

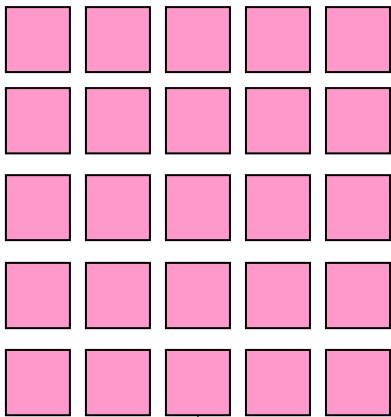
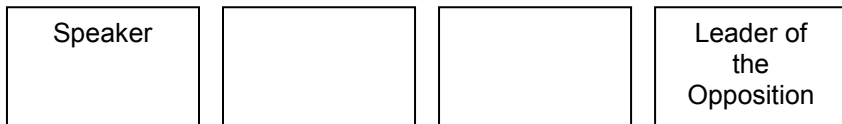
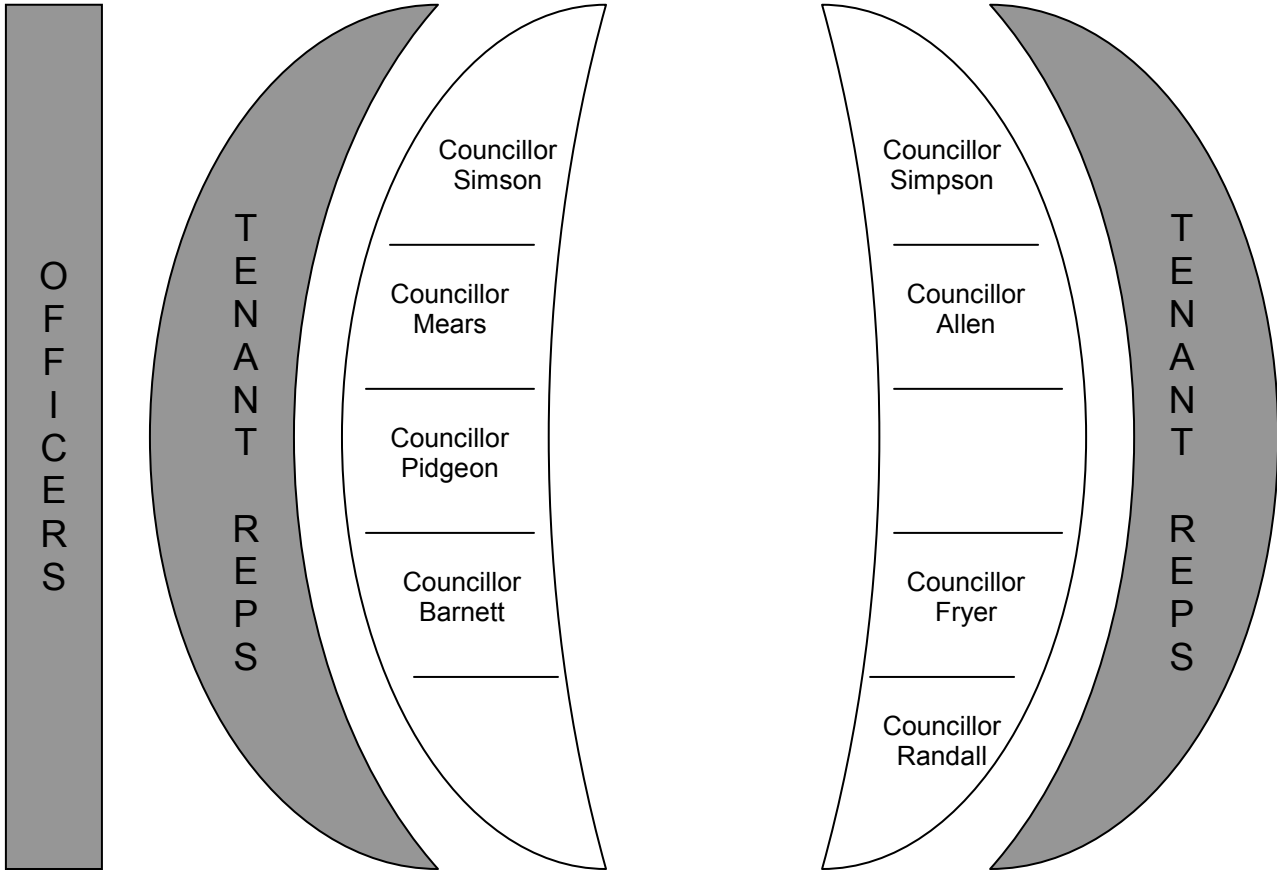
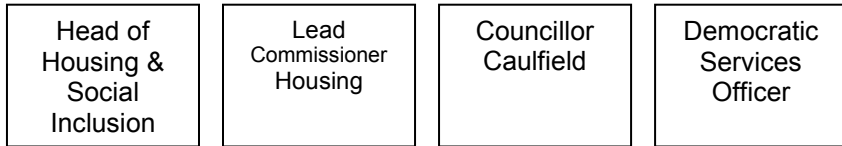
**Brighton & Hove
City Council**

