



Delivery Plan

2007/08

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Glossary

EHL - Eastbourne Homes Limited
 EBC - Eastbourne Borough Council
 ESCC - East Sussex County Council
 CE(O)- Chief Executive (Officer)
 DHS - Director of Housing Services
 DFCS - Director of Finance and Corporate Services
 DAMM - Director of Asset Management and Maintenance
 DCLG - Department of Communities & Local Government
 ALMO - Arms Length Management Organisation
 HRA - Housing Revenue Account
 PI / KPI - Performance Indicator / Key Performance Indicator
 GOSE - Government Office for the South East
 CIH - Chartered Institute of Housing
 DHS/P - Decent Homes Standard /Programme
 OPS(G) - Older Persons Strategy (Group)
 BME - Black and Minority Ethnic
 STATUS - Standardised Tenant Satisfaction Survey
 AMS - Asset Management Strategy
 VFM - Value for Money
 HMOs - Houses in Multiple Occupation
 BCM - Build Cost Model
 TPAS - Tenant Participation Advisory Service
 AGM - Annual General Meeting
 BV - Best Value
 RCCO -Revenue Contribution to Capital Outlay

Executive Summary

The 2007/8 Delivery Plan sets out how Eastbourne Homes Limited (EHL) will meet the strategic goals of Eastbourne Borough Council (EBC) in the coming year. EHL is an Arms Length Management Organisation established in April 2005 to manage the Housing Stock of EBC.

Membership of The Board of Directors and the executive team has changed significantly over the last year. Following this period of change a new Chair of the Board and Chief Executive are leading the company with a strengthened Board of Directors and executive team in place. Although progress in some areas has suffered over the last year significant progress has been made in addressing weaknesses identified in the 2005 Housing inspection and in establishing a sound policy framework for asset management and for providing support and housing to older people.

The immediate priority for EHL in 2007 is to access £45.2m of funding to invest in the housing stock and achieve the Decent Homes standard. This funding is contingent on being assessed by the Audit Commission as providing a "Good" service following the inspection in 2007.

Key themes for improvement in 2007/8 have been decided following consultation with residents and consideration of the Audit Commission's recommendations. The themes are:

- Decent Homes – Delivering improvement to the overall quality of homes
- Services for Older People
- Value for Money and Efficiency
- Customer Impact and Influence
- Improved Governance

The Delivery Plan contains an improvement plan that summarises the activity that will be carried out in support of the above themes and to deliver improved services to customers. The targeted levels of performance, the financial framework and necessary resources are identified within appendices.

The management fee necessary to deliver the services is set at £6.8million and is a net reduction in the cost of delivering services. It will be spent on

- Planned Works - 20%
- Responsive works - 20%
- Staffing Costs - 30%
- Other - 30%

In line with our residents' priority maximum resources are being released from both EHL and EBC for capital investment in the housing stock. A £10.5m capital programme for 2007/8 (including funding contingent on the inspection result) is set out as Appendix 12.

2007/8 is a critical year for EHL to demonstrate that we are delivering noticeable improvements to services, are geared up with our contractors to deliver a large capital programme and are making the best use of resources to deliver customer focussed services.

Foreword by the Chair of the Board of Directors

As the new Chair of Eastbourne Homes, the 2007-8 Delivery Plan gives me an opportunity to put the performance of Eastbourne Homes Ltd over the last year into some sort of context.

I took over as Chair at a difficult point for the organisation; we had been running for some time without an Executive Team, without a permanent Chair in place and had lost a number of Board members.

During what has clearly been a very testing time for our staff, they have remained motivated and committed. This is shown by our customers' high level of satisfaction as measured in the recent STATUS survey.

Although the loss of the Board Directors and Executive Team had an impact on progress - there has been some inevitable slippage that has now been addressed - the skills that we have been able to bring into the organisation means that we now have a much stronger base of skills and experience which will stand us in good stead for the challenging journey ahead.

Since the appointment of the new Executive Team in October, the rate of progress has gathered pace and this has generated a real sense of excitement throughout the organisation, and a belief that if we maintain this rate of progress we should achieve at least 2 stars at the next inspection.

Recent achievements that will help us to deliver excellent services into the future include:

- Decent Homes Pilot Project underway and working well;
- growth in tenant participation through new Area panels up and running;
- strengthened partnership working with SERCO our repairs and maintenance contractor;
- robust processes in place to ensure residents' Health and Safety;
- effective governance structures and policy framework in place; and
- Independently validated improvements in services for older people.

This Delivery Plan sets out how we will build on these successes in 2007-8 to move closer to realising our goal of delivering excellent services to our tenants and leaseholders.

Gordon Sims
Chair of the Board of Directors, Eastbourne Homes Limited

Introduction

Company Aims and Objectives

Eastbourne Homes Limited's immediate aim is to bring all of Eastbourne Borough Council's Housing stock to the Decent Homes Standard. In consultation with the Department of Communities and Local Government (DCLG) and using improved knowledge of the condition of our stock, we are now able to be more specific on progress towards all properties reaching the Decent Homes Standard. As set out in the Build Cost Model approved by the DCLG, all of our stock will reach the Decent Homes Standard by 2015. This will include retirement housing properties many of which will be substantially remodelled to meet the current and future needs of older people.

EHL formally adopted the company aims and objectives as set out below in 2005. This followed appropriate consultation with: customers; staff; Eastbourne Borough Council (EBC) and, other stakeholders. EHL considers that these aims and objectives are still fit for purpose and reflect the aspirations within the company and the community.

Mission Statement

To provide affordable, quality homes and excellent services that meet the needs of EHL' residents and the wider community.

Vision

Decent Homes provided in safe and sustainable neighbourhoods in which residents are proud to live.

Objectives

- For all homes to meet, as a minimum, the Government's Decent Homes Standard by 2010;
- To encourage learning and innovation and to involve all residents in designing services and setting standards for these services;
- To deliver a range of services that compare favourably with the best in terms of cost and quality; and
- To contribute to the Community Strategy by working in partnership to create and maintain sustainable communities

EHL will deliver its services within a framework of these values:

- To treat everybody with dignity and respect;
- To value diversity and promote equality
- To conduct our business with high levels of integrity, honesty and openness;
- To be fully accountable to tenants, leaseholders and the other

-
- organisations that work with EHL; and
 - To provide a high quality working environment in which staff are cared for, valued and professionally developed.

The Delivery Plan for 2007-8 identifies the strategic focus and key activities for EHL in pursuit of these objectives.

Strategic Context

An overview of EHL and the strategic context in which it operates

The formal relationship between EHL and EBC is set out by the Company Memorandum and Articles of Association and within the Management Agreement. EBC appoints 1/3 of EHL's Board of Directors. The Board of Directors have responsibility for ensuring the company complies with its own constitution, with company legislation and the obligations placed on it by the Agreement

The annual delivery plan is prepared by EHL and outlines the agreed services and performance to be delivered by EHL. It is formally approved by the Cabinet Member for Housing on behalf of the Council.

An annual meeting is held between the Board of Directors and Eastbourne Borough Councillors to consider and discuss the performance and strategic direction of Eastbourne Homes Limited.

The Council's Cabinet also monitor EHL's performance on a quarterly basis through inclusion of Housing BV Indicators within the Council's Key Performance Indicators.

Quarterly strategic meetings are held between the Chair of EHL and the Council's housing portfolio holder. The Council Director and Assistant Director of Housing, Health & Community Services attend these meetings as does the Chief Executive of EHL.

EHL believes that close partnership working with EBC and other organisations strengthens the service it delivers to residents.

EHL is a key delivery vehicle for realising the Strategic housing priorities for Eastbourne

The Councils Improvement Priorities for 2006/7 are:

- A Efficient and Effective Services*
- B Regeneration*
- C Reducing Waste in the Environment*
- D Crime Prevention and Enforcement*

EHL achieving a minimum of 2* following inspection and achieving Decent Homes is listed as a Hot Key Target for EBC's Regeneration priority.

EHL contributes to the Eastbourne Community Strategy as a member of Eastbourne Housing Partnership. It shares the 2020 Partnership vision of

Eastbourne: a thriving town. A place where people want to live, work and visit, with every resident enjoying a high quality of life and a healthy clean environment that is valued, preserved and improved for future generations.

EHL contributes to all of the partnership priority areas but most importantly in ensuring that in 2020 Eastbourne will have:

- A housing market that provides greater housing choice for all
- High quality condition and management of all housing stock
- Appropriate housing with support for vulnerable people

The aims and objectives of EHL are clearly stated within the Council's Housing Strategy and EHL will engage with EBC over the coming year's review of the Housing Strategy to ensure that activity and aspirations remain aligned and meet the needs of the Eastbourne community.

A Local Area Agreement called "**All Together Better**" covers East Sussex. It identifies the priorities for improvement in East Sussex and how these priorities will be tackled in partnership. EHL is committed to maximising the benefits of inter agency work – such as the Eastbourne Crime Reduction Partnership - in supporting sustainable communities and will continue to work with service providers and communities to address the identified priority areas of:

- Children and young people
- Safer and stronger communities
- Healthier communities and older people
- Economic development and enterprise

Our Community¹

Eastbourne has:

- A population of 89,667 in 44,000 households (2001 Census) growing at twice the national average;
- 10th highest proportion of people over retirement age at 27%;
- 22% of the population have a limiting illness or disability;
- Black and Minority ethnic population: 3.4% black/non-white and 4.1% Irish/other white (2001 census);
- Average wages 12% below national and 24% below South East averages;
- Main pockets of deprivation – Devonshire, Hampden Park and Langney wards;

¹ Source <http://neighbourhood.statistics.gov.uk>

-
- 44,000 homes, 9% are EBC owned - 60% of social housing; and
 - An annual outstanding social housing need of 389 units

The Future Housing Needs of Eastbourne

As evidenced in the Housing Strategy for Eastbourne, the Housing Needs Assessment and the Supporting People Strategy there are gaps in the provision of supported housing for:

- Young people between the ages of 16 – 19;
- People with a learning disability;
- People with a physical disability; and
- Single homeless people with complex needs.

Additionally we have identified in the Older Peoples' Strategy that there is a growing proportion of elderly people living in Eastbourne, more specifically there is a predicted growth in the over 85s which will place demands on future Housing Services.

Governance

The Board of Directors

Eastbourne Homes Limited was formally registered in February 2005. The Board of Directors consists of fifteen Board Directors. Tenants elect five of the Board Directors, the Council nominates five and the remaining five are independent. The role of the Board is strategic management of the Company, ensuring the Company is in a strong position to deliver Decent Homes and excellent services to its customers.

On the 30th March 2006, in recognition of the need for representation of the 570 leasehold properties managed by the Company, the Board agreed to co-opt onto the Board a Leaseholders' representative. The position was taken up in May 2006.

The Board meet six-weekly and meetings have been open to the public since November 2005. The first Annual General Meeting (AGM) was held 22nd July 2006. For 2007 the Board have resolved to improve access to Board meetings by holding meetings in community centres at a range of times designed to allow those with work or caring commitments to be able to attend.

Changes to the Board in 2006

In May 2006, the Council nominated three new Directors. At the AGM on the 22nd July 2006, the Chair announced his resignation both as Chair and as an Independent Board Director. This followed the resignation of another Independent Board Director. A successful recruitment exercise was carried out to fill the two vacancies for Independent Board Directors and the Board elected a new Chair.

In accordance with the constitution, a Tenant Board Director stood down and was replaced by a candidate elected by tenants. Due to ill health the successful candidate resigned and following another election the remaining Director was appointed to the Board 11 January 2007.

Implementation of committee structures

To balance maintaining a strategic overview at Board meetings with scrutinising Company policy and ensuring probity in 2006 the Board set up two Sub-Committees - Recruitment and Remuneration and Finance and Audit. Both Committees have agreed Terms of Reference. The Committees on behalf of the Board oversee the Company's activities in relation to accounts, internal controls, risk, recruitment and remuneration of the Board and staff. These Committees meet at least four times a year.

The Board has established scrutiny groups to consider areas of policy development. These groups have worked on strategic documents such as:

- Older People's Strategy;
- Asset Management Strategy;
- Equality and Diversity Strategy;
- Value for Money Strategy; and
- Procurement Strategy.

After consideration and amendment a Director from each group has recommended the strategies to the Board for formal adoption.

