

Homes for Islington Board of Directors
Agenda 28 June 2007
6.30 PM to 8.30 PM

Boardroom

Highbury House, 5 Highbury Crescent, London N5 1RN

Item	Presenter	Subject	Status	Page number	Duration
1	A Lucas	Welcome/Apologies/Introductions	Information	Verbal	6.30 – 6.35
2	A Lucas	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 23 rd April 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	Equality and Diversity Strategy	Decision	7-62	7.05 – 7.20
7	E McGoldrick	The Respect Standard for Housing Management	Decision	63-76	7.20 – 7.25
8	E McGoldrick	Risk Management	Decision	77-88	7.25 – 7.30
9	E McGoldrick	Performance - HFI Business Plan Objectives 2006 (qtr 4) and March Performance Indicators	Decision	89-110	7.30 – 7.35
10	E McGoldrick	Performance - Financial and Capital Programme Management	Monitoring	111-114	7.35 – 7.40
11	E McGoldrick	Kier Review Implementation Update	Information	115-118	7.40 – 7.45
12	T Coyle A Lucas A Borrie S Town E Niles W McGarvie J White	Reports back from: a) Investment and Delivery Committee 18 th April 2007 and 8 th June 2007 b) Chairs Agenda Planning Committee 30 th April 2007 c) Finance Committee 3 rd May 2007 d) Audit and Risk Management Committee 22 nd May 2007 e) HR Committee 24 th May 2007 f) Contracted Services Sub-Board 12 th June 2007 g) Managed Property Sub-Board 13 th June 2007	Information	119-124	7.45 – 7.50
13	A Lucas	Forward Plan	Decision	125	7.45 – 7.50
14	T Stacy	Report to Board from Cllr Terry Stacy, Executive Member for Housing and Communities		Verbal	7.50 – 8.00
15	A Jennings	Report to Board from A Jennings, Deputy Chief Executive		Verbal	8.00 – 8.10
15	A Lucas	Any other business and date and time of next meeting - 6.30pm, Monday 20 th August 2007, Highbury House	Information	Verbal	8.10 – 8.15

**Homes for Islington
Board of Directors Meeting
Minutes of 23rd April 2007
Highbury House, 5 Highbury Crescent, London N5 1RN.**

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

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

Apologies: Paula Belford (Director)

	ITEM	ACTION
1	<p>Welcome/Apologies/Introductions</p> <p>a) The Chair opened the meeting at 6:35pm. b) The Chair gave apologies for Paula Belford.</p>	
2	<p>Declarations of Interest</p> <p>a) William McGarvie, Eddie Niles and Jessie White declared a prejudicial interest, and Theresa Coyle declared a personal interest under Item 6 (Governance Review) specifically relating to the proposed change in the election procedure.</p>	
3	<p>Questions received from the public and questions from the floor</p> <p>a) There were no questions received in writing from the public.</p> <p>b) The following questions were received from Mr Potter:</p> <p>1) Will HFI be partnering with LBI in any new build project and how will this be financed?</p> <p>a) <i>It was explained that a full answer to this question would be provided under Item 5 (Chair and Chief Executive report).</i></p> <p>2) Can the Board provide an update on whether or not directors will receive an allowance?</p> <p>a) <i>It was explained that this would be decided under Item 6 (Governance Review).</i></p> <p>3) Given that Kier Islington do not charge residents for costs incurred</p>	

	<p>under the congestion charge will HFI ensure that this is the case for all contractors?</p> <p>a) <i>It was confirmed that HFI is reviewing all contracts previously agreed with contractors.</i></p> <p>4) Will the Board invest in a sound system for its public meetings?</p> <p>a) <i>It was explained that a microphone was being trialled for this meeting but that other options were being investigated.</i></p> <p>c) The following question was received from Mr Trotter:</p> <p>1) Can there be more consultation with residents from HFI staff regarding works on estates?</p> <p>a) <i>It was explained that HFI had a policy of consulting residents through steering groups and that Area Programme Teams should give feedback from contractors to residents.</i></p> <p>d) The following questions were received from Mr Hockenjos:</p> <p>1) In relation to internal walls and ceilings can HFI provide a full list of European standards that Partners for Improvement in Islington would seek to comply with or seek to surpass?</p> <p>2) Can HFI confirm how much money has been spent on Mr Hockenjos home since the date of the right to buy application?</p> <p>3) Can HFI confirm the date of when the Practical Completion Certificate was issued?</p> <p>4) Can HFI confirm that Partners is aware of its obligations to tenants under the recent disability discrimination legislation of 2006?</p> <p>5) How does Partners monitor disability discrimination in the matter of works to residents homes?</p> <p>a) <i>It was explained that although these were issues for Partners, HFI would investigate and provide a response in 10 working days.</i></p> <p>e) The following question was received from Mr Cooper:</p> <p>1) Will the Board re-consider its decision to hold meetings at Highbury House and instead consider the Town Hall?</p> <p>a) <i>It was explained that the Board has already made its decision but will keep it under review.</i></p>	<p>Simon Kwong</p>
<p>4</p>	<p>Minutes of last meeting 26th February 2007 and matters arising</p> <p>a) Page 4, Item 10 e) – It was noted that Item 9 (Equality and Diversity</p>	

	<p>Strategy) had been deferred to the next meeting.</p> <p>b) Page 5, Item 14 a) – It was noted that staff were investigating the best method for providing amplification at Board meetings and that amplification for all directors should be considered.</p> <p>The minutes were approved as an accurate record.</p>	David Selo
5	<p>Chair report and Chief Executive report</p> <p>a) Chair’s report</p> <p>i) The Chair thanked directors for their attendance at the recent staff conference and that the feedback from staff on the event had generally been very positive.</p> <p>b) Chief Executive’s report</p> <p>The Chief Executive informed the Board:</p> <p>i) That LBI has started to consider the options for new build and will be partnering with HFI. The Chief Executive will meet with staff and Board directors to consider a way forward. At the moment it is not envisaged that there will be any funding through RSL’s although they could have potential as a partnering consultant.</p> <p>ii) That the recent Andover Community Youth Trust event was very successful and was a good example of HFI’s community engagement.</p>	
6	<p>Governance Review</p> <p>a) The Chair explained that the review had been debated at length at the Governance Review Working Group and the Board Away Day and therefore moved to the recommendations.</p> <p>The Board agreed:</p> <p>39 of 50 recommendations made by the governance review and previously agreed by Governance Review Working Group (GRWG) listed in 4.1 of the report.</p> <p>From the remaining 11 recommendations the Board:</p> <ul style="list-style-type: none"> - Did not agree to reduce the size of the Board to 11 but agreed to review in one year - Did not agree to appoint the Chief Executive to the Board - Agreed to retain the Sub-Boards with a body of resident advisors - Did not agree the principle of allowances but agreed to review this in one year along with the size of the Board, when the benefits of pay have been evidenced in other ALMOs and provided that HFI has secured 3 stars from the Audit 	

	<p>Commission</p> <ul style="list-style-type: none"> - Agreed to review the existing expenses policy for directors - Did not agree to change the term of office of the Chair and Vice-Chair - Agreed the terms of reference of the Sub-Boards - Agreed the terms of reference for Finance Committee - Did not agree to amend the Articles of Association and Code of Conduct to state that directors are required to attend at least 66% of all meetings for Working Groups that they sit on - Agreed to change the AGM to a stand alone event - Agreed to include in the EC procedure a process whereby the decision by the Company Secretary not to investigate a complaint made about a director can be appealed by a complainant. - Agreed that HFI adopt a protocol whereby HFI will pay for directors legal expenses for representation at EC provided that this is cleared in advance and if said director is acquitted. <p>The Board debated whether or not Independent directors should have a residential qualification. The Board concluded that it should not limit the options to join the Board. There should be no specific eligibility criteria but as part of the application process HFI should seek to establish an interest in housing in Islington.</p>	Mike Sims
7	<p>HFI Resident Involvement Strategy 2007 – 2009</p> <ul style="list-style-type: none"> a) Eamon McGoldrick introduced a report asking the Board to agree the Resident Involvement Strategy and action plan. b) It was noted that the strategy should place more emphasis on diversity and hard to reach groups. It was agreed that the strategy would include hyperlinks to the Equality and Diversity Strategy. c) It was agreed that the Board would receive update reports on the strategy during the year. d) It was agreed that the action plan would include specific actions on meeting the 6 equality strands and how these would be monitored. e) It was agreed that staff would review the action plan to ensure that the “measurable outcomes” are more detailed. f) It was agreed that the Board Open Forums would be included as part of the action plan. g) It was agreed that staff would list past occasions when feedback from residents had been used to inform HFI’s policies. h) It was agreed that staff would consider standard agenda items at all relevant Committees on resident involvement. i) It was noted that the ICT Strategy Group would consider how IT can facilitate objectives on equalities and training. j) It was noted that staff would keep the number and titles of HFI’s strategies under review to ensure that they reflected the position and priorities of the organisation. <p>The Board:</p> <p>Endorsed the strategy and action plan (Appendix A) for Resident</p>	<p>Simon Kwong</p> <p>Simon Kwong</p> <p>Simon Kwong</p> <p>Simon Kwong Simon Kwong</p> <p>Simon Kwong</p> <p>Mike Sims</p> <p>David Selo</p>

	<p>Involvement for roll out from April 2007 subject to the actions required above.</p> <p>Agreed the recommendations contained within the strategy report and summarised below.</p> <p>Agreed that once the revised strategy is agreed, negotiations toward agreeing a robust SLA with FITA are initiated.</p> <p>Agreed that an additional resource of £50K is dedicated to Resident Involvement to drive new initiatives and accelerate the activities needed to drive forward improvement in this key area. This approach complements and enhances organisational commitment to Community Engagement and Equality and Diversity.</p>	
8	<p>Information and Communication (ICT) Strategy 2007 – 2009</p> <p>a) Eamon McGoldrick introduced a report providing the Board with proposals on the ICT Strategy for 2007 – 2009.</p> <p>b) It was noted that HFI has been piloting remote working and home-working initiatives.</p> <p>c) The Board thanked Adam Borrie and Jessie White for their work on the ICT Strategy Group.</p> <p>d) It was noted that the financial implication would continue to be monitored by the Group and Senior Management Team.</p> <p>e) It was agreed that the Strategy would be amended to reflect that customer access is the main priority.</p> <p>f) It was agreed that staff would investigate IT support for Board directors.</p> <p>The Board agreed the ICT strategy.</p>	<p>David Selo</p> <p>Mike Sims</p>
9	<p>Equality and Diversity Strategy 2007 – 2009</p> <p>a) The Board noted that the Strategy had been withdrawn and that it would be presented at the next Board meeting on 28th June 2007. In the meantime a meeting between staff and directors would be set up to consider the issues.</p> <p>b) It was noted that the adequacy of staffing resources to deliver the strategy would be considered at this meeting.</p>	<p>Simon Kwong</p>
10	<p>Report back from Audit Committee – 22 February 2007</p> <p>The report was noted.</p> <p>Report back from Investment and Delivery Committee – 28th February 2007, 7th March 2007 and 21st March 2007</p> <p>The report was noted.</p> <p>Report back from Finance Working Group – 1st March 2007</p> <p>The report was noted.</p>	

	<p>Report back from HR Committee – 28th March 2007</p> <p>Report back from Contracted Services Sub-Board – 10th April 2007</p> <p>The report was noted.</p> <p>Report back from Managed Property Sub-Board – 11th April 2007</p> <p>The report was noted.</p>	
13	<p>Forward Plan</p> <p>a) It was agreed to add the Equality and Diversity Strategy to the meeting on 28th June 2007.</p> <p>The forward plan was agreed.</p>	
14	<p>Any other business and date and time of next meeting</p> <p>a) Next meeting at 6.30pm, Thursday 28th June 2007, Highbury House.</p>	

There being no further business to conclude the Chair closed the meeting at 8:21 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	28 th June 2007	6	Decision

Subject of Report: Annual Report on Equalities and Diversity and Update Report on Equalities and Diversity Strategy and Action Plan

1. Synopsis

1.1 This report provides Board with an Annual Report on performance, including progress against the previous action plan, revisions to the Equalities and Diversity Strategy and Action Plan following the voluntary inspection and information on the updated legislative framework that HFI works to.

2. Recommendations

2.1 That Board notes the Annual review of HFI's progress against Equality and Diversity objectives contained in Appendix 1;

2.2 That Board notes Appendix 2 which assesses performance against HFI's 2005-8 Equality and Diversity Action Plan;

2.3 That Board notes the briefing contained in Appendix 3 setting out the legislative framework that HFI works to. Appendix 3 also includes an assessment of how other ALMOs report on Equality and Diversity issues;

2.4 That the Board notes that the following specific plans "sit under" the proposed Action Plan

- Equalities standard (available on ES@T system)
- Disability Equality Scheme action plan
- Performance against the Diversity KLOE (no 31);

2.5 That Board agrees a new Action Plan (Appendix 4) is produced to take into account comments made in the voluntary inspection report.

3. Background

3.1 This report has been produced following a meeting on the 4th June 2007 called to discuss Equality and Diversity objectives. Board Directors agreed the following:

- That the Annual Report on Equalities performance would go to the next Board
- That this would be accompanied by an updated version of the 2005 Action Plan listing progress against targets
- That a briefing note detailing changes in legislation would be produced for Board Directors
- That the Equalities and Diversity Action Plan would be re-produced to reflect the findings of the Audit Commission.

It was subsequently agreed that some benchmarking would be provided detailing how other ALMOs report on Equalities and Diversity.

- 3.2 Appendix 1 contains the Annual Report on performance with regards to Equality and Diversity. It lists HFI's achievements as well the areas that the organisation needs to concentrate on in the coming year.
- 3.3 Enclosed in Appendix 2 is a review of the 2005-8 Action Plan. It is proposed that this is superseded by the revised Action Plan because:
- There is a need to incorporate new recommendations made by the Audit Commission.
 - The 2005-8 Action Plan is very long and has not proved a very usable document. Its length and wording have made it difficult to secure staff ownership and a feeling exists amongst senior staff that it is over complicated and almost exclusively based on governance.
 - The new Action Plan can more fully reflect the outreach work that HFI is increasingly engaging in throughout the borough.
- 3.4 The Equality and Diversity Action Plan (Appendix 4) is the primary document that sets the organisation's Equality objectives and the key priorities for improvement. It has been reviewed following recommendations made in the recent voluntary inspection. There is a stronger emphasis on how the improved mapping of the diversity of residents and staff can be used to secure more effective service delivery. A self-assessment exercise has linked all of the Action Plan's targets into the targets contained in the Key Line of Enquiry and the Local Government Equalities Standard.
- 3.4 The Action Plans listed below sit below and inform the revised Action Plan and are in place because there is a need to manage them prior to audit and inspection:
- The Equalities Standard is monitored through the ES@T system and will be reviewed regularly prior to an external assessment for level 4 that is to take place in October.
 - The Audit Commission's Key Line of Enquiry on Diversity will also be used to measure achievement in diversity prior to the ALMO Inspection in October.
 - The Disability Equality Scheme will need regular review although a date for audit has not yet been set.
 - In response to new legislation, LBI has published a Gender Equality Scheme. HFI will adhere to this standard and have added this responsibility as a target in its Action Plan

All of these documents are subject to quarterly updating by the Service Development Manager and six monthly review by SMT and will be made available to Board Directors.

4 Recommendations from the Voluntary Inspection

- 4.1 The Voluntary Inspection carried out by the Audit Commission in November 2006 made a number of recommendations as to how HFI manages diversity and these have been incorporated into HFI's Continuous Improvement Plan.

4.2 Below is a summary of the position surrounding these areas:

- **Reviewing the Equalities and Diversity Strategy and Action Plan**
Set to go to the Board in June for consideration. An updated Action Plan that incorporates all of the recommendations made by the Audit Commission is attached to this report. Also included is a briefing note that provides an up to date summary of the framework legislation that HFI works to.
- **Reviewing the Interpreting and Translation policy**
Efficiency review set up and due to complete by September. Implementation projected date October. In section 1.3 of the Action Plan.
- **Developing a proactive approach to vulnerability, language and communication ability**
This involves greater translation of documents such as the Residents Newsletter and the Annual Report combined with a range of outreach work outlined within the Action Plan (see Sections 1 and 2).
- **Prioritising the adaptation of offices and community centres to meet the requirements of the DDA**
All HFI offices including TMOs are now able to meet the standard whilst work to update all community centres over a period of 3 years has begun. This target is included in section 1.5 and 1.6 of the Action Plan.
- **Improving the systems for collecting diversity information**
 - *A variety of methods are being used to update the information that HFI holds on its residents and this will remain a priority for the organisation. A new procedure has been issued and training implemented to ensure that diversity information is collected on an ongoing basis at key interactions with residents, eg. tenancy sign up.*
 - *Staff resources are being utilised to ensure that diversity mapping information is uploaded onto iWorld.*
 - *We plan to use HFI Direct to collect further diversity mapping information when taking routine day-to-day enquiries and also proactively.*
 - *In partnership with social services, a joint letter targeting HFI residents over 60 will also seek diversity mapping information.**This is included in section 1.2 of the Action plan.*
- **Use data to assess whether services are treating residents equally**
HFI is the first housing agency in London to begin significant work in this area. The first three reports, on rent arrears, complaints and repairs, have now been produced and in the month a further report mapping instances of antisocial behaviour by diversity strand will follow. An action plan resulting from the findings of these reports will feed into section 3.4 of the Action Plan.
- **Improve the quality of Equality Impact Assessments**
This is incorporated into section 3.7 of the Action Plan.

5 Legislative Framework

- 5.1 Appendix 3 provides an update of relevant legislation that informs HFI's Equalities and Diversity Strategy. Of particular note is that:
- From April 2007, LBI has published its Gender Equality Scheme that HFI is committed to adhering to. This requirement has come about as a result of an amendment to the 1975 Sex Discrimination Act and is detailed in section 2 of the Briefing note (Appendix 3).
 - There is no requirement as yet to produce an Age Equality Scheme although a few councils have taken such a step.
 - Board Directors should note impending new legislation in Section 3 of the Briefing note.
- 5.2 The Briefing note also includes a section detailing how other ALMOs are delivering Equality and Diversity objectives. Most, though not all, have mainstreamed this work within their management structures to secure ownership throughout the organisation. In terms of outputs, there is no clear evidence that adopting either the mainstreaming or the specialism approach necessarily produces a better result. Board Directors may wish to review this issue when assessing annual performance.

6 Resources

6.1 HFI has committed substantial staff time to ensuring that the Equalities and Diversity Strategy is delivered in the coming year:

- Equalities and Diversity work will take up:
 - 80% of a Service Development Officer role
 - 20% of a second Service Development Officer role (diversity mapping)
 - 10% of a third Service Development Officer role (community engagement)
 - 50% of a Service Development Advisor role
 - 30% of the Service Development Manager role
 - 10% of the Head of Performance & Service Development role
 - 5% of the Chief Executive role.
- The Senior Management Team has already guaranteed its commitment to delivering this strategy and staff throughout the organisation undertake work in delivering HFI's equality objectives.

