	10/11 Target	11/12 Target	Service Director
BVPI 74 i	Tenant satisfaction with overall service	52% (03/04)	63%	64%	77%	68%	72%	75%	77%	78%	Simon Kwong
BVPI 74 ii	Satisfaction of Black and Minority Ethnic (BME) tenants	51% (03/04)	63%	60%	72%	66%	70%	73%	76%	78%	Simon Kwong
BVPI 74 iii	Satisfaction of non-BME tenants	54% (03/04)	63%	66%	77%	70%	73%	75%	77%	78%	Simon Kwong
BVPI 75 i	Tenant satisfaction with opportunities for participation	38% (03/04)	50%	54%	64%	58%	61%	63%	64%	65%	Simon Kwong
BVPI 75 ii	Satisfaction of BME tenants with participation	41% (03/04)	50%	55%	64%	58%	61%	63%	64%	65%	Simon Kwong
BVPI 75 iii	Satisfaction of non-BME tenants with participation	37% (03/04)	50%	52%	62%	56%	60%	63%	64%	65%	Simon Kwong
LKPI 5a	% complaints replied to in 10 days	94%	97%			97.5%	98%	98.5%	99%	99%	Eamon McGoldrick
LKPI 6a	% correspondence replied to in 10 days	89%	98%			98%	98.25%	98.50%	98.75%	99%	Eamon McGoldrick
LKPI 100	% of phone calls answered within 20 seconds with corporate greeting	New PI	94%			95%	95.5%	96%	96.5%	97%	All

PI Ref.	Description	05/06 Outturn	06/07 Target	06/07 Outturn	Top Quartile (London)	07/08 Target	08/09 Target	09/10 Target	10/11 Target	11/12 Target	Service Director
BVPI 66a	Proportion of rent collected (YTD)	95.8%	98.1%		96.2%	tbc	tbc	tbc	tbc	tbc	Doug Goldring
LKPI 23	Current arrears per tenant	£242.82	£189			tbc	tbc	tbc	tbc	tbc	Doug Goldring
LKPI 71a	Service charge arrears – annual charge average debt per leaseholder	£572.15	£540			£530	£520	£510	£500	£495	Doug Goldring
LKPI 71b	Service charge arrears – major works average debt per leaseholder (inc estimated invoices from April 06)	-	£1750			£1600	£1450	£1300	£1200	£1,150	Doug Goldring
BVPI 212 PI *	Average re-let time (days)	22	25		29	24	23	22	21	20.5	Doug Goldring
LKPI 185	% repairs for which an appointment has been made and kept	97.1%	98.7%			98.8%	98.9%	99.0%	99.1%	99.2%	John Phillips
LKPI 14	% gas services completed by individual gas systems – Kier Islington & Partners for Improvement in Islington	99.1%	100%			100%	100%	100%	100%	100%	John Phillips
LKPI 35	% urgent repairs completed in time (priorities H0-3, YTD)	95.0%	99%			99%	99.1%	99.2%	99.3%	99.4%	John Phillips
LKPI 81	% of repairs completed in a single visit	New PI	86%			87%	88%	89%	89.5%	90%	John Phillips

PI Ref.	Description	05/06 Outturn	06/07 Target	06/07 Outturn	Top Quartile (London)	07/08 Target	08/09 Target	09/10 Target	10/11 Target	11/12 Target	Service Director
LKPI 36	Ave time taken to complete non-urgent repairs in working days	10	10			7.8	7.4	7.2	7	6.8	John Phillips
LKPI 39b	% calls answered within 20 seconds (normal hours – HFI Direct)	86.6%	92%			93%	93.25%	93.5%	93.75%	94%	Doug Goldring
BVPI 63	Energy efficiency SAP rating	New PI	63		69%	67	69	69	70	71	John Phillips
NEW	Percentage of victims reporting an anti-social behaviour incident, who say they will report any future incidents	-	New PI	87%		88%	89%	90%	91%	92%	Doug Goldring
BVPI 184a	Proportion of LA Homes that were non decent at 1 st April each year	New PI	55%		25%	46.9%	40%	25%	5%	0%	John Phillips
BVPI 184b	The percentage change in the proportion of non decent dwellings between the start and the end of the financial year	13%	9.2%		23.8%	21.6%	38.7%	80.4%	100%	100%	John Phillips
BVPI 211a	The proportion of planned repairs and maintenance expenditure compare to responsive repairs maintenance expenditure	New PI	60/40			60/40	60/40	60/40	60/40	60/40	John Phillips
BVPI 175	% Racial Harassment incidents resulting in further action	100%	100%			100%	100%	100%	100%	100%	Doug Goldring
LKPI 69a	% average score of caretaking inspections (monthly)	New PI	78%			80%	81%	82%	83%	84%	Doug Goldring
LKPI 76	Average weekly cost of management per unit (year end target)	-	New PI			£28	£27.50	£27	£26.50	£26.50	Eamon McGoldrick

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

Name of Meeting	Date of Meeting	Agenda item	Status
Board	26 th February 2007	7	Decision

Subject of Report: Risk register

1. Synopsis

- 1.1 This report presents the latest version of the risk register for review by Board.
- 1.2 The register was last reviewed at the Board meeting of 4th December 2006.
- 1.3 The report includes Appendix A: Updated version of the risk register, with amendments as recommended by HFI's Senior Management Team.

2. Recommendation

That Board:

- 2.1 Approves that there are no current high red risks, as detailed in paragraph 3.7 of the report.
- 2.2 Approves the current medium high pink risks as detailed in paragraph 3.8 of the report.
- 2.3 Approves the report and the risks as set out in Appendix A to the report.

3. Update

- 3.1 Board reviews the risk register on a quarterly basis.
- 3.2 Board last reviewed the risk register included as Appendix A at its meeting of 4th December 2006. The report included further recommendations of the external assessment of the risk register by Zurich Municipal Risk Management (ZMRM) in June 2006. The changes have been incorporated into the risk register. Progress against the action plan agreed is reported below.
- 3.3 Meetings have been held with Service Directors to review the risks in their areas. HFI's Senior Management Team as part of the overall risk management process has also reviewed the Risk Register.
- 3.4 The risk register usually also contains the following 'coding' to identify updates to risks:

- + = new risk
- # = change in the overall rating of the risk (one proposed in this report)
- * = update of text i.e. to the 'prevention' or 'progress' columns

3.5 Each risk has been colour-coded using the following basis:

- High risks – red
- Medium-high risks – pink
- Medium-low risks – yellow
- Low risks - green

High and Medium-high risks will be reviewed by Board each quarter, Medium-low risks every six months and Low risks will be reviewed every nine months.

3.6 The risk register, the 'Consequence' and the 'Likelihood' are assessed on a score of between 1 and 4. The two numbers are then multiplied together to produce an 'Overall risk rating'.

The risk matrix							
						Consequence	Likelihood
Likelihood	4					4 = major	4 = very likely
	3					3 = serious	3 = likely
	2					2 = significant	2 = unlikely
	1					1 = minor	1 = very unlikely
		1	2	3	4		
		Conse quence					

3.7 Where the risk has an overall rating of high, this is shaded in red in the register. Currently, it is considered that the organisation has no items within the overall category of high risk.

3.8 Where the risk has an overall rating of medium high, this is shaded in pink in the register. Currently, it is considered that the organisation has nine medium high risks, which are:

- STR 004 – Failure of the Board and Senior Management Team (SMT) to govern and lead effectively
- STR 008 – Changes in government and/or Council policies (including funding arrangements) resulting in changes in strategic direction
- STR 014 – Failure to effectively client the PFI contracts
- STR 016 – Failure to achieve Decent Home Standard by 2010
- OPE 001 – Failure to recruit and retain staff and to reduce dependency on agency staff
- OPE 008 – Lack of a Business Continuity Plan
- OPE 017 – Failure to manage performance by TMOs
- FIN 003 – (new risk) Failure to collect income from major works bills from leaseholders

- COM 005 – Failure to achieve gas safety standards and to manage the British Gas maintenance contract, or Health and Safety Notice served on HFI

4. Action plan

- 4.1 Set out below is an action plan, which proposed what was to be done, by whom and by when, with regard to the 6 recommendations above. Where the action has been completed it is shaded.
- 4.2 There is one action outstanding on reviewing the risk register against 3 star action plan. This action is in progress and will the outcomes will be included in the next report to Board.

Action	Action/s required	Lead	Completion Date
1.	<ul style="list-style-type: none"> • Agree format of risks • Analysis of risks and consequence mapping • Board report confidential / non confidential, whole or part 	Board SMT/Board decision Board	Dec. 06 Nov/ Dec. 06 Dec. 06
2.	<ul style="list-style-type: none"> • Agree different prioritisation methodology i.e. to divide medium risks into 'medium high' and 'medium low' • Agree priority risks and review periods for risks • Review the priority of risks assessment under new methodology 	Board Board SMT & Board	Dec. 06 Dec. 06 Nov/Dec. 06
3.	<ul style="list-style-type: none"> • Agree in principle to review the two columns • Review content of the two columns 	Board SMT/Board	July 06 Nov/Dec. 06
4.	<ul style="list-style-type: none"> • Agree (or otherwise) to use quarterly dates in the risk register in line with the quarterly review process i.e. the 1st quarter of a year is April – June, and so on • Agree MT leads for each risk 	SMT/Board SMT/Board	July 06 Nov/Dec. 06
5.	<ul style="list-style-type: none"> • Agree Board lead for each risk 	SMT/Board	Nov/Dec. 06
6.	<ul style="list-style-type: none"> • Review risk register against strategic aims and the 3 star action plan 	SMT/Board	Feb 07

5. Implications

5.1 Financial:

5.1.1 Capital Implications

None specific to this report.

5.1.2 Revenue Implications

The administration costs of maintaining the register are included within HFI's Insurance and Risk Management Budget

5.1.3 Efficiencies Implications

None specific to this report.

5.1.4 Risk

Included within main text of report and Appendix A.

5.2 Legal Implications

Included within the report and Appendix A.

5.3 Equalities Implications

None specific to this report.

5.4 Sustainability Implications

None specific to this report.