Board Champions

A further development for the Board in 2007 is the appointment of Board "champions" for priority areas. The Board is clear that it retains ownership and overall responsibility for these areas but considers that there is benefit in identifying champions for Risk Management and Equality and Diversity. These champions will work with the Board of Directors to ensure that Risk and Equality are considered and engage with staff to demonstrate the Company's commitment to these areas.

The Board of Directors will, with the Executive Team, develop governance structures and agree a long-term vision and direction for Eastbourne Homes Limited. This will be completed before the end of March 2007.

Capacity of the Board

For EHL to be successful the Board of Directors recognise that the Board must not only participate in training current Directors but must also build the capacity among residents to participate in the business of the company as both members of representative groups and as future Board Directors.

The Board undertake annual appraisals, and a skills audit and analysis have been carried out. The Recruitment and Remuneration Committee have

agreed a comprehensive and tailored specification for training current Directors and Tenants who have shown interest in being involved.

Networking Events

To build on wider contextual understanding and to learn from peers the Board attend networking events run by the National Federation of ALMOs and the Chartered Institute of Housing. These events update Board Directors on key government initiatives and developments. Board Directors attending these events ensure that they cascade information to other Board Directors by means of a verbal or written update.

Monitoring arrangements

- On an annual basis the Board assesses risk and agrees the response to the risks identified (The results of the workshop carried out in January 2007 are shown in Appendices.2 & 3)
- On an annual basis the Board of Directors consider the level of performance and cost of service provision of Eastbourne Homes compared to all other Arms Length Management Organisations
- On a quarterly basis the Board considers progress against Key Performance Indicators selected on an annual basis to measure critical service areas and identified improvement priorities. In 2007 quarterly updates will be reported to the Board on progress against targets within the Delivery Plan.
- The Chief Executive, Chair and Vice Chair meet fortnightly to discuss emerging strategic issues and critical operational issues.
- Eastbourne Homes Limited's appraisal and development scheme is started with the Chair of the Board's appraisal of the Chief Executive and this is cascaded throughout the organisation over the following two months.

Developing the delivery plan

The annual Delivery Plan is intended to summarise the challenges and activity for EHL over the coming year. The development of the plan has been improved by the greater involvement of service managers in identifying areas for improvement and in carrying out service based consultation to inform the Service Improvement Plans.

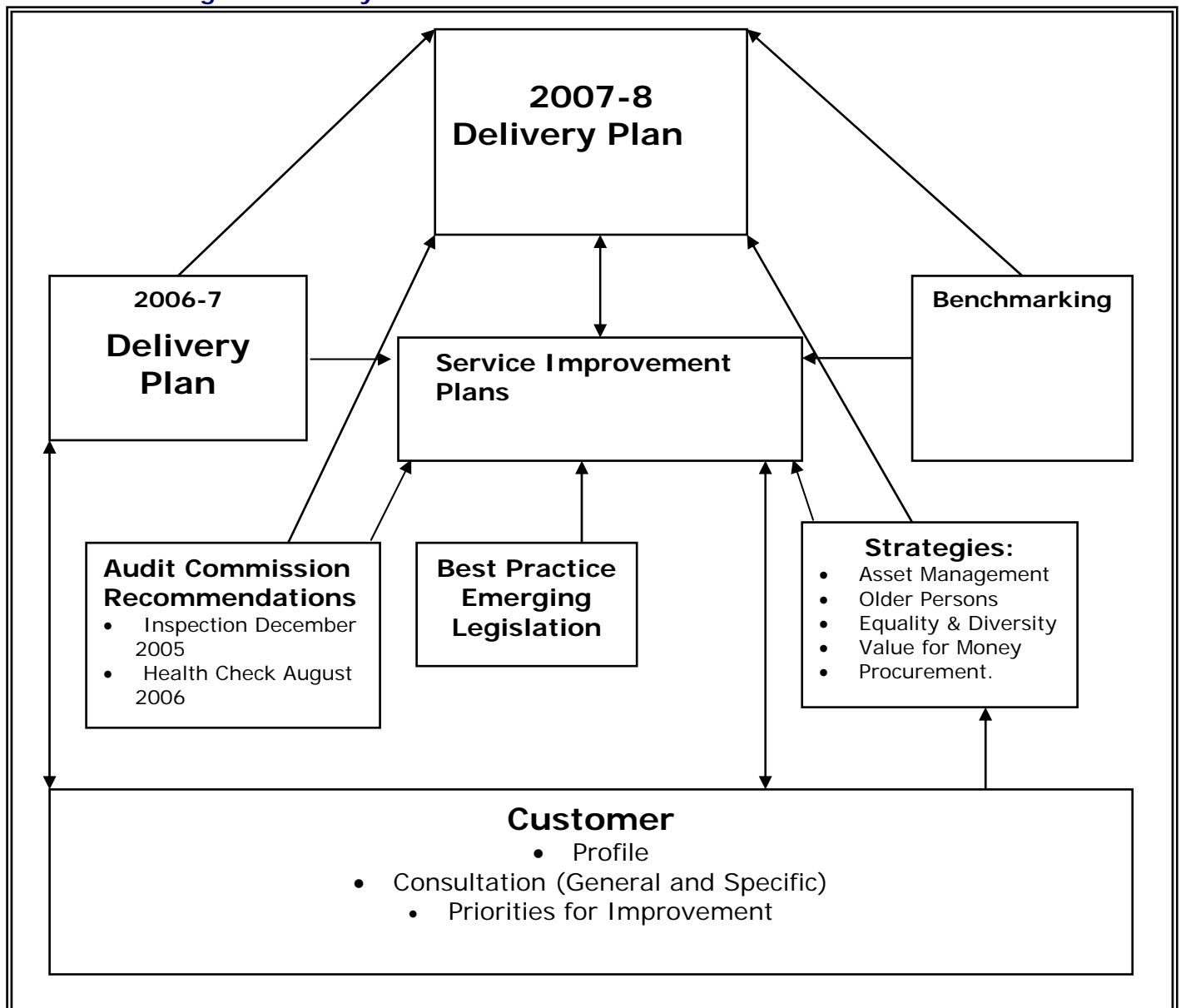
These service improvement plans are structured around the "Key Lines of Enquiry" (KLOE) used by the Housing Inspectorate. (There are seven service based KLOEs and four cross cutting ones.) In writing these plans service managers have carried out an audit of available data including best practice, benchmarking and results from customer surveys. They have also identified completed progress and where appropriate carried forward actions from within the 2006-7 Delivery Plan. Users are consulted on the Service Improvement Plans and the plans are audited by the Departmental Directors to ensure that the improvement plans contain the relevant actions to ensure the implementation of agreed corporate strategies and the final Delivery Plan.

The improvement plan attached to this plan as Appendix 1 summarises activity we will be undertaking in 2007-8. Final completion and implementation dates are included in the plan. Progress against key milestones and stages will be reported to the Board of Directors.

The production of the Delivery Plan and the identification of strategic priorities and operational improvements happens at the same time as the budget setting process within EHL. These are both subject to agreement of the Management Fee with EBC.

Following adoption by the Board of Directors and agreement with the Council the Delivery Plan is fully cascaded through the organisation by individual targets relating to agreed objectives being included in the annual appraisal and development scheme. The priorities and plans for delivery will be further reinforced through fortnightly core briefs, scheduled early morning training and team meetings.

Informing the Delivery Plan





A Review of the 2006/07 Delivery Plan Key Themes:

Customer influence and impact

Customer involvement with the development of the Decent Homes programme has run from the order the works will be carried out through the selection of the construction partners and the selection of materials and “Decent Homes plus” options. The pilot programme is underway; on target for completion and tenant satisfaction is high averaging 91%.

Four Area Panels that cover all of Eastbourne have been set up with delegated budgets that have allowed residents to prioritise improvements. E.g. Free rubbish clearance with 28 tonnes of rubbish and over 60 fridges cleared from Old Town. An overarching tenant’s group (the Residents’ Forum) has also been established to coordinate and align the relationship between the Company and its customers.

Results from the three yearly customer satisfaction survey show that residents’ top priority remains the overall quality of their home. EHL have contributed £350,000 from 2006-7 revenue budgets to the Decent Homes Programme.

Greater knowledge of our customers has been gained following a major audit of customers. The results identified the preferred means of involvement of our customers and have been instrumental in establishing the area panels and the relationship between these groups and EHL. Communication with residents can now be delivered in line with their preferences e.g. large print letters. It has also increased our ability to determine if any groups are experiencing disproportionate access to services.

Fit for purpose older people’s services

2006 has been a year where an increasing number of retirement flats have been empty for long periods due to un-popularity. Eastbourne Homes has completed an initial analysis of the sustainability of retirement housing and, working with the Council, is identifying and making recommendations for the retention, disposal or remodelling of retirement courts.

Options for delivering support particularly the move to supporting older residents in their own homes as opposed to in retirement courts have been appraised. Support provision is generally funded through the Supporting People administering authority – East Sussex County Council. EHL and the County Council’s supporting people team are working closely on developing a framework for community based support. The funding criteria are currently under review and will be instrumental in determining how to maximise the support given to residents. In January 2007 the improvements in existing support for residents have been recognised following a Quality Assurance Framework assessment. EHL has now been assessed as a Level B Supporting People provider.

To aid independent living, following consultation with over 500 residents, proposed works specifications including elements of the proposed Decent Homes' package have been amended. An increased budgetary provision and a negotiated joint approach to improve value for money for fitting aids and adaptations to customers' homes is proposed for 2007-8. This will further increase the number of tenants that are able to remain in their homes.

Effective and embedded performance management for contracts

In the 2005 Housing Inspection weaknesses were identified in fulfilling gas-servicing obligations. These weaknesses have been resolved and performance has been around 99% for all of 2006. A programme of electrical safety testing has been undertaken in line with good practice and any identified urgent work has been carried out. All residents have been informed of the risks and potential location of asbestos within their homes.

A review of how our main responsive repairs contract was being monitored had identified a lack of customer focus. Improving the way we measure the customer experience and, with our contractor, investigating any reported dissatisfaction has improved customers' satisfaction with the service by reducing the time taken to complete repairs and by booking an increasing number (for January around 65%) of appointments for repairs at the first point of contact.

Robust asset management planning and infrastructure to support delivery

The strategic approach to asset management is set out in Eastbourne Homes' Asset Management Strategy approved by the Board of Directors in November 2006. The most significant issue facing EHL remains the future of retirement housing. All retirement courts have been appraised for their current and future desirability and the affordability of necessary improvements and maintenance. This appraisal has been used to make recommendations on the future use of the Council's Stock.

In January 2007 EHL received notification that the Department of Communities and Local Government accepted its funding bid for 2007-8. This followed the development of an extensive build cost model and a test of the long-term financial viability of achieving and maintaining the Decent Homes Standard.

Systems and structures are in place for maintaining contemporary asset management information. In January 2007 over 79% of properties had had detailed surveys undertaken with the information input into EHL's stock management software. This knowledge enables us to plan works and assess the number of components needed accurately and is key to securing value for money. As with all of the Decent Homes Programme, this work has been carried out in partnership with Contractors and is being continually reviewed during the current pilot scheme.

Strategic management strength and capacity

In 2006 a Recruitment and Remuneration Committee was established that oversaw the recruitment of an Executive Team with the right skills and experience to lead the Company into a successful future beyond the crucial inspection and the delivery of Decent Homes. There is a strong commitment to be an excellent housing provider, delivering quality services to the unique Eastbourne community.

The initial recruitment exercise carried out in March 2006 was unsuccessful and this led to a review of the recruitment method and the remuneration. In January 2007 a management team was appointed and had taken up their posts. To provide continuity over the last year senior managers have remained on the Executive Team.

Training and development for managers has been delivered on improvement planning and performance management. Areas of responsibility and accountability have been clarified and revision and training on the EHL appraisal mechanism carried out in January 2007 has further improved the alignment of the Company's performance framework.

Improvement Plan for 2007/08 Key Themes

EHL is striving to improve services. Attaining the minimum of a two star inspection rating at the planned Audit Commission inspection in September 2007 will be the measure of its success.

EHL have decided on the key improvement themes for 2007-8 following consideration of residents' priorities for improvement identified within the three yearly statutory survey and the Audit Commission's recommendations that followed the improvement work undertaken in August 2006.

Our themes including greater involvement and influence for residents are consistent with TPAS' aspirations for housing providers playing a greater role in community management.