6.2 Additional funding of £50k for 2007/08 has been allocated for diversity work. In addition there is nothing to prevent the granting of monies from the 07/08 Community Engagement funds if a bid meets its core objectives. The following is now committed:

- HFI will be working with Disability Action in Islington (DAil) in a project that will create a Forum for Disabled HFI tenants. This will consist of two representatives from each of the six Impairment Groups who will meet quarterly to discuss a range of HFI issues as well as carry out impact assessments on some key policies. In addition, bi monthly meetings will take place for deaf residents and those with a learning disability. DAil will recruit the Forum and also provide feedback on an ongoing basis from the group who will feedback on their customer experiences throughout the year. A sum of £20,000 has been reserved for this work as it is labour intensive.
- Translations and Interpreting - HFI is to commit more resources to translating key documents (such as the tenancy agreement and tenancy conditions) and ensuring that all residents are kept informed (through a translated residents' newsletter and annual

report). These costs can be expensive and 12k has been reserved for this work. £6k has already been spent on translating the latest newsletter and the Annual Report.

- Diversity Mapping work - updating HFI's database so that residents' needs are kept up to date is a priority and 10k has been reserved for this.
- Community Group liaison - £8k has been reserved for responding to resident needs emanating from outreach work with diverse community groups. Further sums for this work may come from the Community Engagement funds.

7 Implications

7.1 Financial implications

7.1.1 Revenue implications

The Director of Resources reports that HFI has committed the equivalent of £94k in terms of staff time to ensure the delivery of the Equalities and Diversity Strategy. In addition the Board agreed £50k growth to be allocated to diversity work. This has been committed to initiatives including £20k to the Forum for Disabled, £12k translating and interpreting services, £10k towards diversity mapping and £8k for community liaison.

There is also an opportunity to bid for some of HFI's 100k community engagement fund.

7.1.2 Capital implications

The Head of Performance and Service Development confirms LBI's intention to fund the changes to community centres to enable compliance with the DDA.

7.1.3 Efficiency Implications

None specific to this report.

7.1.4 Risks

Community centre DDA compliance changes will only be made where LBI funding is confirmed. There is a risk that LBI funding may not be available.

7.2 Legal implications

7.2.1 Contained within Appendix 3.

7.3 Equality implications

7.3.1 Contained within the body of this report.

7.4 Sustainability implications

7.4.1 None specific to this report.

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Subject of Report: Summary of Equalities Performance 2006/7

1. Purpose

1.1 To provide an update on HFI's performance in the area of diversity in 2006/7.

2 Recommendations

2.1 That Board directors note the assessment contained within the report.

2.2 That Board directors note actions planned for areas of under performance.

2.3 That appendices detailing progress against the Disability Equality Scheme, Audit Commission Key Line of Enquiry on Diversity, Equality Impact Assessment programme and compliance with the CRE Code of Practice for Rented Housing and the CRE Standard for Tackling Racial Harassment be circulated separately to Board directors for their information as agreed at the meeting of some of the Board directors on 4 June 2007.

3 Background

3.1 The purpose of this report is to provide an overview of performance against HFI's Equality and Diversity Strategy in 2006/7, including an assessment of progress against the following:

- The Equalities Standard
- The Audit Commission Key Line of Enquiry on Diversity (no 31)
- The Disability Action Plan
- HFI's Continuous Improvement Plan.

3.2 The report will also centre around the three priorities of service delivery, governance and staffing, all of which are critical issues within any inspection of effective diversity practice.

3.3 The report contains a robust perspective of current performance and will highlight achievements as well as those areas where action is required in the following year.

4 The Equalities Standard

4.1 HFI is working in partnership with LBI in seeking to achieve level 4 and 5 of the Equalities Standard by March 2008. Having achieved level 3 in 2006, HFI has adopted a checklist approach using the ES @T system and has worked very closely with LBI in a process of self-assessment. Prior to auditing for levels 4 and 5, HFI will engage in a peer review with LBI, meaning that an external view will be obtained of both the performance and portfolio of evidence.

4.2 An audit carried out within LBI/HFI using the ES @T software has shown HFI to be meeting level 4 of the standard. The external audit will take place in October. A meeting is being arranged to assess learning points from the exercise.

5 Disability Equality Scheme Action Plan 2006-2009

- 5.1 HFI is working to deliver the DES Action Plan, a document that contains a set of objectives that have been agreed with LBI and Disability Action in Islington.
- 5.2 HFI accepts that the Action Plan presents challenges for the organisation in several areas, notably procurement, an issue that is dealt with elsewhere in this report. In addition, a target of achieving staff levels of 10% for disability by 2009 appears unrealistic and is set for review.
- 5.3 Despite this, good progress has been made in the following areas:
- All HFI reception areas are now DDA compliant
 - All offices are equipped to provide information in a range of formats for the disabled
 - The annual repairs check for disabled tenants has instilled a pro-active approach towards ensuring that the homes of all Islington tenants are in a good condition
 - Disabled tenants have been involved in a mystery shopping process that has been used to improve facilities for the disabled in HFI properties.
- 5.4 The following have been identified in 2007/8 as areas where improvements can be made:
- Ensuring that the programme of works to improve accessibility to community centres by 2009 is continued
 - That areas such as disability etiquette and learning about specific impairments are incorporated into HFI's customer care training processes
 - The creation of a consultative body for disabled HFI tenants representing the six identified impairment strands.

6 Key Line of Enquiry no 31

- 6.1 The Audit Commission has set standards for the delivery of excellence in diversity against which HFI will be judged at the next inspection in the recently-revised KLOE 31.
- 6.2 The following have been achieved in 2006/7:
- HFI have become the first ALMO in London to embark upon an analysis of performance against diversity strands. Two reports analysing rent arrears and complaints by diversity strand have been produced and will be followed by further reports on repairs and anti-social behaviour. Action plans arising from the findings are now being produced and will be implemented in 2007/08
 - HFI can demonstrate effective leadership on diversity through the governance of the organisation
 - Compliance with national standards for reporting harassment has been achieved.
- 6.3 Key to obtaining a 3 star rating in the November ALMO inspection will be continuation of the following work:

- Further work mapping the diversity of HFI's residents, with a target of 70% being set for holding information across the 6 diversity strands
- Completing a review of HFI's interpreting and translation services and ensuring that the process includes developing greater use of staff language skills
- Extending HFI's links with the community and voluntary sector organisations as a way of accessing a broader range of our residents.

7 Recommendations from the VIW Inspection

7.1 The VIW Inspection report made a number of recommendations as to how HFI manages diversity which have been incorporated into the organisational plan.

7.2 Below is a summary of the position on these areas:

- Reviewing the Equality & Diversity Strategy and Action Plan
Set to go to Board in June for consideration. In the interim staff are working to the Draft Action Plan
- Reviewing the interpreting and translation policy
Efficiency review underway and due to complete by September. Implementation projected date October
- Developing a pro-active approach to vulnerability, language and communication ability
This involves greater translation of documents such as the Residents Newsletter and the Annual Report combined with a range of outreach work outlined later in the report
- Prioritising the adaptation of offices and community centres to meet the requirements of the DDA
All HFI offices including TMOs are now able to meet the standard whilst work to update all community centres over a period of 3 years has begun
- Improving the systems for collecting diversity information
See later in this report
- Use data to assess whether services are treating residents equally
See above
- Improve the quality of Equality Impact Assessments
See below.

8 Equality Impact Assessments

8.1 The VIW inspection identified weaknesses in the Equality Impact Assessment process. These have now been addressed by the strengthening of the Assessment form itself that now requires a more detailed response from staff. HFI is also receiving external support and advice regarding its ongoing performance both from LBI and from HQN.

8.2 All senior managers are to be trained on Impact Assessments and this will begin in June when a session for SMT has been arranged.

8 Resident Involvement

9.1 Although HFI will continue to give priority to its formal consultation structures, it recognises that achieving a representative mix when consulting through these channels has been difficult to achieve. Such groups tend to be dominated by white older people and do not always incorporate the views of the young or BME groups. HFI will continue to work to achieve a better level of representation across the diversity strands and will include such a requirement in the revised SLA with FITA, who are also responsible for promoting resident engagement in the borough. In addition, the community engagement work that HFI is now carrying out will seek to encourage residents to become more involved in HFI's decision-making and operations.

9.2 In the coming year, HFI will develop additional means of accessing the views of its residents across all diversity strands:

- As stated above the new service level agreement with FITA will include increasing the diversity of tenant representation as a priority
- HFI is setting up an “Involvement Register” that will allow all residents the opportunity to comment on any aspect of the service in any mode of communication they so choose. HFI began promoting the scheme at LBI's open day for the Somali community in early May and will publicise the scheme actively throughout the summer
- HFI will extend its work with the community as a way of accessing residents who may not be using their Tenants and Residents Associations. It will also carry out an extensive mapping exercise as there is a feeling that the organisation does not centrally co-ordinate this work and hence under-records its achievement.

9.3 Examples of the work outlined in the 3rd bullet point are as follows:

- An initial meeting with the Islington Faiths Forum has taken place and provisional agreement obtained for a service director to attend an IFF Steering group meeting in June. This group has a database of 130 faith groups and has representatives across all religions. Discussions have also taken place on the possibility of a community event funded through HFI's Community Engagement funds and the forum have been encouraged to bid for some of this money
- HFI and Hackney Homes have provisionally agreed to work together pending commitment from LGBT groups to produce a leaflet for residents who may be isolated or needing advice. The purpose is to provide a list of advice agencies that can be used both at service points but also in meeting points for the LGBT community
- Contact has been made with Age Concern and a meeting arranged for early June to discuss future liaison. Age Concern has asked HFI to carry out surgeries for the elderly community
- Staff will shortly be contacting groups representing minority communities throughout Islington initially concentrating on populations of above 1%

- Discussions are underway with LBI Housing Needs about work they currently carry out in BME communities and the possibility of HFI “doubling up” with them on surgeries
- HFI will build on existing work with the Islington Disability Network by running a forum for disabled tenants that will feature representatives from the six impairment strands. This forum will be used to seek views on all aspects of HFI’s performance on disability issues
- The Womens Resource Centre has been contacted and consulted regarding HFI’s domestic violence policy and other issues affecting women
- Staff are to continue discussions with LBI about increasing the level of its information on the Refugee Directory and will use these links to seek advice on its current practice

9.5 It is intended to use these meetings with community groups to ascertain how each community wishes to be consulted by HFI. As a measure of the importance placed on this area of work by HFI it is proposed that a service director attends when it is thought appropriate.

10 Compliance with external standards

10.1 In 2006/7, HFI submitted the following for consideration:

- Evidence that it met the CRE Code of Practice for Social Housing
- Further paperwork surrounding achieving the CRE standard for tackling racial harassment and the Code of practice for Social Landlords.

10.2 LBI has now informed the CRE that HFI has achieved compliance with both of the above.

11 Procurement

11.1 HFI tenders its service contracts through LBI’s Procurement Unit, who comply with CRE standards with regards to procurement. This means that both LBI and HFI:

- Have adopted a process that encourages BME and disabled businesses to apply
- Provide website procurement opportunities that link to IVAC’s website (Islington Voluntary Action Council)
- Hold workshops with small to medium and BME organisations with the aim of removing barriers and encouraging applications
- Include disability metrics in the application process and collate information on diversity strands
- All specifications require HFI contractors to pursue an active equalities and diversity strategy.

11.2 Challenges in this area remain however and during 2007/8 HFI will seek to;

- Investigate using the Disability Forum to influence and comment upon specifications for works
- At present the Approved list of Contractors for Construction contracts have been closed for 3 years because of the formation of the framework agreements. During the next round of tendering, HFI will investigate ways of increasing representation from across the diversity strands.

12 Governance

12.1 In 2006/7 the governance arrangements for managing diversity were as follows:

- All Staff and Board directors are fully trained on diversity
- The Board sets HFI's objectives and agrees the Equality & Diversity Strategy and Action Plan
- The Board receives annual reports on progress in this area
- The Board delegates to the Chief Executive the responsibility for delivering the strategy operationally
- SMT considers quarterly reports on performance
- The Chief Executive chairs the bi-monthly Equalities and Diversity Forum, a group made up of staff and managers from each of HFI's four divisions
- The Staff Diversity Forum discusses human resources issues affecting HFI staff across the diversity strands
- The Head of Performance and Service Development and the Service Development Manager are assigned key roles in delivering the strategy and Service Development Advisers and Service Development Officers spend significant amounts of time in delivering the strategy
- A system of action planning in key areas such as the Equalities Standard, the CRE standard, the KLOE and the Disability Equality Standard is maintained by the Service Development Team and monitored by the Senior Management Team.

Within the coming year, it is envisaged that a Board director may be assigned a portfolio for diversity so as to further highlight its importance to the organisation.

13 Human Resources

13.1 In December 2006 HFI carried out an analysis of the diversity strands amongst managers on grades of PO5/6 and above.

The key findings are listed below:

- Of 17 posts graded PO7 and above 2 were women
- Of 44 posts on PO5 and PO6 15 were women
- Under PO5 297 out of 725 were women.

In terms of ethnicity:

- Of the 9 posts on PO9 or above, 7 are not BME, 1 is mixed and the other White Irish
- Of the 51 posts between PO5 and PO9, 39 are not BME, 6 are White Irish, 1 is Other, 1 is mixed, 1 is Black Caribbean, 1 is Black African, 1 is Asian Pakistani and 1 is Asian Indian.

In terms of the turnover of management jobs above PO5 only one vacancy came up last year although five jobs were available at PO5.

13.2 HFI's emphasis upon the development of staff is designed to promote better representation across the diversity strands:

- 137 people took part in management training
- 2 places on the PASP scheme.

In addition of the 9 trainees:

- 3 were Black Caribbean
- 1 was Asian British
- 5 were White British.

In the coming year HFI succession planning will offer 16 places on a Middle Managers programme as well as a continuation of the PASP and Trainee programmes.

13.3 HFI's aim is to achieve a situation where the workforce mirrors the community. This aim applies to the diversity of the management structure as well as staff. Below is a table highlighting grades above P05 in terms of ethnicity and disability.

Resident Profile	Tenant	Managers
White	58%	87%
Black	23%	5%
Asian	4%	3.25 %
Mixed	2%	3.25%
Chinese /Other	12%	1.5%

In terms of this study, White Irish has been classed as White and the data is based on the current diversity data on iWorld.

In terms of the gender diversity profile of residents:

- 58% of tenants are female but
- 29% of managers above PO5 are women.

14 Communications

14.1 In 2006/7, Communications were involved in the following areas:

- Developing Browsealoud on the website
- Introducing automatic translations on the website
- Promoting fire alarms for the deaf and hard of hearing
- Promoting activities for specific groups
- Promoting the staff diversity group
- And ensuring the resident newsletter was RNIB compliant.

14.2 Within the availability of improved diversity data HFI will increasingly target publicity materials across the diversity strands and will consult communities about what information they need. In the coming months:

- HFI will translate its Tenancy agreement, conditions of tenancy and Annual Report into six community languages and provide them in large print
- Will ensure that the Residents newsletter is available in a number of formats
- Will make its website accessible to all.

15 Key Objectives 2007/8

15.1 Listed below are the headline objectives taken from the Equalities and Diversity Action Plan for improving HFI's performance on diversity in 2007/8:

- Increase HFI's database of diversity mapping information to 70%
Target –October 2007
- Carry out and implement the recommendation of an efficiency review of the interpreting and translation service
Target-September 2007
- Carry out consultation beyond the formal consultation structure and across all diversity strands
Target-to set up a dialogue with HFI tenant representing the 6 diversity strands by October 2007
- Continue the self assessment of performance by diversity strand to include repairs and anti social behaviour
Target-to deliver reports on anti social behaviour and repairs by the end of July
- Achieve levels 4 and 5 of the Equalities Standard
Target-to prepare and gain positive assessment for level 4 by October 2007
- Ensure that HFI complies with the standards for an excellent service set by the Audit Commission.
Target-to achieve a 3 star rating in November
- Develop management opportunities to ensure that HFI's workforce matches the community
Target-to deliver management opportunities through the succession strategy by March 08.

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Equality and Diversity Action Plan

2005 – 2008

Objective	Evidence	Activity	Race equality	Disability	Equality Standard Level	Audit Com KLOE	BVPI	Lead Officer	Target Date	Progress
1. Ensure that all Divisions and service areas set targets based on equality objectives	Divisional planning documents with appropriate objectives and targets. Minutes of relevant planning meetings.	Divisional & Service Plans show targets based on equality objectives and targets; include in Equality & Diversity Action Plan.	*	*	3	1,5,6,9,30,31	2a,2b,11a,11b,164,174,175,16a,156	John Phillips Doug Goldring Simon Kwong David Selo	08/05	Incorporated in all organisational plans
	Minutes of Divisional team meetings referring to Divisional Plan.	Develop mechanism for monitoring performance on equality to include quarterly monitoring of 6 equality strands and review performance at Divisional management team meetings.						John Phillips Doug Goldring Simon Kwong David Selo	08/05	SMT –6 monthly report
2. Establish corporate guidelines for information gathering and diversity monitoring.	Corporate monitoring guidelines developed and available.	Develop and publish corporate guidelines for information gathering and diversity mapping.	*	*	3	9,31	All	Janice Markey	10/05	Guidelines produced March 2007
	Training programme and handouts.	Implement training on diversity mapping for all officers involved.						Mary Corbishley	10/05	Completed March 2007

Objective	Evidence	Activity	Race equality	Disability	Equality Standard Level	Audit Com KLOE	BVPI	Lead Officer	Target Date	Progress
	Completed monitoring forms.	Introduce & implement an HFI Diversity Monitoring form.						Janice Markey	10/05	Reviewed April 2007
	Reports on diversity mapping.	Carry out Diversity mapping of tenants/leaseholders, consultation and decision-making groups and staff.						Ian Towers, John Saul	02/06	Ongoing-at 48% for all diversity strands
	Reports on diversity mapping.	Produce reports on staff diversity mapping to management team and HR committee. (Recent example – report on direct diversity mailing).						Phil Pepper	10/05	Annually-also Board report in January
3. Seek agreement on equality targets with partners in local “partnerships”	Minutes of meetings discussing Equality & Diversity Action Plan with all partners and showing methodology for equality target setting.	Request contractors & partners to align their equality & diversity strategies with HFI, to include workforce monitoring.	*	*	3	2;3 0;3 1	2a – 164 (ex. 156)	John Phillips, Simon Kwong, Liz Czarnecka	09/05	Achieved in procurement with LBI Business Support
	Minutes of meetings with framework contractors/consultants.	Define the strategy required to enable framework contractors and consultants to “sign up” to & align their equality & diversity strategies, including workforce monitoring, with those of HFI.						Maryam Armstrong James, Bernie O’Connor, Dennis Paddyfoot	09/05	Achieved-see above
	Minutes of meetings with framework contractors/consultants.	Hold sessions with Framework contractors/consultants, Maintenance contractors and Caxton Islington.						Maryam Armstrong James, Bernie O’Connor, Dennis Paddyfoot	09/05	Within framework contracts-to be extended in 2008 procurement

