

MID & WEST KENT HOME IMPROVEMENT AGENCY

Maidstone, Sevenoaks, Tonbridge & Malling
and Tunbridge Wells



MANAGEMENT REPORT 2008-2009

JUNE 2009

Contents Page

Introduction	3
Home Improvement Agency – Position Statement	4
West Kent HIA Performance 2008-09	6
HIA Service Developments 2008-09	11
Mid & West Kent HIA Financial Management.....	14
HIA Staff	16
Conclusion.....	17
Executive Summary forthcoming Business Plan 2009.....	18
Appendix 1 Funding Sources 2008-09	19
Appendix 2 Human Capital	21

Introduction

This Management Report has been written for the Commissioning Managers and other Stakeholders of the Home Improvement Agency. The report provides an overview of how the Mid & West Kent HIA has performed during 2008-09 and gives Commissioners the opportunity to assess how effectively or otherwise *in touch* has delivered in terms of service provision, meeting client need and achieving our service standards required by the Commissioners and set out in our existing Performance Contracts.

This report looks at the HIA's performance and some of the important developments and service improvements managed by *in touch* for, and on behalf of, our local authority partners namely Kent County Council, Sevenoaks District Council, Maidstone Borough Council, Tunbridge Wells Borough Council and Tonbridge & Malling Borough Council.

The report looks at the following areas: -

- § Provides a position statement on the HIA business
- § An outline of HIA performance by local authority area
- § A statement on service improvements and business developments
- § A statement on HIA financial management
- § A statement on HIA staffing and Human Capital
- § A statement on the HIA outline plans for the Business 2009-10

The report concludes with draft proposals for our business plan which we hope will be of interest and will encourage comment and feedback from our Commissioners.

June 2009

David Eaton
Project Manager

Home Improvement Agency – Position Statement

- 1.1 The HIA's working across Maidstone, Sevenoaks, Tonbridge & Malling and Tunbridge Wells have a long and successful history of working with and for the District and Borough Councils and Kent County Council in the provision of housing related support for older and disabled home owners and private tenants living in the West Kent region.
- 1.2 Until 2007-08 these HIA's worked, to some extent, in isolation to each other. With the arrival of *in touch* and a single project manager these HIA's are now unified under a common management structure. This unification has borne fruit already with the decision to bring the staff together under one roof at a new office on the Kings Hill business park.
- 1.3 Bringing the teams together represents a significant development in the business model adopted by *in touch* in the management of the HIA's. By combining services, staff resources and business strategies and, with the support from KCC and the District and Borough Councils, it is planned that the HIA will be in a much stronger position to continue providing and developing essential services in the longer term.
- 1.4 In spite of the current economic climate and the fears of a prolonged recession, the HIA is in a good position and we appear to have a secure platform for growth and development. For example, over the last year we have seen several important developments such as the new working relationship with the Primary Care Trust across Maidstone and parts of Tunbridge Wells. In addition, the announcement by Government to fund handyperson services has seen a doubling of funds from Supporting People to expand our existing services for the next two years.
- 1.5 The local authorities continue to have concerns with regards the deteriorating private sector housing stock, the link between poor housing and health, worrying demographic trends and increased levels of disability amongst the general population. All of this points to an increased need for the HIA services in the longer term.
- 1.6 2008-09 was a successful year for the Mid & West Kent HIA's but 2009-10 marks the start of a new era. According to the National Body for HIA's, the consolidation of the Mid & West Kent HIA means that in terms of its size and capacity, now sits amongst the most successful and largest 10 HIA's in the Country. Three of the HIA's have multiple A grades from the Quality Mark Assessment and we aim to ensure that Tonbridge achieves this in 2009.
- 1.7 Increased funding from Supporting People means a major enhancement to the Handyperson Services across the region and this will allow for the provision of a full time Handyperson for each local authority area which in turn will bring service improvements for each local authority. The new funding will also provide the platform for the launch of an outcomes focused free assessment service that will promote healthy living and will have some provision of free targeted equipment to vulnerable and 'at risk' service users. This will be at no further cost to the District or Borough Councils thereby bringing additional added value to the levels of investment already made by these bodies. The consultation between all commissioners, stakeholders and key partners is

currently underway and it is hoped that this new service will dovetail with local healthy living initiatives providing exciting new cross referral opportunities.