The three services that residents believed were most in need of improvement were:

- overall quality of their home;
- taking residents' views into account; and
- Repairs and maintenance.

The Audit Commission's recommendations were:

- improve the Value for Money of the Service;
- improve the organisations approach to Diversity;
- improve the performance management of the company;
- strengthen the strategic capacity of the organisation; and
- Increase the capacity of the tenant representatives.

These priorities have been evaluated and assessed by EHL's Executive Team who have agreed the following themes for EHL to focus on in the coming year.

Decent Homes – Delivering improvement to the overall quality of homes.

The focus of the Company remains achieving the Decent Homes Standard for all properties. This is consistent with resident's priorities. EBC and EHL are maximising the budgetary allocation for Decent Homes and this funding will allow our partnering Constructors to make progress in increasing the number of homes that do meet the Decent Homes Standard and to build the capacity to increase the volume of improvements to meet the spending profile identified in the Build Cost Model. Levels of satisfaction with the works undertaken, and adherence to the programme will be introduced as key performance indicators in the coming year.

Services for Older People

Implementing the significant change in the provision of future accommodation and support for older people will remain a priority for EHL for 2007-8. Involving our customers and staff in developing a floating support model to extend services to older people living in any EHL accommodation by April 2008 will be critical to the long term sustainability of services for older people. Consultation and research to enable EBC to make decisions on the future of the managed stock has been undertaken. The contingent building design and costing of remodelling proposals will be completed by December 2008.

Value for Money and Efficiency

The most significant procurement managed by EHL is of the Decent Homes Contract and the Responsive Repairs Contract. In 2007-8 we will be using the Decent Homes pilot programme and the negotiated extension to the Responsive Repairs Contract to maximise the efficiency and embed the ethos of partnering. We are working jointly with SERCO at executive and operational level to identify how we can improve services for the customer and add value.

We will review our smaller value and short term contracts to maximise value by planning and packaging work in consultation with suppliers and contractors.

During 2007-8 we will reduce the overall cost of services provided to EHL by EBC and implement a phased and prioritised review of Service Level Agreements. The cost of "back office" purchasing and administration will also be reviewed to generate cashable savings.

Customer Impact and Influence

The survey of residents carried out in 2006 showed significant improvement in satisfaction with tenant participation. Satisfaction is uneven among all residents; those with younger families and members of the BME communities do not record such a high degree of services than residents overall. EHL are committed to delivering high quality services to all of the community and improving the company's approach to meeting the needs of our diverse community.

In common with many organisations EHL has found young people and young families hard to reach. We are aware that these groups are under represented in our consultation. To realise our objective of socially inclusive communities,

working with our partners, EHL have supported and arranged events that appeal to young people. E.g. a youth football team and DJ workshops. Our challenge for 2007-8 is to build on this successful engagement and use the increased contact to inform service design and delivery to all sectors of the community

In 2007-8 we will implement a systematic programme of impact assessments to identify and mitigate actual or potential discrimination.

The development of a revised and well funded Aids and Adaptations programme; developing and implementing affordable warmth plans and the incorporation of "Homes for Life" design elements into the Decent Homes programme will seek to provide sustainable and accessible accommodation for all sectors of our community.

Improved Governance

EHL has made significant progress in agreeing a strategic framework for future service delivery, a priority for 2007-8 is through detailed planning, and regular monitoring to ensure that implementation of the strategic principles is robust and leads to improvements recognisable by our customers.

For EHL to succeed it is imperative that strategic and managerial leadership is in place and effective. In 2007-8 further training and development will be provided to the Board of Directors through a competitively procured programme. Training will support and embed a culture of strategic risk management within the Board. Training in governance will also be provided to involved residents. This is designed to build the capacity and skills base within the community and to encourage effective involvement at all levels including future membership of the Board of Directors.

More information on how EHL will seek to improve Governance is included within the Governance and Performance Management sections of this Delivery Plan.

Services to be reviewed in 2007-8

- Retirement Housing - Accommodation and Support;
- Empty Properties and Letting;
- Human Resources and Payroll; and
- Disabled Adaptations

Financial and Investment Framework

A management fee received from Eastbourne Borough Council finances the work of Eastbourne Homes Limited. The revenue to meet this comes from the Council's housing revenue account, generated mainly through rents and service charges collected by Eastbourne Homes Ltd on behalf of the Council. The 30 year business plan for the Housing Revenue Account is show in Appendix 10.

The expenditure is prioritised to provide effective and cost efficient management, maintenance and in some cases support services to tenants and leaseholders. The maximum resources out of this fee, in addition to additional funds made available by Eastbourne Borough Council, are used to improve accommodation, increasing the number of homes meeting the Decent Homes Standard. A breakdown of expected spend for 2007-8 is shown in Appendix 4. Eastbourne Homes Limited works to maximise the value for money of services provided while keeping the level of 'back office' costs as low as possible.

Capital investment (Decent Homes & other major works)

The Build Cost Model (BCM) was approved by the DCLG at the end of 2006. Decent Homes' partners are on track to deliver the pilot programme of 80 homes meeting the Decent Homes Standard by March 07 and the framework is in place to ensure investment in line with the funding profile 2007-2010 as detailed in the Asset Management Strategy.

EHL will develop a detailed programme of works with its partners, agreed in consultation with residents by June 2007 to ensure a smooth and successful delivery of the programme that will commence on notification of a positive result from the inspection to be carried out in September 2007. Additional programming and consultation regarding Retirement Housing, Non-traditional, HMOs and dispersed housing stock will be developed by 2008 to ensure all works are completed by the end of 2015.

Major works investment over and above the Decent Homes work is projected to continue at a steady rate and both areas of investment are expected to impact on reactive repairs expenditure in the longer term. By June 2007 EHL will undertake further analysis of the pilot programme and other areas of investment to establish their effects on responsive repairs and produce an action plan to improve the value for money of maintenance works by increasing the amount of revenue expenditure on planned works to 60% from the targeted 50.25% for 2007-8. This proposed ratio of 60:40 is in line with best practice identified by the Audit Commission. The distribution of total expenditure between planned and capital works and responsive repairs for 2007-8 is included in Appendix 4.

The sustainability and financial viability of our investment plans are underwritten by a 10 Year Investment Plan attached as Appendix 9.

Revenue Expenditure (Reactive Repairs)

Reactive repairs data will continue to inform major works investment priorities through trend analysis, as will ongoing resident consultation, satisfaction surveys and complaints. Batching of non-urgent, non health and safety related repairs is being piloted on fencing works as of January 2007 and it is anticipated that this approach to improving value for money in day to day repairs will be expanded to cover other works, subject to review of this pilot by September 2007. EHL will review options for additional preventative maintenance of external areas such as regular treatment, cleansing and clearing of paths, gutters etc. by the end of 2007, which will also help to improve the overall environment.

Revisions to policies on tenant's responsibilities and recharges are being implemented in April 2007 and impact analysis of this will be undertaken in March 2008. EHL also proposes to undertake analysis of insurance related work to inform stakeholders on future decisions regarding procurement of Insurance policies.

EHL is working with its responsive repairs contractor to identify efficiencies in its property adaptations and voids processes and will have proposals for wider consultation by April 2007.

Performance Management

This plan includes, in Appendix 6, a revised set of key performance indicators (KPIs) to be reported on a quarterly basis to the Board of Directors for 2007-8. These indicators cover critical service areas that have a high impact on customers. The reporting of these indicators will start after the 1st quarter of 2007-8. This will allow a full year of reporting for the KPIs selected for reporting to the Board in 2006-7. The current level of performance as measured by the KPIs is also included in Appendix 6.

During 2006-7 we have improved the quality and coverage of performance information provided to managers. With the recently appointed Directors we are now in a position to increase systematic monitoring and timely remedial action when performance is not on target. During 2006-7 Managers have received training on improvement planning. Before the start of April 2007 all staff and managers will have been trained in the revised appraisal process with an emphasis on setting SMART targets. This will equip EHL with improved performance management skills throughout the organisation.

During 2007-8 we will work with our Decent Homes contractors to ensure that adequate and regularly reported performance information is used to ensure high levels of customer satisfaction, adherence to a challenging programme and value for money in material procurement.

Other priorities for 2007-8 are to develop departmental performance frameworks for assessing progress in achieving value for money and in demonstrating commitment to equality and diversity.

We continue to use HouseMark as our primary benchmarking source. Relative levels of performance and cost are reported to The Board of Directors annually in October. In the first year of operation (2005-6) EHL recorded slightly below average cost and above average performance overall compared to all ALMOs. This is an encouraging start, EHL is the 2nd smallest ALMO and as such could be expected to have a proportionately higher spend on management costs.

EHL will learn and share best practice through service groups the Arms Length Management Organisation Federation, Housing Quality Network as well as HouseMark.

We report performance as measured by best value performance indicators for inclusion in the Council's Performance Plan. The limited scope of these indicators means that a number of local indicators are also included in Appendix 6 to give an indication of current performance trends.

Value for Money

EHL approved a Value for Money Strategy and an associated Procurement Strategy in January 2007. This sets the principles EHL will adopt in seeking VFM. An action plan is due to be presented to the Board following consultation in April 2007.

Our aim is to seek VFM through:

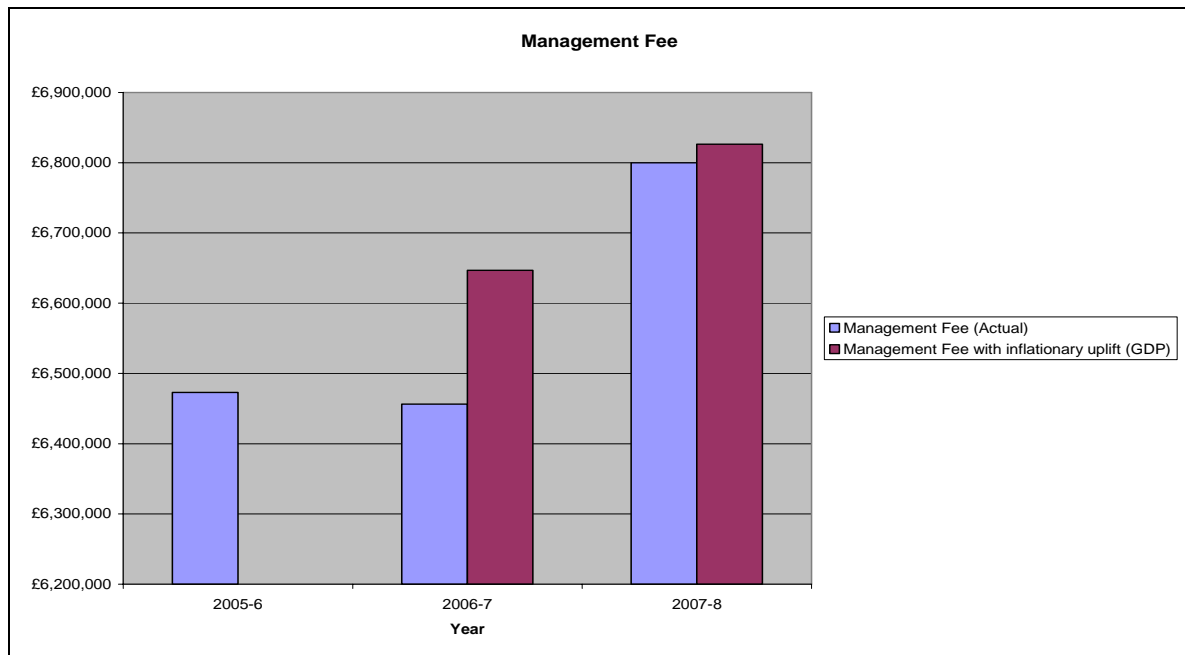
- high quality services tailored to our specific client groups;
- reducing back office costs;
- modern procurement methods; and
- Innovative means of delivering services.

Examples of where value has been achieved in 2006-7:

1. Rationalised provision of telephones to retirement courts generating £10,000K of cashable savings
2. Year on year no inflationary increase and reduction in unit cost of contracted community alarm service generating £8000 of cashable savings (further reduction of £7,800 for 2007-8)
3. No inflationary increase in fees for SLAs from 2005/06 to 2006/07 generating £6500 of cashable savings
4. 2006 Status Survey shows that 83% of general needs residents are satisfied with the repairs service compared to 67% nationally.