Objective	Evidence	Activity	Race equality	Disability	Equality Standard Level	Audit Com KLOE	BVPI	Lead Officer	Target Date	Progress
4. Establish mechanisms for ensuring that suppliers through contract management meet equality targets.	Standard equality clause(s) for all Homes for Islington contracts; examples of contracts with suppliers including the clause(s); contract management guidelines. Contract documentation and tender submissions. Minutes of meetings with constructors/consultants.	Produce standard equality clause as part of HFI’s new procurement strategy and ensure equality targets are built into all future contracts.	*	*	3	6;3 1;3 0	All (ex 174,175)	Simon Kwong, Janice Markey James Geoghegan, Dennis Paddyfoot	11/05	Compliant with CRE standards- new contracts begin tendering in 2008
5. Ensure completion of equality action Plans at Divisional and service level incorporating performance indicators.	Documentation of Divisional/service level equality action Plans showing targets with measurement criteria. Resources reports to management team & HR Committee e.g. Direct Diversity Mailing.	Ensure equality & diversity targets are incorporated within Divisional Plans and that staff are aware that performance is monitored.	*	*	3	1;5 ;6; 9;3 0;3 1	All (ex 174,175)	John Phillips, Doug Goldring, Simon Kwong, David Selo	08/05 & 10/05	Mainstreamed in to Action Planning- achieved
	Published Divisional Plans for Property Services and Operations to all staff within relevant Divisions.	Deliver Action Plan and incorporate into Service Business Plan to ensure equality targets included.						John Phillips, Doug Goldring, Liz Czarnecka, Simon Kwong	10/05	Ongoing-but achieved

Objective	Evidence	Activity	Race equality	Disability	Equality Standard Level	Audit Com KLOE	BVPI	Lead Officer	Target Date	Progress
	Notes of customer focus training planning meeting. Property Services Management Team meeting.	Emphasise equality targets at driver day revisit conference.						John Phillips	11/05	Achieved
6. Adopt where appropriate national targets/ performance indicators as prescribed by government or the Audit commission	Detail of national equality targets adopted as local PI's; rationale for each target.	Ensure Best Value Performance Indicators adopted and monitored within Divisional & Service Plans.	*	*	3	1;5 ;6; 9;3 0;3 1	All (ex. 174/175)	Ian Towers, John Phillips, Doug Goldring, Simon Kwong, David Selo	08/05	BVPI's on harassment New PI's on mapping and staffing being developed
7. Implement systems for reviewing progress and revising the Equality & Diversity Action Plan and Divisional action Plans	Action Plans to contain detail of review procedures.	Report to HFI Management Team & Board 6-monthly and end of year on Equality & Diversity Action Plan.	*	*	3	1;5 ;6; 9;3 0;3 1;3 2	All (ex. 174/175)	Janice Markey	08/05 & 12/05 & 04/06	Board-annually SMT-6 monthly
	Divisional Plans.	All Divisional Plans to identify and review initiatives supporting the objectives of the HFI Equality & Diversity Strategy and action plan.						John Phillips, Doug Goldring, Simon Kwong, David Selo	08/05	Implemented and ongoing
	Minutes from Divisional Management Team Meetings.	All Divisions to review Plans and initiatives at Divisional Management Team Meetings.						John Phillips, Doug Goldring, Simon Kwong, David Selo, Liz	08/05	See above

Objective	Evidence	Activity	Race equality	Disability	Equality Standard Level	Audit Com KLOE	BVPI	Lead Officer	Target Date	Progress
								Czarnecka		
8. Board members and senior officers to endorse action Plans as appropriate	Minutes of HFI Board & Housing Management Team meetings.	HFI Board & Housing Management Team to endorse HFI Equality & Diversity Action Plan.	*	*	3	1;5 ;6; 9;3 0;3 1;3 2	All (ex 174/17 5)	HFI Board, John Phillips, Doug Goldring, Simon Kwong, David Selo	08/05	Board endorses strategy and reviews performance annually
	Minutes from Divisional Management Team meetings.	Approval of Action Plan at Divisional Management Team meetings, HR Committee & Audit Committee.						John Phillips, Doug Goldring, Simon Kwong, David Selo, Liz Czarnecka	09/05	Achieved
9. Link Action Planning to Best Value Process	Minute of committee showing discussion of equality BVPIs; incorporation of appropriate BVPIs in equality planning process; section in action plan.	Incorporate and adopt appropriate BVPI's aligned to Best Value in equality action planning process.	*	*	3	30; 31; 32	All (ex 174/17 5)	John Phillips, Doug Goldring, Simon Kwong, David Selo, Phil Pepper	09/05	HOPS extra review BVPI's SMT-6 monthly
	Minutes of all Divisional Management Team meetings showing discussion of equality BVPIs.	Include as agenda item for all Divisional Management Team meetings.						John Phillips, Doug Goldring, Simon Kwong, David Selo	09/05	Achieved
10. Ensure that action on targets has started	Minutes from Housing Management Team and all Divisional Management Team Meetings showing programme of action with	Monitor and report on progress on equality and diversity targets to Housing and Divisional Management Team meetings and HFI Board.	*	*	3	30; 31; 32	All (ex 174/17 5)	John Phillips, Doug Goldring, Simon Kwong, David	09/05	ongoing

Objective	Evidence	Activity	Race equality	Disability	Equality Standard Level	Audit Com KLOE	BVPI	Lead Officer	Target Date	Progress
	timetable.							Selo		
	Minutes of HR Committee.	Report on progress to achieve workforce equality targets to HFI Board.						Phil Pepper	09/05	Annual review through Board-considered at HR committee
	Details of positive action initiatives.	Implement positive action initiatives.						Phil Pepper	09/05	PASP scheme
	Equality Impact Assessments.	Start Equality Impact Assessment programme.						John Phillips, Doug Goldring, Simon Kwong, David Selo	07/05	Equality Impact Assment Programme revised and re-launched April 2007

Objective	Evidence	Activity	Race equality	Disability equality	Equality Standard Level	Audit Com KLOE	BVPI	Lead Officer	Target Date	Progress
11. Make public all service level and employment action objectives and targets that are available for consultation and scrutiny	Service and employment equality planning documentation is available and has been distributed to consultation groups.	Ensure all objectives and targets available on website.	*	*	3	5;6;9;30;31	All (ex. 174/175)	Janice Markey, John Phillips, Doug Goldring, Simon Kwong, David Selo	10/05	Strategy on website
	Key Documents.	Make available key documents in community languages & alternative formats on intranet & website.						Janice Markey/Mary Corbishley	10/05	Partially achieved-in current action plan
	Leaflets and external documents.	Make available leaflets in community languages & alternative formats.						Mary Corbishley	10/05	In current action plan
	External documentation.	Ensure all external documents have translation symbol.						Mary Corbishley	10/05	Achieved
12. Make provision of language services appropriate to designated consultation and scrutiny groups	Report to Housing Management Team on new interpreting and translation policy and procedure.	Produce and implement new interpreting and translation policy and procedure.	*	*	3	30;31	2a;2b;156;164	Janice Markey, John Phillips, Doug Goldring, Simon Kwong, David Selo	07/05	Further review necessary after inspection
	Interpreting and translation policy report to Housing Management Team.	Review HFI translation and interpretation service providers.						Janice Markey	10/05	Superseded by VI

Objective	Evidence	Activity	Race equality	Disability equality	Equality Standard Level	Audit Com KLOE	BVPI	Lead Officer	Target Date	Progress
	Public documents giving details of relevant language provision for all groups. Examples of appropriately presented consultation documents. Public documents giving details of accessible facilities.	Make key HFI Documentation widely available to all HFI customers, including disabled people from a wide range of impairment groups; design & provide in plain English, with translations into community languages & alternative formats, on request.						John Phillips, Doug Goldring, Simon Kwong, David Selo	10/05 on	Ongoing-in current action plan
	Public documents giving details of accessible facilities. Capital Programme Annual Survey. Repairs contract monthly customer satisfaction survey. Details of consultation meetings.	Review Capital Programme, repairs and maintenance consultation and information documentation and leaflets to ensure the content and whole consultation process (including planning & communication) is accessible to all service users.						John Phillips, Derek Hayes, Bernie O'Connor	10/05	Partially achieved Under review 2007/8
	Monitoring reports and language cards.	Make translation service and language cards available to all Property Services contractors.						John Phillips, Derek Hayes, Bernie O'Connor	10/05	Kiers use language cards-to be extended 2007/8 to other providers
	Monitoring reports.	Provide interpreters and signing staff for consultation meetings as necessary.						John Phillips, Doug Goldring, Simon Kwong, David Selo	10/05	To be delivered through Disability forum
	Reviewed Tenancy Conditions.	Review Tenancy Conditions & ensure produced in plain accessible English, crystalmarked						Liz Czarnecka	01/06	Done but Translated version for

Objective	Evidence	Activity	Race equality	Disability equality	Equality Standard Level	Audit Com KLOE	BVPI	Lead Officer	Target Date	Progress
		where appropriate								Summer 2007
	Reviewed Tenants' Handbook.	Review Tenants' Handbook & ensure produced in plain accessible English, crystalmarked where appropriate						Liz Czarnecka	07/05	Tenants' Handbook reviewed. Further review 2007
	Reviewed HFI Customer Commitments.	Review HFI Customer Commitments & ensure produced in plain accessible English, crystalmarked where appropriate						Liz Czarnecka	07/05-03/06	Service Promise work 2007.
	Copy of standard letter.	Provide all tenant management organisations / tenant management co-operatives with standard text translated into 9 community languages, inviting recipients of all tenant management organisations / tenant management co-operatives documents to seek translation of the document into their own language.						Graham Baugh	12/05	Achieved
13. Completion of a full and systematic consultation process with designated community, staff & stakeholder groups.	Minutes of appropriate consultation meetings, detailing discussions relating to equality targets. Report and details of public availability, with distribution list.	Consult on new Equality & Diversity Strategy with internal and external stakeholders.	*	*	3	5;13; 30;3 1	2a;2 b;16 b;17 b;16 4	Janice Markey, John Phillips, Doug Goldring, Simon Kwong, David Selo	08/05	Actioned in 2005

Objective	Evidence	Activity	Race equality	Disability equality	Equality Standard Level	Audit Com KLOE	BVPI	Lead Officer	Target Date	Progress
	Stonewall membership list.	Join the Stonewall Diversity Champions Scheme.						Janice Markey/Mary Corbishley	09/05	Achieved
	Report on feedback from focus groups.	Set up and run focus groups by equality strands on new equality and diversity strategy with HFI tenants.						Janice Markey	06/05	Focus groups held.
	Report on feedback from consultation event.	Run community group consultation event on new Equality and Diversity Strategy.						Janice Markey	07/05	Community group consultation held.
	Report on feedback from consultation event.	Organise consultations with equality target groups, including refugees and asylum seekers, in accessible community venues and make whole consultation process, including planning and communication, accessible to all.						Steve White, John Phillips, Doug Goldring, Simon Kwong, David Selo	09/05 on	Set for Summer 2007
	Terms of Reference; report to HMT; minutes of forum meetings.	Set up forums or alternative ways of consulting BME residents, young people and disabled people, following consultation with HFI residents.						Steve White	02/06	See Above-set for summer 2007
	Investment and Delivery Committee Report dated 9 March 05 giving the proposed Information Strategy for Property Services.	Improve participation of people from equality target groups in planning & improving Property Services.						Derek Hayes, Bernie O'Connor	09/05	Achieved-Repairs focus groups

Objective	Evidence	Activity	Race equality	Disability equality	Equality Standard Level	Audit Com KLOE	BVPI	Lead Officer	Target Date	Progress
	Report on feedback to be presented to contract Review Working party and Management Team.	Include in Investment and Delivery Committee report actions to improve participation of people from equality target groups.						Bernie O'Connor	09/05	Feedback from focus groups examined
	Feedback from consultation.	Conduct consultation with Repairs service focus group on recommendations emanating from Caxton contract review, highlighting equality implications and make whole consultation process including planning & communication accessible to all.						Bernie O'Connor	09/05	Carried out- including consultation on Kiers Review Impact Assessment not carried out
	Feedback from consultation.	Conduct a consultation exercise with Housing Support service users on recommendations from Supporting People Review and make whole consultation process including planning & communication accessible to all.						Doug Goldring, Jane Davies-Read	09/05	Completed
	Feedback from consultation.	Conduct a consultation including focus groups with people experiencing Anti-Social Behaviour and harassment and make whole consultation process including planning & communication accessible to all.						Doug Goldring, Liz Czarnecka	10/05	Surveys carried out- renewed Kwest survey in Summer of 2007

Objective	Evidence	Activity	Race equality	Disability equality	Equality Standard Level	Audit Com KLOE	BVPI	Lead Officer	Target Date	Progress
14. Consult on involving designated community, staff and stakeholder groups with scrutiny procedures	Minutes of appropriate consultation meetings.	Ensure that each Division & Service Area engages in effective consultation, including with disabled people from a wide range of impairment groups, refugees and asylum seekers and other equality target groups.	*	*	3	13;30;31;32	2a;2b;164	John Phillips, Doug Goldring, Simon Kwong, David Selo	10/05	Achieved-mapping exercise of dept work to catch activities
	List of consultation Partners.	Draw up list of designated HFI consultation partners.						Steve White/Janice Markey	07/05	List drawn up.
	Feedback from consultation.	Consult customers on annual rent increase.						David Selo	12/05	Statutory process
	Minutes of conference; conference programme.	Hold an annual residents conference.						Steve White	02/06	Sept 2006
	Training brochure.	Produce and distribute a training brochure to all HFI resident representatives.						Steve White	04/05 & 07/05 & 12/05 & 02/06	Training brochures distributed April & July 05.
	Minutes from Divisional Management Team and Housing Operations meetings reviewing progress on Impact Assessments.	Undertake programme of Impact assessments.						John Phillips, Doug Goldring, Simon Kwong, David Selo, Derek Hayes, Bernie O'Connor	07/05 on	Impact programme started-but relaunched April 2007
	Monthly reports on customer satisfaction surveys presented to Residents Participation Group and HFI Management Team.	Provide monthly reports on customer satisfaction surveys.						Doug Goldring, Liz Czarnecka	09/05	Kwest surveys ongoing

Objective	Evidence	Activity	Race equality	Disability equality	Equality Standard Level	Audit Com KLOE	BVPI	Lead Officer	Target Date	Progress
	Report on consultation to Property Services Management Team.	Ensure consultation process for Capital Programme and Repairs Service is accessible to all users., including all planning & communication.						Bernie O'Connor	09/05 – Monthly	Regularly considered at Prop Services Mgt team
	Evaluation of customer satisfaction survey results.	Evaluate monthly Repairs customer satisfaction survey results by equality strands.						Bernie O'Connor	08/05 Monthly	Achieved and ongoing
	Minutes of Caretaking Service Improvement Group meetings.	Discuss involvement of community representatives at Caretaking Service Improvement Group & in Caretaking Services.						Doug Goldring, Garry Bates	11/05	Achieved-included Resident reps
	Minutes of Housing Operations & report to Housing Management Team.	Involve community stakeholders in the development of the HFI Quality Assurance Programme.						Doug Goldring, Liz Czarnecka	1/06	Achieved
	Correspondence with tenant management organisations.	Provide access for tenant management organisations to HFI's computer network.						Graham Baugh	10/05	Achieved
	Training programme and evaluation.	Provide training for tenant management organisations on governance to include equalities.						Graham Baugh	10/05	Ongoing
	Minutes of tenant management organisations / tenant management co-operative Committee meetings.	Ensure that tenant management organisations / tenant management co-operative Committees consider their role in delivering on CRE Codes of Guidance.						Graham Baugh	10/05	Contained within management agreement

Objective	Evidence	Activity	Race equality	Disability equality	Equality Standard Level	Audit Com KLOE	BVPI	Lead Officer	Target Date	Progress
15. Consultation on equality to be linked with the continuing development of the Resident Engagement & Involvement Strategy	Documentary evidence showing equality elements in Resident Engagement & Involvement Strategy. Minutes of meetings with consultation groups.	Incorporate equality & diversity action plan objectives into Resident Engagement & Involvement Strategy.	*	*	3	5;13;30;31;32	2a;2b;164	Steve White	08/05	Reviewed April 2007 and additions to be added re link up
	Programme of events.	Identify opportunities to promote cultural diversity and social cohesion through open days on estates.						Janice Markey/Steve White	12/05	Funday's organised
	Articles by community groups in residents newsletter; meetings with groups; involvement in consultation.	Investigate more partnership working with community groups representative of the equality target groups, to include dissemination of HFI information & key documentation and involvement in consultation.						Janice Markey/Steve White	12/05	Prgress slow-re targeted for Summer 2007 after VI comments
	Meetings with partner organisations; minutes of meetings.	Investigate partnership working with partner organisations, including LBI Learning & Development, to set up developmental activities for residents and young people on estates.						Steve White	12/05	See HFI's Community programmes for young people
	Report to HFI Board and articles in staff and residents' newsletters.	Ensure that Board members, staff & residents are aware of how our customers perceive our services and their performance.						Steve White	08/05 on	Regular survey info available

Objective	Evidence	Activity	Race equality	Disability equality	Equality Standard Level	Audit Com KLOE	BVPI	Lead Officer	Target Date	Progress
	Report on feedback from survey.	Survey TRAs and tenant management organisations for their equalities makeup.						Steve White, Graham Baugh	02/06	SLA review TMO's?
	Report on equalities profile of HFI customers.	Start developing equalities profile of HFI customers.						John Saul, Janice Markey	10/05	See diversity mapping
16. Publicise how, where and when action on targets will start	Action Plan circulated to appropriate groups. General advertising of strategy's aims and objectives in Homes for Islington publications and relevant local media.	Circulate draft Equality & Diversity Strategy & Action Plan to external & internal stakeholders for consultation.	*	*	3	5;9;30;31	All (ex.1 74/175)	Janice Markey	05/05 – 07/05	Action Plan circulated
	Copies of publications.	Include information on the Equality & Diversity Strategy & Action Plan in all HFI relevant publicity.						Vicky Keens	06/05 – 09/05	Article in residents newsletter.