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Item 7 - Appendix A

Homes for Islington Risk Management Register 26th February 2007

HFI Risk Management Register and overall ranking

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub-Board/Committee)	Risk Owner (Staff)	Progress on actions
Strategic							
STR 001 # Failure of Board and MT to effectively manage risk	M 3	L 2	ML 6	<ul style="list-style-type: none"> Review of RMR by Board, Sub-Boards, Committees and MT since Sept. 2004 Zurich Municipal carried out a 'health check' of HFI's risk register in June 2006 SMT to develop a Business Continuity Plan – report to go to Board early 07 	Board	E McGoldrick	<ul style="list-style-type: none"> Governance Review to March AHPs and Board in April 07 Proposal for Risk Management to be within the remit of Audit Committee (or the future Committee dealing with audit matters)
STR 002 * Lack of robust long-term Business Plan and failure to deliver on its aims, objectives and targets	H 3	L 2	ML 6	<ul style="list-style-type: none"> Quarterly monitoring of the current year's business plan objectives by HFI Steering Group and LBI as client Service Directors have been challenged by FWG 	Board	S Kwong	<ul style="list-style-type: none"> Outstanding issue where work is being carried out: <ul style="list-style-type: none"> Management fee and budgets Performance targets Incorporating Audit Commission recommendations BP developed through Board meetings Final draft to Board 26/2/07
STR 003 * Failure to ensure systematic challenge of HFI's operations	H 3	L 2	ML 6	<ul style="list-style-type: none"> 5-year service review programme ensures efficiency issues are addressed Service Improvement Group (SIG) meets 6 times a year and deals with learning from best practice elsewhere 	Board	S Kwong	<ul style="list-style-type: none"> 06/7 Service Review Programme on target to complete March 07 SIG meetings happening as agreed, next report back to HFI Steering Group April 07

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub-Board/Committee)	Risk Owner (Staff)	Progress on actions
<p>STR 004</p> <p>* Failure of the Board and Senior Management Team (SMT) to govern and lead effectively</p> <ul style="list-style-type: none"> Lack of strategic direction and expertise within the board Lack of strategic options and information for decision making 	H 4	M 2	MH 8	<ul style="list-style-type: none"> Board Development Sessions for 07/8 agreed and to commence in June /July 07 Individual development plans agreed for 07/8 due to take place in April and May 07 06/7 cycle completed in June 06 Chair of Board to ensure CE manages the staff team effectively Board only training sessions also attended by CE Governance Review to propose Board meetings to be bi-monthly, alternating between bi-monthly Board-only meetings with CE 	Board	E McGoldrick	<ul style="list-style-type: none"> Governance Review proposals to go to AHPs in March 07 and to Board in April 07
<p>STR 005</p> <p>+ Failure to maintain 2 star rating at ALMO re-inspection in November 07</p>	H 3	L 2	ML 6	<ul style="list-style-type: none"> Voluntary Improvement Work (VIW) with Audit Commission Dec 06 Main recommendations of VIW to be fed into the Business plan and Divisional Continuous Improvement Plans Monitor progress monthly at SMT Steering Group 	Board	E McGoldrick	<ul style="list-style-type: none"> Briefing sessions with Board and Extended Management Team held Jan 07

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub-Board/Committee)	Risk Owner (Staff)	Progress on actions
<p>STR 008</p> <p># * Changes in Government and/or Council policies (including to funding arrangements) resulting in changes in strategic direction</p>	M 3	M 3	MH 9	<ul style="list-style-type: none"> • Regular meetings of HFI CE & LBI Asst CE • Bi-monthly LBI / HFI partnership meetings • Monthly operational liaison meetings for: <ul style="list-style-type: none"> • Finance • Capital programme • Performance • Operations ▪ Monitor changes to government policy that may have impact ▪ HFI representation on various NFA (National Federation of ALMOs) Working Groups ▪ Quarterly reports to Council Executive on performance 	Board	E McGoldrick	<ul style="list-style-type: none"> • Negotiations with LBI ongoing for completion by the end of February 07
<p>STR 010</p> <p>* Failure to manage HFI's image and manage tenants' / leaseholders' expectations</p> <ul style="list-style-type: none"> • Increased lessee dissatisfaction as a result of Decent Homes programme implementation • Failure to recognise in policies and service delivery increased proportion of leaseholders in total stock managed • Ineffective communications strategy 	M 3	M 2	ML 6	<ul style="list-style-type: none"> • HFI Communications Strategy to incorporate leaseholder issues • Ensure annual lessee satisfaction survey questions are designed to address this issue and to produce actions to mitigate dissatisfaction • Communications Strategy currently under review for report to Board • Board will regularly review communications strategy and other communications issues 	Board	E McGoldrick	<ul style="list-style-type: none"> • CE has reviewed external Communications Strategy and to report back to Board-only session in Spring 07

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub-Board/ Committee)	Risk Owner (Staff)	Progress on actions
STR 011B * Poor resident satisfaction with contracted services and lack of opportunities for involvement	M 3	M 2	ML 6	<ul style="list-style-type: none"> Monthly performance management by SMT and quarterly monitoring by Board 	CSSB	S Kwong	<ul style="list-style-type: none"> 06 Status Survey result 64% (target 63%) 54% satisfied with opportunities for participation (50% target) This has now been merged with risks STR 011A & 011B and MND 003A.
STR 013 # * Failure to establish effective procurement and commissioning processes and not follow BV guidelines (including any future external trading arrangements)	M 3	M 2	ML 6	<ul style="list-style-type: none"> Procurement Strategy in place 	Board	S Kwong	<ul style="list-style-type: none"> Procurement Strategy has undergone 12 month review on 15th Jan 07 Training for Board and key staff to be delivered in 4th quarter 06/7
STR 014 # * Failure to effectively client the PFI contracts	M 3	M 3	MH 9	<ul style="list-style-type: none"> Adequate clienting resources required to effectively manage contractor performance 	CSSB	S Kwong	<ul style="list-style-type: none"> No additional clienting resources available for PFI2 Clienting activity has been risk assessed by Contract Commissioning Team
STR 016 # * Failure to achieve Decent Home Standard by 2010, including a lack of effective and appropriate investment in the Housing Stock	H 4	M 2	MH 8	<ul style="list-style-type: none"> Ensure Framework Constructors work with HFI to deliver decent homes in line with partnership arrangements Capital monies from Council are targeted at the Standard Quarterly monitoring by Board through Strategic Performance Management report and by IDC Resource and Stock Condition Review carried out annually 	Board	J Phillips	<ul style="list-style-type: none"> 06/7 programme on target Resource requirements review undertaken Revisions to works' scope agreed by IDC 'Value for money' report goes to IDC March 07

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub-Board/Committee)	Risk Owner (Staff)	Progress on actions
STR 018 * Failure to ensure adequate construction Health and Safety (H&S) Management	H 3	L 2	ML 6	<ul style="list-style-type: none"> Adequately fulfil planning supervision under CDM Regulations. CDM Regulations to change in the summer 2007 Implement systematic H&S audits of construction sites Programme of site visits agreed and being implemented OHSAS 18001 accreditation achieved June 06 British Safety Council 5-Star rating achieved July 06 	IDC	J Phillips	<ul style="list-style-type: none"> Health and Safety Teams working on the implications of new CDM Regulations
STR 019 * Failure to have a robust medium and long-term ICT Strategy	M 3	L 2	ML 6	<ul style="list-style-type: none"> SMT Project Board reviewing strategy ICT Working Group of senior staff and Board directors set up to review current strategy 	Board	D Selo	<ul style="list-style-type: none"> Report from ICT Working Group to Board April 07
STR 020 * Failure to have inadequate insurance cover for HFI's operations	M 3	L 1	L 3	<ul style="list-style-type: none"> Insurance cover in place and policies reviewed annually New policies taken out as and when identified as necessary Procurement process complete (subject to Board approval) for policies for the next three years 2007/8 to 2009/10, with an option for two additional years 	Board	D Selo	<ul style="list-style-type: none"> (Confidential) report to Board 26/2/07 for decision
STR 021 + Failure to implement Kier Review	M 3	L 2	ML 6	<ul style="list-style-type: none"> Kier Steering Group meets monthly Regular liaison over consequences of Review to Kier/HFI management fee 	Board	J Phillips	<ul style="list-style-type: none"> Voids staffing strategy nearing conclusion Responsive Repairs and Clienting Team consultation started Gas proposals to Steering Group in Feb 07

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub-Board/Committee)	Risk Owner (Staff)	Progress on actions
Operational							
OPE 001 * Failure to recruit and retain staff and to reduce dependency on agency staff	H 4	M 2	MH 8	<ul style="list-style-type: none"> Recruitment and Retention Sub-Groups established. Reports regularly to HRC Regular reports submitted to HRC, which includes the monitoring of the percentage of agency staff. Target 15% for level of agency staff Monthly reports go to SMT on agency staff levels 	HRC	D Selo	<ul style="list-style-type: none"> Percentage of agency staff is 11% (net of staff likely to transfer elsewhere) or 17% (including staff in those areas likely to transfer) as of December 2006. Target is 15% of workforce
OPE 003 * Failure to establish operational procedures, which result in a lack of consistent service standards	L 2	L 1	L 2	<ul style="list-style-type: none"> Service Development Team work plan to deliver appropriate operational procedures Service Improvement Group ensures learning from best practice and customer feedback is translated into better operational procedures 	MPSB	S Kwong	<ul style="list-style-type: none"> SIG meetings happening on a 2-monthly cycle SDT workplan on target
OPE 004 Failure to effectively manage resources to meet operational needs	M 3	L 1	L 3	<ul style="list-style-type: none"> Strategic Performance Management report to Board quarterly to link resource re-organisation with changing operational need Regular monthly reports to FWG 	Board	D Selo	<ul style="list-style-type: none">

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub-Board/Committee)	Risk Owner (Staff)	Progress on actions
OPE 006 * Ineffective management of third party relationships	M 3	L 1	L 3	<ul style="list-style-type: none"> Manage ISSCs (Islington Support Services Contracts) through quarterly review meetings Partnership meetings with LBI on a quarterly basis, with LBI as client 	Board	S Kwong	<ul style="list-style-type: none"> ISSCs currently being reviewed for 07/8 and progress is being monitored at EPWG
OPE 007 Failure to have a robust ICT infrastructure <ul style="list-style-type: none"> Failure to keep up to date with IT Failure to implement successfully new ICT system Ineffective iWorld Housing Management System 	M 3	L 1	L 3	<ul style="list-style-type: none"> Quarterly monitoring through reports to Director of Resources under the terms of the ISSC with LBI (TSG) 	Board	D Selo	<ul style="list-style-type: none">
OPE 008 * Lack of a Business Continuity Plan <ul style="list-style-type: none"> Temporary loss of Contact Centre Housing Office destroyed in a fire Telephone system goes down in HFI Direct 	H 4	M 2	MH 8	<ul style="list-style-type: none"> HFI has systems and contingencies in place to deal with these situations should they arise and to keep them under review HFI working with LBI to develop HFI's contribution to the boroughwide Business Continuity Plan (BCP) Meeting LBI on regular basis to progress 	Board	D Selo	<ul style="list-style-type: none"> Next Business Continuity Plan report being written for SMT Steering Group Feb 07 Meeting with LBI 23/2/07 to progress
OPE 009 * Failure to respond effectively to a major disaster in Islington	M 3	L 1	L 3	<ul style="list-style-type: none"> HFI acts in accordance with role defined in Council's emergency plan Review current Plan early 2008 	Board	J Phillips	<ul style="list-style-type: none">