Efficiency Statement

EHL was established in April 2005, this is treated as the base year for calculating efficiency gains. EHL seeks to contribute to the Council's efficiency targets. For this reason the full cost of the services provided by EHL is the negotiated Management Fee. The chart below shows the actual management fee (subject to negotiated agreement for 2007-8) and what the management fee would be with inflation (using HM Treasury's GDP Deflator). This method of calculation shows that the cashable savings budgeted to be generated in 2006-7 equal 2.5% or £160K.



Main areas where reduced expenditure has been budgeted for in 2006-7 are:

- responsive Repairs - £40K;
- retirement Housing Costs £83K; and
- Service Level Agreements £38K.

These figures will be updated in June 2007 using actual outturns for the financial year. At the same time, based on actual figures we will publish our anticipated efficiency gains for 2007-8. The anticipated growth for 2007-8 in the Management fee will include an additional £140K to cover the increase in fuel costs for retirement housing. This growth in the Management Fee is funded through service charges that EHL collect on behalf of the Council.

If this £140K is excluded the targeted efficiency gains for 2007-8 will generate cashable savings of approximately £30K or 0.4%.

Summary

For 2007-8 EHL is in a strong position to demonstrate improvement and focus to the Audit Commission and make rapid progress in improving the condition of our customers' homes to meet the Decent Homes Standard.

A new executive team is heading the company; the skills, structure and policy framework are in now place to deliver Decent Homes in sustainable communities. The executive team are continuing to work with, and increasing EHL's influence in the multi agency partnerships delivering tangible, long term improvement to the quality of life of those living in the estates we manage.

We have agreed the principles, vision and costing for the future of the stock we manage, including retirement housing. This is based on extensive up to date knowledge about the condition of our properties. A contractual framework agreement is in place to deliver an accelerated Decent Homes' programme. The Decent Homes pilot programme is on target and we will be making full use of this programme to make sure that we are delivering

sustainable homes that meet residents' needs and maximising value for money.

We have agreed the principles for meeting the support needs of elder people and managing the transition will be handled with sensitivity and in full consultation.

2007-8 will be a year in which our increased knowledge of our customers will allow us to target those groups that we have identified as being less satisfied and less involved, to realise our inclusive objectives.

The Eastbourne Homes Limited Delivery plan for 2007-8 presents a challenging and exciting programme that we will implement using robust performance management. Continuously improving governance and risk awareness will provide us with the knowledge and strategic awareness to move us closer to realise our vision

To provide affordable, quality homes and excellent services that meets the needs of Eastbourne Homes' residents and the wider community.

Appendix 1

Improvement Plan

- This Plan seeks to summarise plans for improvement in the coming year and to identify the target dates for completion. Detailed implementation plans, stages and key milestones are not identified in this plan.
- The Board and management of EHL and EBC will monitor progress against this Plan on a quarterly basis.
- Internally progress against this plan will be implemented and monitored through service improvement plans and action plans associated with agreed strategies. Each action has been matched to specific Executive Team members who are responsible for delegating within their service area and setting individual targets within personal performance plans.
- Throughout this plan, "residents" refers to tenants and leaseholders. Where an action refers to a specific group of customers the appropriate description is used.

Corporate Services					
Eastbourne Homes' is responsible for the management of Eastbourne Borough Councils housing. It is important the managing agent that we have clear focus that demonstrates our commitment to our customers and the social housing sector.					
Improvement Activity	Key Actions		Completion dates	Responsible Executive	Access Diversity Value
Eastbourne Homes will increase its capacity for delivering Decent Homes and excellent services	1	Prepare Eastbourne Homes for its inspection by implementing the approved Delivery Plan 2007/08	Sept 2007	CEO	
	2	Respond to the findings of the Audit Commission to maximise the achievement from Inspection	Nov 2007	CEO	
	3	Make contact and explore the opportunities for joint working with neighbouring social housing providers subject to agreement with EBC	June 2008	CEO	
	4	Review Management Agreement with Eastbourne Borough Council in light of outcome of Inspection	April 2008	CEO	
	5	Further develop the strategic skills of Board Directors to meet the current and future needs of EHL	April 2007	CEO	
Eastbourne Homes will maintain a well trained	6	Revise Performance and Development Appraisal structure to be more outcome focussed and linked to the Delivery Plan through SMART targets for staff.	April 2007	DFCS	

Corporate Services					
Eastbourne Homes' is responsible for the management of Eastbourne Borough Councils housing. It is important the managing agent that we have clear focus that demonstrates our commitment to our customers and the social housing sector.					
Improvement Activity	Key Actions		Completion dates	Responsible Executive	Access Diversity Value
effective work force to deliver services	7	Undertake training needs analysis of staff and develop plan to meet needs	June 2007	DFCS	
	8	Carry out and implement findings of pay review within budgetary constraints	April 2007	DFCS	
Eastbourne Homes aims to deliver services to all sectors of the community equally	9	Carry out audit of statutory policy framework covering Equal opportunities	April 2007	CEO	AD
	10	Carry out Impact Assessments of all services	April 2008	CEO	AD
	11	Consult and agree an action plan for implementing the agreed Equality and Diversity Strategy	May 2007	CEO	AD
Eastbourne Homes seeks to maximise value for money.	12	Consult and agree an Action Plan for the delivery of the Value for Money & Procurement Strategy	April 2007	DFCS	V
	13	Reduce the cost of the Service Level Agreement with Eastbourne Borough Council for the delivery of a comparable HR & Payroll service for 2008-9 to the median cost for ALMOs.	April 2008	DFCS	V
	14	Agree an IT Strategy and costed action plan that increases the efficiency of the organisation and access to services for customers	June 2007	DFCS	AV

Asset Management and Maintenance

Eastbourne Homes' Asset Management Strategy (AMS) 2006/11 sets out its aspirations for the future of its stock and services, meeting the Decent Homes Standard and developing improved services. Section 6 of the Strategy details an action plan for the delivery of improvements, following three principles, this plan is summarised below.

Improvement Activity	Key Actions		Completion dates	Responsible Executive	Access Diversity Value
Principle 1: Eastbourne Homes seeks to improve residents' homes and neighbourhoods	15	Identify potential sites where best use is not being made of land (within the context of the Older Persons' Strategy). Completion of Decent Homes Pilot programme. Revise contracting arrangements and internal management procedures for voids.	April 2007	DAMM	ADV
	16	Improve Leaseholder consultation process	July 2007	DAMM	AV
	17	Identify resources and opportunities for inward investment through partnerships	Dec 2007	DAMM	DV
Principle 2: Eastbourne Homes will provide well maintained homes which enhance residents' pride and enjoyment in them	18	Revise reporting framework for KPIs including cyclical works, gas management and all other H&S compliance measures. Complete initial options appraisals for remodelling. Identify additional key areas for resident involvement within procurement. Realign management of cyclical decorations with Decent Homes Programme. Implement management framework for electrical safety inspections. Implement Asbestos Management policy. Distribute booklet to residents regarding Asbestos. Implement procedures for continued stock data collection and management.	April 2007	DAMM	AV

Asset Management and Maintenance

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Improvement Activity	Key Actions		Completion dates	Responsible Executive	Access Diversity Value
	19	Finalise and implement Decent Homes works programmes taking into account increased data from additional stock surveys and residents' views. Finalise procurement plan to improve VFM in construction related activities. Completion of design options for retirement schemes that have been identified for remodelling Completion of policies and procedures for fire protection and risk management. Completion of a comprehensive suite of Asset Management and Maintenance procedures.	June 2007	DAMM	ADV
	20	Completion of training of EHL staff to undertake stock condition surveys in line with new procedures.	Dec 2007	DAMM	V
	21	Review most cost effective options for works to non-traditional properties in conjunction with EBC Expand opportunities for resident involvement in contract quality management. Achieve sustainable targeted reductions in both the overall cost of annual average revenue expenditure on repairs and maintenance per property and the overall proportion of priority 1 repairs Increase levels of customer satisfaction rates from 98% to 98.25% Maintain performance at 98%+ of target on cyclical repairs Complete 85% of all adaptation works on target	April 2008	DAMM	V

Asset Management and Maintenance

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Improvement Activity	Key Actions		Completion dates	Responsible Executive	Access Diversity Value
	22	Develop and implement improved performance and cost management framework, for planned and cyclical works. Completion of design options for houses in multiple occupation that have been identified for remodelling. Completion of programme for rationalising data collection, input and associated work planning with contractors to maximise benefits of partnership working.	Dec 2008	DAMM	V
Principle 3: EHL seeks to have a positive impact on the wider community	23	Increase budget for disability adaptations to £400k	Feb 2007	DAMM	AD
	24	Implement policy & procedures on disability adaptations. Review energy efficiency impact from Decent Homes works on pilot programme.	April 2007	DAMM	VD
	25	Finalise policy on accessibility and lifetime homes and incorporate policy measures into Decent Homes works. Sign up to Eastbourne Construction and Training Charter.	July 2007	DAMM	AVD
	26	Develop and implement a comprehensive Affordable Warmth and Energy Efficiency Strategy	Sept 2007	DAMM	V
	27	Develop key performance indicators to monitor training and employment of local labour.	Dec 2007	DAMM	AD
	28	Develop system for monitoring savings on allocation of adapted properties.	July 2008	DAMM	V
	29	Identify additional key areas for resident involvement in property services development plans	December 2008	DAMM	AD
	30	Complete remodelling of sheltered housing, HMO and non-traditional stock	December 2013	DAMM	ADV

Income Management					
Eastbourne Homes is responsible for maximising income collection and managing and recovering debts owed by customers. To achieve this we will seek to empower residents by either providing, or signposting, relevant advice and support to manage the debt themselves, or take appropriate legal action to protect the interests of Eastbourne Homes.					
Improvement Activity	Key Actions		Completion dates	Responsible Executive	Access Diversity Value
Eastbourne Homes will ensure that the maximum income is recovered from residents and other debtors as efficiently as possible	31	Restructure service to enable effective collection of income and debt	June 2007	DHS	V
	32	Review the setting and collection of rent and service charges in preparation for annual rent increase in 2008	April 2008	DHS	AV
	33	Increase collection of rent and service charges from 98.6% to 99%	April 2008	DHS	V
	34	Increase collection of former tenant debt from 7% to 10%	April 2008	DHS	V
	35	Increase collection of recharged costs from 30% to 35%	April 2008	DHS	V
Eastbourne Homes will encourage residents to develop financial control of their own income and therefore minimise personal debt and the need for legal action	36	Identify the number of residents who have access to a bank account and agree targets to increase this annually	June 2007	DHS	AD
	37	Increase the proportion of residents who are paying rent by Direct Debit from 39% to 45% thereby reducing cost of collection	April 2008	DHS	ADV
Eastbourne Homes understands the causes of debt and will work with residents and other agencies to improve residents opportunities to tackle debt	38	Develop a Service Level Agreement with Eastbourne Borough Council in relation to their Housing Benefit service	April 2007	DHS	AV
	39	Develop a Service Level Agreement with local debt advice services to maximise resident opportunity to manage debt	Sept 2007	DHS	ADV
	40	Establish EHL as an Alternative Office for the Department of Works and pensions	April 2008	DHS	ADV
	41	Review Customer Audit data in relation to debt to identify patterns of debt and develop an action plan to address these	April 2007	DHS	ADV
	42	In partnership with Eastbourne Borough Council develop Eastbourne Homes ability to tackle write-offs and revise the Management Agreement as necessary	June 2007	DHS	V

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Eastbourne Homes is responsible for maximising income collection and managing and recovering debts owed by customers. To achieve this we will seek to empower residents by either providing, or signposting, relevant advice and support to manage the debt themselves, or take appropriate legal action to protect the interests of Eastbourne Homes.

Improvement Activity	Key Actions		Completion dates	Responsible Executive	Access Diversity Value
Eastbourne Homes will follow the guidance set out in the court pre-action protocol using legal action only in order to protect the interests of Eastbourne Homes	43	Decrease the levels of current tenant debt from 2.8% to 2.5%	April 2008	DHS	V
	44	Decrease the number of residents owing more than 7 weeks rent from 9.2% to 6.5% thereby reducing the need for legal action	April 2008	DHS	V
	45	Decrease expenditure on legal action for debt by 5% from 2006/07 year end figure	April 2008	DHS	V

Resident Involvement

Eastbourne Homes recognises the right of residents to influence the decisions that affect the way their homes are managed. To achieve this we will seek to empower residents through training and the provision of resources, and then facilitate mechanisms of engagement that enable each resident to engage at the level that they choose. We will also ensure that the views obtained are representative.