- 1.8 The *in touch* HIA, we believe, offers an excellent service and the 2008-09 results demonstrate that demand for the service continues to grow. The strengthening of the HIA's in 2009 will afford each of the Local Authorities an opportunity to exploit this resource and feel better equipped to meet the growing challenges.

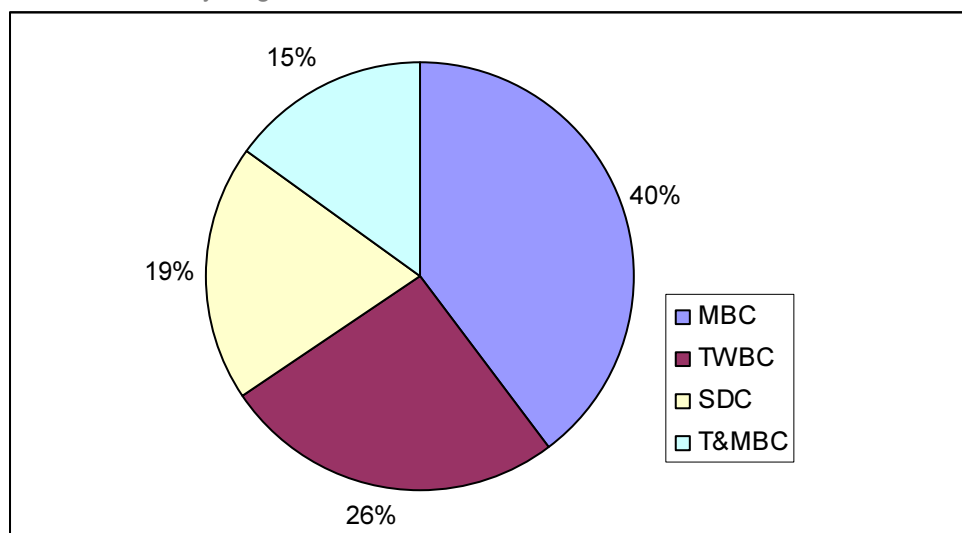
West Kent HIA Performance 2008-09

- 2.1 A very quick look at performance outputs for 2008-09 shows an equitable distribution of work across the four local authority areas.

Value of Work

- 2.2 Combined, the Agencies commissioned just over £1.33 million pounds of work on behalf of vulnerable clients. Maidstone HIA managed a 40% share of this total. Tunbridge Wells and Sevenoaks HIA only show a 7% difference in their values of work and Tonbridge & Malling HIA concluded the year with a respectable 15% share of the total having only joined *in touch* in August 2008. Sevenoaks and Tunbridge Wells have been operating as a single business unit in a shared office throughout 2008-09 so it could be argued that their share of the value of work is actually the highest with a combined total of 45%.

Value of Work by Region 2008-09



Enquiries

- 2.3 Including core and ancillary services the West Kent HIA managed in excess of 4,150 new enquiries during 2008-09. The distribution of enquiries by region is summarised below and it could be noted that there is reasonable equity in the distribution of enquiries across the region with Maidstone holding on to a marginal advantage.

<u>Area</u>	<u>% of all enquiries</u>
Maidstone	36%
Tunbridge Wells	26%
Sevenoaks	20%
Tonbridge and Malling	17%

Number and Type of Works

- 2.4 It is worth noting that the type, value and number of jobs completed in an area is subject to the local grant allocations, speed of service, access to alternative funding sources (outside the usual local authority grant allocations) and the demands and make up of the local population, housing conditions and the level of need.
- 2.5 Across the four local authority areas the West Kent HIA commissioned and carried out 2,099 separate jobs for our clients. This figure includes grant aided works, private commissions, handyperson, KeySafe installations and HomeSafe works. This figure equates to 175 jobs completed each month.

