

Report to: **Regeneration Scrutiny Committee**  
Date: **27 October 2008**  
Report of: **Head of Housing**  
Subject: **East Durham Homes Delivery Plan 2008/09 – 6 month progress review**

## **1.0 Purpose of the Report**

- 1.1 This report is intended to provide Members of the Committee with an update on progress on delivery of the East Durham Homes Annual Delivery Plan 2008/09 for the 6 month period from 1<sup>st</sup> April 2008 to 30<sup>th</sup> September 2008.

## **2.0 Consultation**

- 2.1 In preparing this report I have consulted with the Council's Management Team and Executive Member for Housing and the East Durham Homes Board of Directors and Senior Management Team.

## **3.0 Background**

- 3.1 Under the terms of the formal 10 year 'Agreement for Housing Management and other Services' (the Management Agreement) with East Durham Homes the Company is required to produce an annual update to the Delivery Plan and to seek approval from the Council.
- 3.2 As there have been significant changes in both East Durham Homes and the District Council since the Company was established in April 2004, the Delivery Plan Document itself was updated to reflect the changes in delegated duties, operational activities and the developing relationship between the Council and Company. The 2008/9 Delivery Plan was agreed by Full Council on 31<sup>st</sup> March 2008.
- 3.3 The Delivery Plan is essentially the document through which the Company and the Council articulate and agree the service standards and performance targets for the Company, and it establishes who is responsible for delivering, monitoring and reviewing these standards and targets throughout the year.

## **4.0 Outline of the East Durham Homes Delivery Plan 2008/09**

- 4.1 The 2008/09 Delivery Plan was developed by Officers from East Durham Homes and the Council to provide detailed information about the delegated housing services provided by the Company with specific reference to key actions to be undertaken during the 2008/09 financial year.

- 4.2 The Plan is subdivided into separate sections on the Mission & Objectives of the Company, Governance, Finance and Resources, Investment and Asset Management, Service Delivery, and Performance Management. It includes a detailed Service Improvement Plan consisting of the key actions from the Company's individual Service Plans, the 'Service Promises' to customers of each service area, key Performance Indicators, and a summary of the 2008/09 Capital Programme.
- 4.3 In each section there are clearly identified 'Key Activities' to be undertaken by the Company and these Activities are captured within the Service Improvement Plan as a series of Actions with specific resources and responsible Officers attributed to enable future monitoring by the Company and the Council.
- 5.0 Review of Delivery of the East Durham Homes Annual Service Plan for 1<sup>st</sup> April 2008 – 30<sup>th</sup> September 2008**
- 5.1 A detailed summary of key achievements by EDH against the main objectives set out in the Delivery Plan are attached as Appendix 1 to this report.
- 5.2 Key highlights for *Access & Customer Care* include the development of a new Access and Customer Care Strategy, approved by the EDH Board in May 2008; introduction of 'Browsealoud' on the EDH website for customers with visual impairment or low levels of literacy; and the commencement of 'Customer Profiling' to collect more information about the specific needs of individual customers.
- 5.3 Key highlights for *Business Development* include the establishment of a new Performance Management Framework supported by the 'Performance Accelerator' IT system; the introduction of 'Vision Management System' to more accurately measure and respond to customer satisfaction on the services EDH provides, and fundamental Service Reviews carried out in all service areas.
- 5.4 Key highlights for *Capital* include workshops with tenants and consultation with the Repairs Focus Group to develop the future programme and agree the revised EDH 'Decent Homes Plus' standard; reviewed and signed the 'Strategic Partnering Agreement' with service providers; validation of the Stock Condition database; development of an Asset Management Strategy and the commissioning of work to look at innovative options for non-traditional housing and 1 bedroom bungalows. The current year's Capital Programme is currently being delivered to time and budget.
- 5.5 Key highlights for *Communications* include the introduction of 'TypeTalk' and 'Browsealoud', the engagement of Language Line and a translation and interpretation provider; re-styling of the 'Insight' customer newsletter; re-launch of the monthly staff newsletter; introduction of monthly 'Extended Management Team' meetings and the production of a draft Communications Strategy.