Housing Management Consultative Committee

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|----------|---|
| Title: | Housing Management Consultative Committee |
| Date: | 24 January 2011 |
| Time: | 3.00pm |
| Venue: | Council Chamber, Hove Town Hall |
| Members: | Councillors: Caulfield (Chairman), Allen, Barnett, Fryer, Mears, Pidgeon, Randall, Simpson (Opposition Spokesperson) and Simson |
| Contact: | Caroline De Marco Democratic Services Officer 01273 291063 caroline.demarco@brighton-hove.gov.uk |

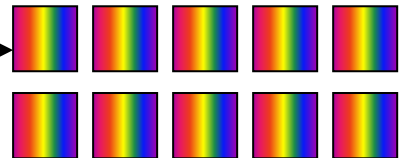
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|  | An Induction loop operates to enhance sound for anyone wearing a hearing aid or using a transmitter and infra red hearing aids are available for use during the meeting. If you require any further information or assistance, please contact the receptionist on arrival. |
| | <p>FIRE / EMERGENCY EVACUATION PROCEDURE</p> <p>If the fire alarm sounds continuously, or if you are instructed to do so, you must leave the building by the nearest available exit. You will be directed to the nearest exit by council staff. It is vital that you follow their instructions:</p> <ul style="list-style-type: none"> • You should proceed calmly; do not run and do not use the lifts; • Do not stop to collect personal belongings; • Once you are outside, please do not wait immediately next to the building, but move some distance away and await further instructions; and • Do not re-enter the building until told that it is safe to do so. |

Democratic Services: Meeting Layout



Public Seating

Members in Attendance



Press



Tenant Representatives:

Ted Harman, Brighton East Area Housing Management Panel

David Murtagh, Brighton East Area Housing Management Panel

Jean Davis, Central Area Housing Management Panel

John Melson, Central Area Housing Management Panel

Stewart Gover, North & East Area Housing Management Panel

Heather Hayes, North & East Area Housing Management Panel

Tina Urquhart, West Hove & Portslade Area Area Housing Management Panel

Beverley Weaver, West Hove & Portslade Area Housing Management Panel

Chris Kift, Hi Rise Action Group

Muriel Briault, Leaseholders Action Group

Colin Carden, Older People's Council

Tom Whiting, Sheltered Housing Action Group

Barry Kent, Tenant Disability Network

AGENDA

71. PROCEDURAL BUSINESS

- (a) Declaration of Substitutes - Where Councillors are unable to attend a meeting, a substitute Member from the same Political Group may attend, speak and vote in their place for that meeting.
- (b) Declarations of Interest by all Members present of any personal interests in matters on the agenda, the nature of any interest and whether the Members regard the interest as prejudicial under the terms of the Code of Conduct.
- (c) Exclusion of Press and Public - To consider whether, in view of the nature of the business to be transacted, or the nature of the proceedings, the press and public should be excluded from the meeting when any of the following items are under consideration.

NOTE: Any item appearing in Part 2 of the Agenda states in its heading either that it is confidential or the category under which the information disclosed in the report is exempt from disclosure and therefore not available to the public.