Type of Work	SDC	TWBC	MBC	T&MBC	
Core Activity	76	89	66	49	280
Handyperson	142	188	799	73	1202
HomeSafe	107	101	96	160	464
KeySafe	28	27	86	12	153
	350	405	1047	285	2099

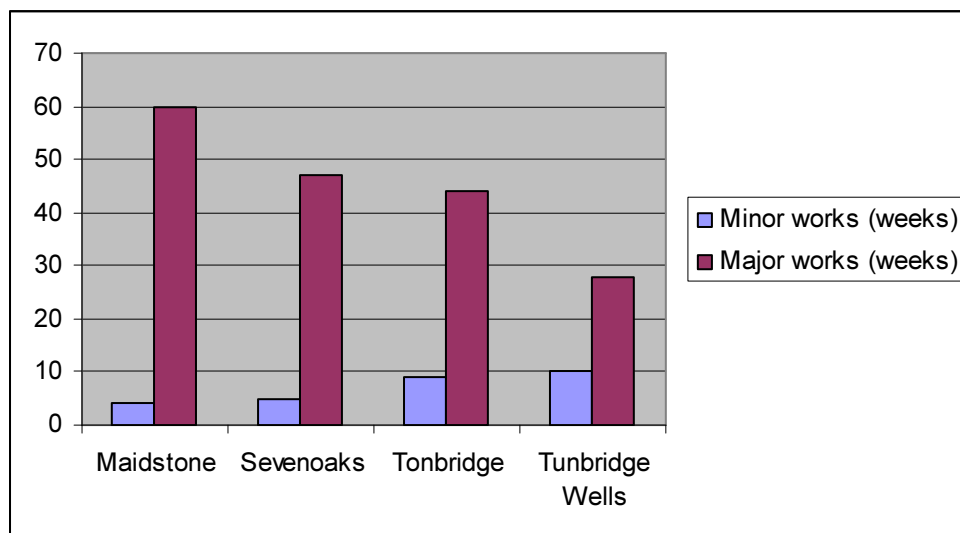
- 2.5 In terms of core business activity (grant aided works or private commissions etc) the chart below shows the level of activity across each District or Borough.

	MBC	SDC	TW	T&M
Number of Jobs (Total)	66	76	82	49
DFG No.	38	42	46	14
DFG Value	£388,477.85	£207,433.86	£242,706.21	£129,073.91
Repair/DH No.	24	21	34	25
Repair/DH Value	£98,726.88	£42,821.37	£84,646.57	£72,510.01
Charitable Works No.	2	8	2	1
Charitable Value	£337.25	£16,514.81	£3,775.64	£5,225.00
Private Works No.	2	5	0	9
Private Value	£12,132.00	£8,313.22	£0.00	£8,596.00

- 2.6 We can see from the figures above that MBC helps the HIA to manage the largest DFG and Repair Grants spend in the West Kent area. SDC and TWBC carry out the largest number of DFG works with 42 and 46 jobs completed respectively.

Speed of Service

2.7 The speed of service, particularly for larger Disabled Facilities Grants and particularly for those grants which involve major adaptations for children, remains an area of great concern. The overall results and averages for minor and major works shown some signs of improvement but the trends for speed of service is still an area of disquiet for clients and the HIA.



2.9 A significant factor in the management of timescales, amongst things like staffing levels, workloads, project complexity and service user choice, is the time taken in the formal grant application process between the submission of a valid application and the date of approval. Each local authority, with their varying demands on service, show mixed results.

	MBC	SDC	TWBC	T&MBC
Time between: Grant Submitted & Grant Approval (Weeks)	12	5	3	6

Customer Satisfaction

2.10 2008-09 has shown some very encouraging results in terms of how we successfully manage our customer relations. The chart below highlights the monitoring of the service questionnaires.

2.11 The Agency can report only seven formal complaints and all of these have been resolved to the satisfaction of the client. Complaints have generally centered on the speed of service, the quality of completed building work and only one which referred to the HIA not meeting and achieving its service standards and/or customer charter.

2.12 The service questionnaires which include an interim and final questionnaire show an overall return rate of 60.2%. For core services we are successfully retaining a rate of 96% 'complete satisfaction' with the service offered by the HIA.