Improvement Activity	Key Actions		Completion dates	Responsible Executive	Access Diversity Value
Eastbourne Homes will equip residents to enable them to actively engage in developing services and become involved with our governance structure	46	Undertake a training needs analysis of existing engaged residents to identify training needs.	April 2007	DHS	AD
	47	Develop training programme of training to meet unmet needs identified	June 2007	DHS	AD
	48	Update Tenants Handbooks to reflect developments in service	April 2007	DHS	AD
	49	Provide training to staff to enable them to understand how resident involvement can improve services	April 2007	DHS	AD
Eastbourne Homes will improve engagement opportunities ensuring they are accessible and representative	50	Review strategy, policy and compact and ensure they reflect current best practice	April 2007	DHS	ADV
	51	Based upon STATUS survey findings and Customer Audit data, create effective mechanisms for engaging with families and BME households to discuss service provision and develop an action plan that will increase the levels of satisfaction in these groups	June 2007	DHS	ADV
	52	Survey residents of households designated as "families" and "BME" on the proposed action plan to assess suitability.	Sept 2007	DHS	ADV
	53	Involve residents in the production of the residents newsletter, at both an editorial and contributory level	April 2007	DHS	AD
Eastbourne Homes will make more resources available to residents to enable them to actively engage	54	Provide training for residents' groups on budgetary control	June 2007	DHS	AV
	55	In conjunction with residents further develop budgets for residents, with clear guidance as to how this money can be spent.	June 2007	DHS	AV
	56	Provide a facility which residents can use and manage as a resource centre	April 2007	DHS	ADV

Resident Involvement

Eastbourne Homes recognises the right of residents to influence the decisions that affect the way their homes are managed. To achieve this we will seek to empower residents through training and the provision of resources, and then facilitate mechanisms of engagement that enable each resident to engage at the level that they choose. We will also ensure that the views obtained are representative.

Improvement Activity	Key Actions		Completion dates	Responsible Executive	Access Diversity Value
	57	Work with each panel to develop their own annual action plan so that they can identify achievements	June 2007	DHS	AV
	58	Review panel action plans to monitor outcomes, recognise achievements and advise future resource requirements	April 2008	DHS	V
	59				

Estates Services

Eastbourne Homes recognises that residents wish to live in safe well-maintained environments. By working in partnership with residents and other agencies we aim to meet that desire.

Improvement Activity	Key Actions		Completion dates	Responsible Executive	Access Diversity Value
Eastbourne Homes is committed to tackling Anti-Social Behaviour and is a signatory of the Respect Agenda for Housing Management	60	Work with the Crime and Disorder Reduction Partnership to develop service delivery protocols	Sept 2007	DHS	A
	61	Work with residents to develop effective feedback mechanisms in respect to tackling anti-social behaviour	June 2007	DHS	A
	62	Work with Eastbourne Borough Council to amend their Allocations Policy to reflect best practice.	To be agreed with EBC	DHS	ADV
	63	Work with the Crime and Disorder Reduction Partnership to develop formal protocols and additional services for witnesses and victims	April 2008	DHS	AD
Eastbourne Homes is committed to tackling	64	Work with the Crime and Disorder Reduction Partnership to develop local support services to support households with complex needs	April 2008	DHS	AD

Estates Services

Eastbourne Homes recognises that residents wish to live in safe well-maintained environments. By working in partnership with residents and other agencies we aim to meet that desire.

Improvement Activity	Key Actions		Completion dates	Responsible Executive	Access Diversity Value
Anti-Social Behaviour and is a signatory of the Respect Agenda for Housing Management	65	Review Customer Audit data in relation to anti-social behaviour to identify patterns of behaviour and develop an action plan to address these	April 2008	DHS	ADV
	66	Continue to work on an interagency basis to provide a range of diversionary activity targeted at teenagers.	April 2007	DHS	ADV
Eastbourne Homes will carry out work to improve the environment in which residents live	67	Develop a Service Level Agreement with Eastbourne Borough Council in relation to their Grounds Maintenance service	April 2007	DHS	V
	68	Carry out a cost benefit analysis on identified services that can be made available to assist with cleaning of communal areas in general needs stock.	June 2007	DHS	V
	69	Carry out a cost benefit analysis on identified services that can be made available to assist vulnerable residents maintain gardens	June 2007	DHS	ADV
	70	Liaise with EBC to identify what services can be made available to assist with addressing fly-tipping and re-cycling and the likely costs	June 2007	DHS	V
	71	Publish on a quarterly basis the programme of joint Estate inspections and the subsequent repairs /improvement plans.	April 2007	DHS	AV
	72	Involve local police and council's enforcement team in Estate inspections to address problems with untaxed and illegally parked vehicles on estates.	May 2007	DHS	V
Eastbourne Homes recognises the limited	73	Ensure new tenants are actively supported during their introductory tenancy, and that at least 98% become secure tenants	April 2008	DHS	ADV

Estates Services

Eastbourne Homes recognises that residents wish to live in safe well-maintained environments. By working in partnership with residents and other agencies we aim to meet that desire.

Improvement Activity	Key Actions		Completion dates	Responsible Executive	Access Diversity Value
supply of affordable housing and the need to let them as efficiently as possible	74	Improve systematic collection and analysis of offer/refusal data to enable us to anticipate changing expectations of customers and reduce refusal rates by 5% from 2006-7 year end position	June 2007	DHS	ADV
	75	Reduce average re-let time for void properties from 51 days to 40 days	April 2008	DHS	AV

Supported Housing

Eastbourne Homes' Older People's Strategy (OPS) 2006/11 sets out its aspirations for the future of its supported housing and services for older people living in our stock. Section 5 of the Strategy details an action plan for the delivery of improvements, following three principles, and this plan is summarised below.

Improvement Activity	Key Actions		Completion dates	Responsible Executive	Access Diversity Value
Eastbourne Homes will actively participate in the development of local older person's services	76	Annually through a report to the Board, Eastbourne Homes will review both national and local, strategic and policy developments in supported housing, and assess the impact on Eastbourne Homes	June 2007	DHS	ADV
	77	Eastbourne Homes will actively participate in local and regional forums in order to understand and engage with the priorities of other stakeholders	April 2008	DHS	ADV
	78	Eastbourne Homes through the Older People's Strategy Group (OPSG) will work with customers and staff to reach the goals of the OPS.	April 2008	DHS	ADV
Eastbourne Homes will develop services for older people which support the individual and aid independent living	79	Eastbourne Homes will develop a floating support model to extend services to older people living in any EHL accommodation	April 2008	DHS	ADV
	80	Eastbourne Homes will work with statutory and voluntary agencies to develop referral arrangements so that customers can be appropriately signposted to services	Sept 2007	DHS	ADV
	81	Eastbourne Homes will work with statutory agencies to develop assessment processes which ensure service provision meets needs	April 2008	DHS	ADV
	82	Eastbourne Homes will work with local BME community groups to review older people's services to ensure they meet their needs	April 2008	DHS	D
	83	Eastbourne Homes will review assistive technology to maximise support provision to customers	April 2008	DHS	AV

Supported Housing

Eastbourne Homes' Older People's Strategy (OPS) 2006/11 sets out its aspirations for the future of its supported housing and services for older people living in our stock. Section 5 of the Strategy details an action plan for the delivery of improvements, following three principles, and this plan is summarised below.

Improvement Activity	Key Actions		Completion dates	Responsible Executive	Access Diversity Value
	84	Eastbourne is committed to improving its supported housing services. It currently has an average Level B assessment under the Supporting People Quality Assurance Framework and aspires to achieve level B for all the constituent parts.	April 2008	DHS	ADV
Eastbourne Homes will provide quality supported housing that is fit for purpose	85	Eastbourne Homes will review its existing provision to determine its fitness for future needs and customer expectations.	April 2007	DHS/DAMM	ADV
	86	Eastbourne Homes in conjunction with its Asset Management Strategy, and the work of the OPSG will undertake a phased programme of Decent Homes work and remodelling to provide supported housing which meets both decency and sheltered housing standards	April 2013	DAMM	ADV
	87	Eastbourne Homes will work with EBC to develop a register of adapted and easily adapted housing to provide better value for money on aids and adaptations	April 2007	DAMM	ADV
	88	Eastbourne Homes will work with EBC to implement a comprehensive Affordable Warmth and Energy Efficiency Strategy	Sept 2007	DAMM	V
	89	Eastbourne Homes will increase the average "Standard Assessment Procedure "energy efficiency" rating to 66 and by 1.5 points annually thereafter	April 2008	DAMM	V

Leasehold and Home Ownership Services

Eastbourne Homes has a significant number of customers who are leaseholders with particular requirements and rights. Eastbourne Homes will work with both the Leaseholder Panel and Leaseholder Forum on service delivery.

Improvement Activity	Key Actions		Completion dates	Responsible Executive	Access Diversity Value
Eastbourne Homes aims to improve the way it communicates with leaseholders	90	Review the Terms of Reference for the Leaseholder panel and develop clear action plan for service improvement	July 2007	DHS	A
	91	Develop clear policies and procedures for consulting with leaseholders on decent homes and major works	July 2007	DAMM	AV
	92	In consultation with Leaseholders review and revise service charge notification and annual accounts documentation to ensure they are readily understood.	Oct 2007	DHS	A
Eastbourne Homes is committed to ensure that leaseholders get value for money	93	Review the setting and collection of service charges in preparation for annual rent increase in 2008	April 2008	DHS	V
	94	Increase collection of service charges from 97.5% to 98%	April 2008	DHS	V

Appendix 2

Corporate Risk Log

Reference	Category of Risk	Description of Risk	Impact	Likelihood	Risk	Management action in response to risk and cost	Owner of Risk	Reassessed risk Impact	Risk of occurrence	Reassessed Risk
1.	R,F	Failing to realise primary objectives as a result of not achieving a minimum of two stars at the inspection due Sept. 07 and not receiving £45.2m Decent Homes Funding	3	2	6	Robust implementation and monitoring of plans. Evidencing of action in response to previous recommendations Formal Project Management methodology applied to Inspection preparation and on site phase. Dedicated staff member as project manager Training Programme for key staff (allocated budget of £3,000)	Executive Team	3	1	3
2.	P	Inability to recruit and retain suitably skilled staff and contractors	2.5	2	5	Pay review of all staff below Director level to be carried out and implemented in 2007 – 10% of staff costs (c£180K) identified in budget to address findings. Joint working with contractors on developing and accessing local labour. Work with staff through the Joint Staff Committee to establish EHL as a learning organisation and as an employer of choice.	Director of Finance and Resources Director of Asset Management	2	1.5	3

Reference	Category of Risk	Description of Risk	Impact	Likelihood	Risk	Management action in response to risk and cost	Owner of Risk	Reassessed risk Impact	Risk of occurrence	Reassessed Risk
3.	P,F	Stock not fit for current or future demands (Current low demand for non self-contained retirement housing. Increasing void rates mean that over the last year £250,000 potential rent has not been collected)	2.5	2	5	Implement the Older Persons and Asset Management strategies that set out the standards that retirement housing should meet to match current standards Support the Council through quality research to make informed and clear decisions on the future of stock.	Director of Housing Services	2	1	2
4.	P,F	National Policy shift affecting income stream. Comprehensive Spending Review may impact on Decent Homes Funding (£45.2m) Currently HRA is sustainable but changes to the Housing Subsidy rules may change this position. Changing Supporting People funding eligibility criteria (currently receive £620K)	2.5	2	5	Work closely with GOSE, CIH ("making the case for housing") ESCC, peers and representative associations to promote EHL/ALMOs and to receive and respond to consultation material and maintain a contemporary knowledge of local and/or national policy direction.	Chief Executive	1	2	2