A list and description of the categories of exempt information is available for public inspection at Brighton and Hove Town Halls.

72. MINUTES OF THE PREVIOUS MEETING

1 - 12

Minutes of the meeting held on 13 December 2010 (copy attached).

73. CHAIRMAN'S COMMUNICATIONS

74. CALLOVER

75. PETITIONS

No petitions have been received by the date of publication.

76. PUBLIC QUESTIONS

(The closing date for receipt of public questions is 12 noon on 17 January 2011)

No public questions have been received by the date of publication.

77. DEPUTATIONS

(The closing date for receipt of deputations is 12 noon on 17 January

2011)

No deputations have been received by the date of publication.

78. LETTERS FROM COUNCILLORS

No letters have been received.

79. WRITTEN QUESTIONS FROM COUNCILLORS

No written questions have been received.

80. HOUSING REVENUE BUDGET 2011/12 13 - 26

Report of Strategic Director Place and Director of Finance (copy attached).

Contact Officer: Sue Chapman *Tel:* 29-3105

Ward Affected: All Wards;

81. HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME 2011-2014 27 - 36

Report of Strategic Director Place and Director of Finance (copy attached).

Contact Officer: Nick Hibberd *Tel:* 293756

Ward Affected: All Wards;

82. UPDATE ON ANNUAL REPORT TO COUNCIL TENANTS AND LEASEHOLDERS 2010 AND DEVELOPMENT OF LOCAL SERVICE OFFERS AND PLAN FOR RESIDENT INVOLVEMENT IN THE ANNUAL REPORT FOR 2011 37 - 46

Report of Strategic Director Place (copy attached).

Contact Officer: Carol Jenkins *Tel:* 29-3832

Ward Affected: All Wards;

83. SOCIAL INCLUSION PILOT - EVALUATION/FINAL REPORT 47 - 126

Report of Lead Commissioner Housing (copy attached).

Contact Officer: Emma Gilbert *Tel:* 291704

Ward Affected: All Wards;

The City Council actively welcomes members of the public and the press to attend its meetings and holds as many of its meetings as possible in public. Provision is also made on the agendas for public questions to committees and details of how questions can be raised can be found on the website and/or on agendas for the meetings.

The closing date for receipt of public questions and deputations for the next meeting is 12 noon on the fifth working day before the meeting.

Agendas and minutes are published on the council's website www.brighton-hove.gov.uk. Agendas are available to view five working days prior to the meeting date.

Meeting papers can be provided, on request, in large print, in Braille, on audio tape or on disc, or translated into any other language as requested.

For further details and general enquiries about this meeting contact Caroline De Marco, (01273 291063, email caroline.demarco@brighton-hove.gov.uk) or email democratic.services@brighton-hove.gov.uk

Date of Publication - Friday, 14 January 2011

HOUSING MANAGEMENT CONSULTATIVE COMMITTEE

Agenda Item 72
Brighton & Hove City Council

BRIGHTON & HOVE CITY COUNCIL

HOUSING MANAGEMENT CONSULTATIVE COMMITTEE

3.00pm 13 DECEMBER 2010

COUNCIL CHAMBER, HOVE TOWN HALL

MINUTES

Present: Councillors Mears (Chairman); Allen, Fallon-Khan, Fryer, Simpson (Opposition Spokesperson) and Simson.

Tenant Representatives: Ted Harman (Brighton East Area Housing Management Panel), David Murtagh (Brighton East Area Housing Management Panel), John Melson (Central Area Housing Management Panel), Stewart Gover (North & East Area Housing Management Panel), David Avery (West Hove & Portslade Area Housing Management Panel), Chris Kift (Hi Rise Action Group), Muriel Briault (Leaseholders Action Group), Tom Whiting (Sheltered Housing Action Group) and Barry Kent (Tenant Disability Network)

Apologies: Councillors Caulfield and Pidgeon, Jean Davis, Beryl Snelling, Heather Hayes and Trish Barnard.

PART ONE

57. PROCEDURAL BUSINESS

57A Declarations of Substitute Members

57.1 Councillor Fallon-Khan declared that he was attending as a substitute for Councillor Barnett. David Avery declared that he was attending as a substitute for Beverley Weaver.