	MBC	SDC	TWBC	T&MBC
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Questionnaires Sent	52	86	123	33
Questionnaires Returned	38	47	68	19
Returned questionnaires %	73%	55%	55%	58%
Satisfied	89%	100%	93%	100%
Formal Complaints	2	1	1	3

Welfare Benefit Procurement

2.13 An area where the HIA brings 'added value' is in the procurement of new welfare and disability benefits for our vulnerable service users. Maidstone, Sevenoaks and Tunbridge Wells have been successfully managing a procurement strategy for a number of years now and 2008-09 has been one of our most successful.

2.14 The total raised in new benefits reached nearly £115,000 which is a significant increase on the £75,000 achieved in 2007-08.

Sevenoaks	£42,131.78
Tunbridge Wells	£52,176.20
Maidstone	£20,224.00
Tonbridge and Malling	£ N/A

Total **£114,531.98**

2.15 From this total some 45 people have had direct financial benefit as a result of the HIA intervention. In most cases, client income has increased by as much as £2,500 per annum or £200 per month.

2.16 Tonbridge and Malling will be actively engaged in our Welfare and Disability Benefits procurement strategy in 2009-10 and updates will be provided at the end of each quarter to show their progress and achievements.

Mid and West Kent HIA Performance against the Kent Home Improvement Agencies 2008-09

2.17 The Mid and West Kent Agencies perform well when compared against other Kent Home Improvement Agencies. The chart below sets out the M&WKHIA against other *in touch* HIA across Kent. The chart looks at the performance of nine HIA's in Kent across Enquiries, Completed Jobs, Handyperson and Value of Work.

2.18 In terms of enquiries, the Mid & West Kent HIAs are in the top three for how many enquiries are received and managed. Maidstone, Tunbridge Wells and Sevenoaks deal with more general enquiries than the other six HIAs we have measured.

	Enquiries	No. Jobs	No. Jobs (HP)	Value of work
Mid and West Kent				
SDC	465	76	142	£295,952.00

TWBC	587	82	188	£334,614.00
MBC	625	66	799	£499,673.00
TMBC	399	49	73	£206,691.00
	2076	273	1202	£1,336,930.00

Other Kent Regions

TDC (Thanet)	457	168	550	£1,012,597.00
DDC (Dover)	343	118	588	£1,184,910.00
SDC (Folkestone)	196	96	677	£1,103,099.00
ABC (Ashford)	217	59	0	£352,449.00
D&G (Dartford/Gravesham)	313	127	204	£980,122.00
	1526	568	2019	£4,633,177.00

- 2.19 In terms of completed jobs Tunbridge Wells, Sevenoaks, Maidstone and T&M are ranked 5th, 6th, 7th and 9th respectively in the Kent league table. Tunbridge Wells is ranked 1st within the Mid & West Kent HIA. The number of completed jobs is subject to local grant conditions, the availability of grant and the speed of grant applications.
- 2.20 In terms of Handyperson activity Maidstone leads the league table with 799 completed jobs. Tunbridge Wells, Sevenoaks and Tonbridge and Malling are 6th, 7th and 8th respectively on the league table. It is important to note however that we share a FTE handyperson across Sevenoaks and Tunbridge Wells and the Tonbridge Handyperson went live in August last year. With our resources combined in the new office we now offer a FTE Handyperson for each local authority at no additional expense to the local authorities.
- 2.21 It is important to note that the combined strength of the Mid & West Kent HIA means it is the only agency exceeding 1.3 million pounds of work. Mid & West Kent HIA work within the allocated budgets set by each local authority and successfully achieve the required spends asked of the HIA.
- 2.22 On a very positive note it is important to acknowledge that whilst the Mid & West Kent HIA does not have the kind of grant budgets perhaps available in Shepway, Thanet or Dover the HIA staff are given the opportunity to spend more time on providing a more rounded and improved holistic service to clients. For example we had the time and resources to find and secure for our clients more than £114K in new welfare and disability benefits. Other HIA's busy with larger grant allocations are perhaps not as fortunate and find it more difficult to provide the kind of service we provide in West Kent. Another example is our ability to undertake private work commissions or approach Charitable Foundations to assist some of the most vulnerable and economically disadvantaged clients.