- 5.6 Key highlights for *Finance* include an independent review of budget forecasting and financial management processes; the continuing review of Service Level Agreements; and ongoing work on assessing the impact of Local Government Restructure on the finances of EDH.
- 5.7 Key highlights for *Governance* include Board Member training completed in a number of key areas; a joint Board training event with Dale & Valley Homes (Wear Valley District Council's ALMO); a full review of Board Membership and the EDH Constitution; and further engagement with the East Durham Youth Forum.
- 5.8 Key highlights for *Personnel & Training* include the development of a draft Human Resources strategy and a review of the process and further training for Managers on Sickness Monitoring & Management.
- 5.9 Key highlights for *Repairs & Maintenance* include the establishment of the Repairs Focus Group; involvement of Customers in the development of the new R&M strategy and Key Performance Indicators; establishment of new repair response times and introduction of 'Opti-time' for all responsive repairs; further work on improving the value for money of the service; alignment of the painting cycle with capital investment programme.
- 5.10 Key highlights for *Tenancy Services* include the ongoing improvement of regeneration areas including new affordable homes built on former Council estates at Blackhall and South Hetton; the establishment of the 'sustainability matrix' to ensure that investment decisions are informed by sustainability information; reduced void re-let times to as low as 22.4 days, and a review of the Lettable Standard with customers; introduction of 'Choice Based Lettings'; and the publication of a revised Estate walkabout programme.
- 5.11 Key highlights for *Tenancy Support* include new processes and standards for dealing with Anti-Social Behaviour cases; introduction of the 'Lifewise' scheme to support young people to maintain successful tenancies; establishment of the 'Housing Partnership' as a replacement for the District of Easington Tenants & Residents Federation; development of a Customer Involvement Strategy; and the development of a Corporate Debt Policy and Financial Inclusion Strategy.
- 5.12 In summary, East Durham Homes have already made significant progress against the key objectives set out in the 2008/9 Delivery Plan and have a comprehensive suite of Service Plans in place to ensure that progress continues towards a re-inspection of the Company by the Audit Commission Housing Inspectorate in May or June 2008.

## 6.0 Implications

## **6.1 Policy**

The EDH Delivery Plan sets the standard for service delivery and performance management between the Company and the District Council for the 2008/09 financial year. It is in line with the District's Housing Strategy and Transitional Plan priorities.

## **6.2 Legal**

Production of the annual sections of the Delivery Plan is an express requirement of the East Durham Homes 10yr Management Agreement.

## **6.3 Financial**

There are no direct financial implications as a result of this report as the Delivery Plan will be delivered within existing revenue and capital budgets. It is intended that timing of future annual Delivery Plan negotiations will coincide with the negotiations on the Company's annual Management Fee to ensure that standards and performance are closely aligned with the costs and fees of the Company.

## **6.4 Risk**

This report has been subjected to a risk assessment and the relevant actions have been implemented.

## **6.5 Communications**

Performance against the Delivery Plan is reported in a number of formats to EDH's customers, Board, and the Council.

## **6.6 Local Government Review**

The Delivery Plan sets out the detail of key elements of operational delivery of delegated housing services during the 2008/09 financial year within the existing approved budgetary and policy framework. As such there are no direct implications on the LGR process contained within this version of the Delivery Plan. The continued support for East Durham Homes towards a successful housing inspection is one of the key commitments in the Council's Transitional Plan.

## **7.0 Corporate Plan and Priorities**

### **7.1 The East Durham Homes Delivery Plan is in line with the Company's Vision and Objectives and the District Council's Housing Service Plan and Housing Strategy, and as such makes a direct contribution towards the Corporate Objectives of 'Decent Homes for All' and 'Quality Services for Our People'.**

- 7.2 Equality & Diversity Issues  
There are no direct Equality & Diversity issues.
- 7.3 E-Government Implications  
There are no direct E-Government implications
- 7.4 Procurement Implications  
There are no direct Procurement implications
- 7.5 Performance Management & Scrutiny  
The Delivery Plan will continue to be monitored by the Council's Head of Housing and will be reported to the Regeneration Scrutiny Committee as part of the quarterly Housing Service Plan updates.
- 7.6 Sustainability  
There are no direct Sustainability implications.
- 7.7 Crime & Disorder  
The Delivery Plan contains specific actions related to tackling crime & disorder including Anti-Social Behaviour, enforcement of tenancy conditions and improving the quality of the residential environment and estates.

## **8 Recommendations**

- 8.1 Members of the Committee are recommended to note the findings of this report on the delivery of the East Durham Homes Delivery Plan 2008/09, and agree for the performance monitoring of delivery of the Plan to be continued to be undertaken by the Head of Housing and included in the quarterly Housing Service reports to the Regeneration Scrutiny Committee.