Objective	Evidence	Activity	Race equality	Disability	Equality Standard Level	Audit Comm KLOE	BVPI	Lead Officer	Target Date	Progress
17. Complete access to services element of the Equality & Diversity Action Plan and ensure consistency with the Race Equality Scheme, Disability Discrimination Act 2005 & other relevant equalities legislation.	Appropriate section included in the Equality & Diversity Action Plan document. Documented cross-checking/embedding of Race Equality Scheme & actions to comply with the Disability Discrimination Act 2005 within the Equality & Diversity Action Plan.	Ensure all Divisional & service Plans specifically address importance of barriers, accessibility & reasonable adjustments in provision of services.	*	*	3	5;9;30;31	All (ex. 174/175)	John Phillips, Doug Goldring, Simon Kwong, David Selo	08/05	CRE standard
	Details and feedback from mystery shopping exercises.	Involve disabled people from a wide range of impairment groups and people from other equality target groups in mystery shopping exercises on HFI services.						John Phillips, Doug Goldring, Simon Kwong, David Selo	12/05	Mystery shopping exercise/ Proposal for forum 2007/8
	New anti-harassment procedure and publicity.	Produce & implement a new anti-harassment procedure, with publicity posters and leaflets, to include dealing with racism against refugees and asylum seekers and harassment of disabled people, lesbian, gay, bisexual and transgender people and people from other equality target groups.						Liz Czarnecka, Janice Markey	12/05	New P and P finalised in April

Objective	Evidence	Activity	Race equality	Disability	Equality Standard Level	Audit Comm KLOE	BVPI	Lead Officer	Target Date	Progress
	Copies of HFI documentation.	Ensure all key documentation produced in plain English & made accessible to all, crystal marked where appropriate.						John Phillips, Doug Goldring, Simon Kwong, David Selo; Vicky Keens	10/05	Plain English standards applied to all policy revision
	Feedback from Residents' Panel.	Set up Residents' Readers' Panel to comment on accessibility of new HFI publications.						Scot Swinton, Vicky Keens	1/06	Not done
	Minutes of Property Services Management Team meetings reviewing progress consultation element of Divisional Plan. Satisfaction surveys.	Ensure consultation process for Capital programme and Repairs Service is accessible to all users, including disabled people from a wide range of impairment groups.						Derek Hayes, Bernie O'Connor	12/05	Partially achieved-straplines etc
	Minutes of meetings.	Ensure whole consultation process (including planning & communication) for improvements to Caretaking service and development of Quality assurance programme are accessible to all users, including disabled people from a wide range of impairment groups.						Doug Goldring, Liz Czarnecka	12/05	Some consultation through mystery shopping and DAII
	Correspondence with tenant management organisations / tenant management co-operatives.	Ensure whole consultation process (including planning & communication) with tenant management organisations / tenant management co-operatives is accessible to all						Graham Baugh	10/05	Partially Achieved

Objective	Evidence	Activity	Race equality	Disability	Equality Standard Level	Audit Comm KLOE	BVPI	Lead Officer	Target Date	Progress
		users, including disabled people from a wide range of impairment groups.								
18. Equality objectives and targets developed within each Division/service area	<p>Appropriate section in Divisional planning documents containing specific objectives and targets.</p> <p>Evidence of assessment within Divisional planning documents.</p> <p>Explicit linkage in planning documents between assessments and targets.</p> <p>Published Divisional Plan with appropriate objectives and targets, showing lead officer, staff and budgetary allocations and consistency with Codes of Practice.</p>	<p>Draw up Divisional & Service Plans to include equality targets & objectives.</p>	*	*	3	1;5;6;9;30;31	2a;2b;11a;11b;164;174;175;16a;156	John Phillips, Doug Goldring, Simon Kwong, David Selo	08/05	Mainstreamed in all service plans
	<p>Minutes of Divisional Management Team and Housing Operations minutes referring to Divisional Plans.</p>	<p>Develop & review performance at Divisional Management Team meetings.</p>						John Phillips, Doug Goldring, Simon Kwong, David Selo	10/05	Achieved/ongoing
19. Service planning to specifically address the importance of barriers, accessibility and reasonable adjustment in the	<p>Committee minutes agreeing on implementation of appropriate measures.</p>	<p>Ensure website 'bobby approved' to enable access for disabled people,</p>	*	*	3	5;9;30;31;32	2a;2b;16b;17b;164	Mary Corbishley	09/05	Review of website from June 2007

Objective	Evidence	Activity	Race equality	Disability	Equality Standard Level	Audit Comm KLOE	BVPI	Lead Officer	Target Date	Progress
provision of services										
	Copies of Divisional Service Plans.	Identify & remove access barriers to HFI premises & services, including for disabled people from a wide range of impairment groups.						John Phillips, Doug Goldring, Simon Kwong, David Selo, John Saul	08/05	Ongoing- i.e acces and work on DDA, Mystery shopping
	New interpreting policy and procedure.	Provide guidance on interpreting & translation policy & procedure.						Janice Markey	07/05	Guidance provided- under review June 07
	New interpreting policy and procedure.	Implement guidance on interpreting and translation policy & procedure.						Area Housing Managers.	07/05 on	Guidance implement ed. Under review- June 2007
	Report	Start annual property health checks for visually impaired people.						Lorenzo Heanue	10/05 on	Achieved
	Sign language and interpreting policy and procedure.	Produce & implement a policy & procedure for securing sign language interpreters.						Janice Markey	02/06	Reviewing translating /interpretin g for Sept

Objective	Evidence	Activity	Race equality	Disability	Equality Standard Level	Audit Comm KLOE	BVPI	Lead Officer	Target Date	Progress
										2007
	New HFI language cards.	Provide language cards to enable identification of customers' language by HFI staff and contractors.						Janice Markey	10/05	2007/8-to extend Kiers scheme
	End of year report on take-up of children transported.	Improve assistance with childcare & transport to encourage tenant participation in Area Housing Panel meetings.						Steve White, Performance & Partnership Officers	02/06	Achieved
	Property Services Management Team minutes.	Provide web site information on Capital Programme & make consultation documentation accessible to all users, including to disabled people from a wide range of impairment groups.						Derek Hayes, Bernie O'Connor	10/05	Partially achieved only
	Decent Homes video. Team Briefing.	Ensure video on Decent Homes provision can be accessed by people from all equality strands.						Derek Hayes, Bernie O'Connor	07/05	Video completed.
	Copies of consultation documentation.	Make consultation documentation accessible to all users, including disabled people from a wide range of impairment groups.						John Phillips, Doug Goldring, Simon Kwong, David Selo	10/05	Ongoing work for 2007/8
	Minutes of Divisional Management Team meetings agreeing HFI Equality Impact	Undertake Equality Impact Assessments to ensure access to HFI services by all service						John Phillips, Doug Goldring,	07/05 on	EIA programme in place

Objective	Evidence	Activity	Race equality	Disability	Equality Standard Level	Audit Comm KLOE	BVPI	Lead Officer	Target Date	Progress
	Assessment programme.	users, including disabled people from a wide range of impairment groups.						Simon Kwong, David Selo		
20. Allocation of appropriate resources to achieve targets	Documentary evidence of appropriate budgetary allocation.	6-monthly & end-or-year review by Management Team of equality & diversity resource.	*	*	3	1;30;31;32	All	John Phillips, Doug Goldring, Simon Kwong, David Selo	10/05 & 03/06	Achieved-see annual review to Board
	Documented details of staff assignments.	Set specific equalities performance targets for service managers.						John Phillips, Doug Goldring, Simon Kwong, David Selo, Anne Bagland	10/05	Mainstreamed in core HFI objectives
	Divisional Plan, Service Action Plans. Minutes of Divisional Management Team meetings.	Review budget position on equalities with Accountant.						Anne Bagland, John Phillips, Doug Goldring, Simon Kwong, David Selo	09/05 on	With annual budget process
	Minutes of Housing Operations meetings.	Review resource allocation monthly at Housing Operations meetings.						Doug Goldring	08/05	Monitored re SMT

Objective	Evidence	Activity	Race equality	Disability	Equality Standard Level	Audit Comm KLOE	BVPI	Lead Officer	Target Date	Progress
21. Establish structures of responsibility at Divisional and Service level to progress action plans	Documented details of specific responsibilities assigned.	Have regular meetings of Divisional Management teams to oversee action plans.	*	*	3		2a;2b; 164	John Phillips, Doug Goldring, Simon Kwong, David Selo	08/05	Achieved
	Minutes from Divisional Management Team meetings & Divisional Action Plans.	Review performance at Divisional Management Team meetings.						John Phillips, Doug Goldring, Simon Kwong, David Selo	09/05	Achieved
22. Set timetable within action plans for creating/ adapting information and monitoring systems within service areas	Documented details of monitoring procedures; monitoring intervals and reporting; I.T. software and hardware.	Incorporate monitoring targets into Divisional and Service Plans.	*	*	3	1	All	John Phillips, Doug Goldring, Simon Kwong, David Selo	08/05	In place-new diversity PI's developed
	Minutes from Divisional Management Team meetings.	Include monitoring targets in Divisional and Service Plans; review performance quarterly.						John Phillips, Doug Goldring, Simon Kwong, David Selo	08/05 on	Achieved
23. For agencies delivering services	Standard equality clause(s) to be inserted in contracts.	Produce standard equality clause as part of new HFI	*	*	3	2;13; 6;31	2a;2b; 164	Janice Markey,	11/05	In contract specificati

Objective	Evidence	Activity	Race equality	Disability	Equality Standard Level	Audit Comm KLOE	BVPI	Lead Officer	Target Date	Progress
on behalf of Homes for Islington include within contracts a requirement to develop an effective and appropriate service, fairly and without unlawful discrimination	Examples of specific contracts with equality clause(s). Contract documentation and tender submissions. Minutes of meetings with contractors/consultants.	procurement strategy and ensure equality targets are built into all future contracts.						Simon Kwong, James Geoghegan, Dennis Paddyfoot		on through LBI Business support
24. Establish monitoring of contracts to secure equal employment and equal service delivery targets	Details of monitoring system for both employment and service delivery aspects of contracts. Contract documentation, tender submissions.	Set up monitoring systems for contracts to secure equal employment and service delivery targets.	*	*	3	2;13;6;31	2a;2b;164	Janice Markey, HFI Contract Managers	11/05	Partial
25. Start action on Divisional and Service Area targets	Minutes from Divisional Management Team meetings reporting details of action started for service target achievement.	Ensure action on Divisional and Service Area Plans started.	*	*	3	1;5;6;9;30;31	All (exc.1 74/175)	John Phillips, Doug Goldring, Simon Kwong, David Selo	08/05	Achieved
26. Complete employment section of the Equality & Diversity Action Plan and ensure consistency with the Race Equality Scheme	Appropriate section in Equality & Diversity Action Plan.	Include comprehensive employment section in Equality & Diversity Action Plan.	*	*	3	30;31	All (exc.1 74/175)	Janice Markey, Phil Pepper	05/05	Employment section included in action plan.

Objective	Evidence	Activity	Race equality	Disability	Equality Standard Level	Audit Comm KLOE	BVPI	Lead Officer	Target Date	Progress
	Documented cross-checking/embedding of Race Equality Scheme within Equality & Diversity Action Plan.	Ensure Equality & Diversity action plan consistent with Race Equality Scheme requirements.						Janice Markey, Phil Pepper	08/05	Incorporated

	Reports for Management Team.	6-monthly and end of year report to Management Team on Equality & Diversity Action Plan.							Janice Markey	12/05 & 04/06	Ongoing
	Training programme.	Circulate Equality & Diversity training programme to all staff.							Mary Corbishley	09/05	Online-accredited
	HFI website.	Ensure all HR policies on website.							Phil Pepper	09/05	Done
	Reports for Management Team.	Report 6-monthly & yearly to Management Team & Board on Divisional action plans.							John Phillips, Doug Goldring, Simon Kwong, David Selo, Phil Pepper	10/05 & 03/06	Ongoing
	Copies of HFI reports.	Ensure equality implications in all reports.							Mike Sims	08/05	Implemented
30. Provide training for managers on the implementation of the Equality Standard with contractors and partners.	Details of training provided and attendance at training. Details of documentation for external providers and details of circulation; advertising and coverage in local press.	Include representatives from contractors & partners on Equality Standard training.	*	*	3	2;13;30;31	All (exc.174/175)		Mary Corbishley	10/05	In diversity training
	Details of training provided and attendance at training.	Include equality training in Divisional Training Plans.							Mary Corbishley, John Phillips, Doug Goldring, Simon Kwong, David Selo	10/05	In place
	Details of documentation supplied for external providers.	Provide briefing note for contractors on equalities issues and requirements.							Janice Markey, James Geoghegan, Dennis Paddyfoot,	10/05	Briefing through Islington Business support-Partially

									Simon Kwong, Doug Goldring.		complete
31. Training for all staff involved in recruitment on the Equality Standard, setting service objectives, action planning and monitoring, consistent with the training arrangements set out in the Race Equality Scheme	Training based on guidelines delivered to all relevant staff. Assessment and accreditation of staff and Board members completing training. Details of staff training programmes incorporating equality guidelines. Monitoring of takeup by all staff and evaluation through assessment of staff awareness. Documented crosschecking/embedding of Race Equality Scheme elements within the Equality & Diversity Action Plan.	Implement training on the Equality Standard for all staff involved in recruitment.	*	*	3	2;13;30;31	All (exc. 174/175)		Mary Corbishley	09/05	Training in place-included in Impact Assessment training 2007/8 training plan to investigate extra modules to online diversity training
	Training programme & training materials.	Implement training for staff on dealing with harassment, including racism towards refugees and asylum seekers, harassment of disabled people, lesbian, gay, bisexual and transgender people, people from different faith or belief groups and other forms of harassment.							Mary Corbishley	12/05 on	Set for Sept 2007

32. Provide training for all staff on the detailed implementation of the Equality Standard including action plans and updates on legal and other developments	All disciplinary regulation documents to contain appropriate equality clauses/sections; guidelines for use of regulation. Specific inclusion in disciplinary regulations of details for dealing with harassment.	Implement training for all staff on the detailed implementation of the Equality Standard.	*	*	3	2;13;30;31	All (exc. 174/175)	Phil Pepper, Mary Corbishley	09/05	Incorporated in Equalities Impact Assessment training
	Training programme & training materials.	Implement training for all staff on Disability Equality including Deaf Awareness.						Mary Corbishley	12/05 Programme for 2007/8	Planned for 2007/8
33. Build equality objectives and targets into management appraisal mechanisms	Appraisal guidelines include equality target achievement criteria; anonymous examples of appraisal reports.	Review appraisal scheme to include equalities objectives and targets.	*	*	3	2;13;30;31	All (exc. 174/175)	Phil Pepper	10/05	Done
	Appraisal documentation.	Include equality targets and objectives in staff appraisal objectives.						John Phillips, Doug Goldring, David Selo, Simon Kwong	10/05 done	Achieved
34. Provide information and appropriate training on action plans to support scrutiny process	Minutes of appropriate meetings with briefing details; endorsement by committee. Details of training for evaluation of action Plans.	Support scrutiny process through the provision of information and training on action plans to HFI Board and Sub-Board and Committee members.	*	*	3	2;13;30;31	All (exc. 174/175)	Mary Corbishley	10/05 done	Achieved
35. Establish a system of guidance & training on relevant equality issues to shortlisting panels interviewers	Published guidelines consistent with recommendations from the equality commissions. Training programme; training materials; training timetable.	Provide systematic guidance and training on equalities to shortlisting panels and interviewers.	*	*	3	2;13;30;31	All (exc. 174/175)	Mary Corbishley	09/05 In place	Achieved

36. Start action on all employment and pay targets	Minuted/reported details of action started for employment and pay target achievement.	Commence action on achieving employment and pay targets.	*	*	3	2;13 ;30; 31	All (exc. 156/17 4/175)	Phil Pepper	10/05	Unclear as to meaning

Diversity – Guidance note to legislation

1. Introduction

This note is intended to update Board on the framework legislation and statutory requirements that inform HFI's Equalities and Diversity Strategy.

It is HFI's progress against these that will form a part of any assessment as to

- Compliance with the Equalities standard
- Achieving a 3 star rating with the Audit Commission

The briefing includes recent Legislation and statutory requirements changes and will be periodically updated to ensure it remains up to date.

2. Legislation

HFI's commitment to Equality and Diversity is based around the following framework legislation and it these legislative principles that inform the organisations strategy.

Further information on specific areas of legislation is detailed below:

Equal Pay Act 1970

- Made it unlawful to pay men and women differently for the same or like work or on work rated as equivalent
- An equality clause is placed in a woman's employment contract so that their contractual conditions are no less favourable than those a man who is engaged on like work or on work rated as equivalent

Sex Discrimination Act 1975

- Made it unlawful to discriminate directly or indirectly on grounds of sex or marital status in the provision of employment, goods and services.
- Made it unlawful to victimise a person for being involved in a sex discrimination case.
- The Equal Opportunities Commission (EOC) was set up under the Act with power to issue codes of practice and monitor its implementation.

Race Relations Act 1976

- Made it unlawful to discriminate directly or indirectly on grounds of colour, race, nationality or ethnic or national origin in the provision of employment, goods and services.
- Made it unlawful to victimise a person for being involved in a sex discrimination case.
- It set up the Commission for Racial Equality (CRE) whose duties are very similar to the EOC but in relation to race.

Disability Discrimination Act 1995

- Made it unlawful to discriminate against a person on ground of disability i.e. a person who has a physical or mental impairment, which has a long term and substantial adverse effect on her/his ability to carry out day-to-day activities.
- Introduced a duty of employers to make reasonable adjustments to physical features or other arrangements that would place the disabled person at a substantial disadvantage.

Protection from Harassment Act 1997

- If there is intention, behaviour that has the effect of causing harassment alarm or distress, including within the workplace, is a criminal offence under this act. This became known as the 'Stalking Act'.

The Human Rights Act 1998

- Came into force in 2000. Applies to all public bodies
- Will have an equalities impact under several of the articles.
- Article 14 specifically prohibiting discrimination of any kind.

The Sex Discrimination (Gender Reassignment) Regulations 1999 amended the Sex Discrimination Act 1975

- Prohibits direct discrimination in employment on the grounds that a person intends to/is currently/has undergone gender reassignment.

Race Relations Amendment Act 2000

- Made race discrimination unlawful in public authority functions not previously covered by the 1976 Act.
- "Public authority" has been defined widely for this purpose. This means that law enforcement, whether by the police, local authorities or tax inspectors, are for the first time subject to race discrimination laws
- Certain public appointments, and the termination and the terms and conditions of public appointments, are also subject for the first time to race discrimination laws, as is the implementation of Government policies and services across the board.
- The Act also places a general duty on public authorities to work towards the elimination of unlawful discrimination and promote equality of opportunity and good relations between persons of different racial groups.

Age of Consent for Gay Men 2001

- This was lowered to 16
- However there is attached to this the "abuse of trust" law which criminalises any person who has sexual relations with someone they have a professional responsible relationship with.

Employment Equality (Sexual Orientation) Regulations 2003 and the Employment Equality (Religion or Belief) Regulations 2003

- Outlaw discrimination in employment and vocational training on the grounds of sexual orientation and religion or belief respectively.
- Direct discrimination - treating people less favourably than others on grounds of sexual orientation or religion or belief;
- Indirect discrimination - applying a provision, criterion or practice which disadvantages people of a particular sexual orientation or religion or belief and which is not justified as a proportionate means of achieving a legitimate aim;
- Harassment - unwanted conduct that violates people's dignity or creates an intimidating, hostile, degrading, humiliating or offensive environment;

- Victimisation - treating people less favourably because of something they have done under or in connection with the Regulations, e.g. made a formal complaint of discrimination or given evidence in a tribunal case.

Disability Discrimination Act 1995: extended in 2004, whereby service providers will have a statutory obligation to take reasonable steps to remove physical barriers to disabled people or to provide services by other means.

Disability Discrimination Act 2005 (mainly to be implemented by Dec 2006)

- Makes it unlawful for a public authority to discriminate against a disabled person when exercising its functions
- Requires public authorities to –
 - Have due regard to the need to eliminate unlawful discrimination against and the harassment of disabled persons
 - Promote equality of opportunity between disabled and other persons
 - Tackle institutional discrimination through a duty to promote disability equality for the public sector

Civil Partnership Act 2005

- Same sex couples are entitled to the same employment benefits as married employees and same sex couples can make a legal commitment by forming a civil partnership.