HIA Service Developments 2008-09

- 3.1 During 2008-09 the HIA managed a number of new initiatives on behalf of the Local Authorities and Commissioners. In particular there have been five new initiatives that continue to build on the HIA's expertise in providing housing related support services to older, disabled and vulnerable home owners.

Office Relocation

- 3.2 The closure and relocation of the Maidstone and Tunbridge Wells HIA offices which house the HIA's for Maidstone/Tonbridge & Malling and Sevenoaks/Tunbridge Wells respectively is one of the most significant changes seen in Kent HIA services for many years.

The opportunity to rationalise and co-ordinate HIA service provision from a central headquarters based in Kings Hill offers a number of distinct benefits to service users, HIA staff, the Local Authorities and Commissioners.

Importantly we will continue to maintain a local presence and relationship with service users and local authorities in each Borough and District Council area. The HIA will maintain an important local presence through the Gateway Centres, staff will use the opportunity to work out of the District and Borough Council Offices and the HIA will continue to participate with and in local forums, public events and presentations to ensure services are known understood and utilised effectively. The new offices also provide good parking facilities, meeting rooms and excellent disabled access throughout the building.

The new offices provide an exciting opportunity to create a robust platform for improved strategic HIA provision, improved flexibility and responsiveness in meeting changing demands and a consistent service provision for all our partners. A simple thing like ensuring we have office cover will no longer be an issue for the HIA. Also, as the demand for service ebbs and flows across each of the Districts the HIA will be able to utilise trained staff to meet the needs and respond effectively to the requirements set by clients and commissioners.

For many years now the HIA sector has invariably worked out of older style buildings, tucked away from public view and often in poor office accommodation. With the move to Kings Hill all of that now changes. Kings Hill is a modern business environment and has a well established community and business culture and is often perceived as a prestigious office location. With support and direction from the District and Borough Councils and Kent County Council, the West Kent Home Improvement Agency will become a real success story and our central office will reflect that success.

As part of the office move we had procedures in place to ensure the relocation made financial sense. The move has resulted in no additional costs being incurred by either *in touch* or the service commissioners. Office costs have remained the same albeit with a mixture of new higher payments (in rent for example) but savings being made in the number and type of office equipment we need, savings in parking costs and savings for mileage and travelling expenses.

Above all else the new office facility provides an exciting platform to build new services, transform existing services and provide fundamental improvements and better results for commissioners. In particular, *in touch* has put significant investment into our IT systems. The IT platforms we now use are second to none. Our information technology and telephony now provide faster connectivity and increased reliability and security. More significantly we now have the opportunity to develop new methods of working including electronic archiving and electronic scanning and data storage.

Quite simply the new office with the right IT systems has transformed how the HIA works and will work in the future.

KeySafe Supply and Installation

- 3.3 *In touch* HIA's became a registered installer of KeySafe across Kent. The West Kent HIA, working in partnership with SUPRA, now manages the fitting of KeySafe products. To date, 155 KeySafe have been fitted at the homes of older, frail and vulnerable clients who have limited mobility. This service has been of great assistance to clients' families, care workers and other home visitors. Clients report an improved sense of personal security and welfare as result of the installation.

Sanctuary Project

- 3.4 The HIA is now heavily involved in the Sanctuary Project. The HIA, using its Handyperson services can now supply and fit a wide range of security equipment to enable those who experience domestic abuse to remain in their homes with vastly improved security arrangements. The scheme is working particularly well in Tunbridge Wells where formal referrals procedures are in place with TWBC Housing Service Department.

West Kent Primary Care Trust (WKPCT)

- 3.5 In Maidstone and The Weald the HIA works closely with the WKPCT in the provision of a Hospital Discharge and Rapid Response Service. During 2008-09 we completed 189 jobs and assisted 189 people to leave Hospital in a controlled way that ensured the patients safety and welfare after a spell in Hospital. The service also aims to provide a preventative service by targeting those households most at risk from falls and accidents. The equipment used is provided free of charge by the Primary Care trust and we work in close partnership with the Hospital OTs and Community Health professionals.
- 3.6 Patients have the added benefit of receiving information about other HIA services and this is leading to further enquiries coming back to the HIA. Around 34% of all patients assisted by the HIA go on to receive additional services from us.