57B Declarations of Interests

57.2 Councillor Simpson and Ted Harman declared a personal interest in any discussion on the LDV as they are Board Members of Brighton and Hove Seaside Community Homes (the Local Delivery Vehicle).

57C Exclusion of the Press and Public

57.3 In accordance with section 100A(4) of the Local Government Act 1972, it was considered whether the press and public should be excluded from the meeting during the consideration of any items contained in the agenda, having regard to the nature of the business to be transacted and the nature of the proceedings and the likelihood as to whether, if members of the press and public were present, there would be disclosure to them of confidential or exempt information as defined in section 100I (1) of the said Act.

57.4 **RESOLVED** - That the press and public be not excluded from the meeting.

58. MINUTES OF THE PREVIOUS MEETING

58.1 *Strategic Directors* - Tom Whiting congratulated the council on appointing the Strategic Directors. He considered this was a good move and should make a difference. The Chairman said she would pass on these comments. She reported that Geoff Raw, the Strategic Director Place, had asked to be introduced to Housing Consultative Committee members.

58.2 *LDV Express consent* - Councillor Allen referred to paragraphs 50.19 and 50.20. He asked if the Housing Minister had given the green light for express consent. The Chairman replied that the Strategic Director, Place would be sending paperwork to the Minister.

58.3 **RESOLVED** – That the minutes of the meeting held on 8 November 2010 be approved and signed by the Chairman.

59. CHAIRMAN'S COMMUNICATIONS**Ainsworth House**

59.1 The Chairman thanked tenants' representatives on the Building New Council Homes Working Group for their work in development of plans for building new Council homes on the Ainsworth House site.

59.2 A meeting of the Tenant Working Group the previous week had viewed final plans which would form part of the planning application which the architects now proposed to submit to planning.

59.3 Officers would make these drawings available to interested parties after the meeting & arrange for briefings as required.

59.4 As agreed with tenants, scheme proposals provided 15 new affordable homes, including 3 x 4 bedroom houses and 2 fully wheelchair accessible homes and met the code for Sustainable Homes L4. The plans even included two mobility scooter storage areas added following tenant consultation.

Estates Masterplan

- 59.5 The Chairman reported that the estates masterplan was being developed to inform best use of HRA assets and enable Members to have an informed discussion about future HRA investment choices and opportunities. This would enable the development of strategic options taking into account: development opportunities; stock condition and social factors such as the Reducing Inequities Review. This would in turn enable identification of potential sites for new Council housing or new build mixed tenure opportunities. In all, development sites with potential for over 800 units were identified.
- 59.6 The Head of Housing Strategy and Development & Private Sector Housing reported that Ainsworth House was considered the most important site. Other sites would also be considered.
- 59.7 The Lead Commissioner Housing reported that Ainsworth House was being used as a model to see what could be achieved.
- 59.8 John Melson believed that the tenants' involvement had been lost in the process. He was concerned that local involvement should be stronger. Even though good work had been achieved, he thought that the current working group should not be involved in the whole city. He suggested that a working group should be set up after Christmas that was more representative of the whole city. He was also concerned about the Localism Bill. This would bring about fundamental changes in the way the council operated.
- 59.9 The Chairman replied that she was happy to broaden the group, however it was important to realise that the work was about increasing council homes.
- 59.10 Stewart Gover agreed that the group who worked on the next site identified for building should consist of tenants' representatives who lived in the area.

Energy Efficiency Investment Opportunities Update

- 59.11 The Chairman reported that the council was working with tenants to ensure that it could maximise the potential benefits of energy company investment to improve council homes and offer lower fuel costs to tenants. As advised at previous HMCC & Area Panel meetings, the council were currently undertaking an options appraisal of the opportunities available such as Feed in Tariffs.
- 59.12 The Council were proposing to expand the options appraisal to include working with other councils from the existing partnership groups such as Brighton & Hove & East Sussex Together (BEST) private sector renewal partnership, where this would enable economies of scale to be realised through joint working, for example on joint procurement of installations.
- 59.13 The last Energy Efficiency Working Group meeting was disrupted by snow so it was proposed to update HMCC Committee members on progress with a presentation at the end of the meeting, if there was time.