Reference	Category of Risk	Description of Risk	Impact	Likelihood	Risk	Management action in response to risk and cost	Owner of Risk	Reassessed risk Impact	Risk of occurrence	Reassessed Risk
5.	F,R,P	Decent Homes Contractors pull out due to deferred start date.	2	2	4	<p>Maximise resources allocated to DHP from EBC & EHL by releasing HRA reserves of £2.8 million (in addition to DCLG dependent funds)</p> <p>Review packaging of all planned works to maximise capital spend through Decent Homes Contractors.</p> <p>Put into practice the agreed principles of mutual trust and openness with Contractors.</p>	Director of Asset Management	2	1	2
6.	R,I,F,P,Y	Inadequate governance arrangements for the ALMO Board of Directors	2	2	3	<p>Implement training programme; carry out annual training in line with Seven Principles of Public Life.</p> <p>Ensure that the Board of Directors receive adequate monitoring information on which to base their decision making.</p> <p>Review the terms of reference of committees and the schedule of delegations; amend as necessary to ensure that information decision making and responsibility are appropriate and aligned.</p>	Company Secretary	2	1	2
7.	Y,P	Failure to fulfil duty of care and to meet statutory Health & Safety legislation	3	1	3	Robust contract management and monitoring of critical services e.g. gas servicing, electrical testing, asbestos, legionella, lifts and fire safety.	Director of Asset Management	2	1	2

Reference	Category of Risk	Description of Risk	Impact	Likelihood	Risk	Management action in response to risk and cost	Owner of Risk	Reassessed risk Impact	Risk of occurrence	Reassessed Risk
8.	F,R	Failure of Capital or Revenue budgetary control and/or financial management	3	1	3	Reinforce risk approach to financial management, re assert accountability and responsibility. Monitor at all levels of the organisation on a regular basis expenditure v profiled expenditure. Reassess all budgets in light of historic spending patterns.	Director Finance and Resources	2	1	2
9.	I	Failure or loss of I.T. systems or infrastructure	3	1	3	Identify business critical systems and audit current disaster recovery / contingency measures contained within IT Service Level Agreement. Seek to amend the SLA with EBC if rescue proposals viewed as inadequate.	Director Finance and Resources	2	1	2
10.	R,Y	Major incident or crisis impacting upon customers	3	1	3	Put in place training from Zurich Municipal (cost £6750) on: <ul style="list-style-type: none"> • Prioritisation of critical services • Mitigation and response planning • Business continuity planning • Crisis management Attend Emergency Planning exercises arranged by ESCC / EBC in role as category 1 responder. Maintain up to date copy Of Emergency Response Plan and regularly liaise with Council's Emergency Planning officer	Company Secretary	2	1	2

Reference	Category of Risk	Description of Risk	Impact	Likelihood	Risk	Management action in response to risk and cost	Owner of Risk	Reassessed risk Impact	Risk of occurrence	Reassessed Risk
11.	F	Decreasing stock size through Right to Buy. Difficulty to sustain cost effectiveness of company when measured by management cost per property as EHL relatively small ALMO. Although Management cost per property for 2005-6 below average for ALMOs.	2	1	2	Contact neighbouring Social Housing Providers to investigate areas where joint working could be carried out subject to inspection result and renegotiation of management agreement with EBC. Increase the number of non HRA properties managed for Council and others. Maximise value for money through inter agency joint working.	Chief Executive	2	1	2

Key to the Categories of Risk:

Reputation (R):

The Company's brand; image or reputation and the public perception of EHL's efficiency and effectiveness

Information (I):

The loss or inaccuracy of data; systems or reported information and the IT systems used

Financial (F):

Risks that relate to financial planning and control; losing monetary resources or incurring unacceptable liabilities

People (P):

Risks associated with staff and the Directors i.e. loss of key personnel and those risks associated with failure to meet the current and changing needs and expectations of our customers

Regulatory (Y):

Risks relating to breaches of legislation

Measurement of Risk

Risks are measured in two ways:

1, The impact on EHL should the risk materialise:

Low impact on the strategy/operational activities/low stakeholder concern

Moderate impact on the strategy/operational activities/moderate stakeholder concern

Critical impact on the strategy/operational activities/significant stakeholder concern

2, The likelihood of the risk occurring

Low likelihood – has not or is unlikely to occur

Medium likelihood – could occur more than once within the time period; a history of occurrence; difficult to control due to external influences

High likelihood – likely to occur; has occurred recently or has the potential to occur several times in the period

A number is attached to the risk rating as follows:

Impact: Low = 1

Moderate = 2

Critical = 3

Likelihood: Low = 1

Medium = 2

High = 3

These are multiplied to create a risk score between 1 and 9 with 9 being the highest.

Appendix 3

SWOT and PESTE Analysis

PESTE Analysis completed by EHL Board of Directors January 2007

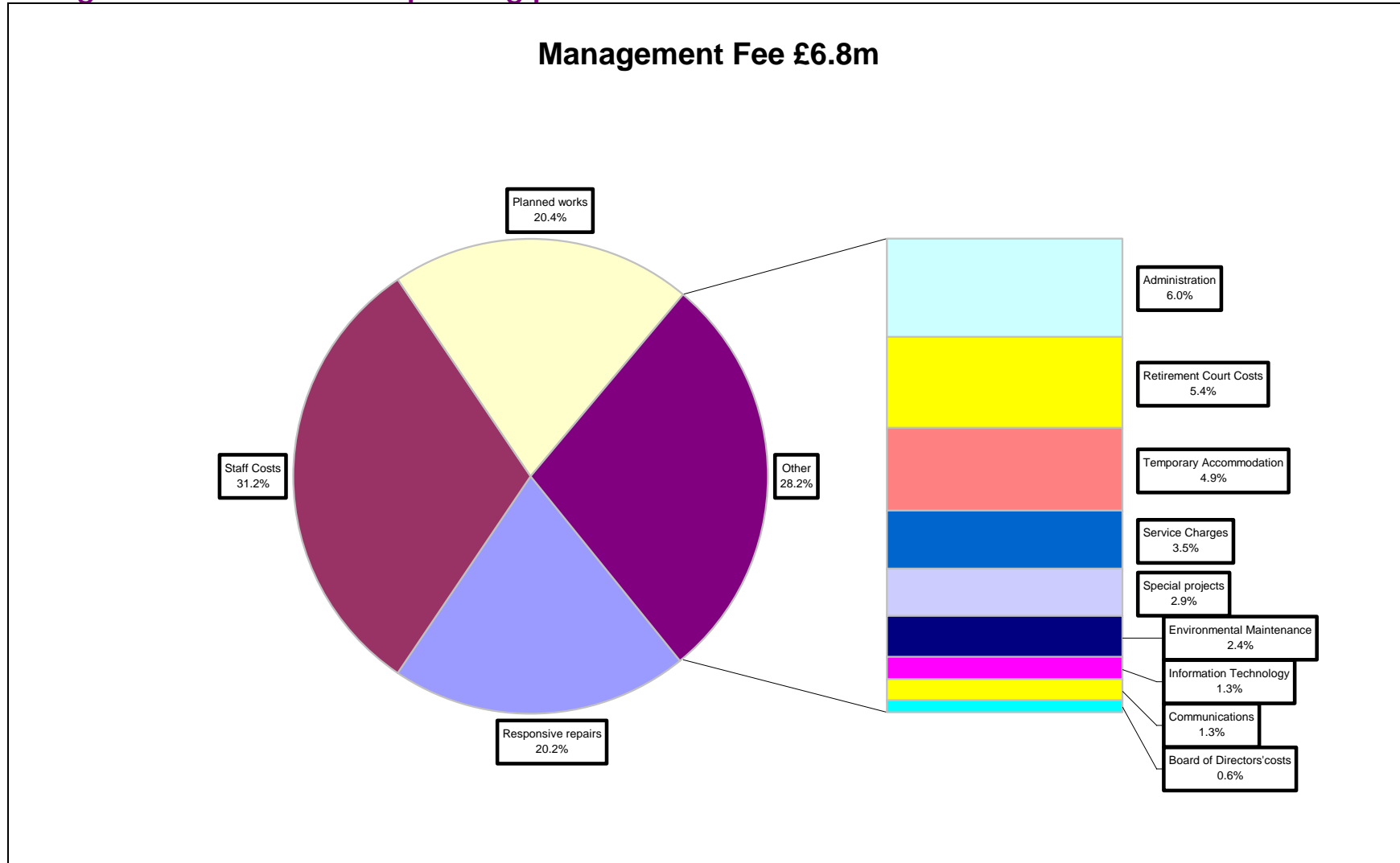
<p>Political</p> <ul style="list-style-type: none"> • Change of National or Local Policy on ALMOs; • Funding for Decent Homes; • Post Decent Homes delivery options for Council. • Not achieving 2+ *s 	<p>Economic:</p> <ul style="list-style-type: none"> • EHL is a small ALMO, difficulty in achieving an economy of scale. • High number of benefit dependant tenants – changes in allowances likely to impact on arrears levels and EHL cash flow. • Down turn in Economy leading to debt & poverty that would impact on affordability of housing and increase demands on social housing. • Exposure to changes in Supporting People funding / Management agreement / HRA decisions by EBC
<p>Social</p> <ul style="list-style-type: none"> • Changing Demographic profile – change in expectations. • Increasing demand on housing due to high property prices • Loss of confidence in EHL by tenants leading to disengagement and non-cohesive estates. • Not maximising multi agency opportunities to make positive impact on neighbourhoods. • Crime and Disorder levels increase. 	<p>Technological</p> <ul style="list-style-type: none"> • Small numbers in local labour force - capacity to deliver DH in competition with Olympics and Terminal 5 • Changes in Technical legislative requirements e.g. H&S Decent Home Standard, Tenancy agreements. • Recruitment & retention of skilled staff • Over reliance on IT systems • Cost of investment in IT • Failing to take opportunity of IT to deliver VFM and increased Access.
<p>Environmental</p> <ul style="list-style-type: none"> • Changing regulations and requirements • Increasing Fuel Prices – fuel poverty and debt accrual • Degradation of Estates – lack of demand empty properties • Climatic threat locally (flooding) and globally 	

SWOT Analysis

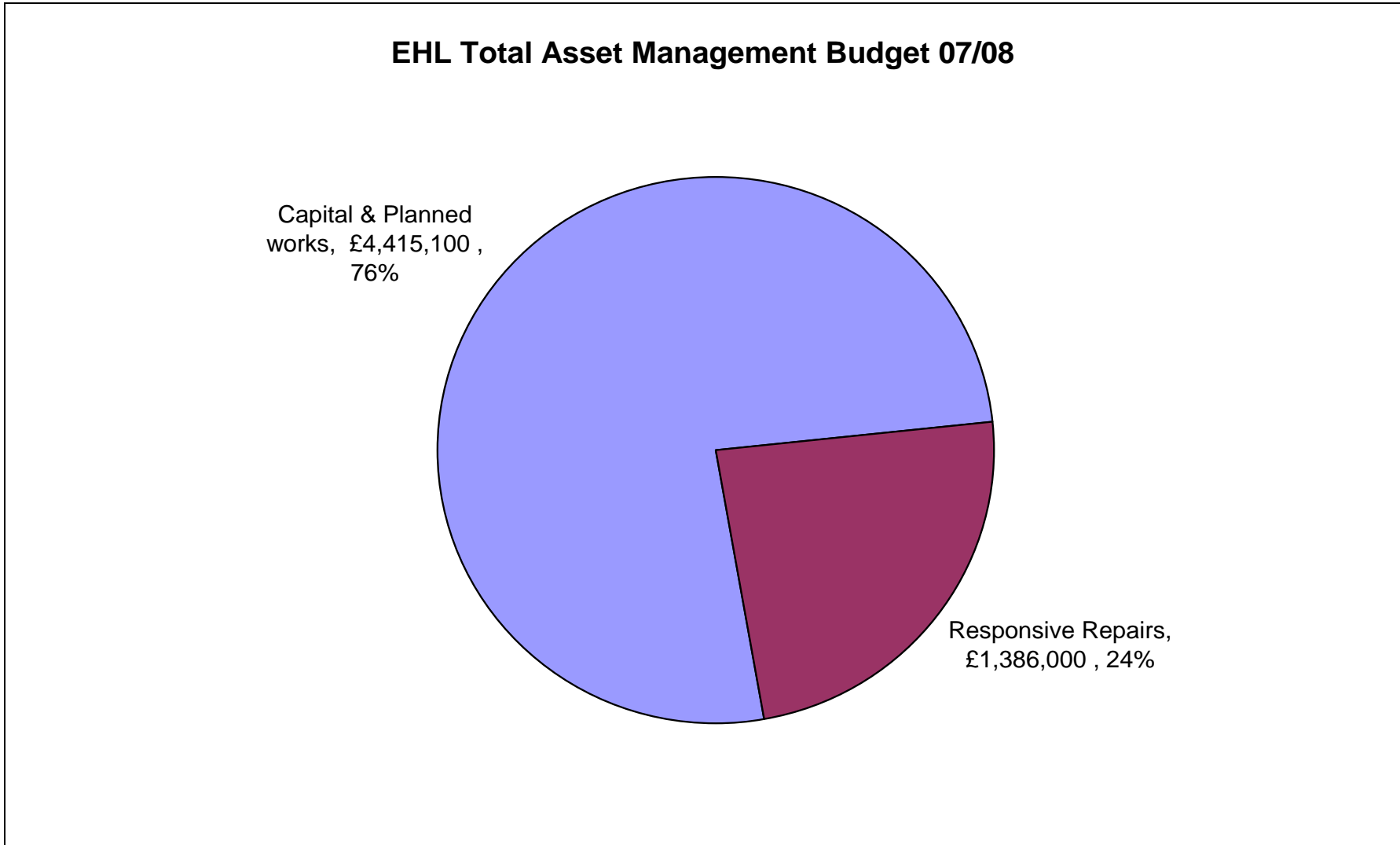
<p>Strengths</p> <ul style="list-style-type: none"> • Size of organisation • Commitment of Staff • Tenants who are involved • Good reputation and customer service • Established Board & Management Team, improved complement of staff. • Decent Homes Contractors on Board, competitively procured, secured ongoing engagement good customer engagement. Pilot scheme in place • Independence and partnership working with Council • Addressed weaknesses from previous inspections improved awareness of required standards 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Range of properties not responded to changing demands • Limited labour pool • Track record in Inspection and Implementation • Communication and involvement with tenants particularly younger families • Involvement with Hard to Reach Groups • Dependent of Audit Commission for securing funding to achieve DHS • Dependent on EBC for stock ownership decisions – perceived non independence
<p>Opportunities</p> <ul style="list-style-type: none"> • Achieving 2*s and realising investment better housing for customers • VFM through joint working with community and construction partners • Close working with other ALMOs and social landlords • Public Sector Leasing scheme • Improving Involvement framework • Board focussed involvement via Scrutiny • New Responsive Repairs Contract 	<p>Threats</p> <ul style="list-style-type: none"> • Uncertain future legislation • Reduction in time available to achieve Decent Homes Standard • Unfavourable inspection result • National Demographic trends • Change in Government • Ability to recruit and retain suitably skilled staff and contractors • New Responsive Repairs Contract