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub- Board/ Committee)	Risk Owner (Staff)	Progress on actions
<p>OPE 010 Failure to train and develop staff effectively</p> <ul style="list-style-type: none"> Staff are not empowered to perform to the best of their ability Organisation cannot promote from within – additional cost 	M 3	L 1	L 3	<ul style="list-style-type: none"> HFI has in place an annual staff learning and development plan assessment and evaluation process Progress reports go regularly to HR Committee 	HRC	D Selo	<ul style="list-style-type: none">
<p>OPE 011 * Failure to establish a coherent strategy to manage Reception Centres with regard to their long-term retention or disposal and failure to manage staff redeployment following the phased closure of Reception Centres</p>	M 3	L 1	L 3	<ul style="list-style-type: none"> Monitor effectiveness of reception centres Identify long-term strategy for dealing with Reception Centres Strategy in place with timescales, with five of the nine Reception Centres to be disposed of between 2006-10 Funding for retained Reception Centres secured 	MPSB	D Goldring	<ul style="list-style-type: none"> Staffing allocation work in progress. Due to complete March 07
<p>OPE 014 Failure to implement Single Status pay and grading review</p>	M 3	L 1	L 3	<ul style="list-style-type: none"> Established Single Status Working Group (SSWG) that meets monthly Close liaison with LBI over review To be implemented by April 2007 	HRC	D Selo	<ul style="list-style-type: none">
<p>OPE 016A # * Termination of Supporting People contracts:</p> <ul style="list-style-type: none"> Housing Support <p>Delete from next report as funding lost from 07/8</p>	L 1	H 4	L 4	<ul style="list-style-type: none"> Action Plans to be complied with LBI decision on continued funding awaited Meetings with LBI to assess business continuity Current Housing Support contract extended to July 07. LBI likely to re-tender service. Awaiting review feedback 	MPSB	D Goldring	<ul style="list-style-type: none">

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub-Board/Committee)	Risk Owner (Staff)	Progress on actions
OPE 016B # * Termination of Supporting People contract: • Reception Centres Delete from next report as funding lost from 07/8	L 1	H 4	L 4	<ul style="list-style-type: none"> ▪ Action Plans to be complied with ▪ LBI decision on continued funding awaited ▪ Meetings with LBI to assess business continuity 	MPSB	D Goldring	<ul style="list-style-type: none"> ▪ Reception Centres – notification of termination of contract in Dec. 06
OPE 017 * Failure to manage performance by TMOs, including their failure to implement recommendations of internal audit reports	M 3	M 3	MH 9	<ul style="list-style-type: none"> ▪ Recommendations from Internal Audit reports are being implemented ▪ Regular scrutiny by CSSB 	CSSB	S Kwong	<ul style="list-style-type: none"> ▪ Internal Audit follow-up visits to all TMOs in progress ▪ Training event held Nov 06 on financial management and anti-fraud measures ▪ Recommendations from Internal Audit report being implemented
OPE 019 # * Failure to find alternative office accommodation for Home Ownership Unit prior to expiry of lease at 2-4 Tufnell Park Road	M 2	L 1	L 2	<ul style="list-style-type: none"> • A rolling six-month lease for continued use of Tufnell Park Rd has been agreed with the landlord. Relocating the service to the vacant Isledon Road AHO in Spring 2007 is to happen • Working Group actively seeking new accommodation for HOU 	Board	D Selo	<ul style="list-style-type: none"> • Staff moves due Spring 07
OPE 020 + Failure to identify extent of subsidence and suitable strategies to deal with it	M 3	L 2	ML 6	<ul style="list-style-type: none"> • Identifying sites at risk • Establishing funding requirements • Implement the Tree Management strategy 	IDC	J Phillips	<ul style="list-style-type: none"> • Consultants commissioned to undertake initial assessment

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub-Board/Committee)	Risk Owner (Staff)	Progress on actions
Managing Diversity							
MND 001 Failure to establish a representative workforce amongst middle and senior management	M 3	L 2	ML 6	<ul style="list-style-type: none"> • Actions to address this are included in the HR Strategy • Monitoring by Board and HRC, including annual report on staff breakdown between agreed monitoring groups and by grade 	HRC	D Selo	•
MND 002A * Inability to provide equality of access to services	H 3	L 2	ML 6	<ul style="list-style-type: none"> ▪ Ensure Equality and Diversity Strategy specifies actions to address • Impact Assessments on key service areas 	MPSB	D Goldring	<ul style="list-style-type: none"> • Equality Impact Assessment training delivered February 07 • Issues from mock inspection to be implemented in 07/8 in line with recommendations
MND 002B * Inability to provide equality of access to services	H 3	L 2	ML 6	<ul style="list-style-type: none"> ▪ Ensure Equality and Diversity Strategy specifies actions to address • Impact Assessments on key service areas 	CSSB	S Kwong	<ul style="list-style-type: none"> • Equality Impact Assessment training delivered February 07
MND 003B * Inability to address higher levels of dissatisfaction amongst BME residents	M 3	M 2	ML 6	<ul style="list-style-type: none"> • Ensure Resident Involvement Strategy and Equality and Diversity Strategy specify actions to address this • Programme for analysing service failures by diversity mapping information started in Oct. 06 	CSSB	S Kwong	<ul style="list-style-type: none"> • On track to achieve Equalities Standard Level 4 for April 2007 • Tenant satisfaction survey carried out shows improved BME satisfaction from 51% (2004) to 61% (2006)
MND 004A Failure to adequately demonstrate support for vulnerable tenants	H 4	L 1	L 4	<ul style="list-style-type: none"> ▪ HFI liaises with LBI with regard to tenant needs through the Supporting People programme ▪ Performance monitoring through Operations Division ▪ Supporting People review complete for Housing Support Officers Reception Centres 	MPSB	D Goldring	•

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub-Board/ Committee)	Risk Owner (Staff)	Progress on actions
MND 004B Failure to adequately demonstrate support for vulnerable tenants	H 4	L 1	L 4	<ul style="list-style-type: none"> ▪ HFI liaises with LBI with regard to tenant needs through the Supporting People programme ▪ Performance monitoring through CSSB 	CSSB	S Kwong	<ul style="list-style-type: none"> •
MND 005A * Failure to effectively respond to incidents of harassment	H 3	L 2	ML 6	<ul style="list-style-type: none"> • Introduced Anti-Social Behaviour posts to Operations Division • 4-weekly monitoring at Senior Management Team • Monitoring at Sub-Board ▪ Monitoring continues – targets consistently being achieved ▪ Harassment procedure being evaluated 	MPSB	D Goldring	<ul style="list-style-type: none"> ▪ Harassment procedure relaunched ▪ Re-allocation of resources to Tenancy Management from April 07
MND 005B Failure to effectively respond to incidents of harassment	H 3	L 2	ML 6	<ul style="list-style-type: none"> • Introduced Anti-Social Behaviour posts to Operations Division • 4-weekly monitoring at Senior Management Team • Monitoring at Sub-Board ▪ Monitoring continues – targets consistently being achieved ▪ Harassment procedure being evaluated 	CSSB	S Kwong	<ul style="list-style-type: none"> ▪

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub- Board/ Committee)	Risk Owner (Staff)	Progress on actions
Financial							
FIN 001 # Failure to effectively manage HFI's budgets	M 3	L 1	L 3	<ul style="list-style-type: none"> Robust budget monitoring through quarterly Strategic Performance Management reports to Board Monthly reports to SMT and FWG 	Board	D Selo	▪
FIN 002 Failure to collect income effectively <ul style="list-style-type: none"> Rent and leaseholder arrears increase Poor recovery rate of leaseholder contributions arising from expanded capital programme Leaseholders do not want to pay for the major works Failure to meet financial projections 	M 3	L 1	L 3	<ul style="list-style-type: none"> Monthly performance report to Senior Management Team, Sub-Boards and Board Quarterly reports on Strategic Performance Management to Board 	Board	D Selo	▪
FIN 003 + Failure to collect income from Major Works bills from leaseholders	M 3	M 3	MH 9	<ul style="list-style-type: none"> Staffing resources in place to pursue non-paying leaseholders 	Board	D Goldring	<ul style="list-style-type: none"> Increase in collection rate in 06/7 compared with 05/6
FIN 006 Failure to identify and prevent major fraud	H 4	L 1	L 4	<ul style="list-style-type: none"> Internal audit programme in place Establishment of Audit Committee Findings of reports presented to Audit Committee 	Audit Committee	D Selo	•

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub-Board/Committee)	Risk Owner (Staff)	Progress on actions
Compliance							
<p>COM 001 Failure to comply with the management agreement</p> <ul style="list-style-type: none"> Council via management agreement serve a notice to terminate the agreement Imprecise management agreement leading to "grey areas" or disputed terms 	L 2	L 1	L 2	<ul style="list-style-type: none"> HFI has robust Performance Indicator, budget monitoring and other systems in place to ensure that it effectively complies with the management agreement Also refer to information in risk STR 008 Regular liaison meetings held Governance and LBI Client Team reviewing Management Agreement 	Board	E McGoldrick	▪
<p>COM 003 Failure to comply with internal policies and procedures, including the identification and prevention of major fraud</p> <ul style="list-style-type: none"> Auditors submit an adverse report on HFI Tenant / leaseholder / staff / general public riddor reportable incidents, arising from HFI negligence 	M 3	L 1	L 3	<ul style="list-style-type: none"> HFI has set up an annual internal audit plan, agreed with LBI Chief Auditor Audit report summaries go to AC 	Audit Committee	D Selo	▪

Potential Risks	Consequence H/M/L	Likelihood H/M/L	Overall Risk Rating	Prevention & Mitigation	Risk owner (Board/Sub-Board/Committee)	Risk Owner (Staff)	Progress on actions
<p>COM 004</p> <p>* Failure to comply with external (inc. financial) regulations</p> <ul style="list-style-type: none"> Auditors submit an adverse report on HFI Tenant / leaseholder / staff / general public riddor reportable incidents, arising from HFI negligence Non-compliance with the Companies Act 	M 3	L 1	L 3	<ul style="list-style-type: none"> See above for comments on auditors. HFI monitors changes in legislation to ensure that issues arising from them are addressed. The Resources Division also will monitor for areas that have cost implications for HFI's finances. HFI has taken advice from Law & Public Services and external consultants over its compliance with the Companies Act 	Audit Committee	D Selo	<ul style="list-style-type: none">
<p>COM 005</p> <p>* Failure to achieve gas safety standards and to manage the British Gas maintenance contract, or Health and Safety Notice served on HFI</p>	H 4	M 2	MH 8	<ul style="list-style-type: none"> HFI continuing with revised procedures established in 2004/05 HFI has implemented a Health & Safety 	MPSB	J Phillips	<ul style="list-style-type: none"> 98.39% achieved (week 43) in 06/7, for current year rolling performance
<p>COM 006</p> <p>Failure to ensure staff safety</p>	M 3	L 1	L 3	<ul style="list-style-type: none"> HFI has continued to adopt good practice previously in place from the council and will continue to review this area of the service. Its health and safety policy will supplement this. Employer's liability insurance in place 5-star Health & Safety Audit awarded Policies and procedures reviewed regularly 	HRC	D Selo	<ul style="list-style-type: none">

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

Name of Meeting	Date of Meeting	Agenda item	Status
HFI Board	26 th February 2007	8	Decision

Subject of Report: Performance - HFI Business Plan Objectives 2006 (qtr 3) and December Performance Indicators

1. **Synopsis**

1.1 This report provides the Board with a strategic overview of performance management indicators, and progress on objectives in the Business Plan 2006-07.