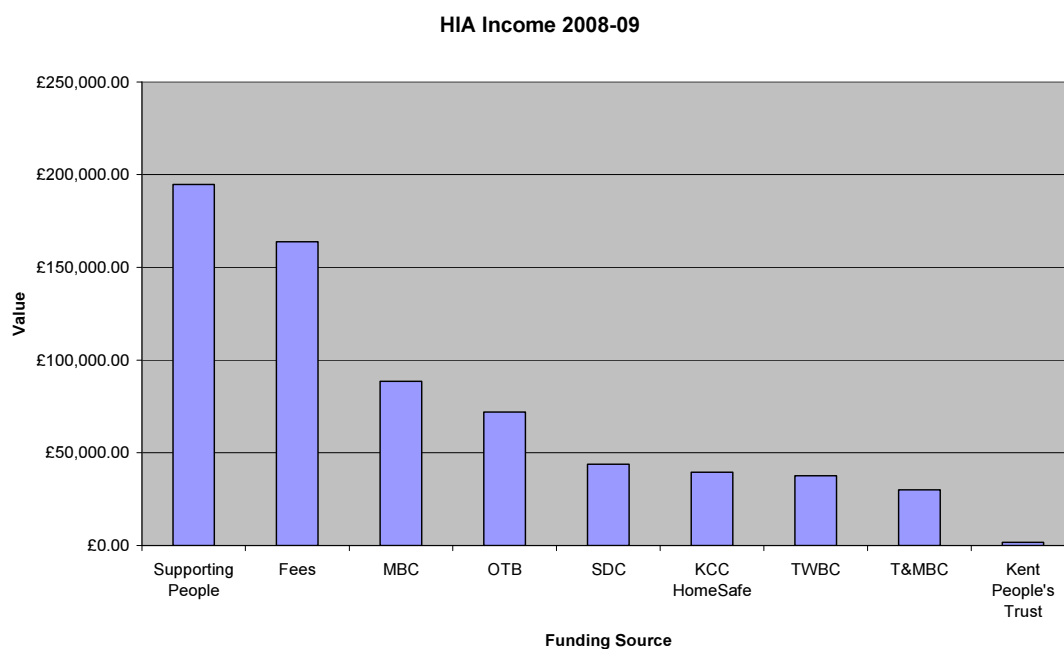
Outcomes Framework

- 3.7 During 2008 the HIA was invited to take part in the Supporting People's Outcome Framework Pilot. As one of the very few HIA's involved in this programme we were able to provide commissioners with a clear HIA perspective on what the new outcomes framework could incorporate that would have direct relevance to our services. As a result we are now running with a new Support Plan that focuses more on the specific outcome for

clients. These include areas like improved financial security and access to new income for clients, improved health and well being, smoking and alcohol cessation, improved social inclusion and increased independence through access to social groups, employment and education.

Mid & West Kent HIA Financial Management

- 4.1 In 2008-09 we saw our budgets unified into a single business and accounting structure. This has resulted in significant improvements in how our management accounts are administered and controlled.
- 4.2 A detailed breakdown of income sources, including our fees, is listed in Appendix 1.
- 4.3 In 2008-09 the West Kent HIA's received a total income of £671,830.00. This income and who contributes to it is shown in the chart below. The income also includes fees which, on the whole, are only acquired through the completion of grant aided works funded by the District and Borough Councils. Fees achieved in 2008-09 totalled £163,812 and make up 27% of the HIA's income stream. Fees are an essential ingredient in the financial support required to run a Home Improvement Agency and work to provide an effective subsidy in addition to local authority and county council support.



- 4.4 With regards to income generated specifically through fees each local authority area is slightly different and the amount of fee the HIA can generate is, in part, subject to the availability and level of discretionary and mandatory grants. The fee total by area is shown below.