The Employment Equality (Age) Regulations 1st. October 2006

- A minimum default retirement age of 65 years
- Bans direct and indirect age discrimination in recruitment, promotion and training in the workplace.
- Unfair dismissal and statutory redundancy rights extended to those 65 and over (unless they have reached the employers retirement age of 65 or over).
- Employers duties include:
 - Employers to consider an employee's request to continue working beyond retirement.
 - Employers to give written notice to employees at least 6 months in advance of their intended retirement date.

Housing Act 2004 Gypsies and Travellers

- Duty under the Race Relations Act to promote good community relations in regard to accommodation provision for Gypsies and Travellers
- Local authorities are required to include Gypsies and Travellers in the Accommodation Needs Assessment process, and to have a strategy in place which sets out how any identified need will be met, as part of their wider housing strategies.

The Gender Equality Duty

The Equality Act 2006 is an amendment to the Sex Discrimination Act 1975. **The Gender Equality Duty** comes into force in April 2007. All public authorities must demonstrate that they are promoting equality for women and men and that they are eliminating sexual discrimination and harassment.

The specific duties, in brief, are:

- **To prepare and publish a gender equality scheme**, showing how it will meet its general and specific duties and setting out its gender equality objectives.

- In formulating its overall objectives, **to consider the need to include objectives to address the causes of any gender pay gap.**
- **To gather and use information** on how the public authority's policies and practices affect gender equality in the workforce and in the delivery of services.
- **To consult stakeholders (i.e. employees, service users and others, including trade unions) and take account of relevant information** in order to determine its gender equality objectives.
- **To assess the impact of its current and proposed policies and practices** on gender equality.
- **To implement the actions set out in its scheme** within three years, unless it is unreasonable or impracticable to do so.
- **To report** against the scheme every year and **review** the scheme at least every three years.

The first scheme must be published by 30 April 2007.

3. New Legislation

New legislation to support equality and Diversity agenda. These include:

Equalities Bill: (April 2007)

Part 1 - establishes the Commission for Equality and Human Rights (CEHR) and sets out its duties, general powers, and enforcement powers. The CEHR will take on the work of the existing equality commissions and will additionally assume responsibility for promoting equality and combating unlawful discrimination in three new strands, namely sexual orientation, religion or belief, and age. The CEHR will also have responsibility for the promotion of human rights.

Part 2 - sets out provisions prohibiting discrimination on grounds of religion or belief and of sexual orientation in the provision of goods, facilities and services, education, premises and the exercise of public functions.

Part 3 - sets out provisions prohibiting sex discrimination in the exercise of public functions and creates a public sector duty to have due regard to the need to eliminate unlawful discrimination and to promote equality of opportunity between women and men.

Work & Families Act 2006: April 2007

- Extending statutory maternity pay, maternity allowance and statutory adoption pay from 6 to 9 months;
- A power to introduce new paternity leave for fathers, enabling them to benefit from leave and statutory pay if the mother returns to work before the end of her maternity leave period;
- Introducing 'keeping in touch' days, whereby women on maternity leave and staff on adoptive leave can, by agreement with their employer, return to work for a few days during their leave;
- Extending the period of notice for return from maternity leave to two months, enabling employers and employees to plan more effectively for return to work;
- Extending the right to request flexible working to carers.

4. Other Issues

Key lines of Enquiry- Performance on diversity forms an important part of the Audit Commission assessment process. In December 2006 following a consultation process amendments were made to the KLOE 31 on diversity. Although the changes are relatively minor, more emphasis is now given to providing leadership and community engagement in general.

Equalities standard – Board members will be aware that this is an accreditation standard set by Government for Local Authorities. Having achieved level 3, the Council is to be assessed for level 4 in October 2007 and is also aiming to achieve level 5 by April 2008. HFI as an agent of the local authority will support HFI in achieving this standard.

Disability Equality Standard- Emanating from recent disability legislation, this standard sets targets for the organisation in all areas that affects the rights of the disabled

CRE standard for Landlords- HFI has complied with 2 national standards set for landlords;

- Code of Practice for Social landlords
- Code of Practice for tackling racial harassment

5 Benchmarking Equalities and Diversity

Promotion of Equalities Policies - what others do:

Citywest Homes - This 3 star ALMO publishes a summary document detailing the legislation it works to plus has its action plan on its website. The fuller framework document is also published. It does not detail strategy in the same way as HFI but has more explanation of the legislation itself. The Citywest Board receive an annual report on equalities performance and the equalities framework is reviewed every three years. Responsibilities within the organisation are mainstreamed.

Ascham Homes - Waltham Forest - Has a four page summary document that details key policies and commitments and does a similar job to HFI's policy statement. The strategy and Race Equality Scheme are also available. All documents commit the Board to "regular monitoring".

Hackney Homes - Publishes a 17 page summary of its diversity strategy and will review every three years. It also provides an annual report on performance. Within the organisation a senior manager has an Equalities and Diversity portfolio and manages an Equalities and Diversity Officer .

Haringey Homes - Publishes an Equalities Strategy with responsibilities being mainstreamed through the managers of the organisation.

Hammersmith and Fulham Homes - There is an Equalities and Diversity Manager on the management team and the strategy is published combined

with a number of policies based around the legislative framework. The end result is not user friendly as the strategy has many abbreviations but is fairly comprehensive. The Board receives reports on progress although how often is not specified.

Derby Homes - Again a downloadable strategy on the website combined with relevant policies based on legislation. They do not have specific equalities staff and it is unclear how often the Board monitors performance.

5. Key references, useful guidance

Disability

Code of Practice – Rights of Access: Goods, Facilities, Services and Premises

www.disability.gov.uk/dda

DDA Helpline ddahelp@stra.sitel.co.uk

Department for Education website for all disability publications

www.disability.gov.uk

Disability Information Service www.dis.org.uk

Disability Rights Commission www.drc-gb.org

Royal National Institute for the Blind www.rnib.org.uk

Royal National Institute for the Deaf www.rnid.org.uk

Job Centre Plus www.jobcentreplus.gov.uk for GIS and access to work information

Black and Minority Ethnic

Commission for Racial Equality www.cre.gov.uk

European Commission Against Racism and Intolerance www.ecri.coe.int

Home Office Website www.homeoffice.gov.uk/raceact

Institute of Race Relations www.irr.org.uk

Gender

Equal Opportunities Commission www.eoc.org.uk

Opportunity Now www.business-impact.org

Women's National Commission www.thewnc.org.uk 0207276 2555

Women's Unit www.womens-unit.gov.uk

Age

Research DFEE www.dfee.gov.uk/agediversity

Age Concern www.age.org.uk

Information on Pensions: www.inlandrevenue.gov.uk/pso &

www.pensions-pmi.org.uk

Age Positive www.agepositive.gov.uk (DWP site preparing for 2006)

Lesbian, Gay, Bisexual, Transgender

Amnesty LGBT Network www.amnesty.org.uk/action/nw/glbts.html

GALOP: confidential L&G help-line 0207 704 6767 www.galop.org.uk

Lesbian & Gay Employment Rights www.lager.dircon.co.uk 020 7704 2205

Stonewall www.stonewall.org.uk

Terence Higgins Trust www.tht.org.uk

Work Options

Department for Education & Employment www.dfee.uk/work-lifebalance

Employers for Work-Life Balance www.employersforworklifebalance.org.uk

New Ways to Work www.new-ways.co.uk

Part-time Workers Regulations ACAS www.dti.uk/er/ptime.htm 020 7396 5100

HFI Equality and Diversity Action Plan – April 2007 - March 2009

	Objective	Action	Lead	Measurable outcome	Date
1.	Meeting diverse needs				
1.1	Ensure that diversity issues are given sufficient priority in business planning processes.	<p>Mainstream equality and diversity into business planning process.</p> <p>Make equality and diversity central to the 2007-08 Residents' Conference.</p>	Simon Kwong	Annual business plan and service objectives that are informed with robust equality and diversity information.	Dec 07
1.2	Provide proactive services that more fully meet residents' diverse needs.	<p>Consult residents with diverse needs to explore their individual requirements for improved service delivery.</p> <p>Analyse best practice elsewhere and introduce as appropriate to HFI residents.</p> <p>Consult community groups of minority residents and organisations such as Disability Action in Islington to help build up picture of how to meet diverse needs.</p> <p>Use diversity mapping information to target services to appropriate diverse groups.</p>	Service Directors	Evidence of a series of initiatives that improve the services to diverse communities based on consultation with diverse residents and their representatives.	Dec 07
1.3	Review the translation and interpretation procedure to ensure that it is fit for purpose and value for money.	<p>Review translation and interpretation service through Service Efficiency Review methodology.</p> <p>Challenge and rigorous monitoring undertaken by Service Review Panel.</p>	Simon James	Report approved by Service Review Panel that provides for high quality translation and interpretation service that provides VFM and meets the needs expressed by customers.	Oct 07

Item 6 - Appendix 4

	Objective	Action	Lead	Measurable outcome	Date
1.4	Ensure effective, accessible and meaningful communication with diverse residents and other stakeholders.	<p>Publicise the interpreting and translation service to all HFI staff and residents.</p> <p>Translated or large print documents to be sent to those residents who we know require this service without them having to ask.</p> <p>Ensure interpreting and translation is available in British Sign Language (BSL), community languages, large print and Braille on demand.</p> <p>All key HFI documents to include explanatory sentence in 6 main community languages so that non-English speakers can determine if they require a translated copy.</p> <p>HFI web-site to include translation facilities in main community languages.</p>	Simon James	<p>Extensive publicity provided of new interpreting and translation procedure following review.</p> <p>Translation in a number of formats available on demand for all key HFI documents which also include summary of contents in community languages.</p> <p>Translation facility available in main community languages on HFI web-site.</p>	Dec 07
1.5	Ensure community centres comply with the DDA in the shortest time that resources allow.	Agree a resourced plan with the Council to make compliant with the DDA the remaining 7 non-compliant community centres.	Doug Goldring	All community centres compliant with DDA legislation.	March 09
1.6	Ensure all TMO offices comply with the DDA.	All top priority recommendations of the DDA compliance audit implemented (as budgets allow)	Anthony Jonas	All TMO public access offices complaint with DDA legislation.	March 09
1.7	Produce action plan for completion of resident profile information.	<p>Establish a methodology and targets for completion of resident profile information.</p> <p>Ensure that systems are in place to keep</p>	Simon James	Resident profile sufficiently complete to enable decisions on amendments or additions to service provision that meets the needs of diverse groups.	Sept 07

Item 6 - Appendix 4

	Objective	Action	Lead	Measurable outcome	Date
		information up to date.			
1.8	Develop a policy for using staff for translations.	Consult with staff who speak a language other than English to see how they could be employed in providing a translation service to customers. Use this consultation to develop a procedure and reward system for involved staff.	Simon James	Register of staff available for telephone and one to one translation with customers.	Dec 07
1.9	Make further progress with addressing the needs of disabled clients	Review with DAil the needs of their disabled client group and how these needs can be addressed by HFI.	Simon James	Report documenting a range of ways in which the needs of disabled residents can be met within available HFI resources.	Sept 07
1.10	Ensure equality & diversity input into the renewal of the HFI web-site.	List of equality & diversity requirements provided to web-site contractors following consultation with customers.	Simon James	Web-site that meets the needs of diverse groups.	Dec 07
2.	Service user involvement				
2.1	Further develop partnerships across the community.	Complete up to date listing of community and voluntary groups. Provide outreach events where requested by community groups. Convene regular liaison meetings with diverse community groups.	Simon James	Community and voluntary groups listing in place. Range of outreach events that provide full access to all diverse groups and which include consultation on equality and diversity needs. Regular contact developed with diverse community groups that aid the tapping in to hard to reach groups.	Dec 07
2.2	Ensure HFI consultation methods are fully inclusive to	Develop consultation standard including checklist for staff facilitating consultation to	Simon James	Consultation standard in place	Dec 07

Item 6 - Appendix 4

	Objective	Action	Lead	Measurable outcome	Date
	all potential participants.	ensure they are accessible to stakeholders from all equality strands. Publicise information concerning consultation and meetings and resulting outcomes in a range of formats.		Increased satisfaction with opportunities to participate in decision making from BME residents to at least 58% in 2007-08 and 61% in 2008-09.	
2.3	Facilitate the participation of diverse groups of residents in HFI's Sounding Board.	Targeted advertising of the Sounding Board to maximise inclusion of diverse groups.	Simon James	Involvement of diverse groups in the Sounding Board that is in balance with the local community.	Dec 07
3.	Assessing our own performance				
3.1	Monitor diversity in resident representative forums and work to improve representation as appropriate.	Include monitoring of community representation in TRAs within FITA SLA. Monitor community representation in consultative panels. Internally monitor representation within Board, sub-Boards and HFI Committees. Take action through succession planning, selective advertising and training to remedy any lack of representation of diverse groups.	Simon James	Diverse representation on resident representative bodies that at least reflects the community as set out in mapping exercise.	Sept 07
3.2	Produce a selection of indicators on diversity.	Produce a selection of indicators on diversity.	Simon Kwong	Selection of diversity indicators in place to enable Board and SMT to evaluate whether equality & diversity aims are being met.	Sept 07
3.3	Report on equality monitoring of repairs and ASB services.	Complete 2007-08 programme of equality reports.		Reports produced to agreed timetable	March 08

Item 6 - Appendix 4

	Objective	Action	Lead	Measurable outcome	Date
	Repeat diversity, rent, complaints analyses				
3.4	Take all necessary actions that flow from equality reports (see 3.3) to ensure equity of service provision.	Take action to ameliorate any inequality identified in equality reports.	Service Directors	Actions from analysis of equality reports fully implemented	March 08
3.5	Include an equalities and diversity statement in the HFI Annual Report for residents and stakeholders.	Prepare a statement on equalities and diversity for the Annual Report to residents and other stakeholders that sets out progress on E&D objectives and summarises improvements in services to diverse residents.	Simon James	Equalities and diversity statement included in each Annual Plan outlining progress against E&D objectives	June 07
3.6	Ensure satisfaction surveys are broken down by ethnicity.	Include questions on ethnicity in all surveys of residents and analyse the results by diversity themes.	Simon James	All resident surveys able to be broken down by diversity strands.	June 07
3.7	Review procedures for equality impact assessments.	Undertake a review of equality impact assessments to make them more relevant and effective. Train staff to make full use of assessments as appropriate following review.	Simon James	Satisfaction of Black and Minority Ethnic (BME) tenants at 66% in 2007-08 and 70% in 2008-09.	Dec 07
4.	Leadership and partnership				
4.1	Ensure equality & diversity input into the HFI Communications Strategy.	Consult on communication requirements among diverse groups and ensure that this information is included in the annual review of the Communications Strategy.	Phil Pepper	Communications Strategy that promotes HFI's equality objectives through tenant and staff newsletters, web-site and media.	March 08

Item 6 - Appendix 4

	Objective	Action	Lead	Measurable outcome	Date
4.2	Board of Directors to appoint an equalities & diversity portfolio holder [if agreed at Board 23.04.07]	Implement the selection procedure for portfolio holders amongst Board Directors.	Ann Lucas	Equality & Diversity Board Director portfolio holder in place.	June 07
4.3	Support LBI in achieving the Local Govt Equality Standard and Disability Equality Scheme and establishing the Gender Equality Scheme.	Provide LBI with necessary data to enable them to achieve Level 5 of the Equality Standard.	Simon Kwong	LBI achieve Level 5 of the Equality Standard	March 08
5.	Regulation and legislation				
5.1	Demonstrate compliance with the Commission for Race Equality code of practice for rented housing.	HFI to start collating evidence from December 2007. Provide LBI with information needed to demonstrate compliance.	Simon Kwong	Compliance with the CRE code of practice for rented housing effectively demonstrated.	March 08
6.	Human resources				
6.1	Ensure that HFI workforce reflects the diversity of Islington's communities.	Workforce equality profiling exercise conducted annually. Benchmark information against: <ul style="list-style-type: none"> • Community mapping profile • Learning & Development • Grievance & disciplinary • Promotion and retention • Grades JDs and PSs reviewed periodically to include E&D objectives.	Phil Pepper	Targets attained: Disabled staff 10% Women 50% BME 35% LGBT 5% Obtained 'Two ticks for disability' accreditation Obtained 'Age positive' accreditation	March 08

Item 6 - Appendix 4

	Objective	Action	Lead	Measurable outcome	Date
		Conduct annual staff satisfaction survey and undertake remedial action where E&D issues identified.			
6.2	Develop and support the Staff Diversity Forum.	Provide resources (£5,000 pa) and facilities to effectively facilitate the Staff Diversity Forum.	Phil Pepper	Staff Diversity Forum working in partnership with the Board and Senior Management Team to promote an ethos of respect and equality for all so that all staff can fulfil their potential without fear of discrimination.	March 08

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

Name of Meeting	Date of Meeting	Agenda item	Status
Board	28 th June 2007	7	Decision

Subject of report: The Respect Standard for Housing Management

1. Synopsis

- 1.1 This report informs Board about the Respect Standard for Housing Management and Homes for Islington's commitment to sign up to this Standard.

2. Recommendations

- 2.1 That Board agrees to authorise the Chief Executive to formally sign up, on HFI's behalf, to the Respect Standard for Housing Management.
- 2.2 That the Board requires the Chief Executive to provide additional information on "name and shame" and mosquito alarms policies before it considers any implementation of these items at a later date.

3. Background

- 3.1 HFI is due to sign up to the Respect Standard for Housing Management on 17th July 2007. Consultation with residents was undertaken through the May cycle of Consultative Panels on a range of proposals that support the six core commitments outlined with the Standard (Appendix 1).
- 3.2 As a guide to HFI's work over the last year attached at Appendix 2 is a summary of the work of the Out of Hours ASB Team for 2007-08.
- 3.3 The Government's Respect Standard aims to ensure that local agencies tackle unacceptable behaviour and its causes to improve quality of life for all residents.
- 3.4 The Respect Standard for Housing Management forms part of this drive and is aimed at social landlords. It is a voluntary Standard that the Government wants as many landlords as possible to sign up to.
- 3.5 The Standard provides recognition for those delivering good services, while providing a benchmark to aim towards for landlords who are striving to improve.
- 3.6 At a Board training session on 4th June the Board debated issues concerning the Respect Standard. There was broad support for the standard but significant concern about naming and shaming and mosquito alarms.

4. Scope of the Standard

- 4.1 The Standard is built around six core commitments as outlined below: -

- Commitment 1 - Accountability, leadership and commitment
- Commitment 2 - Empowering and reassuring residents
- Commitment 3 - Prevention and early intervention
- Commitment 4 - Tailored services for residents and provision of support for victims and witnesses
- Commitment 5 - Protecting communities through swift enforcement
- Commitment 6 - Support to tackle the causes of anti-social behaviour

- **Accountability, Leadership and Commitment.**

Landlords need to make a visible commitment to the community so that everyone is clear they take issues of anti-social behaviour and Respect seriously and will deliver what they say they will.

- **Empowering and Reassuring Residents.**

Landlords and the community need to work as one through involving residents and giving them input into decision making. Engagement and effective communications act to reassure and empower communities.

- **Prevention and Early Intervention.**

Landlords can play a key role in preventing anti-social behaviour from occurring. Where it does occur if problems are addressed quickly this often gets the best results.

- **Tailored services for residents and provision of support for victims and witnesses.**

Success rests on people being prepared to report and then give support to agencies in taking action. Every case and every person deserves a robust, tailored and sensitive response.