2. **Recommendations**

2.1 That Board:

- a) Agrees to the Chief Executive monitoring proposals on racial harassment incidents, caretaking, repairs and HFI Direct telephone answering.
- b) Agrees that the Chief Executive monitors the gas servicing programme on a monthly basis to ensure last years performance is at least equalled.

3. **Background**

3.1 **PERFORMANCE INDICATORS**

3.1.1 The Board receives a quarterly performance management report based on performance indicators (PIs) and associated targets that cover the key services provided by Homes for Islington. Board last received this report in December 2006. Some PI's are Best Value indicators (BVPI) that HFI is required by the Audit Commission to collect. Targets for these indicators are required to be set so as to achieve the performance of the top local authorities and ALMOs within five years. The others are local indicators defined by HFI with targets reviewed and set annually at the start of each financial year. Board agreed targets for 2006/07 at its March 2006 meeting.

3.2 Appendix 1 shows the performance indicators available for December 2006. It uses a system of flags to give a simple guide to how well HFI is doing:

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

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

4. **Performance 2006/07**

4.1 **Current Performance**

Current performance on the 31 indicators can be summarised as:

- For 12 of the indicators the target has been fully met or exceeded up to December 2006.
- For 8 of these indicators we have not reached the target set by December 2006.
- 9 indicators have year end targets.
- 2 indicators have no target associated.

4.2 **Underperforming Indicators**

Item 6 - Percentage of racial harassment incidents resulting in further action

05/06 Result	06/07 target	Sept 06 performance	Dec 06 performance
100%	100%	92%	95%

Comment

Although the target cannot now be achieved, performance has been 100% from October to December.

Action

The Director of Operations continues to monitor the situation and notes that this drop is the result of one case out of the 18 cases reported YTD

Risk- High

Item 13 – Caretaking – The average score of caretaking inspections

05/06 Result	06/07 target	Sept 06 performance	Dec 06 performance
78.2%	79%	78.3%	78.8%

Comment

Although performance is still less than one per cent below target, the target has been achieved in all of the reporting months since September 06.

Action

The Director of Operations is closely monitoring the situation and reports that Quality Assurance and Caretaker training took place in October and November to reinforce expected standards. This has subsequently improved performance.

Risk-Medium

Item 16 The percentage of urgent repairs completed within timelimits

05/06 Result	06/07 target	Sept 06 performance	Dec 06 performance
98.7%	99.0%	98.3%	98.2%

Comment

YTD performance has fallen slightly since September 06 and remains just below target.

Action

The Director of Property Services is monitoring the situation and expects the position to be recovered by the end of the year.

Risk- Medium**Item 17 The percentage of repairs for which an appointment was made and kept**

05/06 Result	06/07 target	Sept 06 performance	Dec 06 performance
98.9%	98.7%	98.4%	98.5%

Comment

Improved performance in December 06 (98.9.0%) has seen the YTD performance rise to just below the performance target.

Action

The Director of Property Services is monitoring the situation and expects the position to be recovered by the end of the year.

Risk- Medium**Item 19- Percentage of calls answered at HFI Direct**

05/06 Result	06/07 target	Sept 06 performance	Dec 06 performance
90.6%	92.5%	87.1%	87.6%

Comment

Improved performance in October 06 (98%) and November 06 (93.7%) has seen the YTD performance rise since September 06 but still remains below target.

Action

The target has not fully recovered from May 2006 when 63% was recorded mainly due to teething problems with the new British Gas contract. A new telephone system installed in June, improved scripting and management monitoring have

greatly enhanced performance. However at the current performance improvement rate the target may not be met.

Risk- High

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

05/06 Result	06/07 target	Sept 06 performance	Dec 06 performance
(North & South contract) 99.8%	100%	96.4%	98.6%
(PFI 1) 99.6%	100%	99.5%	99.8%
(PFI 2) N/A	100%	N/A	96.3%

Comment

Year to date performance is calculated on a 12 month rolling programme. PFI1 are 0.2% behind the very challenging target of 100%, PFI 2 are 3.7% behind target. For the rest of the borough there is a much larger programme which is set up on a different basis. There has been month by month improvement in performance since September and the December figure of 98.6% compares favourably with the same period last year.

Action

The Director of Property Services is monitoring the performance set out in this indicator. The British Gas action plan is being implemented and improving results in the south of the borough.

Risk – Medium

4.3 Conclusion

- 4.3.1 Of the 8 under-performing indicators for December 06 only 1 is a BVPI. Two of the under-performing indicators, (Item 6, % of racial harassment incidents resulting in further action and Item 19, % calls answered at HFI Direct) are considered high risk in relation to the organisation's ability to meet the year-end targets.

5. UPDATE ON PROGRESS OF BUSINESS PLAN 2006-07 OBJECTIVES

The Homes for Islington Business Plan 2006-11 contains key objectives and activities for achievement by the organisation in 2006–07. This part of the report is an end of third quarter summary on performance against objectives in 2006-07 (Appendix 2).

- 5.1 Broadly speaking most actions designed to achieve the accomplishment of business plan 2006-07 objectives are completed or on track after the third quarter. There are two objectives where there is a risk that the required outcome will not be met before April 2007. These are:

1.2.3 **Target** - The development of a door entry/security team.

Comment - Has not happened in 2006/07 meaning that the objective of using this as a means to reduce the level of repairs and call outs for door entry systems will not be met.

Remedial Action – This activity has now been included within the Kier Review with a requirement to establish the team within Kier Islington by summer 2007.

1.3 **Target** - The objective to minimise the risk of expertise from the Board.

Comment - Will not now be met through provisions in the Governance Review report as this report has been deferred to the April 2007 meeting of the Board.

Remedial Action – Governance Review is to be presented to Board in April 2007 for decision.

5.2 Conclusion

The majority of actions in the Homes for Islington 2005/06 Business Plan have been completed or are on target for completion. Two objectives are at risk of not being completed by the end of the financial year. Remedial action will be taken to recover this position in order to meet all Business Plan objectives.

6. Implications

6.1 Financial implications:

Capital Implications

None specific to this report

Revenue implications

None specific to this report

Efficiency Implications

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

Risk Implication

Risk is identified within the body of the report

6.2 Legal implications:

None specific to this report.

6.3 Equality implications:

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

6.4 Sustainability implications:

None specific to this report

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How We're Performing



improving housing through partnership

SUMMARY OF RESULTS FOR KEY PERFORMANCE INDICATORS

On or above target



Below Target



	PI reference	Description	Current target	This month	Year to date	YTD target met?	05/06 result	Service Director
Customer Care								
1	LKPI 5a	The percentage of complaints replied to within 10 days	97.0%	100.0%	99.0%	✓	96.8%	Eamon McGoldrick
2	LKPI 6a	The percentage of correspondence replied to within 10 days	98.0%	98.8%	98.3%	✓	98.5%	Eamon McGoldrick
3	LKPI 100	The percentage of calls answered within 20 seconds (6 rings) with corporate greeting	94.0%	96.6%	95.1%	✓	93.7%	Eamon McGoldrick
Invoices Paid								
4	BVPI 8	The percentage of invoices paid within 30 days	92.0%	95.3%	94.6%	✓	96%	David Selo
Harassment								
5	BVPI 174	The number of racial harassment incidents reported	N/A	1	20	-	33	Doug Goldring
6	BVPI 175	The percentage of racial harassment incidents resulting in further action (CPA Indicator)	100.0%	100.0%	95.0%	✗	100.0%	Doug Goldring

SUMMARY OF RESULTS FOR KEY PERFORMANCE INDICATORS

On or above target



Below Target



	PI reference	Description	Current target	This month	Year to date	YTD target met?	05/06 result	Service Director
Rent Collection								
7	BVPI 66a	Proportion of rent collected - <i>Includes arrears of current tenants for former years</i> (CPA Indicator)	98.1%	-	98.3%	✓	97.8%	Doug Goldring
8	LKPI 21	Proportion of rent collected - <i>does not include arrears of current tenants for former years</i>	100.5%	-	98.4%	✓	99.7%	Doug Goldring
9	LKPI 22	Rent arrears of current tenants as a proportion of the authorities rent roll	4.3%	-	4.7%	✗	4.9%	Doug Goldring
10	LKPI 23 (MPG)	Current arrears per tenant (end of year target)	£189.00	-	£208.6	-	£209.52	Doug Goldring
Voids and re-lets								
11	LKPI 31 (MPG)	The percentage of management voids	0.55%	-	0.32%	✓	0.53%	Doug Goldring
12	BVPI 212	Average re-let time (days) (CPA Indicator)	25	25	24	✓	26	Doug Goldring
Caretaking								
13	LKPI69a	The percentage average score of caretaking inspections (monthly)	79.0%	80.0%	78.8%	✗	78.2%	Doug Goldring
Home ownership								
14	LKPI71a	Service charge arrears - annual charge average debt per leaseholder	£79	-	£70	✓	£634	Doug Goldring
15	LKPI71b	Service charge arrears - major works average debt per leaseholder	£1,671	-	£1,415	✓	£255	Doug Goldring
Repairs								
16	LKPI 35 (MPG)	The percentage of urgent repairs completed (priority H0, H1 & H2 time limits) (CPA Indicator)	99.0%	99.7%	98.2%	✗	98.7%	John Phillips
17	LKPI 185	Percentage of repairs for which an appointment was made and kept (CPA Indicator)	98.7%	98.9%	98.5%	✗	98.9%	John Phillips
18	LKPI 37	The percentage of non-urgent repairs completed (priority H4 & H6 time limits)	97.0%	99.9%	98.6%	✓	98.2%	John Phillips