Maidstone	£60,028.87
Tunbridge Wells	£41,709.06
Sevenoaks	£32,406.41
Tonbridge and Malling	£29,669.51

- 4.6 *in touch* is part of the Hyde Group and as such, along with the *in touch* Board, support the HIA in the provision of our overall strategic and operational management. As part of this package of support the HIA is provided with an IT infrastructure and IT support, financial services, area and corporate management, insurance and legal costs, human capital management and training & development.
- 4.7 The 2008-09 Accounts for the West Kent HIA's have yet to be signed off by our management accountants. At this stage, we can confirm that the HIA has met its operational and management costs. Full audited accounts will be made available on request later this year.

HIA Staff

Staff in 2008-09 went through a number of changes and it is perhaps timely to re-state our current provision for each local authority area.

<p>Maidstone</p> <p>¼ Project Manager 1 x FTE Caseworker 1 x FTE Building Surveyor 1 x FTE Administrator 2 x FTE Handyperson</p>	<p>Tonbridge and Malling</p> <p>¼ Project Manager 1 x FTE Caseworker 1 x FTE Building Surveyor 1 x FTE Administrator 1 x FTE Handyperson</p>
<p>Sevenoaks</p> <p>¼ Project Manager 1 x FTE Caseworker 1 x FTE Building Surveyor 1 x FTE Administrator 1 x FTE Handyperson</p>	<p>Tunbridge Wells</p> <p>¼ Project Manager 1 x FTE Caseworker 1 x FTE Building Surveyor 1 x FTE Administrator 1 x FTE Handyperson</p>

The current list of HIA staff is attached as Appendix 2.

The Training and Development of our Team is critical to our business and of great importance to the personal development of each member of staff. Current training provision includes the following but will also include other areas. Courses presently available include: -

- § Health and Safety
- § Fire Risk Assessment and First Aid
- § Adult Protection
- § Lone Working
- § Caseworker Good Practice
- § Support for the professional development (inc. RICS) of our Building Surveyors
- § Service User consultation and involvement..
- § Equal Opportunities and Diversity Awareness
- § Management Development
- § The use of IT software such as Excel and Word etc.

All HIA staff are supported with one to one meetings held on a regular basis and concluded with an annual performance appraisal.

Conclusion

Hopefully the report has provided a good overview of HIA activity and we are happy to conclude that the year has been successful with some strong performance around the value of work, welfare benefits procurement, fee income and enhancements to service provision.

We would like to thank the Councils for their continued support of the Home Improvement Agency and look forward to continuing to work with our commissioners, stakeholders and service users.

Executive Summary for the forthcoming Business Plan 2009-2012

A separate document for the West Kent HIA business plan is being drawn up but in the meantime the following provides a brief synopsis of the key operational and strategic priorities that will form part of the forthcoming Business Plan.

The new draft Business Plan will be widely distributed in order to allow full consultation. The statements below provide an outline of some of the key themes and priorities likely to make up the new business plan.

Accommodation Strategy

Complete the office move and relocate all HIA staff to new premises at Kings Hill Business Park.

HIA Re-structure

in touch will complete an organisational restructure to ensure that staffing levels and staff skills are appropriate and targeted to meet the local needs of commissioners and service users.

New Name for the HIA

Formally re-brand the four local Home Improvement Agencies under the new banner of the Mid and West Kent Home Improvement Agency whilst preserving a strong local identity for commissioners. Under the new title, the HIA will continue to produce detailed local performance and management information for each Borough and District and will continue to complete the Supporting People Workbooks for each Local Authority.

New Services

Launch the Healthy Living Scheme and recruit staff as appropriate. This is likely to include a Healthy Living Co-ordinator and an additional Handyperson.

Financial Management

Whilst ensuring that service provision remains unaffected identify potential economies of scale in the new structure and examine how commissioners can take advantage of these economies while assisting in the development or maintenance of existing services.