Appendix 4

Management Fee 2007-8 - Spending profile



Expenditure on Asset Management excluding Supported Capital Expenditure (Decent Homes Funding)



Appendix 6

Decent Homes Projection

Delivery of Decent Homes 2007-15								
	2007-8	2008-9	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Number of Properties meeting the Decent Home Standard at the end of the year	1964	2442	2786	3198	3142	3102	3369	3589
Percentage of properties meeting the Decent Homes Standard	52%	65%	75%	86%	86%	86%	94%	100%
Capital Expenditure 2007-15 (£000s)								
Department of Communities & Local Government funding (£million)	7.5	12	10.2	8.6	4.7	2.3		
Major Repairs Allowance (£million)	2.6	2.6	2.5	2.4	2.4	2.3	2.3	2.3
Other HRA (£million)	1.8	0.7	0.8	0.8	0.8	0.8	0.7	0.7

Appendix 7

Management Information

Management Information	2004/5	2005/6	2006/7 (at Dec 06)
Housing stock managed in year (Retirement Housing)	3883 (503)	3854 (503)	3865 (503)
Leaseholder properties managed in the year	551	563	571
Number of properties sold in the year	40	26	10
Average Number of empty dwellings in year	46.3	42.25	61
Total Terminations in Year (transfers)	342 (125)	336 (162)	280 (210)
Total Lettings in Year	334	331	260

Staff Profile / Eastbourne Profile	EHL Staff	Eastbourne Census
Number of posts for 2007-8	83	N/a
Number of "full time equivalents" for 2007-8	76	N/a
% of staff who are female (January 2007)	63%	53.1%
% of staff with a disability	6.3%	21.6%
% of staff from a BME background	5.3%	3.4%

Customer Profile (based on data collected from 2715 tenants in summer 2006)	Number	Based on valid returns of
Average age of tenant	57	2631
Number of tenants with a longstanding illness or disability	1450 (53.4%)	2715
Ethnic Background		
White British, White Irish,	2526	2699
Asian, Asian Pakistani, Asian Indian, Asian Other	30	2699
Black African, Black Caribbean, Black Other,	5	2699
Mixed African, Mixed Asian, Mixed Caribbean, Mixed Other	17	2699
Chinese, Other	15	2699
% from a non white ethnic background (BME)	2.5%	2699

Community Languages		
English	2577	2592
Bengali	5	2592
Portuguese	5	2592
Spanish	4	2592
Russian	2	2592
Other languages (Arabic, French, Gujarat, Iranian, Italian, Kurdish, Mandarin, Polish, Tamil)	9	2592

Performance Indicators

Corporate									
		2004/5	2005/6	2006/7	2007/8	2008/9	2009/10		
Performance Indicator Description	PI ref.	Audited		Estimated	Target	Targets			Quartile ²
The average number of days absence per Full Time Equivalent employee	BV12	Not available	13.5	11	9	10	9	8.5	4
The % of phone calls unanswered within target time (20secs 9-5)	L27	Not available	97.64	1.7%	0%	0%	0%	0%	n/a
% of customers seen within 10 minutes of being issued with a ticket	L28	Not available	61%	76%	80%	85%	90%	95%	n/a

Asset Management and Maintenance									
		2004/5	2005/6	2006/7	2007/8	2008/9	2009/10		
Performance Indicator Description	PI ref.	Audited		Estimated	Target	Targets			Quartile
The average SAP rating of local authority owned dwellings	BV63	63.0	64	65	64.5	67	68	69	3
The proportion of: LA Homes which were non-decent at 1st April ³ 2006	BV184a	70.0%	73%	74%	71%	65%	48%	35%	4
The percentage change in proportion of non-decent LA homes between: 1st April 2006 and 1st April 2007 I	BV184b	4.3%	1.4%	-4%	-4%	-8.5%	-26%	-27%	3
% of "Right to repair" repairs completed within government time limits	L4	96.7%	98.7%	95.2%	100%	100%	100%	100%	n/a
The % (number) of properties with a connected gas supply that have had a valid gas safety certificate throughout 1 April 2006 and 31 March 2006.	L5	Not available	55% (1605)	99.4% (2914)	100% (2931)	100% (2931)	100% (2931)	100% (2931)	n/a

¹ Quartile - Performance is measured for BV Indicators - EHL Estimated performance for 2006-7 against All England Audited results for 2005-6. Local indicators Performance is compared to all ALMOs' results reported to Housemark for 2005-6. Where no comparator is available "n/a"

² Subject to DCLG releasing funding

Asset Management and Maintenance									
		2004/5	2005/6	2006/7		2007/8	2008/9	2009/10	
Performance Indicator Description	PI ref.	Audited		Estimated	Target	Targets			Quartile
The % of properties that have had an electrical safety check within 10 years or at the change of tenancy.	L7		39%	100%	100%	100%	100%	100%	n/a
The % of work orders completed within the original target time	L10	75%	75%	87%	97.5%	93%	97%	97%	4

Housing Services							
		2003/4		2006/7		2009/10	
Performance Indicator Description	PI ref.	Audited		Actual		Target	Quartile
Satisfaction of all tenants of council housing with the overall service provided by their landlord	BV74a	84.0%	Three yearly survey	82%	Three yearly survey	84%	2
Satisfaction of black and minority tenants of council housing with the overall service provided by their landlord	BV74b	82.8%		75%		84%	2
Satisfaction of non-black and minority tenants of council housing with the overall service provided by their landlord	BV74c	84.3%		82%		84%	2
Satisfaction of tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord	BV75a	66.1%		76%		77%	1
Satisfaction of black and minority tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord	BV75b	64.6%		72%		77%	1
Satisfaction of non-black and minority tenants of council housing with opportunities for participation in management and decision making in relation to housing services provided by their landlord	BV75c	66.2%		76%		77%	1

Tenant Services									
		2004/5	2005/6	2006/7		2007/8	2008/9	2009/10	
Performance Indicator Description	PI ref.	Audited		Estimated	Target	Targets			Quartile
Does the Authority follow the Commission for Racial Equality's code of practice in rented housing and the Good Practice Standards for Social Landlords on Tackling Harassment	BV164	Yes	No	Yes	Yes	Yes	Yes	Yes	n/a
Average time taken to re-let local authority housing (days)	BV212	38	34	31	34	30	28	27	2
The average time taken to carry out relets (days)	L13	22.8	23	23	22.5	22	21.5	21	n/a
The average time taken to carry out relets when major works are carried out (days)	L14	47.9	45	42	44	43	42	41	n/a
The average time taken to carry out relets on properties that are "Difficult to Let" (days)	L15	59.4	55	57.3	50	48	46	44	n/a
The average time taken to carry out relets of properties that are "Difficult to Let" when major works are carried out (days)	L16	85.7	79	123.5	70	65	60	60	n/a

Income Collection									
		2004/5	2005/6	2006/7		2007/8	2008/9	2009/10	
Performance Indicator Description	PI ref.	Audited		Estimated	Target	Targets			Quartile
Local Authority rent collection and arrears: proportion of rent collected	BV66a	98.13%	98.41%	98.19%	98.9%	98.6%	98.8%	99.0%	2
The number of local authority tenants with more than seven weeks of (gross) rent arrears as a percentage of the total number of council tenants.	BV66b	10.6%	11.3%	5.2%	6.5%	4.5%	4.25%	4.0%	2
Percentage of local authority tenants in arrears who have had Notices Seeking Possession served.	BV66c	8.9%	8.8%	13.3%	29%	13.0%	12.0%	11.5%	1
Percentage of local authority tenants evicted because of rent arrears.	BV66d	.03%	.05% ⁴	0.5%	0.05%	0.2%	0.2%	0.2%	3
% of accounts with arrears	L22	25.5%	25%	33%	25.5%	30.0%	27.5%	25.0%	n/a
Rent Collections: rent arrears as % of rent roll	L23	2.54%	2.93%	2.86%	2.80%	2.50%	2.25%	2.00%	2
Rent Collection: rent written off as % of rent roll	L24	0.93%	0.50%	0.50%	0.50%	0.50%	0.45%	0.40%	2
The % of rent lost through vacant dwellings	L25	1.10%	1.00%	1.45%	1.0%	1.5%	1.25%	1.00%	2

⁴ 0.05% equates to approximately 2 out of 4000 tenants

Appendix 8

Key Performance Indicators for 2006-7 & 2007-8

The Key Performance Indicators are reported quarterly to the Board and are reviewed on an annual basis. They are designed to measure progress in improving services that have a high impact on customers. They also address areas of weakness identified by the audit commission during inspection or review. Where performance in an area is improving and is at an acceptable standard the indicator is no longer retained for reporting to the Board of Directors.