- **Protecting Communities through swift enforcement.**

Government has provided landlords with the tools they need to tackle a whole range of anti-social behaviour. Landlords need to understand how tools work and be prepared to use them quickly to protect communities.

- **Support to tackle the causes of Anti-Social Behaviour.**

Provision of support can put an end to unacceptable behaviour by tackling underlying causes. This leads to sustainable outcomes and gets people's lives back on track.

4.2 Accountability

The Government is encouraging residents to get engaged and hold their landlords to account. The Audit Commission, who carry out inspections of landlords, have strengthened their guidelines to landlords on what they expect a good landlord to be achieving in tackling anti-social behaviour. Their guidance reflects the content of the standard.

5. Commitment

- 5.1 In signing up to the Respect Standard for Housing Management Homes for Islington is making a visible commitment to our residents.
- 5.2 HFI is committed to doing everything reasonable to provide first class services to address the issues of ASB and to deliver the Respect Standard through our housing management role and a broader involvement in neighbourhood management.

6. Proposals for development of ASB Service

- 6.1 To support the requirements outlined in the standard HFI has identified a number of new initiatives that represent best practice. These proposals were included in the May cycle of Consultative Panels for discussion. A summary of the proposals is as follows:

- 6.2 **The introduction of Good Neighbour Agreements.** These are voluntary agreements between landlords and tenants and are designed to both support the existing clauses of tenancy agreements as well as demonstrate commitment and agreement from both parties in the tackling of antisocial behaviour.

These agreements serve to define what acceptable behaviour is and look to outline the positive forms of behaviour that will foster a greater sense of neighbourliness. A key aim of good neighbourhood agreements is to promote a set of shared community standards and expectations around behaviour that highlights the rights and responsibilities of tenants, residents, landlords and other service providers.

The Panels were in favour of the introduction of Good Neighbourhood Agreements.

- 6.3 **The proposal to consider a restructure of services for antisocial behaviour.** The existing structure operates from four area housing offices with an ASB Officer and Assistant in post for each office. The introduction of a centralised team managing all cases of antisocial behaviour from one location.

None of the Panels were in favour of centralising the ASB team. Therefore HFI intends that the structure of services for antisocial behaviour is maintained.

- 6.4 **Extension of the existing Out of Hours Service.** The existing service provides coverage for a six-day service running Monday to Thursday, proposal to extend this service to seven days.

The Panels were in favour of extending the Out of House Service and this has now been implemented.

- 6.5 **Adoption of new legislative powers to include use of fixed penalty notices.** The introduction of the Clean Neighbourhood Act of 2005 increased the scope for issue of fixed penalty notices for environmental offences as well as giving Local Authorities the power to designate use of enforcement powers previously applicable to primary and secondary authorities only. The use of fixed penalty notices for issues such as dog control orders to be considered, we would anticipate that these powers will be assigned to the out of hours team.

Overall the Panels were in favour of the fixed penalty notices although in some cases they asked for extra information on how this would operate in practice.

- 6.6 **Continued provision of funding to events** e.g Access to Sports, Arsenal Positive futures and arts on estates to ensure community engagement and demonstrate positive partnership working.

The Panels were in favour of continued provision of funding to events.

- 6.7 **Investment in the use of equipment** designed to address and limit antisocial behaviour. Provision of equipment such as mosquito alarms for deployment in areas where high levels of young people gather and cause antisocial behaviour.

The Panels raised concern regarding the provision of mosquito alarms.

- 6.8 **“Name and Shame”** – A number of other housing organisations currently print names and photographs of ASB offenders (usually after ASBOs granted or convictions obtained). This has not been done by LBI / HFI to date. The Board’s view on this would be appreciated.

The Panels were not consulted on this proposal.

7. Implications

7.1 Financial Implications

7.1.1 Capital Implications

The adoption of legislation such as the Clean Neighbourhood Act 2005 requires initial capital investment. The provision of signs and associated work to install will require significant funding and may require additional advertising and awareness or promotion within the community. With responsibility for some 200 plus estates it is estimated that roughly 1k signs will need to be provided. The exact requirements of provision will need to be assessed and calculated and funding will be discussed with LBI.

The provision of mosquito alarms to be deployed in areas where anti-social behaviour is prevalent will be sought through the various partnership funding streams. The use of MAGPI funding will be explored to secure this equipment. Estimated cost of provision is £500 per alarm.

7.1.2 Revenue Implications

The development of the ASB out of hours service to cover 7 day working is estimated to cost in 2007/08 £75k. Budget provision for this has been included within Operations Division’s budget.

There is budget provision in 2007/08 of £240k for the provision of community events such as Arsenal Positive futures and Arts Activities.

7.1.3 Efficiency Implications

The restructure of the ASB team from the existing four area housing offices to a centralised team located centrally is perceived to be an efficiency saving but implementation will depend on the outcome of consultation with residents which is currently underway.

The introduction of good neighbour agreements will be integrated into the working practice of the ASB teams.

7.1.4 Risk Implications

None specific to this report.

7.2 Legal Implications

- 7.2.1 The use of mosquito alarms may provoke some issues around human rights and health and safety. Both will need to be assessed with approval from HFI Board and the London Borough of Islington prior to any purchase. Similarly rights of privacy for naming and shaming will need to be considered.

7.3 Equalities Implications

- 7.3.1 Participate in the Respect Standard for Housing Management will help to ensure a better quality of life for all HFI residents and thereby contribute to the aims of HFI's Equality and Diversity Strategy.

7.4 Sustainability Implications

- 7.4.1 None specific to this report.

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HFI Consultative Panels – May 2007

	<p>ITEM 2 – Respect Standard for Housing Management</p>
<p>Central Street Area Housing Panel</p>	<ul style="list-style-type: none"> - ASB Teams - The Panel did not think that the ASB teams should be centralised. It was felt that the local teams had a good relationship with the police and that their actions were beginning to take hold. - Fixed Penalty Notices - It was queried where the funding from fines would go and how enforcement would work between HFI and LBI and whether this would differ on estates and streets. - Funding of Events/Activities - There was concern that Arsenal was not contributing any funding to the Positive Futures scheme. The need for feedback to residents on how to get involved in the schemes was also highlighted. - Mosquito Alarms - There was some concern regarding health and safety in using these. - Dog Ownership - Dog ownership was an issue for the Panel, with problems such as dog fouling and the lack of space for walking dogs. There were positive comments regarding the actions of the dog warden and QAOs to tackle the issues (such as writing letters). The panel felt that leaflets on responsible dog ownership would be a good idea, for dog owners and non-dog owners alike. - It was felt ASB figures and actions should be advertised and promoted more. It was commented that HFI needs to be stronger when writing to tenants, stressing that breaking tenancy conditions could lead to eviction. It was felt that NSPs were not turning into evictions for neighbours.

	ITEM 2 – Respect Standard for Housing Management
Holland Walk Area Housing Panel	<ul style="list-style-type: none"> - The Panel felt that the priorities were engaging with youth and further development of the ASB Team and Out of Hours Team. The Panel felt that ASB teams and service should be delivered locally but with centralised support and monitoring of service. The Panel commented that consistency of service must be maintained. - There was some concern raised on the enforcement of fixed penalties on vulnerable people. The Panel wanted to know who would be giving out fixed penalties and how much they would be. The Panel asked if there would be two different levels of policing to those that lived on estates and those in street properties. The Panel asked for clarity and feedback on where revenue will be coming from e.g. HRA. - The Panel asked for further consideration on the use of mosquito alarms as they may cause long term damage and could infringe on human rights.
Lyon Street Area Housing Panel	<ul style="list-style-type: none"> - The Panel was not in favour of Mosquito Alarms. - The Panel voted against the proposal to restructure the antisocial behaviour services and requested that this item be removed from the proposal. - The Panel was not in favour of centralising the ASB teams.

	ITEM 2 – Respect Standard for Housing Management
Upper Street Area Housing Panel (south)	<ul style="list-style-type: none"> - The Panel was in favour of the Good Neighbour Agreements. - The Panel was in favour of the ASB services being retained locally. - The Panel asked that the Out of Hours Team services be provided until 2.00am. - The Panel agreed that the Fixed Penalty Notices should be implemented. - The Panel agreed that Access top sports should be implemented - The Panel was in favour of Investment in Equipment proposal.
Upper Street Area Housing Panel (north)	<ul style="list-style-type: none"> - The Panel made no comments on the Good neighbourhood agreements. - The Panel was not in favour of the restructure of services for antisocial behaviour as it reduces link with residents. The Panel felt that HFI should expand the Out of Hours service from 6 days a week to seven. - The Panel made no comment on the Fixed penalty Notices. - The Panel was pleased with the success of Funding for access to sports. - The Panel raised concerns regarding the installation of mosquito alarms.

	ITEM 2 – Respect Standard for Housing Management
Islington Leaseholder Forum	<ul style="list-style-type: none"> - The Panel agreed that Good Neighbour Agreements are a good idea. - The Panel was not in favour of a centralised ASB team. - The Panel agreed that extending Out Of Hours service is a good idea. - The Panel felt that dog free areas need to be properly signed.
Partners for Improvement in Islington (PFI 1) Residents Forum	<ul style="list-style-type: none"> - The Panel had no specific feedback on this item.
Partners for Improvement in Islington (PFI 2) Residents Forum	<ul style="list-style-type: none"> - The Panel had no specific feedback on this item.
Tenant Management Forum	<ul style="list-style-type: none"> - The Panel made no comment on the Good Neighbourhood Agreements. - The Panel was not in favour of the restructuring of services for ant-social behaviour. - The Panel made no other comments on the report.

Out Of Hours ASB Team

1.0 Synopsis

1.1 This is an annual report of the Out Of Hours Anti Social Behaviour Response Team for the period May 06 – April 07.

2.0 Overview

2.1 The team has been in operation since 15th May 2006 patrolling and supporting HFI residents in combating Anti Social Behaviour. The team has familiarised itself with HFI and Islington services to assist it in its role.

2.2 Officers carry out Hi-viz patrol in pairs and each are allocated set areas of the borough for an evening, ensuring the ASB service is provided equally to HFI estates.

3.0 Promotion of Service

3.1 Hfl's Communication Team with the ASB Manager provides a promotional strategy for the service. The following initiatives have been or will be carried out:

- Updated articles on local Hfl Intranet
- Article on Hfl customers website
- Residents newsletters
- Posters and flyers available advertising service in all area housing offices
- Community Safety events – display board of service
- Flyers included in customers repair receipts (ongoing)
- Members Bulletins
- Attendance at PLM and MAGPI meetings (ongoing)
- Attendance at local TRA and residents Panel meetings (ongoing)
- Attending local community groups, including “hard to reach” (ongoing)

4.0 Partnership working

4.1 The ASB team is working closely with the community to help resolve problems and acting as professional witnesses to help combat anti social behaviour.

4.2 Joint patrolling is carried out with the 16 safer neighbourhood teams (SNT's). This is an on-going exercise which is important for information sharing purposes and highlighting local hot spot areas.

4.3 Joint patrolling with outreach youth workers has taken place; this is something the service is trying to develop more where appropriate. This assists the ASB team with positive youth engagement.

4.4 HFI has been successful in securing co-location for the ASB team at Holloway Road Police station. CRB checks and Police security checks are now completed. Arrangements are in progress for refurbishment and the full team is to be located at Police station during summer. This offers great opportunities for information sharing for ASB team and local SNT's.

4.5 The ASB Manager or team leader(s) attend the Police Liaison Meetings (PLM) and MAGPI meetings to exchange information and discuss approaches and solutions in dealing with ASB.

5.0 Tackling ASB

5.1 Tasking from AHO ASB teams continues to play an important role in responding to residents calls concerning ASB. Tasking can be carried out for up to 4 weeks depending on ASB activity. This information is then reported back to local AHO and/or local SNT's.

Outcomes related to taskings:

- 265 groups of people requested successfully to move on
- 118 groups dispersed on sighting of officers
- 115 occasions where officers were able to offer advice or information
- 63 requests made for noise to be reduced, both individual dwellings and groups

5.2 ASB officers are always looking at positive ways to engage with the community, particularly perpetrators of ASB. Officers understand the need to have to the right approach, use of language (street talk). This enables most situations of group ASB activities to be resolved with immediate effect of the team's presence. Examples of these can be seen in this document. For those that cannot be resolved the relevant information is collated and passed on to supporting agencies.

5.3 Hot line calls received from 5pm-Midnight are responded to by officers where possible, to date the service has responded to an average of 57% calls received.

On completion of the ASB team move to the Police station, a new telephone system will provide a more direct response to HFI residents.

- All calls will be answered directly
- Information collated will be more accurate
- Provide a more efficient response to residents calls

Hotline calls (5pm-1am)	+15 May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	YTD
Received	48	140	164	123	112	116	95	122	147	114	121	158	1460
Responded	17	40	65	70	56	76	55	64	97	75	93	118	826
% Response	35	29	40	57	50	66	58	52	66	66	77	75	57

Outcome of responses to hot line calls:

- 48 visits to residents at their homes
- 72 attendance and call back to residents to update
- 84 attendance to speak to and disperse youths
- 125 attendance and reports made to repairs and estates services
- 46 issues reported to Area housing office
- 18 issues reported to Police

- 4 attendance and call made to emergency services

ASB activity reported to Hotline calls (5pm-1am)	Boleyn Road	Central Street	Holland Walk	Isledon Road	Lyon Street	Upper Street
Noise	151	60	190	76	60	115
Mopeds	4	21	25	11	13	10
Gathering / Loitering	11	20	65	33	48	30
Football	8	17	59	18	44	16
Dogs	1	1	30	6	1	3
Drugs	1	7	27	8	16	25
Other i.e. repairs, general enquiries, neighbour disputes, harassment	27	47	153	53	60	99

5.4 Partnership working inside HFI is essential in tackling ASB, caretakers reporting ASB highlight different activities that occur inside estate blocks.

5.5 In March 2007 the services of Park Guard were trialled to assist in areas where there are large groups causing ASB on HFI estates. Park Guard is an established organisation with 15 years of experience patrolling, which includes Islington parks. The patrols are carried out with officers and a dog, between 17:00 to 01:00.

- 40 individual Patrols were carried out over 6 days
- 4 estates were tasked – Bemerton, Packington, Boston and Nailor
- 1 person held for Police to attend and arrest
- 1 person arrested on stop and search with Police
- 2 incidents of drug taking, person removed from locations
- 3 reports of underage drinking, alcohol removed
- 7 reports completed for Police

The Park Guard service will be considered in the future, for occasions where additional support to disperse and engage “with hard to reach” groups are required.

5.6 Success in obtaining injunctions, ABC’s, and ASBO’s can sometimes be a lengthy process. The team were able to provide supporting evidence in court about the ASB activity of an individual around the Bemerton estate which has lead to HFI obtaining a Court Injunction with a power of arrest attached.

Activities and Reporting to date	Quantity
Abandoned vehicles	19
Communal repairs required	165
Fly tipping/Graffiti removal required	91
Youth club/Community centre visits	26
TRA meeting attended	14
Tasking requests for area housing ASBO's	352
Police intelligence report	27
Hotline calls received after hours (to date)	1460
Hotline call responses (to date)	826
Patrolling hours	10481
Evening Patrols (x2 officers)	818
Patrols of Hot spots areas	4323

- Police intelligence reports to date have comprised 12 index numbers of moped riders driving recklessly through estates. Police action is taken by visiting the owner and issuing a warning.
- 9 Index numbers of cars where an exchange has been observed believed to be drugs.
- 2 Reports of prostitution activity.

6.0 Going Forward

6.1 HFI is committed to doing everything reasonable to provide first class services to address the issues of ASB and to deliver the Respect Standard through housing management. In signing up to the Respect Standard for Housing Management Homes for Islington is making a visible commitment to residents. HFI is committed to doing everything reasonable to provide first class services to address the issues of ASB.

- Commitment 1 - Accountability, leadership and commitment
- Commitment 2 - Empowering and reassuring residents
- Commitment 3 - Prevention and early intervention
- Commitment 4 - Tailored services for residents and provision of support for victims and witnesses
- Commitment 5 - Protecting communities through swift enforcement
- Commitment 6 - Support to tackle the causes of anti-social behaviour

6.2 With this commitment the service has now extended to 7 days for a trial period with a review to take place in August, this will offer residents reassurance and support to report ASB activities on a Sunday between 1pm to 9pm.

6.3 The Out of Hours team successfully obtained funding for 2 additional patrol officers who should be in place by June 2007. This will increase the patrol teams from 4 to 5.

6.4 The ASB Hot lines will become one number by Mid June – **020 7527 7272** (old numbers will still be available to call) promotion of this number will commence in all publications

6.5 Customer feedback on how the OOH service responds with calls made between 5pm-Midnight will be completed on a minimum of **25%** will commence in June. This will enable the service to be monitored regularly. Feedback will be completed within 48hrs of service being provided.

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

Name of Meeting	Date of Meeting	Agenda item	Status
Board	28 th June 2007	8	Decision

Subject of Report: Risk register

1. Synopsis

- 1.1 This report presents the latest version of the risk register for review by Board.
- 1.2 The register was last reviewed at the Audit and Risk Management Committee meeting of 26th February 2007, where its recommendations were agreed.
- 1.3 The report includes Appendix A, the updated version of the risk register, with amendments as recommended by Audit and Risk Management Committee.
- 1.4 This is the first time that the Risk Register has been presented to the Audit and Risk Management Committee, following a report to the last Board meeting of 23rd April 2007. This agreed a number of changes to HFI's governance arrangements, including for the Audit and Risk Management Committee to have responsibility for monitoring the Risk Register.

2. Recommendations

That Board:

- 2.1 Notes the progress on prevention and mitigation of risks as shown in Appendix A to the risk register.
- 2.2 Notes that there are no current high red risks.
- 2.3 Approves the current medium high pink risks as detailed in paragraph 3.8 of the report.
- 2.4 Approves the new risks as set out in paragraph 3.9 of the report.
- 2.5 Notes the deleted risks as set out in paragraph 3.10 of the report.
- 2.6 Notes that Audit and Risk Management Committee asked staff to consider and report back on possible revisions to the risk register (paragraph 3.12).

3. Update

- 3.1 Board reviews the risk register on a regular basis. Board last reviewed the full risk register at its meeting of 26th February 2007.
- 3.2 As result of the implementation of the recent governance review, the responsibility for the detailed monitoring of the risk register has been delegated to Audit and Risk Management Committee. The full register is no longer included as Appendix A. The risks in Appendix A in this report are those that Board has the responsibility of monitoring. The decisions of this Committee on the risk register will be reported to the next Board meeting on 28th June 2007.
- 3.4 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 reviewed the risk register. Reports have been submitted to Sub Boards and Committees on risks under their ownership.
- 3.5 The risk register 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
- 3.6 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 need to be reviewed each quarter, Medium-low risks every six months and low risks are reviewed every nine months.