### **Background Papers**

East Durham Homes 10 year Management Agreement

District of Easington Housing Service Plan

District of Easington\_Housing Strategy

District of Easington Corporate Plan & Transitional Plan

Papers & Minutes of Extraordinary meeting of District of Easington Council 31<sup>st</sup> March 2008



## APPENDIX 1 – Detailed summary of key achievements against EDH Delivery Plan 2008/09

Objective Title	Objective Due Date	Key Achievements
Access and Customer Care		
ACC1. Deliver excellent high quality service at the first point of contact to customers on all services provided ensuring effective communication.	30-Sep-2008	<ul style="list-style-type: none"> <li>• Access and Customer Care strategy agreed by EDH Board May 2008</li> <li>• Customer contact centre and customer services outlets integrated as part of customer service team</li> <li>• Call recording system purchased</li> <li>• Scoping day held with Orchard regarding implementation of customer relationship management system</li> <li>• Benchmarking visit to 3 star ALMO to develop “scripting” for customer contact centre and outlets</li> </ul>
ACC2. Ensure that access to services take into account customer needs.	31-Aug-2008	<ul style="list-style-type: none"> <li>• New telephone number introduced for mobile telephone users</li> <li>• Investigations into “Digi-TV” service commenced</li> <li>• Assessment of customer use of current outlets and contact centre completed and will be used as part of customer consultation process on access to services</li> <li>• Customer care kits purchased and used to assist customers</li> <li>• Signposting introduced on letterhead</li> <li>• “Browsealoud” in place on website for customers with visual impairment or literacy problems</li> </ul>
ACC3. Ensure staff are highly trained to deliver excellent customer focused services.	31-Mar-2009	<ul style="list-style-type: none"> <li>• Call recording system purchased and will be used for training purposes</li> </ul>

Objective Title	Objective Due Date	Key Achievements
		<ul style="list-style-type: none"> <li>• External training organized for repairs/ customer care</li> <li>• Initial meetings held with Choice Based Lettings team to develop “core competencies” for role</li> </ul>
ACC4. Ensure that we have robust customer profile information that informs service delivery – i.e. Know our customers well.	31-Jul-2008	<ul style="list-style-type: none"> <li>• Customer profiling exercise has begun with the form sent to every household.</li> <li>• Staff actively encouraging customers to complete the forms during day to day contact</li> <li>• Message encouraging completion of form to be placed as part of the telephone automated answer</li> <li>• Form can be downloaded from the website</li> <li>• Scoping day arranged with Orchard to ensure that preferred formats are run automatically from the system</li> </ul>
ACC5. Ensure revised structure is effective and able to deliver the objectives of the company.	31-Aug-2008	<ul style="list-style-type: none"> <li>• Revised structure now in place and operating. Remaining posts now being filled.</li> <li>• New teams are meeting to agree individual targets to meet corporate objectives</li> </ul>
Business Development		
BD1. Implementing Performance Management Framework	31-Oct-2008	<ul style="list-style-type: none"> <li>• Performance Management Framework developed with Performance indicators and reports have been reviewed to improve information.</li> <li>• Demonstrations on the Performance Management Framework have been delivered to staff and board.</li> <li>• Quarterly Management and customer reports reviewed, circulated and published.</li> </ul>



Objective Title	Objective Due Date	Key Achievements
		<ul style="list-style-type: none"> <li>• Customer satisfaction process has been implemented with the purchase of Vision Management System and manager and staff training carried out.</li> <li>• The Performance report has been further reviewed to improve presentation of information to performance committee.</li> <li>• SMT have commissioned support from Northern Housing Consortium to further develop the Performance Management Framework, PI suites (Balanced scorecards) and Quality Manual. The work is scheduled to commence in October 2008.</li> <li>• Research of best practice completed to inform review of complaints procedure and consultation event arranged for October 2008.</li> <li>• Agreed that service review panels will be established across 10 areas and recruitment advertised in Insight.</li> <li>• Scoping day arranged in October with Orchard Systems to determine project plan for implementation of CRM, Planned Maintenance, Property Attributes and Estate Management modules and approach to improving performance data capture and reporting through Business Objects.</li> <li>• Final consultation on new service standards completed at AGM</li> </ul>
BD2. Develop a business planning cycle framework to deliver business aims	30-Nov-2008	<ul style="list-style-type: none"> <li>• Board away day planned for Oct 2008 to determine business planning approach and cycle to implement in November 2008</li> </ul>