SUMMARY OF RESULTS FOR KEY PERFORMANCE INDICATORS

On or above target



Below Target



	PI reference	Description	Current target	This month	Year to date	YTD target met?	05/06 result	Service Director
19	LKPI 39b	The percentage of HFI calls answered within 20 seconds - normal hours	92.5%	89.6%	87.6%	✘	90.6%	Doug Goldring
20	LKPI 104	The number of repairs recharged	30	1	31	-	21	John Phillips
Gas servicing								
21	LKPI 14a	The percentage of gas services completed by Individual Gas Systems (Kier Islington)	100.0%	-	98.6%	✘	99.8%	John Phillips
22	LKPI 14b	The percentage of gas services completed by Individual Gas Systems (PFI 1)	100.0%	-	99.8%	✘	99.6%	John Phillips
23	LKPI 14c	The percentage of gas services completed by Individual Gas Systems (PFI 2)	100.0%	-	96.3%	✘	N/A	John Phillips
Anti-social behaviour								
24	LKPI 101a	The number of Acceptable Behaviour Contracts signed	N/A	7	44	-	92	Doug Goldring
25	LKPI 101b	The number of Notice Seeking Possessions issued	N/A	7	72	-	122	Doug Goldring
26	LKPI 101c	The number of Evictions obtained	N/A	0	7	-	7	Doug Goldring
27	LKPI 101d	The number of Injunctions obtained (all anti-social behaviour)	N/A	2	15	-	19	Doug Goldring
28	LKPI 101e	The number of Anti-Social Behaviour Orders	N/A	0	5	-	4	Doug Goldring
29	LKPI 101f	The number of live Acceptable Behaviour Contracts	N/A	37	37	-	40	Doug Goldring
30	LKPI 102	The number of reposessions obtained by the Housing Investigations Team	90	5	73	-	82	Doug Goldring
Tenancy Management								
31	LKPI 103	The percentage of tenancy audits completed	10.0%	1.1%	8.6%	-	10.3%	Doug Goldring

Item 8 - Appendix 2 - Homes for Islington Business Plan Monitoring 2006/07

1. An excellent service provider**1.1 IMPROVE SERVICES FOR LEASEHOLDERS**

	Action	Measurable outcome	Time-scale	Lead	Progress Qtr 2	Progress Qtr 3	Status
1.1.1	Implement new structure for Home Ownership to enable service to meet new service demands	New structure in place. New staff recruited. Additional leaseholder services available. Increase in leaseholder satisfaction by March 07 Additional £1.04m income collected by April 07	Dec 05- Nov 06	Operations	Completed. New structure in place	Completed	
1.1.2	Improve communications with leaseholders and accessibility to Home Ownership Services	Communications strategy in place Revised "welcome pack" in place by June 06. Access outside normal hours by appointment on request. Extended hours during billing periods. Disputes procedure in	Mar 07	Operations	Revised Welcome Pack completed and in use. HoS/RTB CC to be reviewed. Info on Income Support to Homeowners in place.	Completed. HoS email address on all correspondence and to be advertised in Homeowner magazine. CC being reviewed in consultation with customers. Regular consultation with leaseholders	

Status key:

 Completed

 On target

 Significant risk

	Action	Measurable outcome	Time-scale	Lead	Progress Qtr 2	Progress Qtr 3	Status
		place Increase in leaseholder satisfaction by March 07				through ILF. This to be augmented through Homeowner magazine.	
1.1.3	Explore opportunities to offer optional services to leaseholders via service charges	Proposals for optional services produced on gas servicing and insurance cover	Ongoing to Mar 07	Property Services/ Operations	Report due to Leaseholders Forum Jan 2007. Prices for gas servicing received. Kier exploring offering repairs service to leaseholders.	Consultation paper on gas servicing for leaseholders to ILF 17.01.07 Six freeholders Kier and other major framework contractors offering kitchen & bathroom replacements to leaseholders and freeholders.	

1.2 IMPROVING THE REPAIRS SERVICE

	Action	Measurable outcome	Time-scale	Lead	Progress Qtr 2	Progress Qtr 3	Status
1.2.1	Improve year on year customer satisfaction with repairs service	Evidence of 'getting it right first time 80%' PI met 65% customer satisfaction with repairs service	March 07	Property Services	Getting it Right First Time KPI in place and achieving 80%. Gas and responsive repairs changes re-scheduled to Jan 07. Repairs satisfaction at 65% in MORI survey	Right first time repairs at 83% in Nov 06. Repairs satisfaction at 65% in MORI survey Kwest repairs satisfaction survey (monthly) at 73% in Nov 06.	
1.2.2	Continue to bring gas servicing processes into	Incentives for tenants	March 07	Property Services	Proposals awaited from Kier and British	Incentive scheme report to SMT Feb 07.	

Status key:

 Completed

 On target

 Significant risk

	Action	Measurable outcome	Time-scale	Lead	Progress Qtr 2	Progress Qtr 3	Status
	line with best practice	allowing access on 1st appointment. Check/Fit smoke alarms at gas servicing Provide tenants with permanent record of gas services Compensation scheme for missed servicing appointments			Gas on incentives and fitting of smoke alarms. Expected end of Oct. Gas related outcomes fro Kier Review now moved to Jan 07	Tenants now provided with permamnent record at time of gas service. Compensation scheme for missed appointments now in place.	
1.2.3	Reduce level of repairs/call outs for door entry systems	Ensure capital programme aligns with priorities for replacement Reduce variety of systems used	March 07	Property Services	Team identified. Procedures currently being mapped. Some risk that arrangements will not be in place sufficiently to have a marked impact on level of call outs. Work with existing partners to improve skills now being undertaken.	Team identified within Kier review response repairs. Go live April 2007.	

1.3 IMPROVING OTHER SERVICES

Status key: Completed On target Significant risk

	Action	Measurable outcome	Time-scale	Lead	Progress Qtr 2	Progress Qtr 3	Status
1.3.1	Formulate a strategy to minimise future risk of loss of expertise from board and senior management team	Reduction in average time without post filled	Dec 06	Chief Executive	Part of remit of Governance Review to be concluded Dec 2006	Report deferred by Board of Directors until April 2007	
1.3.2	Establish arrangements that maximise resident's ability to pay rent and promote range of alternative payment methods available.	<p>Establish arrangements for provision of money/debt advice to tenants in rent arrears.</p> <p>Carry out campaign to promote payment of rent/charges by direct debit or HFI Direct.</p> <p>Increase % of payers on DD by 12.5% in 2006/07.</p> <p>Reduction in evictions carried out to 0.45% of tenants (06/07) and 0.37% (07-08)</p> <p>Ave debt per tenant reduced to £189 (06-07) and £175 (07-08)</p>	Oct 06	Operations	<p>Debt advice surgeries in place.</p> <p>Just Rewards Direct Debit incentive scheme launched in Sept 06.</p> <p>Further publicity for Direct Debit payments in recent tenant's newsletter</p>	Completed as at quarter 2	
1.3.3	Centralise rent arrears collection (including use of HFI direct to take front line calls)	<p>Improved accessibility via HFI direct.</p> <p>Savings from office closures reinvested in service delivery</p> <p>Service delivery points meet customer needs</p>	Dec 06	Operations	Report to SMT recommending that this objective be deferred to 2008-09 has been agreed.	As at quarter 2	

Status key:

 Completed

 On target

 Significant risk

	Action	Measurable outcome	Time-scale	Lead	Progress Qtr 2	Progress Qtr 3	Status
		Achieve arrears targets (BVPI66a & LKPI 21-23)					
1.3.4	Ensure HFI learns from customer feedback and improves services as a result	Bi SIG forward plan includes regular slot for customer feedback. Review complaints process to improve accessibility	March 07	Performance and Service Development	Service Improvement Group feedback is scheduled in to Steering 3 times pa.	Service Improvement Group feedback now being provided to Steering Group 3 times a year. First feedback provided 20.12.06	
1.3.5	Achieve level 4 of Equalities Standard	Achieve Standard	March 07	Performance and Service Development	HFI tied to Local Government equalities standard. HFI partnering with LBI who are on course to reach Level 4 by March 2007. HFI's action plan has been revised to reflect this.	As at quarter 2	
1.3.6	Ensure adequate performance by PFI 2 contractor	Smooth handover of responsibilities. Match PFI 1 performance. Take appropriate enforcement action if performance below standard	March 07	Performance and Service Development	PFI2 commenced on 2 nd October 2006.	PFI2 performance not quite matching that of PFI1, however this is due in the main to new staff, and new procedures bedding in. HFI has confidence at this stage that performance will shortly match that of PFI1.	
1.3.7	Improve governance, financial management and services of Tenant Management	100% of TMCs on new MMA by 1/4/07 programme in place to implement new	March 07	Performance and Service Development	Quarterly monitoring meetings continuing to take place.	Still on schedule for all TMCs to be under new MMA by April 2007.	

Status key:

 Completed On target Significant risk

	Action	Measurable outcome	Time-scale	Lead	Progress Qtr 2	Progress Qtr 3	Status
	Organisations	MMA to all TMC 75% of TMOs 2 diamond by 1/4/07. Training analysis completed and training programme in place			Accountancy working on new financial standards for financial management to go into MMAs Training event on financial management Oct 2006. Internal Audit have now visited and reported on all TMOs as part of a 5-year process.	Fortnightly schedule of negotiation meetings running. Currently 64% of TMOs 2 diamond or above (as at 12.12.06).	
1.3.8	Ensure accessibility of HFI information to all residents and make available alternative methods for residents to provide information to us	Alternative formats for residents to provide and record information in place. Information available in different formats	Ongoing	Resources	Options for strategy being considered and strategy will be put in place for autumn action. Options include: 'Browse aloud' – web-based tool to communicate with residents Use of other languages and formats, to be included in the Equalities Action Plan Establishing a way by which feedback can be taken on board and informs the development of	Over 30 HFI documents translated into 8 community languages as well as Braille and audio tape.	

Status key:

 Completed

 On target

 Significant risk

	Action	Measurable outcome	Time-scale	Lead	Progress Qtr 2	Progress Qtr 3	Status
					the service Open forums with residents being undertaken by Board on two occasions in Nov 2006		

2. Improving homes

	Action	Measurable outcome	Time-scale	Lead	Progress Qtr 2	Progress Qtr 3	Status
2.1.1	Deliver 06/07 Decent Homes and Capital programme within time, budget and to quality standards	Achieve approval programme spend against target. Delivery of projects against agreed milestones	March 07	Property Services	Codeman 4 in place Introduction of regular audits of contractor performance now in place. Consultants VFM report received. To be included in report to IDC Dec 06/Jan 07. Provisional DH programme up to 2010 to be published in Jan 2007.	As at December 2006 60% of capital programme spend achieved compared to 40% in December 2005. Expected outturn £102m. Projected that 54% of homes decent at April 2007.	
2.1.2	Work with the Council to implement the Council's Reception Centre	Councils strategy targets achieved although likely to be	March 07 (Ongoing)	Operations	Consultation on the staffing strategy is now concluded. Comments	Staffing strategy in place.	