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 six medium-high risks, which are:
- STR 016 – Failure to achieve Decent Home Standard by 2010
 - OPE 008 – Lack of a Business Continuity Plan
 - FIN 003 – Failure to collect income from major works bills from leaseholders
 - FIN 007 – Risk of inadequate funding for HFI’s retained responsibilities under the PFI2 contract
- 3.9 There is one new risk included in Appendix A which is:
- FIN 007 – Risk of inadequate funding for HFI’s retained responsibilities under the PFI2 contract
- 3.10 There is one risk that has been deleted since the report presented to Board on 26th February, as they are events that have now past. This is:
- OPE 019 – Failure to find alternative office accommodation for Home Ownership Unit prior to expiry of lease at 2-4 Tufnell Park Road
- 3.11 The financial risks under the Board’s responsibility were reviewed by the Finance Committee at its’ meeting on 3rd May 2007. As finance has full committee status rather than a working group of Board, it is permissible for the Committee to take ownership of risks. The Finance Committee has recommended that it takes responsibility for the following two risks:
- OPE 004 – Failure to effectively manage resources to meet operational needs
 - FIN 001 – Failure to effectively manage HFI budgets

- 3.12. At its meeting of 22nd May 2007, Audit and Risk Management Committee asked staff to investigate a number of areas of possible change to the risk register. These were:
- to review the colour used for the Medium High risks
 - to consider including an explanation in the risk register of risks that could be classified as “internal” (i.e. under the control of HFI) or “external” (i.e. risks that were not solely under the control of HFI but dependant on government policy)
 - to target those risks which did not specify what progress had been made on the required actions
 - to review the calculation matrix – in particular concerning Medium Low risks

These issues will be investigated by staff before the next report back to ARMC on risk in November.

4. Implications

4.1 Financial Implications

4.1.1 Capital Implications

None specific to this report.

4.1.2 Revenue Implications

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

4.1.3 Efficiencies

None specific to this report.

4.1.4 Risks

Included within main text of report and Appendix A.

4.2 Legal Implications

4.2.1 Where legal issues have been identified, these are contained within the report and Appendix A.

4.3 Equalities Implications

4.3.1 Where equalities and diversity issues have been identified, these are contained within the report and Appendix A.

4.4 Sustainability Implications

4.4.1 Where sustainability issues have been identified, these are contained within the report and Appendix A.

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Item 8 – Appendix A

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 Risks							
STR 001 * Failure of Board and MT to effectively manage risk	M 3	L 2	ML 6	<ul style="list-style-type: none"> Regularly reviewed RMR by Board, Sub-Boards, Committees and SMT. Zurich Municipal carried out a 'health check' of HFI's risk register in June 2006 Business Continuity Plan in development 	Board	E McGoldrick	<ul style="list-style-type: none"> Governance Review to agreed at Board in April 07 Proposal for Risk Management to be within the remit of Audit Committee
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 SMT Steering Group and LBI as client Board monitors Business Plan objectives quarterly 	Board	S Kwong	<ul style="list-style-type: none"> New Business Plan approved by Board on 26th February 2007
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 across all of HFI's operations 	Board	S Kwong	<ul style="list-style-type: none"> 06/7 Service Review Programme completed March 07 07/8 Service Review Programme has started

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 # * 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 	M 3	M 2	ML 6	<ul style="list-style-type: none"> Board Development Sessions for 07/8 agreed and to commence in June /July 07 Individual development plans / PDR targets for 07/8 meetings in April and May 07 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 agreed by Board in April 07
<p>STR 005 * 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"> Arising from the recommendations from the Voluntary Improvement Work, an action plan has been prepared and reviewed monthly by SMT, for reporting onwards to Board.

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	L 2	ML 6	<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"> • New budgets agreed for 07/8
<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 in August 2007 • 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 reported to Board-only session on 2nd 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
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 Procurement Training for Board and key staff due May 07
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 achieved Resource requirements review undertaken Revisions to works' scope agreed by IDC 'Value for money' report to go to IDC October 07 Bid for resources for ex-PFI street properties in 2008
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"> Strategy agreed by Board April 2007
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 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"> New Insurance contract approved by Board February 2007 and commenced in April 2007.
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"> Staff transfer arrangements for all areas in place Commercial negotiations currently taking place and due to complete in June 2007

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 Risks							
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"> ▪ Monitoring meetings held with HFI Service Directors and LBI TSG
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"> • Updated Business Continuity Plan report presented to SMT Steering Group May 07
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	

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 risks							
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 06/7 collection target met Debt raised for 06/7 capital programme will be significant
FIN 007 + Risk of inadequate funding for HFI's retained responsibilities under the PFI2 contract	H 4	M 2	MH 8	<ul style="list-style-type: none"> Monthly monitoring of committed and projected expenditure by both HFI and LBI 	Board	S Kwong	

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 risks							
COM 001 Failure to comply with the management agreement <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	

Deleted risks from last report (to Board)

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 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"> Home Ownership Unit moved to Isledon Road office in April 2007

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

Name of Meeting	Date of Meeting	Agenda item	Status
HFI Board	28 th June 2007	9	Decision

Subject of Report: Performance - HFI Business Plan Objectives 2006 (qtr 4) and March Performance Indicators

1. Synopsis

1.1 This report provides the Board with a strategic overview of performance management indicators, and end of year results 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 February 2007. Some PI's are Best Value indicators (BVPI) that we are required by the Audit Commission to collect. Targets for these indicators are required to be set so as to achieve the performance of the top local authorities 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 March 2007. It uses a system of flags to give a simple guide to how well we are doing:

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

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.

4. Performance 2006/07

4.1 Current Performance

Current performance on the 31 indicators can be summarised as:

- 14 of the targets have been fully met or exceeded by March 2007.
- 10 targets were not achieved by March 2007.
- 7 indicators have no target associated.

4.2 Under-performing indicators

Item 8 (LKPI 21) – Proportion of rent collected

05/06 Result	06/07 target	Dec 06 performance	Mar 07 performance
99.7%	100.5%	98.4%	99.6%

Comment

Performance has remained below target since December 2006 but has improved each month to March.

Action

The Director of Operations is agreeing a rent collection/debt reduction action plan for the next six months that will deliver improved performance to the 2007-08 target. This includes targeting low level debt in June and July; Identifying any breaches of agreement in arrears above £2000 and taking immediate legal action; reviewing how HFI monitors measures across all areas, and; Introducing incentive payments to staff for the biggest debt reduction.

Item 9 (LKPI 22) – Rent arrears of current tenants as a proportion of the authority's rent roll

05/06 Result	06/07 target	Dec 06 performance	Mar 07 performance
4.9%	4.3%	4.7%	4.6%

Comment

Performance has remained below target since December 2006 but has improved each month to March.

Action

See action for item 8 above.

Item 10 (LKPI 23) – Current arrears per tenant

05/06 Result	06/07 target	Dec 06 performance	Mar 07 performance
£209.5	£189.00	£208.6%	£201.7

Comment

Performance has remained below target since December 2006 but has improved each month to March.

Action

See action for item 8 above.

Item 13 (LKPI 69a) – Caretaking – The average score of caretaking inspections

05/06 Result	06/07 target	Dec 06 performance	Mar 07 performance
78.2%	79%	78.8%	78.4%

Comment

Although performance is still less than one per cent below target, the target has not been achieved in all of the reporting months since December 2006.

Action

Director of Operations will increase monitoring of the quality of cleansing to further identify poor performance. Two cleaning blitz teams (north and south) will be in place by August to further increase cleanliness on estates. A manager of mechanised services is to be appointed to increase efficiency and improve standards in the use of all mechanical cleaning systems.

Item 14 (LKPI 71a) – Service charge arrears – annual charge average debt per leaseholder

05/06 Result	06/07 target	Dec 06 performance	Mar 07 performance
£634	£79	£70	£120

Comment

Although on target at December 2006, performance failed to maintain the necessary impetus in the final quarter. Performance in collection of service charges has improved year by year but this target was extremely challenging.

Action

The Director of Operations is closely monitoring performance in service charge collection. A new procedure for arrears collection has been agreed to improve collection rates. This includes trialling a fast track on-line small claims legal process called Money Claim. In addition a separate project has been in hand for some time to update records of leaseholder telephone numbers and this database will be used for pro-active calling of leaseholders in arrears to examine ways with clients to increase rates of payment.

Item 16 (LKPI 35) The percentage of urgent repairs completed within time-limits

05/06 Result	06/07 target	Dec 06 performance	Mar 07 performance
98.7%	99.0%	98.2%	98.6%

Comment

Performance has improved slightly since December 2006 and remains just below target.

Action

The problem in meeting this target has been identified as the number of repairs that are classified as urgent or emergency repairs whilst not fully meeting the strict criteria set out in repairs policy. This is causing some difficulty for Kier in meeting this challenging target. Strict prioritisation of repairs at HFI Direct, including some re-scripting, has now taken place which will reduce the number of repairs classified as urgent/emergency which will improve performance to the necessary level.

Item 19 (LKPI 39b) - Percentage of calls answered at HFI Direct

05/06 Result	06/07 target	Dec 06 performance	Mar 07 performance
90.6%	92.5%	87.6%	88.8%

Comment

Improved performance in February 2007 (95.4%) and March 2007 (91.2%) has seen year end performance rise since December 06 but still remain below target.

Action

A Resolution Team has been set up in the contact centre including both Kier and HFI staff. Their purpose is to take repair chase up calls and identify the underlying issues that are causing customers to call back. Kier will then take the necessary action to increase the number of jobs completed at the first visit greatly relieving pressure on HFI Direct and allowing them to meet their telephony targets.

Item 21-23 (LKPI 14a, 14b, 14c) – Percentage of gas servicing (North and South contract combined and Partners)

05/06 Result	06/07 target	Dec 06 performance	Mar 07 performance
(North & South contract) 99.8%	100%	98.6%	99.4%
(PFI 1) 99.6%	100%	99.8%	99.6%
(PFI 2) N/A	100%	96.3%	97.8%

Comment

Year end performance is calculated on a 12 month rolling programme. PFI1 are 0.4% behind the very challenging target of 100%, PFI 2 are 2.2% 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 December. This performance has been achieved on substantially reduced resources compared to the previous year.

Action

The Director of Property Services is closely monitoring the performance set out in this indicator. Action in 2007 to improve performance in gas servicing includes increasing use of injunctions through the Magistrates Court with possible forced entry in worst cases; sending out appointment letters up to 8 weeks early in known hard to access cases; undertaking gas servicing in hard to access cases where the

tenant request a repair up to 8 weeks before 12 month CP12 period.

4.3 **Conclusion**

4.3.1 All the Government set best value performance indicators (BVPIs) have been fully met. However, 10 local key performance indicators (LKPIs), set by the Board, have not been fully met. This does not in all cases mean poor performance when benchmarked nationally, but it does mean that in several cases we have not met the very stringent targets we have set ourselves to ensure continuous improvement. In all cases rigorous actions are taking place to ensure improved performance into 2007-08.

5. **Update on year end performance 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 (Appendix 2). This part of the report is an end of year summary on performance against objectives in 2006-07.

5.1 Of the 29 key objectives on the Business Plan 2006-11, that were due to be achieved in 2006-07, 25 objectives have been fully met. Therefore four were either partially achieved or not achieved in the time-scale. These are:

1.2.3 Call outs for door entry systems – The development of a door entry/security team 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 was not met within the financial year. This action has therefore been carried forward to the 2007-08 programme and is now due to go live in July 2007 from which time the benefits will be realised.

1.3.3 Centralise rent arrears collection – As previously reported to Board, this objective was withdrawn in year. This was due to the achievement of a consistent level of arrears between housing offices, debt generally reduced and the opportunity to retain housing benefit and housing support advice from four offices.

1.3.8 Ensure accessibility of HFI information to all residents – There has been some delay in completing the actions necessary to achieve this objective. HFI have retained Dogstar to completely refurbish the HFI web-site in line with residents expressed priorities. This is now due to be delivered in July 2007. Other means of two way communication with residents continue to be explored through the ICT strategy.

5.2 Implement recommendations of Kier 5 year contract review – Following TUPE transfer of voids, gas servicing and responsive repairs staff to Kier in May, the remaining issues of implementing the Kier review recommendations are due to be resolved by July 2007.

5.2 **Conclusion**

Of the 29 objectives in the HFI business plan 2006-11 that were due for completion in 2006-07, 25 were fully completed. Actions have been taken to ensure that the other objectives are achieved in the shortest time-scale possible. One objective, to centralise rent arrears collection, was deferred earlier in the year due to changing circumstances.

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

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

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. This information is being utilised to determine where under-performance may impact adversely on any particular group.

6.4 Sustainability implications:

None specific to this report

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Performance Monitoring Section	QMS ISO 9001:2000 Certified
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How We're Performing



improving housing through partnership

SUMMARY OF RESULTS FOR KEY PERFORMANCE INDICATORS

On or above target



Below Target



	PI reference	Description	Current target	This month	Year to date	YTD target met?	05/06 result	Service Director
Customer Care								
1	LKPI 5a	The percentage of complaints replied to within 10 days	97.0%	76.9%	97.0%	✓	96.8%	Eamon McGoldrick
2	LKPI 6a	The percentage of correspondence replied to within 10 days	98.0%	93.4%	98.3%	✓	98.5%	Eamon McGoldrick
3	LKPI 100	The percentage of calls answered within 20 seconds (6 rings) with corporate greeting	94.0%	93.6%	94.9%	✓	93.7%	Eamon McGoldrick
Invoices Paid								
4	BVPI 8	The percentage of invoices paid within 30 days	92.0%	96.8%	94.7%	✓	95.6%	David Selo
Harassment								
5	BVPI 174	The number of racial harassment incidents reported	N/A	1	24	-	33	Doug Goldring
6	BVPI 175	The percentage of racial harassment incidents resulting in further action (CPA Indicator)	100.0%	100.0%	100.0%	✓	100.0%	Doug Goldring

SUMMARY OF RESULTS FOR KEY PERFORMANCE INDICATORS

On or above target



Below Target



	PI reference	Description	Current target	This month	Year to date	YTD target met?	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%	-	98.2%	✓	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%	100.9%	99.6%	✗	99.7%	Doug Goldring
9	LKPI 22	Rent arrears of current tenants as a proportion of the authorities rent roll	4.27%	-	4.6%	✗	4.9%	Doug Goldring
10	LKPI 23 (MPG)	Current arrears per tenant (end of year target)	£189.00	-	£201.7	✗	£209.52	Doug Goldring
Voids and re-lets								
11	LKPI 31 (MPG)	The percentage of management voids	0.55%	-	0.27%	✓	0.53%	Doug Goldring
12	BVPI 212	Average re-let time (days) (CPA Indicator)	25	17	23	✓	26	Doug Goldring
Caretaking								
13	LKPI69a	The percentage average score of caretaking inspections (monthly)	79.0%	76.5%	78.4%	✗	78.2%	Doug Goldring
Home ownership								
14	LKPI71a	Service charge arrears - annual charge average debt per leaseholder	£79	-	£120	✗	£634	Doug Goldring
15	LKPI71b	Service charge arrears - major works average debt per leaseholder	£1,671	-	£1,261	✓	£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%	98.6%	✗	98.7%	John Phillips
17	LKPI 185	Percentage of repairs for which an appointment was made and kept (CPA Indicator)	98.7%	99.8%	99.0%	✓	98.9%	John Phillips
18	LKPI 37	The percentage of non-urgent repairs completed (priority H4 & H6 time limits)	97.0%	99.9%	98.8%	✓	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%	91.2%	88.8%		90.6%	Doug Goldring
20	LKPI 104	The number of repairs recharged	30	0	38		21	John Phillips
Gas servicing								
21	LKPI 14a	The percentage of gas services completed by Individual Gas Systems (Kier Islington)	100.0%	-	99.4%		99.8%	John Phillips
22	LKPI 14b	The percentage of gas services completed by Individual Gas Systems (PFI 1)	100.0%	-	99.6%		99.6%	John Phillips
23	LKPI 14c	The percentage of gas services completed by Individual Gas Systems (PFI 2)	100.0%	-	97.8%		N/A	John Phillips
Anti-social behaviour								
24	LKPI 101a	The number of Acceptable Behaviour Contracts signed	N/A	2	56	-	92	Doug Goldring
25	LKPI 101b	The number of Notice Seeking Possessions issued	N/A	2	88	-	122	Doug Goldring
26	LKPI 101c	The number of Evictions obtained	N/A	0	8	-	7	Doug Goldring
27	LKPI 101d	The number of Injunctions obtained (all anti-social behaviour)	N/A	3	20	-	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	28	28	-	40	Doug Goldring
30	LKPI 102	The number of reposessions obtained by the Housing Investigations Team	90	2	91		82	Doug Goldring
Tenancy Management								
31	LKPI 103	The percentage of tenancy audits completed	10.0%	0.2%	10.8%		10.3%	Doug Goldring

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 3	Progress Qtr 4	Status
1.1.1	Implement new structure for Home Ownership to enable service to meet new service demands	<p>New structure in place.</p> <p>New staff recruited.</p> <p>Additional leaseholder services available.</p> <p>Increase in leaseholder satisfaction by March 07</p> <p>Additional £1.04m income collected by April 07</p>	Dec 05- Nov 06	Operations	Completed	Completed	
1.1.2	Improve communications with leaseholders and accessibility to Home Ownership Services	<p>Communications strategy in place</p> <p>Revised "welcome pack" in place by June 06.</p> <p>Access outside normal hours by appointment on request.</p> <p>Extended hours during billing periods.</p>	Mar 07	Operations	<p>Completed.</p> <p>HoS email address on all correspondence and to be advertised in Homeowner magazine.</p> <p>CC being reviewed in consultation with customers.</p>	Completed	

	Action	Measurable outcome	Time-scale	Lead	Progress Qtr 3	Progress Qtr 4	Status
		Disputes procedure in place Increase in leaseholder satisfaction by March 07			Regular consultation with leaseholders 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	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.	Prices received from BG and Kier. DP following up with BG as offer just standard price. HFI facilitating role only. 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 3	Progress Qtr 4	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	March 07	Property Services	Right first time repairs at 83% in Nov 06. Repairs satisfaction at 65% in MORI survey	Repairs satisfaction at 65% in MORI tenants survey Sept 2006 Kwest repairs	

Status key:  Completed

	Action	Measurable outcome	Time-scale	Lead	Progress Qtr 3	Progress Qtr 4	Status
		satisfaction with repairs service			Kwest repairs satisfaction survey (monthly) at 73% in Nov 06.	satisfaction survey (monthly) at 74% YTD	
1.2.2	Continue to bring gas servicing processes into line with best practice	<p>Incentives for tenants allowing access on 1st appointment.</p> <p>Provide tenants with permanent record of gas services</p> <p>Compensation scheme for missed servicing appointments</p>	March 07	Property Services	<p>Tenants now provided with permanent record at time of gas service.</p> <p>Compensation scheme for missed appointments now in place.</p>	<p>99.4% services completed at year-end.</p> <p>Top quartile performance using a smaller resource.</p> <p>Incentive scheme carried forward to 07/08</p>	
1.2.3	Reduce level of repairs/call outs for door entry systems	<p>Ensure capital programme aligns with priorities for replacement</p> <p>Reduce variety of systems used</p>	March 07	Property Services	Team identified within Kier review response repairs. Go live April 2007.	<p>Go live delayed until July 2007.</p> <p>Carried forward to 07/08 programme.</p>	

1.3 IMPROVING OTHER SERVICES

Status key:  Completed

	Action	Measurable outcome	Time-scale	Lead	Progress Qtr 3	Progress Qtr 4	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	Report deferred by Board of Directors until April 2007	Completed	
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	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</p>	Dec 06	Operations	Report to SMT recommending that this objective be deferred to 2008-09 has been agreed.	As at quarter 3	

Status key:  Completed

	Action	Measurable outcome	Time-scale	Lead	Progress Qtr 3	Progress Qtr 4	Status
		<p>service delivery</p> <p>Service delivery points meet customer needs</p> <p>Achieve arrears targets (BVPI66a & LKPI 21-23)</p>					
1.3.4	Ensure HFI learns from customer feedback and improves services as a result	<p>Bi SIG forward plan includes regular slot for customer feedback.</p> <p>Review complaints process to improve accessibility</p>	March 07	Performance and Service Development	Service Improvement Group feedback now being provided to Steering Group 3 times a year. First feedback provided 20.12.06	SIG includes complaints information. Systems now fully in place to ensure learning and action culture.	
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 3	
1.3.6	Ensure adequate performance by PFI 2 contractor	<p>Smooth handover of responsibilities.</p> <p>Match PFI 1 performance.</p> <p>Take appropriate enforcement action if performance below</p>	March 07	Performance and Service Development	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	Performance of PFI2 contractor fully meeting contractual targets.	