Objective Title	Objective Due Date	Key Achievements
BD3. Deliver effective / comprehensive preparation for inspection (February provisional inspection date)	30-Nov-2008	<ul style="list-style-type: none"> <li>Fundamental service reviews carried out on all service areas. Findings to be discussed with all staff during Oct 2008 and resulting actions built into current plans and where appropriate the future planning cycle.</li> </ul>
BD4. Continue to enhance and develop robust systems for delivery of effective outcomes from the Mystery Shopping Programme and Customer Feedback	31-Mar-2009	<ul style="list-style-type: none"> <li>A group meeting was held which was followed by a presentation to all tenants who have shown an interest in Mystery Shopping from the tenant's survey.</li> <li>A further meeting is scheduled for October 2008 with existing and new members to shape the plan to agree regularity of meetings, develop the Mystery Shopping programme and discuss feedback from previous shops. The programme will also be linked to measuring the new service standards. The North East ALMO Mystery Shopping Group has been contacted to develop their work plan to compliment EDH group's work.</li> </ul>
BD5. Support the implementation of Performance Information and Management Systems	30-Sep-2008	<ul style="list-style-type: none"> <li>Phase 1 Implementation of Performance Accelerator completed as per project plan and training delivered. Further system development and improvement in reporting progressed through monthly meetings</li> </ul>
Capital		
CA1. Develop the capital programme that meets the needs of our customer contributing to the	31-Dec-2008	<ul style="list-style-type: none"> <li>Workshops held at AGM and feedback analysed</li> <li>Report prepared for EDH Board on feedback from</li> </ul>

Objective Title	Objective Due Date	Key Achievements
delivery of decent homes.		workshops. <ul style="list-style-type: none"> <li>• Consultation with Repairs Focus Group on how programme will be delivered (Preference for worst first by area).</li> <li>• Following agreement by Board, draft programme to be published on website and in Insight newsletter</li> <li>• Agreed revised East Durham Homes Decent Homes Plus standard</li> </ul>
CA2. To continually measure the performance of EDH management and service providers within the strategic partnering agreement to ensure programme delivery and value for money.	30-Sep-2008	<ul style="list-style-type: none"> <li>• Reviewed and signed Strategic Partnering Agreement</li> <li>• Agreed set of Key Performance Indicators with Kiers based on framework used by Sheffield Homes</li> <li>• Workshops arranged with core group to brief them on framework</li> <li>• Initial report on performance provided by Kiers and feedback provided</li> <li>• completed capital works procurement exercise and TUPE transfer of capital workforce with increased VFM</li> </ul>
CA3. To develop a Decent Homes Project Plan based on robust stock data	28-Nov-2008	<ul style="list-style-type: none"> <li>• Stock condition data validated</li> <li>• HHSRS – Consultant appointed and work 60% complete</li> </ul>
CA4. Develop an Asset Management Strategy in consultation with DOE	30-Nov-2008	<ul style="list-style-type: none"> <li>• Asset Management Strategy agreed by Board</li> <li>• Update report prepared for Improvement Board</li> <li>• Finances identified with DoE Council to engage consultant to complete sustainability study for non traditional stock &amp; 1 bedroom bungalows.</li> <li>• Asset management groups established</li> </ul>

Objective Title	Objective Due Date	Key Achievements
CA5. To invest in sustainable homes which underpins the asset management strategy	30-Jun-2009	<ul style="list-style-type: none"> <li>• Sustainability matrix previously agreed used as a tool to assess areas/property types prior to investment</li> <li>• Joint work with council to identify areas which may not be sustainable in their current form and plans agreed to regenerate areas (recent example at The Sidings Blackhall).</li> <li>• Pilot conversion of bungalow with 1 bedroom to a 2 bedroom property completed and costs and benefits being assessed.</li> </ul>
CA6. Ensure the highest levels of Environment Health & Safety standards are attained	31-Jan-2009	<ul style="list-style-type: none"> <li>• Staff health and safety training completed.</li> <li>• Considerate Contractors accreditation scheme is a requirement for all contractors undertaking improvement works on behalf of EDH</li> <li>• "Passport to work" scheme in operation for all site operatives</li> <li>• CDM process has been adopted</li> </ul>
CA7. Embed any changes to the structure of Capital Investment Services	30-Jan-2009	<ul style="list-style-type: none"> <li>• Structure now complete and team now in new roles</li> <li>• Appraisals have commenced</li> </ul>
Communications		
CO1 To provide information in alternative formats to meet the needs of our customers.	30-Aug-2008	<ul style="list-style-type: none"> <li>• Corporate Letterhead developed ensuring clear "signposting"</li> <li>• Type Talk developed</li> <li>• "Browsealoud" is now available on the EDH website</li> <li>• Language Line engaged</li> <li>• A translation and interpretation supplier in place</li> <li>• Braille/CD/Audio Cassette supplier in place</li> </ul>