KPI for 2006-7	Status January 2007	KPIs for 2007-8
Income		
1 The % of the total money owed to EHL that has been collected	Not on target, Decline in performance has arrested and improvement has been made in the levels of arrears but high levels of empty properties has meant that an increase in the potential income has not materialised. Income collection will remain a KPI for 2007-8 but will focus on areas of biggest concern where EHL can have an impact in year- Current and former Tenant arrears	1 Level of Current & Former Tenant Arrears
2 Uncollected Income distribution		2 Number of tenants owing over £250
3 Leaseholders the money due in year that has been collected. Reported as a cumulative %	Performance is close to target. Included for 2006-7 as a new function undertaken by EHL... EHL has successfully taken on this function and due to the negligible risk it will not be included as a KPI for 2007-8	
Tenancy Management		
4 The % of Customers saying, at the new tenancy review visits (6 weeks after letting), that they were satisfied or better with the sign up process. Reported year to date	On target. Only one customer out of 250 has been less than satisfied.	3 Number of evictions for a) Arrears b) Nuisance
5 The % of customers returning "nuisance surveys" saying they were satisfied or better with the handling of the nuisance case	The level of performance 65% is questionable due to the difficulties in eliciting feedback. Addressing and nuisance and anti social behaviour is a priority for residents and this indicator will be developed and reported for 2007-8	4 Nuisance (ASB) cases: a) Opened, b) Closed, c) Open

KPI for 2006-7	Status January 2007	KPIs for 2007-8
Reactive Repairs & Planned works		
<p>6 The % of customers returning repairs surveys saying they are satisfied with the repairs. Reported on a monthly basis</p>	<p>The Audit Commission expressed concerns on the validity of measuring methodology. We have changed the methodology and although this led to a dip in performance (also true for KPI 9&10) performance is now close to target set at the upper quartile for ALMOs. Responsive repairs are the primary reason that customers contact EHL and this indicator will be retained for 2007-8.</p>	<p>5 Responsive repairs Customer Satisfaction</p>
<p>7 The number of properties with a connected gas appliance that have a current landlord's gas safety certificate.</p>	<p>This was a major weakness in 2005-6. Performance has improved dramatically from 55% to 99.4% and working practices are in place to ensure that tenant's health and Safety are protected Failure in this element of service is identified as a significant risk to the company and as such it will be retained for 2007-8.</p>	<p>6 Gas servicing – a) Properties with a connected gas supply without a valid Landlord's Gas Safety Certificate b) Properties without a valid Landlord's Gas Safety Certificate for more than 4 weeks</p>
<p>8 The % of properties that have had an electrical safety check within the last 10 years. Reported on a monthly basis</p>	<p>This indicator was included in response to a specific recommendation from the Audit Commission. A programme of testing has been carried out and is complete except for around 100 properties where access has been problematic. EHL confident that in excess of 99% of properties will have been tested before April 2007 and it is not proposed to retain this indicator.</p>	<p>7 Disabled adaptations a) Opened b) Completed c) Outstanding</p>
<p>9 % of repairs completed within target time. Reported on a monthly basis.</p>	<p>As for KPI 6 the Audit Commission identified weaknesses in our monitoring and that we had been overstating performance these weaknesses have been addressed and a true level of performance is now reported. This KPI has shown substantial improvement in the year but is still significantly below upper quartile levels. It is proposed to retain this indicator.</p>	<p>8 Responsive repairs: % of jobs completed in target time % of jobs right first time (where contractor only makes one visit)</p>
<p>10 The % of returned repairs surveys saying an appointment was made and kept</p>	<p>Sampling methods have been improved and the level of performance is high at around 96.5%. Improvement will now concentrate on making appointments at the first point of contact and in narrowing the time band for which appointments are made. It is not proposed to retain this indicator as a KPI.</p>	<p>9 Decent Homes: Number of properties made decent</p>
		<p>10 Decent Homes Resident's Satisfaction with Decent Homes Works</p>

KPI for 2006-7	Status January 2007	KPIs for 2007-8
Empty Properties		
11 The average time taken to let all properties	This is a key activity measure. Performance has improved marginally over the year. The letting of non self contained Retirement housing and bedsits disproportionately affects the figures. The Older Persons and Asset management strategies aim to address this. This is a 5 year programme and this indicator will be retained but will separate properties classified as difficult to let.	11 The average time taken to relet properties: a) Classified as difficult to let (principally non self-contained retirement housing (247 units) and 53 General needs properties. b) All other properties
12 The % of properties empty at the end of the month All properties (c3800) (Non Retirement Housing (3300) Retirement Housing - Self Contained (250) Retirement Housing Not self contained (250)	The target is being met for all properties except for those classed as Difficult to Let. It is not proposed to retain this KPI for the same reasons as given for KPI 11	
Human Resource Management		
		12 HR Management: a) Number of vacant posts b) Absenteeism rates

Appendix 9

10 Year Investment Plan

<u>Year</u>	<u>ALMO Revenue</u> £000s	<u>RCCO</u> £000s	<u>MRA</u> £000s	<u>EEC Grant</u> £000s	<u>HRA Reserves</u> £000s	<u>ALMO Capital</u> <u>Contributn</u> £000s	<u>Decent Homes</u> <u>SCE</u> £000s	<u>Total Income</u> £000s	<u>Repairs required</u> <u>spend</u> £000s	<u>Surplus/</u> <u>(Deficit)</u> £000s	<u>Cumulative</u> <u>Surplus/</u> <u>(Deficit)</u> £000s
2007-8	2,251	400	2,566	0	1,100	300	7,520	14,137	13,180	957	(146)
2008-9	2,223	400	2,551	0	0	300	11,974	17,448	17,493	(45)	(191)
2009-10	2,179	500	2,520	0	0	300	10,173	15,672	15,636	36	(155)
2010-11	2,131	500	2,470	0	0	300	8,573	13,974	13,958	16	(139)
2011-12	2,077	500	2,415	0	0	300	4,714	10,006	9,952	54	(85)
2012-13	2,053	500	2,354	0	0	300	2,286	7,493	7,542	(49)	(134)
2013-14	2,045	400	2,327	0	0	300	0	5,072	5,086	(14)	(148)
2014-15	2,040	400	2,319	0	0	300	0	5,059	5,002	57	(91)
2015-16	2,035	500	2,312	0	0	300	0	5,147	5,095	52	(39)
2016-17	2,029	500	2,306	0	0	300	0	5,135	5,070	65	26

Notes:

0.5% pa real rent increase throughout 30 year period

Adjusted stock costs in line with reducing stock levels

Reduced Retained Supervision and Management by 1.5% pa

RCCO Revenue Contribution to Capital

MRA Major Repairs Allowance

EEC Grant – Match funding for insulation works

HRA Housing Revenue Account

Appendix 10

Housing Revenue Account - Thirty year projection showing financial stability over that period

<u>Financial Year ending</u>	<u>Rental Income</u> £000s	<u>Other Income</u> £000s	<u>Housing Subsidy</u> £000s	<u>Total Income</u> £000s	<u>Capital Finance</u> £000s	<u>Depreciation</u> £000s	<u>Managmt & Maintnce</u> £000s	<u>Capital Contrbn</u> s £000s	<u>Total Expenditure</u> £000s	<u>Net Deficit / (Surplus)</u> £000s
2007-8	(11,237)	(1,193)	(578)	(13,008)	2,442	2,566	7,592	400	13,000	(8)
2008-9	(11,199)	(1,168)	(463)	(12,830)	2,394	2,551	7,463	400	12,808	(22)
2009-10	(11,085)	(1,128)	(441)	(12,654)	2,347	2,520	7,300	500	12,667	13
2010-11	(10,919)	(1,061)	(434)	(12,414)	2,301	2,470	7,125	500	12,396	(18)
2011-12	(10,725)	(992)	(433)	(12,150)	2,256	2,415	6,940	500	12,111	(39)
2012-13	(10,586)	(969)	(362)	(11,916)	2,212	2,354	6,879	500	11,945	29
2013-14	(10,558)	(968)	(190)	(11,717)	2,168	2,327	6,853	400	11,748	31
2014-15	(10,577)	(968)	(151)	(11,696)	2,126	2,319	6,831	400	11,676	(20)
2015-16	(10,599)	(970)	(111)	(11,680)	2,084	2,312	6,811	500	11,707	27
2016-17	(10,624)	(969)	(73)	(11,666)	2,044	2,306	6,790	500	11,640	(26)
2017-18	(10,651)	(972)	(33)	(11,656)	2,004	2,301	6,773	600	11,678	22
2018-19	(10,684)	(972)	7	(11,648)	1,965	2,296	6,755	600	11,616	(32)
2019-20	(10,718)	(973)	42	(11,650)	1,926	2,292	6,739	700	11,657	7
2020-21	(10,751)	(974)	76	(11,649)	1,889	2,288	6,721	700	11,598	(51)
2021-22	(10,785)	(976)	109	(11,652)	1,852	2,284	6,704	800	11,640	(12)
2022-23	(10,818)	(978)	141	(11,655)	1,816	2,280	6,688	900	11,684	29
2023-24	(10,852)	(976)	172	(11,656)	1,781	2,276	6,672	900	11,629	(27)
2024-25	(10,891)	(979)	206	(11,664)	1,746	2,272	6,657	1,000	11,675	11
2025-26	(10,928)	(979)	237	(11,670)	1,712	2,269	6,643	1,100	11,724	54
2026-27	(10,965)	(977)	268	(11,673)	1,679	2,265	6,627	1,100	11,671	(2)
2027-28	(11,002)	(978)	284	(11,696)	1,659	2,262	6,612	1,100	11,633	(63)
2028-29	(11,040)	(981)	280	(11,741)	1,659	2,259	6,598	1,300	11,816	75

<u>Financial Year ending</u>	<u>Rental Income</u> £000s	<u>Other Income</u> £000s	<u>Housing Subsidy</u> £000s	<u>Total Income</u> £000s	<u>Capital Finance</u> £000s	<u>Depreciation</u> £000s	<u>Managmt & Maintnce</u> £000s	<u>Capital Contrbn s</u> £000s	<u>Total Expenditure</u> £000s	<u>Net Deficit / (Surplus)</u> £000s
2029-30	(11,076)	(978)	278	(11,776)	1,659	2,255	6,583	1,300	11,797	21
2030-31	(11,113)	(977)	275	(11,815)	1,659	2,252	6,568	1,300	11,779	(36)
2031-32	(11,152)	(980)	272	(11,860)	1,659	2,249	6,554	1,400	11,862	2
2032-33	(11,188)	(981)	269	(11,900)	1,659	2,245	6,540	1,400	11,844	(56)
2033-34	(11,227)	(984)	265	(11,946)	1,659	2,242	6,526	1,600	12,027	81
2034-35	(11,266)	(980)	263	(11,984)	1,659	2,239	6,513	1,500	11,911	(73)
2035-36	(11,302)	(984)	261	(12,025)	1,659	2,235	6,499	1,700	12,093	68

Assumptions

- Based on 06/07 subsidy determination.
- Stock levels based on projected sales and implementation of Asset Management Strategy
- Rents based on existing rent restructuring formula to 2012 and 0.5% real increase pa thereafter.
- Supporting people income adjusted for effect of Older Persons Strategy.
- All figures at 2006/07 values.

Appendix 11

2007/2008 Capital Programme

		2006/7 £000s	2007/8 £000s	Expenditure for first 7 months of the year (April - October) £000s	Expenditure for second 5 months of the year (November - March) £000s
Decent Homes	Blue	800	636	646	7,370
Disabled Adaptations	Pink	350	400	233	167
Replacement Domestic Boilers	Blue	550	550	321	229
Voids Kitchens	Blue	345	270	158	113
Essential Asbestos	Pink	350	250	146	104
Fire Precautions	Pink	200	200	117	83
Insulation	Blue	167	150	150	0
Extensions	Blue	60	100	100	0
Voids Central Heating	Blue	130	95	55	40
Voids Bathrooms	Blue	87	54	32	23
Replacement Ret Home Boilers	Blue	0	50	29	21
Essential Rewiring	Blue	650	40	23	17
Footpaths	Pink	30	30	5	25
Essential Roofing	Blue	22	25	25	0
Voids Rewiring	Blue	251	18	11	8
Essential Plumbing	Blue	10	10	6	4
Essential Structural	Blue	15	10	6	4
Environmental improvements	Pink	25	100	25	75
Retirement Communications	Pink	10	10	6	4
Safer Homes	Pink	6	6	0	6
Kitchen Improvements		8	0	0	0
Stock Condition Survey		530	0	0	0
Windows		100	0	0	0
Sheltered remodelling professional fees		0	0	0	150
TOTAL EXPENDITURE		4,696	3,004	2,092	8,396
Blue	Decency related works				
Pink	Non decency related works				
Green	Potential works for Decent Homes Constructors				
Light Green	Essential budget post October 2007				

Appendix 12

Contact and Further Information

The following strategies referred to in the text are available for viewing on www.eastbournehomes.org.uk

- Asset Management Strategy
- Older Persons' Strategy
- Value for Money Strategy
- Procurement Strategy
- Equality and Diversity Strategy

The following documents are available for viewing on www.eastbourne.gov.uk

- Performance Plan
- Community Strategy
- Crime Reduction and Substance Misuse Strategy
- Housing Strategy

The Local Area Agreement is available for viewing on www.eastsussexcc.gov.uk

Alternatively, if you would like a copy of any of the above strategies, or have any comments or questions relating to this Delivery Plan please contact:

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If you would like an audio version of this document, a version in larger print or a summary in a different language please contact the Resident Engagement Team on 01323 415356/415318 or Southeast Interpreting and Translation Service on 01273 473986.

Eastbourne Homes Ltd

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