Status key:

 Completed

 On target

 Significant risk

	Action	Measurable outcome	Time-scale	Lead	Progress Qtr 2	Progress Qtr 3	Status
	Strategy	over a number of years			have been received and are under consideration. A response is being finalised.	Budget agreed for 2007-08	

3. Community engagement

	Action	Measurable outcome	Time-scale	Lead	Progress Qtr 2	Progress Qtr 3	Status
3.1	Improve collection of diversity information and profiling of resident population and use information to inform service development	Profile in place. Procedures for ongoing updating in place. Profile of services.	March 07	Performance and Service Development	Diversity mapping completed and currently being loaded onto I-World. A process for ongoing updating of the information has been agreed.	Diversity map now uploaded to iWorld except cases that need checking by AHOs. Programme of analyses of service failures by equality strand on target to complete by April 2007.	
3.2	Improve leaseholder involvement in major works process	Procedures in place May 06 Increased income collection of £1.04m and customer satisfaction March 07	July 06	Property Services	Estate based meetings taking place. Will provide leaseholders with advance notice of forthcoming works with programme proposed for Jan 2007.	Regular estate based meetings on future works programme. Leaseholders to be provided with advance notice of forthcoming works in 2007/08/09 in Jan 2007 (Board	

Status key:

 Completed

 On target

 Significant risk

	Action	Measurable outcome	Time-scale	Lead	Progress Qtr 2	Progress Qtr 3	Status
					Leaseholders Guide to Major Works now published and distributed.	agreement 15.01.07). Leaseholders Guide to Major Works now published and distributed.	
3.3	Review annual fun day event with Kier	Decision taken	Dec 06	Resources	Decision taken to reduce financial commitment to Kier Funday to make more money available for additional community engagement events. One third of community engagement projects budget used at Kier Fun Day. Some of remainder allocated to Kings Square project and some budget remains for future allocation.	Budget utilised on Kier Funday and community events at Kings Square and Lyon Street	

4. A first class employer

	Action	Measurable outcome	Time-scale	Lead	Progress Qtr 2	Progress Qtr 3	Status
4.1	Carry out individual and team appraisals of the board	Annual appraisals and six monthly reviews carried out	March 07	Board (Chair)	Completed July 2006	As at quarter 2	

Status key:

 Completed

 On target

 Significant risk

	Action	Measurable outcome	Time-scale	Lead	Progress Qtr 2	Progress Qtr 3	Status
4.2	Implement apprentice schemes as part of delivery of capital programme	25 Apprentices recruited 25 long term unemployed recruited	March 07	Property Services/ Resources	Currently 41 people recruited to the scheme.	Scheme implemented with 36 apprentices and 6 long term unemployed recruited.	
4.3	liP accreditation with profile review against all indicators (New liP Profile framework scheme)	Achieve IIP accreditation (minimum level 1) at July 2006 assessment	July 06	Resources	liP re-accreditation received. HFI is the first ALMO to be assessed under liP Profile	As at quarter 2	
4.4	Ongoing development of a diverse workforce	Achieve staff profile including: 10% disabled staff 50% women at least 25% BME staff at least 5% gay, lesbian or bisexual staff	March 07	Resources	Awaiting staff monitoring information. Due January 2007.	Staff monitoring information received and records being updated for new profile. Report due January 2007.	

5. Embrace partnership

5.1	Ensure continuation of strong operational links between HFI and LBI to achieve the Council's strategic objectives	Programme of regular liaison meetings in place Play a full role in the operation of the Islington Strategic Partnership	Ongoing	Performance & Service Development	Bi-monthly CE meetings continuing to be productive. Former performance meetings being replaced with service	As at quarter 2	
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Status key:

 Completed

 On target

 Significant risk

		Board			specific meetings with relevant service directors.		
5.2	Implement recommendations of Kier 5 year contract review	All recommendations in place.	Feb 07	Property Services	<p>VOIDS pilot proving to be successful. To be rolled out to other housing areas.</p> <p>Gas and responsive repairs outcomes from the review re-scheduled for a Jan 2007 start</p>	<p>VOIDS – TUPE consultation w/c 22/02/07. Selection of client quality team now complete. Responsive – Steering Group has authorised measures to allow transfer of functions to Kier. Deadline of July but could achieve by end of May. Call centre – Kier have appointed manager of resolution team. Moving to HFID by end of February</p>	

6. An evolving organisation

	Action	Measurable outcome	Time-scale	Lead	Progress Qtr 2	Progress Qtr 3	Status
6.1	Play a full role in the development of ALMOs	<p>Attendance at Chief Executives' meeting of National Federation of ALMOs (NFA).</p> <p>Full representation at all NFA sub-groups.</p>	Ongoing	Chief Executive	<p>Provisional twinning arrangements in place with Lewisham ALMO.</p> <p>HFI Chair and Vice Chair attended NFA national conference in April 2006</p> <p>HFI has lead on London Finance sub-group.</p> <p>Contributing to London</p>	As at quarter 2	

Status key:

 Completed

 On target

 Significant risk

	Action	Measurable outcome	Time-scale	Lead	Progress Qtr 2	Progress Qtr 3	Status
					South ALMO Group and sub-groups for; ASB Leasehold Management HR Customer Care		
6.2	Publish 5 year service review programme and deliver year 1	Programmed service reviews delivered	March 07	Performance and Service Development	Customer Access and Invoice Payment reviews completed and reported to SRP. Agreed recommendations to be developed into an action plan. ASB and Facilities Management reviews to provide PIDs to 18.10.06	Customer Access and Payments Process reviews completed and action plans in place. M&E review interim report received. Options considered by SRP and actions recommended. ASB review underway and reporting to SRP. Facilities management review PID received. Review commencement delayed until Jan 07.	
6.3	Prepare for next ALMO inspection to ensure 3 star rating achieved in 2007	Mock inspection autumn 06. Ongoing membership of HouseMark for benchmarking	Oct 06 Ongoing	Performance and Service Development	Self Assessment and requested documents provided to Audit Commission on 9 th Oct. Communications Strategy with staff and stakeholders about to	Inspection took place between 4 th and 15 th December. Report expected week commencing 15 th January. Action planning from	

Status key:

 Completed

 On target

 Significant risk

	Action	Measurable outcome	Time-scale	Lead	Progress Qtr 2	Progress Qtr 3	Status
					commence including Manager's Conference on 24 th Oct.	inspection to be considered by Steering Group 24.01.07.	
6.4	Contribute to the long term future of Homes for Islington by ensuring new business opportunities are identified and explored	Articles of Memorandum amended to allow us to trade. Trading arm in place. Programme of new business opportunities developed.	March 07	Performance and Service Development	Articles of Memorandum amended to allow us to trade. Investigations and mechanised cleaning to be advertised to offer to other housing providers.	Company Secretary resolving technical issues to further progress this objective.	

WEB -within existing budget

Status key:

 Completed

 On target

 Significant risk

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

Name of Meeting	Date of Meeting	Agenda item	Status
HFI Board	26 February 2007	9	Monitoring

Subject of Report: Performance - Financial and Capital Programme Management

1. **Synopsis**

1.1 This report provides the Board with a strategic overview of company finance, capital programming for 2006/7 and progress on Decent Homes targets.

2. **Recommendations**

2.1 That Board:

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

3. **Background**

3.1 The Board has previously received a quarterly performance management report based on performance indicators (PIs) and associated targets that cover the key services provided by Homes for Islington. Board last received this report in on 31st July 2006. The report has been amended so that the PIs are now reported with the Business Plan Objectives.

4. **FINANCIAL MANAGEMENT**

4.1 **Managing Agent Account (MAA)**

4.1.1 **Background**

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

4.1.2 **Financial Management Report – Month 10 Report (Up to end of January 2007)**

Management Fee: **£51.42m**

Month 10 Forecast: **£362k surplus**

4.1.3 The Month 10 Budget Monitoring process indicates that HFI will realise a year-end surplus of £362k based on current trends. Following discussions between HFI & LBI Senior Management, it has been agreed that HFI will 'carry forward' surpluses from 2006-07 to 2007-08.

4.1.4 **Business risk**

Although HFI & LBI have agreed the treatment of surpluses, the deliverance of surpluses cannot be guaranteed hence HFI must continue to deliver all base budget savings required to balance its accounts.

4.2 **Client Services Account (CSA)**

4.2.1 **Background**

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

4.2.2 **Financial Management Report – Month 10 Report (Up to end of January 2007)**

CSA Income Budget: **(£188.7m)**

CSA Expenditure Budget **£122.3m**

'Net' CSA Budget (£66.4m) (income)

Month 10 Forecast: **£679k overspend**

Reasons for Variance: Primarily an overspend of £515k on the repairs budget

Forecast outturn: **(£65.7m) (£700k over budget)**

4.2.3 **Business risk**

In respect of the Repairs Budget, HFI has produced options for bringing the budget back in to line and is currently discussing these with LBI.

5. **Capital Programme and Decent Homes**

5.1 **Capital Programme– Month 10 (Up to end January 2007)**

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

The funding covers the works and associated fees.

Target Spend (06/07): **£101.897m**

Projected Spend (06/07): **£101.897m**

Spend to date (month 10): **£60.223m**

Projected spend (month 10): **£59.359m**

Variance: **(+)£.863m**

5.1.2 **Reason for variance:**

Spend is slightly ahead of profile as the 2005/06 new starts programme are spending faster than allowed for in the profiles set at the beginning of the year. This does not mean that capital programme is over spending just spending quicker than originally estimated.

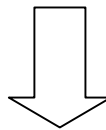
5.1.2 **Business risk:**

2006/7 Framework contracts have been profiled for starts through the year so that spend in 2006/7 and 2007/8 is in line with anticipated resources. This will need to be monitored through the year.

5.2 **DELIVERY OF DECENT HOMES**

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

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



Year 2006/7			
Q1 (actual)	Q2 (actual)	Q3 (actual)	Q4 (Est)
51	52	54	55
13421	13885	14576	14682

5.2.2 The Quarter 3 actual figure of 54% is 1% above the original estimate (53%), and the estimated Q4 outturn has been revised from the previous report to show an anticipated end year improvement of 1% from 54% to 55%.