Objective Title	Objective Due Date	Key Achievements
CO2 Ensure clear written communications to tenants	30-Jun-2008	<ul style="list-style-type: none"> <li>• The tenant handbook is currently being re-drafted</li> <li>• A corporate leaflet template has been developed</li> <li>• The tenant newsletter "Insight" has been restyled with customers</li> <li>• Conversion to large print format available on the EDH Website</li> </ul>
CO3 Ensure clear communication to staff	30-Apr-2008	<ul style="list-style-type: none"> <li>• A monthly staff newsletter has been re-launched</li> <li>• Communication survey sent around to all staff to inform approaches</li> <li>• A monthly Chief Executive Briefing is distributed to all staff and notice boards</li> <li>• SMT minutes circulated on a weekly basis to Extended Management Team</li> <li>• Monthly Extended Management Team meetings held</li> <li>• Team meetings template agreed to ensure key messages are discussed for team meetings</li> <li>• Staff from all service areas engaged in away days to determine business action plan</li> </ul>
Developing a communications strategy	31-May-2008	<ul style="list-style-type: none"> <li>• Draft strategy produced</li> </ul>
Finance		
F1 Continue to develop and embed financial management , to ensure that the organisation is able to efficiently manage its financial resources	31-Oct-2008	<ul style="list-style-type: none"> <li>• Baker Tilly LLP, Risk Advisory Services have reported to Corporate Committee (26th June 2008) following a request from Board and SMT that they independently review Budget Holders current understanding of monthly forecasting and</li> </ul>

Objective Title	Objective Due Date	Key Achievements
		<p>financial management. A working group was set up to develop the forecasting protocols. The board members questionnaires have been approved by SMT and forwarded to board members for completion.</p> <ul style="list-style-type: none"> <li>The re-forecasting protocols and associated action plan has been approved by both SMT and Corporate Committee. The training for budget holders has commenced, which will be carried out over the months of September and October 2008.</li> </ul>
F2 Continue to develop the process of recording, monitoring and control of all service level agreements in order to ensure VFM is achieved	31-Jan-2009	<ul style="list-style-type: none"> <li>PFG Phase 1 and Phase 2 SLA review has been completed. The report addressing the performance methodology was presented and approved by SMT on 23 September 2008</li> <li>Monitoring meetings with DoE council commenced</li> </ul>
F3 To develop a process to ensure that the annual financial and service planning process reflects the Medium Term Financial Plan.	31-Oct-2008	<ul style="list-style-type: none"> <li>There has been significant progress in the gathering of financial data which is to feed into the Medium Term Financial Plan. The draft service and financial planning process for 2009/2010 is to be reported to the Senior Management Team on 7 October 2008.</li> </ul>
F4 To assess the impact of Local Government Review on finances of East Durham Homes	31-Mar-2009	<ul style="list-style-type: none"> <li>Chief Executive is a member of the Housing work stream</li> <li>Joint Implementation Team report recommended continuation of ALMO</li> <li>Risk assessment of LGR completed</li> <li>Meeting with Durham County Council Housing lead arranged 28 Oct 2008</li> <li>Links with finance work stream established</li> <li>Budget timescales and consultation ongoing</li> </ul>