Legal and Contractual Arrangements

Notwithstanding the existence of the Steady State Contract it is essential for the HIA to ensure that Legal Contracts and Service Level Agreements are in place between the HIA commissioners and the HIA. The HIA presently only has legally binding contracts with Supporting People and Tonbridge and Malling Borough Council.

Grant Activity

To continue to work with commissioners on managing the discretionary and mandatory grant allocations with a view to developing common best practice and improving the speed of service particularly for the Disabled Facility Grant applicants.

Advisory Group Review

Complete a review of existing arrangements and the provision of HIA Advisory Group Boards. This review will aim to rationalize the number of meetings to ensure meetings remain purposeful and cost effective for the HIA and Advisory Group members.

Communication and Consultation

Explore with commissioners the need to establish a separate Stakeholders Forum for the Mid and West Kent HIA which would ask commissioners, service users, contractors and staff to look at developing a region wide approach to service provision and service improvements.

Benchmarking

Establish a benchmarking group for the Mid and West Kent Home Improvement Agency with three other HIA's in England that have a similar demographic, housing and organisational profile to the Mid and West Kent HIA. Potential areas for investigation include Leeds, Lincolnshire and Hampshire.

Regional and National Recognition

Enter the Foundations National Awards Scheme in 2009 and cement the regional and national presence and reputation of the Mid and West Kent Home Improvement Agency.

Quality Assessment Framework (Quality Mark)

Maintain the A grades awarded to Maidstone, Sevenoaks and Tunbridge Wells and achieve an A grade for Tonbridge & Malling HIA.

Appendix 1 Funding Sources 2008-09

West Kent Home Improvement Agency Core Service Funding

Maidstone Core Service

Kent County Council Via SP	37,297.69
Maidstone BC	18,540.00
Kent County Council OTB	19,607.00
Fees	60,028.87
Kent County Council Via SP*	14,510.00

* New funding from November 2008

Tunbridge Wells and Sevenoaks Core Service

Kent County Council Via SP	74,595.38
Tunbridge Wells BC	37,624.00
Sevenoaks DC	33,782.00
Kent County Council OTB	39,214.00
Fees	74,115.47
Kent County Council Via SP*	29,020.00

* New funding from November 2008

Tonbridge and Malling Core Service

Kent County Council Via SP	24,865.00
T & M Council	23,343.00
Kent County Council OTB	13,071.00
Fees	29,669.51
Kent County Council Via SP*	14,510.00

* New funding from November 2008

West Kent Home Improvement Agency Ancillary Services Funding

Maidstone Handyman Service

Maidstone BC	70,000.00
The Kent Peoples Trust	1,809.00
Sevenoaks and Tunbridge Wells Handyperson Service	
Tunbridge Wells BC	10,000.00
Sevenoaks DC	10,000.00
Tonbridge and Malling Handyperson Service	
T&M BC	6,666.00
West Kent Home Improvement Agency – HomeSafe Funding	
<u>Sevenoaks, Tonbridge & Malling and Tunbridge Wells HomeSafe</u>	
Kent County Council (community safety)	39,574.00

NB: Additional Notes

1. Tonbridge and Malling figures are pro rata and are for the period August 2008 – March 2009.
2. HomeSafe funding will end from 1 April 2009.

Appendix 2 Human Capital

The Agency has 19 direct staff members and two senior managers responsible for the Home Improvement Agency.

Area Management

Philip Cross	Head of Housing Services
Karen Leslie	Area Manager

Management

David Eaton	Project Manager
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Administration

Vacant	Administrator
Helen Ryan	Administrator
Dionne Williamson	Administrator
Vacant	Administrator

Technical Officers

Bernard Barrett	Building Surveyor
Gary Williams	Building Surveyor
Aric Goss	Building Surveyor
Andrew Haggerty	Building Surveyor

Caseworkers

Sharon Carrick	Caseworker
Tracy Topley	Caseworker
Sophie Marsh	Caseworker
Collette Burgman	Caseworker
Lesley Wheal	Caseworker

Handypersons

Gerald Hammond	HomeSafe Handyperson
Andrew Frankham	Handyperson
Mick Clark	Handyperson
Gary Beard	Handyperson
Daniel Locke	Handyperson