Report Author: Eamon McGoldrick, Chief Executive
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Report of	Team	Job Title	
Simon Kwong	Chief Executive Directorate	Head of Performance and Service Development	
Name of Meeting	Date of Meeting	Agenda item	Status
HFI Board	26 th Feb 2007	10	Information

Subject of Report: Equality and Diversity Strategy update

1. Synopsis

1.1 This report gives an overview of progress in delivering equality and diversity objectives since the Equality and Diversity Strategy was adopted in August 2005.

2. Recommendations

- 2.1 That Board notes the report.
- 2.2 That Board notes that an Equality & Diversity Strategy and Action Plan, revised in light of the Voluntary Improvement Work report from the Audit Commission, will be presented to Board at its next meeting in April 2007.

3. Background

- 3.1 HFI Board agreed an Equality and Diversity Strategy in August 2005, which set out our commitment and overall aims. A review of this strategy was delayed to incorporate any views expressed in the Voluntary Improvement Work (VIW) inspection by the Audit Commission that was undertaken in December 2006.
- 3.2 Following the inspection, the Audit Commission issued a report on HFI service delivery in January 2007. A key recommendation of this report, now incorporated into the draft Business Plan 2007-12, is to improve services to diverse residents. This to be undertaken through a series of measures that are outlined in detail in the report.
- 3.3 The inspection team emphasised that HFI continues in its commitment to equalities, which creates a positive culture. However the inspectors also found that, whilst the focus on the equalities agenda and using statistical analysis to identify discrimination is satisfactory, the strategy fails to adequately address the issues in providing services to the diverse needs of residents.
- 3.4 Work is now underway to address these issues in both the Equality & Diversity Strategy and action plan. These will be brought back to In April 2007 to allow the maximum time for implementation prior to the November 2007 ALMO Re-inspection. The following is an update to Board on progress in delivering current equality and diversity objectives.

4.0 Equality Standard for Local Government

4.1 HFI supports the London Borough of Islington (LBI) in achieving progressive levels of the Equality Standard for local government, and the original E&D Action plan was closely linked to the detail of the standard. During 2006 HFI has provided evidence to LBI to achieve Level 3 of the Equality Standard, which primarily concerns setting equality targets and objectives. This has been achieved by LBI on a self-assessment basis, and HFI are now contributing evidence to LBI to support the achievement of Level 4 by March 2007. Level 4 focuses on information systems and monitoring against targets, and will put LBI amongst leading local authorities in achieving the Equality Standard, with HFI as a leading contributing ALMO.

5.0 CRE codes of practice

5.1 HFI also provides evidence to LBI to demonstrate that we meet the Commission for Racial Equality (CRE) Code of Practice for Rented Housing and on Tackling Racial Harassment. This information is collected annually by year end (March), and it is anticipated that HFI/LBI will remain compliant with the standards set within the codes.

6.0 Diversity Mapping and vulnerability 'flags'

6.1 At the start of 2006 a tenant and leaseholder census was undertaken to collect diversity information (based on all six equality strands) for all household members. It was mailed to all households, with translations and assistance offered, and reminders sent for completion. This large piece of work resulted in a response rate of approximately 30%, and means that for the first time HFI has a good base line of information on the diversity mix of residents.

6.2 Much of the data collected has been loaded onto the computer system (iWorld), although further work is needed to reconcile that data where information submitted did not match existing data. The information loaded will allow HFI to have an overview of the diversity profile of residents, which is a necessary and useful starting point that underlies much of our work around equality and diversity. The information can be analysed at HFI, area office or even estates level and will be used to inform and target work in the E&D plan and in making decisions on front line services. The first diversity profile of tenants to be produced is currently in draft form, and a final report will be produced by March 2007.

6.3 HFI will continue to collect diversity information for residents on an ongoing basis. A standard format has been developed and been consulted on with staff and at a residents' focus group in January 2007. It is due to be launched by March 2007. The points for collecting information will be at tenancy sign-ups and other points of customer contact. Targets for collecting information over the coming years will be built into the action plan.

6.4 The collection of diversity information is also being used as a starting point for developing 'flags' which will highlight on computer records where a resident has a particular vulnerability or need for HFI services to be tailored to their requirements, for example if they have a disability or need an interpreter.

6.5 The diversity information will also enable HFI to better understand any equalities implications there may be of proposed changes to policy or processes and this should be reflected in equalities implications on Board reports.

7.0 Monitoring Service Delivery

- 7.1 A standard set of diversity questions (aligned to those used in the diversity census) were agreed by the E&D Forum in 2005 and these are now used as the standard diversity monitoring questions to be used in surveys and elsewhere. This means that HFI is increasingly able to analyse information by diversity strands. Examples of data collected in 2006 include satisfaction surveys for complaints, repairs and anti-social behaviour and an exit survey of area offices.
- 7.2 Now that a much-improved database of the diversity of residents exists, this can be used to generate reports that analyse service delivery linked to diversity. These will be developed over the coming year.

8.0 Equality Impact Assessments

- 8.1 The original diversity action plan included a 3 year plan for completing Equality Impact Assessments across all policies and service delivery areas, as well as guidance and a template for undertaking them, plus an initial roll-out of training for staff. Whilst many impact assessments were completed during the first year of the plan, the quality of those assessments was varied, and conducting Impact Assessments is not yet embedded as a routine part of developing new working practices or reviewing existing ones.
- 8.2 The template for Equality Impact Assessments was revised in 2006, and now includes prompts to ensure that comments are backed by 'evidence'. The growing database of diversity information and monitoring of services by diversity will assist staff in undertaking Impact Assessments, and a regular ongoing programme of training/briefings will be put in place to support the process.

9.0 Interpretation and translating services

- 9.1 The interpreting and translation policy has been in place since May 2005, with staff able to access services when residents require them. There have been additions to the options for suppliers of interpreting and translation services, using providers listed by LBI. A review of the policy, procedure and service providers is due, and will be accompanied by raising staff awareness of the services available to use.
- 9.2 Requests for an interpreter or translation are monitored 6 monthly. This information together with information from diversity mapping has been used to review the community languages into which key documents are translated. It is suggested at the E&D Forum to reduce the identified main community languages from nine to six because three of the languages are spoken by less than half a percent of residents. In line with recommendations from the Audit Commission HFI will seek different ways of communicating with small percentage minority languages. Mass translations are acknowledged as not always the best approach.
- 9.3 In addition to translations on request, over 30 identified key documents have been translated into the main community languages, and these are available for staff to print out on request. As new information leaflets are produced, the need for translation of each will be considered.

10.0 Equality and Diversity Forum

- 10.1 The Equality and Diversity forum is chaired by HFI's Chief Executive and is attended by union representatives and staff representatives from all divisions of HFI. The group meets every two months, and terms of reference were reviewed and agreed in November 2006.
- 10.2 The group reviews progress against the Equality and Diversity action plan, develops new ideas and provides feedback to SMT. (See Appendix 2).

11.0 Human Resources (HR) profiling and targets

- 11.1 A staff diversity monitoring exercise was undertaken in April/May 2006, which significantly increased the amount of diversity information held for HFI staff and is used to produce staff data. Responses to questions regarding religion and sexuality were limited as this is the more sensitive data to collect. Efforts to increase collection across all equality strands are ongoing and staff surveys will continue.
- 11.2 HR produce an annual staff profile on staff diversity, the most recent of which was produced in January 2007. This information was reported to HR Committee on 27th January 2007, together with regular performance monitoring reports, which include diversity breakdowns on areas such as recruitment, complaints, capability, redeployment cases, employment tribunals, misconduct/discipline and staff grievances.
- 11.3 Whilst the workforce profile continues to highlight areas of concern, positive changes reported also include increases within Senior Management (PO5+) in terms of both gender and ethnicity. Of the total of 10 appointments at this level in the last year 5 were women and 4 were from minority ethnic groups.

12.0 Accreditation

- 12.1 As part of Homes for Islington's wider commitment to equality, HFI has been a member of Stonewall's Diversity Champions programme since 2005, demonstrating our commitment to improving the working environment for lesbian, gay and bisexual (LGB) staff.
- 12.2 HFI also aims to gain 'two ticks' for disability during 2007, and 'age positive' accreditation by March 2008.

13.0 Training

- 13.1 The 'Respect for People' on-line training for all staff has been rolled out successfully across the organisation. Course details and 'PIN' numbers are routinely issued to all new starters and courses were completed within 6 weeks of starting for over 70% of staff. The training has been recognised as good practice in the sector and was short listed for an 'Excellence in Training' Award from Personnel Today.
- 13.2 Training and briefings for staff (including refresher training for frontline staff, and EIA assessment training) will be part of ongoing plans. Specialist Equality Impact Assessment training is being delivered to key staff in February 2007 to strengthen knowledge and skill in that area.

14.0 Involving staff and residents

- 14.1 The staff diversity forum held its first meeting in January 2007, with an overall purpose of progressing and promoting equality and diversity for all staff in HFI.
- 14.2 Residents are consulted regarding diversity issues through a range of involvement opportunities. At a focus group meetings arranged in January 2007 equality and diversity was a topic of interest to many of the residents invited and this is something that will be developed, with consideration being given to particular interest groups being formed related to the different diversity strands.

15.0 Developing an HFI E&D Action Plan October 2006 – March 2008

- 15.1 This report has outlined the key areas of progress to date and highlighted some of the areas in need of development. As previously mentioned, an annual Equality and Diversity action plan from April 2007 - March 2008, has been produced to re-align dates with the standard April to March financial year.
- 15.2 The three key drivers of the Action Plan have been the Audit Commission KLOE, the need to synchronise with LBI's attainment of the Equality Standard and the need for HFI to move toward a greater emphasis on ensuring that its approach to E&D produces improved service delivery. This has since been reflected by the Audit Commission comments.

16.0 Delivering the HFI E&D Action Plan April 2007 – March 2008

- 16.1 The Action Plan will be delivered across HFI. Some of the actions are corporate and will be taken forward within the Service Development Team. Other actions will be delivered at divisional level. For example, the Service Development Team will take responsibility for ensuring that a high standard Translating & Interpreting service is available within HFI but it will be for Property Services to ensure contractors to HFI provide necessary E&D information and for HR to monitor workforce information. Advice and guidance on any matter relating to E&D can be accessed from the Service Development Team.

17.0 Monitoring the HFI E&D Action Plan April 2007 – March 2008

- 17.1 The Service Development Team will monitor the Action Plan and progress reports will be provided to SMT quarterly and to the Board biannually. The E&D Forum will also receive progress reports on the E&D Action Plan. These are the current monitoring and reporting arrangements and no change is necessary.

18.0 Disseminating the HFI E&D Action Plan April 2007 – March 2008

- 18.1 Every HFI staff member needs to be aware that HFI has an E&D Strategy and a live E&D Action Plan. Inevitably further training to complement and extend the 'Respect for People' training will be required. This is reflected in the Action Plan.