Objective Title	Objective Due Date	Key Achievements
		<ul style="list-style-type: none"> <li>2009/10 has been agreed by CLG as an interim year</li> </ul>
Governance		
G1. Continue to improve the capacity of the Board.	31-Mar-2009	<ul style="list-style-type: none"> <li>Board training completed in a number of areas including: Health and safety; piloting 'buddy' system; financial awareness; away day; interview skills; briefing on tenant involvement; briefing on internal audit and performance issues; interview skills; rent arrears, presentation skills.</li> <li>Strategic Risk Management training to be delivered by auditors. Joint Board training event with Dale and Valley, event completed on 10 October 2008.</li> </ul>
G2. Full review of Board Membership and Constitution	30-Sep-2008	<ul style="list-style-type: none"> <li>The Board agreed on 31 July 2008 the amendment to the articles should be in 2 phases – phase 1 - the amendments to improve the governance of the organisation and phase 2 - to reflect the impact of Local Government Review. On 31 July 2008, the Board also approved the phase 1 amendments which should be formally adopted at the AGM in September 2008. The amended articles have been distributed with the official notice of the AGM. Articles adopted at AGM</li> <li>Meeting with County lead member arranged to include discussion on county nominations to board</li> </ul>
G3. Increase the governance resources within EDH	31-Jul-2008	<ul style="list-style-type: none"> <li>The roles of Governance Manager and Governance Assistant are included within the revised organisational structure.</li> </ul>
G4. Ensure effective recruitment occurs in preparation for the Sept 2008 AGM	31-Jul-2008	<ul style="list-style-type: none"> <li>All of the actions have been completed and additional promotion was completed to promote the Tenant Board</li> </ul>

Objective Title	Objective Due Date	Key Achievements
		Member vacancies and provide tenants/leaseholders with additional information. Successful appointments made
G5. Ensure young people engage with the Board	29-Aug-2008	<ul style="list-style-type: none"> <li>Paul Tanney attended Youth Forum to obtain feedback from the young people who attended the board meeting held on 31.1.08. This was discussed with the Chair and Vice Chair and then followed up by Rachel Taylor and Patricia Thornhill who attended the Youth Forum on 28.4.08</li> </ul>
G6. Embed risk management at a strategic level	31-Mar-2009	<ul style="list-style-type: none"> <li>SMT have agreed training will be delivered by internal auditors following proposal they submitted</li> </ul>
G7. Consider ensuring effective succession planning arrangements are in place	28-Nov-2008	<ul style="list-style-type: none"> <li>Discussions have taken place with the Chair and Chief Executive, it has been agreed a report be presented to the Board on 9 October 2008.</li> <li>Succession plan agreed at Board on 9 Oct 2008</li> </ul>
IT		
IT1. Create capacity within EDH IT to develop IT strategy and implement new software modules and audit IT systems for effective use.	01-Aug-2008	<ul style="list-style-type: none"> <li>IT Manager interviews unavoidably delayed to 10 October 2008. The post is to be re-advertised. No appointment made, post re-advertised</li> </ul>
IT2. Develop IT unit so that it supports business objectives, future growth and the IT strategy Assess capacity for data input of stock condition information due to volume of work. Once decent homes programme commences.	31-Mar-2009	<ul style="list-style-type: none"> <li>Advertised for post of IT manager interviews unavoidably delayed to 10 October 2008. See above</li> <li>IT support Officer appointed, commenced employment on 1 September 2008</li> </ul>
IT3. AR06 Audit Report Reviewing use and capacity of IT Systems	31-Jan-2009	IT Manager post interviews unavoidably delayed to 10 October 2008. See above



Objective Title	Objective Due Date	Key Achievements
Leasehold Management		
L1. Implement new leasehold policies, and develop a leaseholder policy framework in line with Best Practice recommendations from the Chartered Institute of Housing.	28-Nov-2008	<ul style="list-style-type: none"> <li>Leasehold Management Policy and supporting Service Charge and Service Charge Arrears policy now drafted and ready for ratification. Strategy and Policy Manager is working with the Leasehold and Service Charge Officer to ensure that the proposed leasehold policy suite is developed within a framework of: <ul style="list-style-type: none"> <li>- Research (Adopting best practice from top performing organisations, government appointed agencies and peer groups)</li> <li>- The Lease (Making sure that a good sample of the Councils lease(s) have been reviewed and policies are developed from provisions within the lease(s)</li> <li>- Consultation with Leaseholders (Ensure that all Leaseholders are formerly consulted on the introduction of current and new policies.)</li> </ul> </li> </ul>
L2. Implement robust Debt Recovery Policy/SLA with DoE Income Recovery Section	31-Oct-2008	<ul style="list-style-type: none"> <li>Leasehold Service Charge Arrears Policy now completed at draft stage. Policy content and processes has been researched from CIH and Lease Best Practice. Also researched through Housemark.</li> </ul>
L3. Value for Money Self Assessment	31-Aug-2008	<ul style="list-style-type: none"> <li>Overall service costs and unit costs will be benchmarked locally through Leasehold Practitioners Forum. Discussed at June 2008 Practitioners Forum</li> </ul>
Personnel and Training		
PT1 Develop a HR Strategy	31-Oct-2008	<ul style="list-style-type: none"> <li>Draft HR Strategy was forwarded to the Corporate</li> </ul>