Status key:  Completed

	Action	Measurable outcome	Time-scale	Lead	Progress Qtr 3	Progress Qtr 4	Status
		standard			stage that performance will shortly match that of PF11.		
1.3.7	Improve governance, financial management and services of Tenant Management Organisations	100% of TMCs on new MMA by 1/4/07 programme in place to implement new MMA to all TMC 75% of TMOs 2 diamond by 1/4/07. Training analysis completed and training programme in place	March 07	Performance and Service Development	Still on schedule for all TMCs to be under new MMA by April 2007. Fortnightly schedule of negotiation meetings running. Currently 64% of TMOs 2 diamond or above (as at 12.12.06).	Target of 75% of TMOs at two diamond service met.	
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	Over 30 HFI documents translated into 8 community languages as well as Braille and audio tape.	£30k provided for more graphic focused site. Engaged Dogstar to refurbish. Consulting through focus groups. To complete June/July 07. Alternative means of communication such as texting within ICT Strategy and action plan.	

Status key:  Completed

2. Improving homes

	Action	Measurable outcome	Time-scale	Lead	Progress Qtr 3	Progress Qtr 4	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	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.	£102m of spend achieved to timetable. Three projects subject to delay due to planning consent Decent Homes target achieved.	
2.1.2	Work with the Council to implement the Council's Reception Centre Strategy	Councils strategy targets achieved although likely to be over a number of years	March 07 (Ongoing)	Operations	Staffing strategy in place. Budget agreed for 2007-08	Staffing strategy in place. Grosvenor and Petherton handed back to LBI. Implementation up to date for 0607.	

3. Community engagement

Status key:  Completed

	Action	Measurable outcome	Time-scale	Lead	Progress Qtr 3	Progress Qtr 4	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 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.	Plan for continually updating diversity information now in place. Equality reports on rent collection and complaints produced. Further reports planned for 2007. Actions to be identified by Equality & Diversity Forum that ensure equality of service delivery.	
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	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 agreement 15.01.07). Leaseholders Guide to Major Works now published and distributed.	Regular consultation taking place on all projects through steering groups. Major works guide provided to leaseholders.	

Status key:  Completed

	Action	Measurable outcome	Time-scale	Lead	Progress Qtr 3	Progress Qtr 4	Status
3.3	Review annual fun day event with Kier	Decision taken	Dec 06	Resources	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 3	Progress Qtr 4	Status
4.1	Carry out individual and team appraisals of the board	Annual appraisals and six monthly reviews carried out	07	Board (Chair)	Completed July 2006	As at quarter 3	
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	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 3	

Status key:  Completed

	Action	Measurable outcome	Time-scale	Lead	Progress Qtr 3	Progress Qtr 4	Status
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	Staff monitoring information received and records being updated for new profile. Report due January 2007.	Staff monitoring information used for HFI profile reported to HRC 25/1/07. Representation of women and BME staff at PO5 and above increased during 06/7. Remains HFI priority for 07/8.	

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 Board	Ongoing	Performance & Service Development	Bi-monthly CE meetings continuing to be productive. Former performance meetings being replaced with service specific meetings with relevant service directors.	As at quarter 3	
5.2	Implement recommendations of Kier 5 year contract review	All recommendations in place.	Feb 07	Property Services	Voids – TUPE consultation w/c 22/02/7. Selection of client quality team now complete. Responsive – Steering	Subject to commercial negotiations; Voids, responsive repairs and gas servicing staff subject to TUPE transfer 21.05.07.	

Status key:  Completed

					<p>Group has authorised measures to allow transfer of functions to Kier. Deadline of July but could achieve by end of May.</p> <p>Call centre – Kier have appointed manager of resolution team.</p> <p>Moving to HFID by end of February</p>	<p>Remaining issues (electrical, door entry) due to be resolved by July 07.</p>	
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6. An evolving organisation

	Action	Measurable outcome	Time-scale	Lead	Progress Qtr 3	Progress Qtr 4	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 South ALMO Group and sub-groups for; ASB Leasehold</p>	As at quarter 3	

Status key:  Completed

	Action	Measurable outcome	Time-scale	Lead	Progress Qtr 3	Progress Qtr 4	Status
					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 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.	As at qtr 3	
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	Inspection took place between 4 th and 15 th December. Report expected week commencing 15 th January. Action planning from	Inspection completed successfully. Report received and action plan in place prior to Nov inspection. Project Plan in place for ALMO Re-inspection.	

Status key:  Completed

	Action	Measurable outcome	Time-scale	Lead	Progress Qtr 3	Progress Qtr 4	Status
					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.	Memorandum of Articles permit new business. Board will be asked for consent in all cases. Template for Board and SMT developed.	

Status key:  Completed

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

Name of Meeting	Date of Meeting	Agenda item	Status
HFI Board	28 th June 2007	10	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 12-closing 2006-07 Report**

Management Fee: **£52.05m**

Month 12 Forecast: **£303k surplus**

- 4.1.3 The Month 12 closing report confirms HFI realised a year-end surplus of £303k. LBI have agreed that HFI may 'carry forward' surpluses from 2006-07 to 2007-08.

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 12 Report (closing position 2006-07)

CSA Income Budget: (£188.7m)
CSA Expenditure Budget £122.3m

'Net' CSA Budget (£66.4m) (income)

Month 12 closing position
Net (£66.3m) (income)

Outturn £100k overspend.

Reasons for Variance:

The overspend relates primarily to an overspend on the repairs budget.

5. Capital Programme and Decent Homes

5.1 Capital Programme– Month 12 (Closing 2006-7)

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
Total spend:	£102.121m
Projected spend (month 12):	£101.897m
Variance:	(+)£0.224m

5.1.2 Reason for variance:

Actual outturn was slightly ahead of forecast due in the main to the EC1 scheme on King's Square achieving more than anticipated.

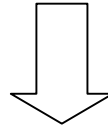
5.1.2 Business risk:

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



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

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Report of	Team	Job Title	
John Phillips	Chief Executive Directorate	Director of Property Services	
Name of Meeting	Date of Meeting	Agenda item	Status
HFI Board	28 th June 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 26th February 2007.

2. Recommendation

2.1 That Board notes the contents of the report.

3. Background

3.1 Voids

3.2.1 The TUPE transfer of voids staff took place as per schedule on 21st May 2007. Transferred staff were formally inducted into Kier on 21st May 2007.

3.2.2 The new voids standard has now been signed off as a working document and has now been implemented borough-wide on all new Voids. The Voids Quality Manager is working with the HFI Performance Manager to brief staff and implement the standard with TMO's / TMC's / PFI etc.

3.2.3 The Director of Operations agreed the proposal to co-locate the Voids Quality Team at Kier. The team is now working from their new location at 64 Brewery Road. The arrangement is working well and is enabling the smooth passing and sharing of voids expertise and information between the partners

3.2.4 Borough wide weekly joint call-overs are being held to monitor void progress. I world is being used as the monitoring tool. The Voids Quality Manager is also meeting jointly (also weekly) with the Tenancy Management Team Leaders and New Tenancy Liaison Officers (NTLO's) from each Area Housing Office, to update them on voids progress and address any queries or concerns they may have.

3.2.5 Garry Bates, Senior Area Housing Manager has held an initial meeting with NTLO's. The meeting provided the opportunity to clarify roles and processes and to ensure that NTLO's are working consistently across the areas. It also allowed time for any outstanding queries to be addressed and for information to be shared. It is

anticipated that regular meetings will be held at least until new processes are bedded in.

3.3 Responsive Repairs

3.3.1 This part of the report looks at the three main areas

- Front end ordering and resolution of problems
- Kiers Operations
- Clienting Function

3.3.2 The Kiers Call Centre originally based at Brewery Road has now been co-located at Northway House with several HFID call agents. This new "Resolution Team" is dealing with chase up calls from residents. It is managed by Kier and is able to access information from Kier's Callsys and Servitor systems to aid speed of resolution of customer queries. This team are now the first port of call for all outstanding repairs orders given that HFI surveying staff are no longer located in any of the Area Offices. This team will also be undertaking the outbound customer satisfaction survey for the repair service.

3.3.3 On the 21st May 2007 a number of HFI surveying staff were TUPE transferred to Kier. This is in line with decisions of the Kier Steering Group previously reported to Board. Kiers will now in future be responsible for all pre-inspection of repairs requests from customers.

3.3.4 The HFI Repairs Client Team came into being on the 21st May 2007 following the TUPE transfer. This team will eventually all be based at Highbury House although for the time being half of them are located at Lyon Street Area Office whilst accommodation is identified for them in Highbury House.

3.3.5 Given that the commercial arrangements for the repairs service have not yet been concluded the staff in the repairs service are working on interim processes between HFID, Kiers Operation Teams and HFI Repair Client Team. The commercial arrangements are looking to be concluded by early in July 2007.

3.4 Gas

3.4.2 The 2007/08 transitional arrangements between rolling year servicing and area based programming are in place and the servicing programme is well underway. Gas operatives are now working with PDA's and are issuing electronic CP12's (Landlord Gas Safety Records). However enhancements to current arrangements and systems are underway to enable operation of full new working arrangements for the start of the 2008/09 servicing year.

3.4.2 Owing to the move from 6 to 4 housing areas, the servicing programme has been condensed into 4 areas. This has meant that some properties which are now responsibility of a different area and have not been released (on OHMS) as early as last year, resulting in initial letters going out to these properties later than planned and thus negatively affecting the rolling year.

3.4.3 Kier Islington (KI) has taken responsibility for the hard core no access cases outstanding at the end of 2006/2007 servicing year and are in the process of documenting the procedure. In addition a draft of the no access procedure is with

Property Services Management Team to be approved. Kier and HFI Legal Dis-Repair are also carrying out a feasibility study on the use of injunctions under Section 79 of the Environmental Protection Act 1990, as another tool in the box to deal with persistent no access cases.

- 3.4.4 Proposals are also being drawn up for SMT approval for the very limited use of “gas limiters” in the real hard core no access cases. This should be agreed within the next two months.
- 3.4.5 Year 1 efficiencies for the gas review have been documented but urgent discussion and agreement on year 2 efficiencies is now required.

3.5 Security Systems / Installations and Electrical Management

- 3.5.1 At Steering Group on 31st May 2007 a report was presented that provided a draft proposed functions table outlining where processes would sit under proposed new working arrangements for a joint security team between Kiers and HFI.
- 3.5.2 Steering Group approved the initial TUPE transfer of two posts from HFI to Kier to enable the establishment of the team and agreed to a further evaluation to ascertain any additional resources that may be required once procurement is finalised. The 2 identified posts are filled and so a staffing strategy including TUPE implications will need to be drafted. However it is recognised that formal consultation needs to start as a matter of urgency.
- 3.5.3 Given the complexity of obtaining the necessary information, full and accurate details of the transfer of functions, capital, revenue and efficiency implications will be drafted and reported to the June 2007 Steering Group subject to the necessary information being obtained.
- 3.5.4 It has been agreed that a framework contract will be procured, focusing on the supply chain that would be exclusive to Kier, relating to management & delivery of the repairs, planned preventative maintenance (PPM), refurbishments and installations of security systems. Kier will lead on the procurement but there is discussion to be had to offer some surety of work to enable better supply chain discount to be awarded and ultimately reduced cost to HFI. It is anticipated that there will be initial non-cashable and ultimately cashable efficiencies once the framework contract commences.
- 3.6.5 Generally the procurement time for such a contract would result in a start date of circa April 2008. However we are currently investigating if this can be significantly reduced and still comply with necessary legislation by simply procuring for our supply chain for works that we currently enjoy under the original JVA (October 2000 procurement).

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Report back from Investment and Delivery Committee (IDC)**18 April 2007****Theresa Coyle – Chair****2006/07 Review of Performance**

- IDC noted a report providing a summary of progress and achievements in 2006/07.

Risk Register

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

Contract Approval Schedule update

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

General Discussion

- IDC noted that an inquiry had been launched to determine the validity of vehicles being on site and therefore the validity of congestion charges.

Forward Plan

- IDC agreed the forward plan.

Report back from Investment and Delivery Committee (IDC)**8 June 2007****Theresa Coyle – Chair****Tender Approval**

- IDC agreed a Revised Tender Approval for Contract 21 (Taverner Estate).
- IDC noted that planning applications for the 2007/8/9 programme would be done before contracts came to IDC for approval.

Report back from Chairs Agenda Planning Committee (CAPC)

30 April 2007

Ann Lucas – Chair

Forward Plans 2007-08

- CAPC agreed the forward plans for 2007-08.

Board Performance Development Review

- CAPC noted a report considering Board Development opportunities for 2007-08.
- CAPC agreed to delegate the development of the agendas for Board Development / CE sessions to the Chair and Chief Executive.
- CAPC agreed that an external facilitator should be used for the Board Development / CE sessions and the Away Day in October.

Report back from Finance Committee (FC)**3 May 2007****Adam Borrie – Chair****Terms of Reference**

- FC noted its Terms of Reference as agreed by the Board on 23rd April 2007.

HFI Capital Programme

- FC noted a report setting out the financial assessment of the current capital resources position through to 2010/11 and issues with regard to capital investment for improvement work to HFI stock.
- FC noted that LBI has recently requested HFI to consider the potential of undertaking some new build homes on sites within Islington. LBI have yet to confirm the level of additional resources to be provided to undertake this.

Kier Review Financial Risks

- FC noted a report outlining the efficiencies and initial cost implications of implementation of the terms of the Kier Review across Responsive Repairs, Voids reservicing and Gas Safety Management Team.

Risk Register

- FC noted a report presenting the current position with regard to all risks that are finance-related, as included in the risk register report reviewed by Board on 26th February 2007.
- FC agreed that a request should be made to Audit Committee that Board give ownership of the following risks to FC - Failure to effectively manage resources to meet operational needs and Failure to effectively manage HFI budgets.

HFI Budget Monitoring Month 12 - 2006/07 indicative outturn figures

- FC noted a report summarising the indicative outturn position on the HFI Managing Agent Account (MMA) and provides details of the Housing Capital Account closing position.

Financial Scheme of Delegation

- FC agreed changes required to the Financial Scheme of Delegations.

Forward Plan

- FC agreed the forward plan.

Report back from Audit and Risk Management Committee (ARMC)

22 May 2007

Steve Town – Chair

Committee Learning and Development

- ARMC noted a brief report on the principles of Risk Management and recommended changes to the draft Risk Management Policy Statement.

Risk Register

- ARMC approved recommendations to add and remove risks from the Register and to transfer ownership of financial risks to the Finance Committee.
- ARMC asked staff to review the calculation matrix – in particular concerning Medium Low risks – to ensure consistency across the organisation.

Audit Matter update

- ARMC noted an update report providing the latest position on HFI;s external and internal audit processes.

Forward Plan

- ARMC agreed the forward plan and noted that the learning and development item on 28th August would be on the annual accounts.

Report back from Human Resources Committee (HRC)**24 May 2007****Eddie Niles – Chair****Staff Attitude Survey**

- HRC agreed to defer the Staff Attitude Survey Action Plan to the meeting on 26th July.

Performance Management – including Operations usage

- HRC noted that there are currently high levels of recruitment due to various recent reorganisations within the Operations Directorate. Recruitment costs are likely to gradually decrease due to signposting of jobs and greater use of website-based recruitment activity.

Investors in People / Succession Planning

- HRC agreed the Investor's in People Action Plan and noted progress of the succession planning staffing strategy.

HR Casework Profile

- HRC agreed the Casework Profile subject to a further meeting between staff and the Chair.

Strategic HR matters

- HRC noted a report updating the committee on various HR issues that have a strategic impact on HFI.
- HRC noted that absence had improved although the 06/07 target was now unlikely to be achieved.

Divisional Award Schemes

- HRC noted the staff award schemes in each division.

Ratio of Staff to Contractors – Capital Programme

- HRC noted a report defining Technical Consultancy Services, roles and duties, volume of previous workload within the Framework Contracts and associated internal and external resources.

Kier Review – Gas Servicing

- HRC noted the proposed changes to the way Gas Safety is managed, which has implications for staff currently involved in this process.

Forward Plan

- HRC agreed that staff would restructure future agendas so that the first half of the meetings would be dedicated to standard items and the second half to discussion items.
- HRC agreed that staff would include Succession Planning at SMT/Board Level in discussion items for future meeting.

Forward Plan for Homes for Islington Board 2007-2008

Date of meeting	Items on the Agenda	Status
20/08/2007 Standard Items	Communications Strategy 2007/08	D
	HFI Business Plan Objectives 07/08 (qtr 1) and June Pis	D
	Business Plan 2008-13 service priorities	D
	Customer Care - USAHO (surgeries, home visits) - options	D
	Family of HFI Strategies	D
	Capital and Financial Performance Management	M
	Contract Approval - Lift Asset Management	D
Presentations	Neighbourhood Management	I
15/10/2007 Standard Items	Sustainability Strategy	D
	Risk Management	D
	Respect Agenda - "name and shame" and mosquito alarms	D
	Resident Involvement Strategy update	M
	Kier Review	I
	Directors and Auditors Report 2006-07	D
	Contract Approvals	D
Presentations	New build - options for Business Plan 2008-13	I
AGM - 05/11/2007	Approval of 2005-2006 Accounts, Appointment of External Auditor and Directors report	D
17/12/2007 Standard Items	Appointment of new directors	I
	Election of Chair / Vice Chair	D
	Appointment to Sub-Boards / Committees / Portfolios	D
	Business Plan 2008-13 (first draft)	D
	Community Engagement Strategy	D
	HFI Business Plan Objectives 06/07 (qtr 2) and September Pis	D
	Health and Safety Policy	D
	Capital and Financial Performance Management	M
	Contract Approvals	D
25/02/2008 Standard Items	Business Plan 2008-13	D
	Procurement Strategy	D
	Efficiency Strategy	D
	HFI Business Plan Objectives 06/07 (qtr 3) and December Pis	D
	Risk Management	D
	Capital and Financial Performance Management	M
	Kier Review	I
	Contract Approvals	D