19.0 Conclusions

19.1 Equality and diversity remains an important crosscutting theme within HFI performance. Whilst significant progress has been made, there needs to be a renewed focus, with a particular emphasis on how work around equality and diversity is linked to service improvements, and on pro-active measures to promote services to a diverse mix of residents. The Equality & Diversity strategy and action plan will be supplemented and refined in line with the comments and recommendations made by the Audit Commission, and presented to Board at the earliest opportunity.

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

Name of Meeting	Date of Meeting	Agenda item	Status
HFI Board	26 th February 2007	11	Information

Subject of report: Kier Review Implementation Update

1. Synopsis

1.1 This report provides a summary of progress with the Kier Review Implementation Project since the last report to HFI Board on the 4th December 2006. This is in line with the Chairs' Agenda Planning Working Group decision of the 24th April 2006 requesting an update to be provided by staff every second Board meeting.

2. Recommendation

2.1 That Board notes the report.

3. Background

3.1 Voids

3.1.1 On 26th October 2006 Steering Group comprising senior managers from HFI, LBI and Kier Islington (KI) agreed the transferring of the voids function from HFI to KI and the TUPE transfer of associated staff.

3.1.2 Furthermore Steering Group approved the setting up of a HFI void quality assurance team which was to be recruited to ahead of transfer. This team is intended to form part of the wider Repairs Clienting Team. Recruitment to the 4 positions within the new team commenced in November 2006, staff in the existing void teams were invited to express their interest in the appropriate post and interviews arranged as required.

3.1.3 From this exercise it has been possible to fill the two Voids Quality Officer posts but both the Voids Quality Manager and Void Administration positions remained unfilled. HFI HR section agreed to extend the ring fencing for the manager's position to include Responsive Repairs staff and two expressions of interest have subsequently been received.

3.1.4 A selection process will follow in the coming weeks and it is anticipated that the successful candidate will be appointed by the end of February.

3.1.5 The new composite codes are now in use and an exercise is currently being carried out to compare the cost of specifying the required work with the composite codes as

opposed to the previous schedule of rates to ensure that both value for money and increased efficiency is achieved.

- 3.1.6 Formal consultation commenced with staff subject to TUPE transfer on 15th February 2007 with a view to full implementation on or about 19th May.
- 3.1.7 Performance by the voids pilot team currently co-located / seconded at Kier Islington continues to support the decision to transfer the functions. November performance figures show the average turnaround time for Boleyn Road as 13 days & 14 days for Upper St. and the 21 day target was achieved in 74% of all voids. This placed the pilot team at the top of the performance table.
- 3.1.8 In addition, cost comparison between the existing void standard as used in the area offices and the increased standard, used by the pilot team, reveals minimal variance. The base rate cost of an average void under the old standard is £2820 as opposed to £2770 for the new standard. These figures are taken from 104 agreed final accounts covering the period of the pilot.
- 3.1.9 An away day session is to be arranged in early March, where staff directly involved with service provision can finalise procedures, discuss working practices, analyse process maps and identify training requirements.

3.3 Responsive Repairs

- 3.3.1 Staff across the three main areas of the review of responsive repairs service provision held a series of meeting to discuss and evaluate recommendations and to consider proposals for the new working arrangements. The areas are
 - Front end ordering and resolution of problems
 - Kiers Operations
 - Clienting Function
- 3.3.2 Following these meetings the front end working group comprising HFI and KI staff have been preparing staffing structures, considering performance indicators and establishing a baseline position for the customer interface team. A report by Wendy Reade of Kier was presented to Steering group on 30.11.06 including a project plan for a staged approach to co-locating Kier's Resolution Team with HFID in Northway House.
- 3.3.3 On 11th January 2007 Steering Group agreed the transfer of the repairs function to Kier Islington and on 25th January Human Resources Committee approved the TUPE transfer of associated staff.
- 3.3.4 The structure of, and job descriptions for, the new clienting team have been prepared and staff will soon be invited to express interest in those positions, it is proposed to complete the recruitment process by the middle of March.
- 3.3.5 Managers in the responsive repairs teams attended an away day on 29.01.07. the aims and objectives of the day were to;
 - Achieve a common understanding of the decisions made by Steering Group regarding responsive repairs

- Further develop the processes for delivery of key areas of responsive repairs and
- Identify any outstanding or new issues which will impact upon implementation of the review

Discussions of the day will be cascaded to staff through team briefings and meetings within the areas, ahead of the formal consultation.

3.3.6 At the away day managers discussed in detail the proposed pre and post inspection regime as well as the reviewed responsive repairs policy.

3.3.7 Formal consultation commenced on 05.02.07, with a meeting of all affected staff members, senior HFI and Kier managers and trade unions.

3.3.8 A staffing strategy is currently being drawn up and, once completed and circulated to staff, a second meeting of staff affected will be held which will focus on the staffing implications.

3.4 Gas

3.4.1 Kier Islington and HFI managers met in January to produce a list of functions to be transferred to Kier, following Steering Group's indication of their agreement in principal. Among the points agreed at this meeting were:

- Subject to commercial agreement ad hoc boiler replacements to be carried out by framework contractors under the management of the capital team, Kier and British Gas to be added to framework
- A functionality matrix to be populated with tasks carried out by individual staff members of GSMT
- A transfer of functionality chart to be drawn up similar to that presented to Steering Group in respect of voids and responsive repairs previously
- An analysis of the information gather by these exercises to inform staffing levels
- Currently it is apparent that existing IT systems will not support moving to servicing by anniversary in the coming year. But a transition to this way of working can be achieved in time for 2008/09 onwards.
- KPIs to be developed for the new working arrangements
- Consideration to be given to arrangements relating to call centres

3.4.2 The decisions reached at this meeting will form the basis of the report presented to Steering Group in February, upon which the decision to transfer functions will be reached.

3.4.3 A staff meeting has been pre-booked for 02.03.07 to advise the Gas Service Management Team of the decisions reached by Steering Group, with a view to commencing formal staff consultation on 05.03.07.

3.4.4 The revised arrangements are expected to be completed by 11.06.07

3.5 Cross-cutting issues:

A very brief position on each of the broader considerations of the Review follows:

3.5.1 HR issues – H.R. advisors in both HFI and KI are actively consulting with staff groups regarding TUPE transfer, letters have gone out to staff advising them of the position and a formal staffing strategy is being drawn up

3.5.2 Accommodation – Separate discussions have been held between senior management team members relating to the wider issues of accommodation. At this meeting it was agreed that

- A number of interim moves are required by technical staff ahead of a final move to accommodation provided by Kier.
- Additionally the Voids team currently based in Holland Walk Area Housing Office will also be required to move to be co-located either at the Kier offices or elsewhere as a temporary measure
- Staff are currently in the process of identifying a location for the Client Quality Unit Technical team and an interim home for repairs technical staff

3.5.3 Communication – Central Project Team have issued the initial staff newsletter and the second edition is due to be sent to staff shortly and will address the issues raised by staff both at their meetings and via the project team email address. The newsletter is published on the HFI Intranet to reach the wider staff group and emailed directly to affected staff, however, at the specific request of staff the circulation group will be extended to include all Area Housing Office Staff

3.5.4 Efficiencies – An Efficiencies template has been developed for use by the central team and is updated and will be presented to Steering Group in February

3.5.5 I.T. Issues- Work has commenced on the graphical repairs ordering system for tenants and staff subject to presentation and financial constraints. A number of key systems are being considered and a report will be presented to Steering Group for consideration and subsequent financial approval.

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**Report back from the Efficiency and Procurement Working Group
(EPWG)**

16th January 2007

Eamon McGoldrick – Chair

EPWG Forward Plan

- EPWG agreed the forward plan.

Efficiency Action Plan

- EPWG noted the progress made in meeting the targets of the actions for what would constitute an excellent three star service.

Service Efficiency Reviews

- EPWG noted an update on progress with Service Efficiency Reviews currently underway.

Report back from Human Resources Committee (HRC)
25 January 2007
Eddie Niles – Chair

Election of Chair

- Eddie Niles was elected as Chair.

Property Services Division Re-organisation – Responsive Repairs

- HRC confirmed the decision made by the Kier Review Steering Group, which was to transfer the function of the responsive repairs service provision to Kier Islington, agreed to the set up an HFI Client /Quality team and delegated consideration of the outcome of the formal staff consultation and any necessary decision to the Chief Executive and the Chair of HRC.

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 HRC on 30th November 2006.

Risk Register

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

Feedback from London ALMO HR Group meeting

- HRC noted feedback from the quarterly meetings attended by HFI.

Forward Plan

- HRC agreed to add a report on the ratio of staff to contractors for contract management to the meeting on Wednesday 28th March.

**Report back from the Chairs Agenda Planning Working Group
(CAPWG) –**

**29 January 2007
Ann Lucas - Chair**

Forward Plans 2006/07

- CAPWG agreed the forward planners for 2006/07.

Meeting dates 2007-08

- CAPWG agreed the proposed meeting dates were agreed and delegated to staff to finalise. It was noted that where possible essential business should be avoided for meetings in August and December 2007 so that meetings in those months could be re-arranged. However, it was accepted that as long as a quorum was available meetings could be held in these months if necessary.

**Report back from the Contracted Services Sub-Board (CSSB) –
13 February 2007
William McGarvie – Chair**

Performance Indicators

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

Report Back from TMOs/TMCs

- CSSB noted a report back on TMOs/TMCs including a section on the new and clearer financial monitoring standards of TMO's/TMC's.

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

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

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

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

Risk Register

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

Report Back from Consultative Panels

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

Forward Plan

- CSSB noted that a forward plan would be presented to Board at its Away Day in March.

**Report back from Managed Property Sub-Board (MPSB) -
14 February 2007
Jessie White – Chair**

Responsive Repairs

- MPSB noted a report listing the key areas of performance that staff focus on in the provision of a repairs and maintenance service to customers. MPSB agreed to receive a further report back on the Compensation Scheme for late or missed appointments.

Performance Indicators

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

Estate Services Scrutiny

- MPSB noted an update on how the restructuring of Estate Services management teams within Area offices has introduced positive changes to the way services are now delivered and monitored throughout the borough.

Home Ownership Services Scrutiny

- MPSB noted a report summarising current performance, recent developments and future issues relating to the service areas covered by Home Ownership Services.

Risk Register

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

Update on petitions received by Area Panels

- The report was noted.

Consultative Panel Feedback report

- The report was noted.

Forward Plan

- MPSB noted that a forward plan would be presented to Board at its Away Day in March.

Forward Plan for Homes for Islington Board 2007-2008

Date of meeting	Items on the Agenda	Status
23rd April 2007	ICT Strategy	D
	Governance Review	D
	Resident Involvement Strategy	D
	Equality and Diversity Strategy (provisional)	D
	Contract Approvals	D