Objective Title	Objective Due Date	Key Achievements
		<p>Committee of the Board as part of the Personnel Update for comments. The draft Strategy has also been forwarded to Your Homes Newcastle for feedback.</p> <ul style="list-style-type: none"> <li>Feedback has now been received and to be incorporated into revised draft</li> </ul>
PT2 Continue to address high levels of days lost through sickness	31-Mar-2009	<ul style="list-style-type: none"> <li>Trigger Points amended and implemented May 2008</li> <li>Training for managers complete May 2008</li> <li>A sickness review report, with recommendations for further actions, was submitted to SMT in September.</li> </ul> <p>Recommendations to arrange a presentation with a "First Day Reporting " provider and to look at the feasibility of an Employment Assistance Programme as part of overall policies linked to sickness, were agreed. SMT also asked for development of a new Sickness Policy.</p> <ul style="list-style-type: none"> <li>Revised trigger points agreed in April 2008.</li> <li>Return to work interview training for all managers completed in May 2008</li> </ul>
PT3 Skills & Capacity audit of all sections to ensure gaps in capacity identified.	30-Apr-2009	<ul style="list-style-type: none"> <li>The agreed new structure now has updated or new job descriptions &amp; person specifications for all roles, identifying skills required for each job. We therefore now have a blueprint of what skills are required across teams &amp; the organisation.</li> </ul>
PT4 Leadership and Management Development Programme	31-Mar-2011	<ul style="list-style-type: none"> <li>Personnel Manager and Training Manager met with Focus Training (used by Dale and Valley Homes) Report being prepared for SMT. Good feedback from Dale and Valley on Management training received.</li> </ul>

Objective Title	Objective Due Date	Key Achievements
Repairs and Maintenance		
RM1. Involve customers in the shaping of the repairs service	28-Aug-2009	<ul style="list-style-type: none"> <li>• Repairs Focus Groups established with 16 members</li> <li>• Skills audit of groups undertaken and training needs established</li> <li>• Customers involved in developing draft repairs and maintenance strategy</li> <li>• Customers helped develop KPI's for new R&amp;M contract documents</li> <li>• Customers involved in R &amp; M procurement process</li> </ul>
RM2. Deliver an improved repairs service.	31-Mar-2009	<ul style="list-style-type: none"> <li>• New repair target times agreed with customers</li> <li>• Opti time introduced for responsive repairs</li> <li>• Appointments for all internal work including evening and Saturday AM</li> <li>• Customers involved in agreeing Right First Time criteria and service standards</li> </ul>
RM3. Provide a value for money repairs service	31-Dec-2008	<ul style="list-style-type: none"> <li>• Service restructured to ensure it was the right size to deliver the service required</li> <li>• VFM framework agreed</li> <li>• Benchmarked service cost and quality with YHN and Blackpool</li> <li>• Housemark benchmarking data received and used to assess VFM</li> <li>• Northern Housing Consortium assessed performance data and assisting in development of a Quality Manual</li> <li>• Improved monitoring has resulted in savings</li> </ul>

Objective Title	Objective Due Date	Key Achievements
		<ul style="list-style-type: none"> <li>Savings reinvested in improvement to homes</li> </ul>
RM4. Improve the external appearance of D of E properties	31-Mar-2009	<ul style="list-style-type: none"> <li>Reviewed painting cycle and aligned it with the investment programme</li> <li>Worked with the Council to maximize impact of available measures with assistance from Groundwork trust</li> </ul>
RM5. Ensure high levels of H & S standards are attained	31-Mar-2009	<ul style="list-style-type: none"> <li>H &amp; S plan reviewed and agreed</li> <li>Actions agreed and implemented to ensure gas appliances are serviced.</li> <li>Asbestos Management plan agreed and costed</li> <li>5,500 type 2 Survey-plan in place for 100% completion over 3 years</li> </ul>
RM6. Embed any changes to the structure of revenue services	31-Mar-2009	<ul style="list-style-type: none"> <li>Structure complete</li> <li>Teams now working in areas which are co-terminus with Housing Management team</li> </ul>
Tenancy Services		
TS1 Ensure regeneration areas are effectively managed	31-Mar-2009	<ul style="list-style-type: none"> <li>Sustainability matrix used to identify areas and properties which are not sustainable</li> <li>Partnership working with council to regenerate areas at risk and work now well advanced</li> <li>4 sites now completed, 4 sites close to being empty, 1 site subject of possible C.P.O.</li> <li>Estate Assistants visiting sites weekly to help maintain areas</li> <li>Site at The Sidings redeveloped and 6 new bungalows now</li> </ul>

Objective Title	Objective Due Date	Key Achievements
		being managed by EDH. <ul style="list-style-type: none"> <li>Partners on site developing new homes in South Hetton</li> </ul>
TS2 Investment only in sustainable areas / properties.	31-Mar-2009	<ul style="list-style-type: none"> <li>Sustainability matrix used to inform investment decisions</li> <li>Matrix to be updated to reflect changing patterns of demand and stock condition</li> <li>Some properties brought back into use following review of demand for some property types</li> </ul>
TS3 Reduced re-let times	31-Jan-2009	<ul style="list-style-type: none"> <li>Re-let time is currently 26.7 days (22.4 days if homeless units are excluded).</li> <li>New process being monitored by stage and blockages identified</li> <li>New staff guidelines drafted</li> <li>Lettable standard reviewed with customers</li> <li>Energy performance certificates introduced without adverse impact on re-let times</li> </ul>
TS4 CBL effective	30-Jun-2008	<ul style="list-style-type: none"> <li>EDH and council introduced CBL in April as pilot for County Durham</li> <li>6 month review now underway with council and other partners</li> <li>System adapted to ensure customers with individual needs can still access the system</li> <li>Analysis of refusals/non bidding has started</li> </ul>
TS5 Improved environment on estates	31-Aug-2008	<ul style="list-style-type: none"> <li>Estate walkabout timetable agreed and publicized</li> <li>Partnership working with council and Groundwork Trust to maximize impact of available resources and ensure works</li> </ul>

Objective Title	Objective Due Date	Key Achievements
		reflect customer priorities <ul style="list-style-type: none"> <li>Quarterly meetings established to monitor performance of agencies delivering services through Service Level Agreements</li> </ul>
Tenancy Support		
TSu1 Effectively manage ASB cases.	28-Feb-2009	<ul style="list-style-type: none"> <li>Timescales and standards for ASB agreed</li> <li>Area team meetings introduced to improve communications and co-ordinate actions</li> <li>Fortnightly case reviews undertaken by ASB manager</li> <li>Enforcement actions publicised in local press</li> <li>Scoping day held with Orchard to implement IT solution</li> </ul>
TSu2 Reduced tenancy failure	31-Dec-2008	<ul style="list-style-type: none"> <li>Tenancy sustainment service operating successfully from April 2008 and 6 month review commenced to identify potential improvements. 70 tenants now supported by the scheme</li> <li>Lifewise scheme assisting tenants under 25 to sustain tenancies</li> <li>Other agencies such as Stonham also helping to support tenants</li> </ul>
TSu3 Effective and representative body for tenant involvement	31-Oct-2008	<ul style="list-style-type: none"> <li>Housing Partnership group now firmly established with strong customer base</li> <li>Evidence of group influencing service improvement decisions and strategies</li> <li>Review commenced to ensure group is representative and establish ways of reaching out to hard to reach groups</li> </ul>
TSu4 Ensure tenant involvement is effective and	31-Oct-2008	<ul style="list-style-type: none"> <li>Revised Involvement structure in place</li> </ul>

Objective Title	Objective Due Date	Key Achievements
embedded within the organisation.		<ul style="list-style-type: none"> <li>• Involvement strategy developed with customers and stakeholders and will be presented to Board 30 October</li> <li>• Service Review Panels established for major service areas to ensure customers are involved in service delivery and improvement</li> <li>• Involvement targets for front line staff developed</li> </ul>
TSu5 Improve appearance of estates	19-Dec-2008	<ul style="list-style-type: none"> <li>• Duplicate of earlier action</li> </ul>
TSu6 Reduced number of vulnerable tenants with financial problems	31-Oct-2008	<ul style="list-style-type: none"> <li>• Corporate Debt policy agreed by EDH Board and Council have agreed to adopt</li> <li>• Financial Inclusion Strategy agreed by Board</li> <li>• Income Management Strategy agreed by Board</li> <li>• Income Management Team strengthened and now includes welfare advice officer role</li> <li>• £100k of additional benefits recovered 2007/08</li> </ul>