Local Delivery Vehicle

- 59.14 The Chairman reported that following Council acceptance of the response to offer from the LDV, Brighton & Hove Seaside Community Homes supported by its financial

advisors had developed its business plan for issue to potential funders. A series of meetings had taken place with all funders on the list. Discussions were ongoing with five banks with indicative terms being received from one and further terms expected from a number of other funders within a week.

Local Decisions: A Fairer Future for Social Housing – Consultation Paper

- 59.15 The Chairman reported that the Government was consulting on reform of social housing and shift of power from Westminster to councils and communities. The proposed reforms were outlined in a consultation paper “Local Decisions: a Fairer Future for Social Housing”. This document outlined a number of proposals and questions about the way these new powers were likely to be exercised. There would be a presentation on the consultation paper later in the meeting. In order to incorporate tenants’ views into the consultation response, the Chairman invited tenants to a consultation meeting in early January. The date for submitting responses was Monday 17 January 2011.
- 59.16 Councillor Simpson expressed concern that the consultation period was so brief and questioned how people would have time to comment in the timescale.
- 59.17 Stewart Gover suggested meeting informally with as many councillors as possible before the consultation deadline.
- 59.18 John Melson suggested having a combined focus group with members from each party and the Lead Commissioner for Housing.
- 59.19 The Lead Commissioner Housing stated that he would arrange a meeting with tenants before the 17 January to discuss the consultation document.

60. CALLOVER

- 60.1 The Chairman asked the Committee to consider which items listed on the agenda it wished to debate and determine in full.
- 60.2 **RESOLVED** - That all items be reserved for debate and determination.

61. PETITIONS

- 61.1 There were none.

62. PUBLIC QUESTIONS

- 62.1 There were none.

63. DEPUTATIONS

- 63.1 There were none.

64. LETTERS FROM COUNCILLORS

- 64.1 There were none.

65. WRITTEN QUESTIONS FROM COUNCILLORS

65.1 There were none.

66. A FAIRER FUTURE FOR SOCIAL HOUSING

66.1 The Committee received a presentation from the Head of Housing Strategy and Development on Local Decisions: a Fairer Future for Social housing Consultation Paper. The consultation on the paper ended on 17 January 2011.

66.2 Stewart Gover commented that he agreed with the Tenant Services Authority's demise. However he wanted to know who would now be the regulator to deal with problems such as damp accommodation. The Chairman replied that the Localism Bill was about devolving power down to tenants. Issues such as damp should be brought to the attention of the Lead Commissioner Housing or the Head of Housing and Social Inclusion.

66.3 John Melson reported that he understood that the Homes and Communities Agency would be the new regulatory body. He was hoping to see a Residents' Scrutiny Panel.

66.4 The Chairman and Councillor Fallon-Khan both commented that they would like to see less use of abbreviations such as HCA. Councillor Fallon-Khan stated that he supported decentralisation. He asked the Head of Housing Strategy who would regulate performance and how local tenants and members could be involved and scrutiny become more robust.

66.5 The Head of Housing Strategy and Development & Private Sector Housing replied that the consultation paper suggested a clear change from an inspection approach to a more local approach.

66.6 John Melson stated that there was a problem with scrutiny. Council staff could not be held to account. This needed to be investigated. A scrutiny panel needed to be made up of a tenants' representative, a council officer, and other independent members. Tenants were looking at a model in Cambridge.

66.7 The Chairman stressed that the council had the Intelligent Commissioning model. The Lead Commissioner Housing would scrutinise Housing Management. There would be a different way of bringing scrutiny forward.

66.8 Councillor Simpson stated that it was an interesting consultation paper, with wide-ranging implications. It removed the regulator and gave power to local decision makers. She stressed that with freedom came responsibility. She was concerned that not all local authorities would make a good choice. It was important that there was a clear response.

66.9 The Chairman stated that she would listen to and support tenants.

66.10 Councillor Fallon-Khan remarked that it was necessary to trust Members and tenants to deal with local needs. The proposals would mean that the Government would not be

informing the council how to manage the City and local people would make their own decisions.

- 66.11 Councillor Simpson made the point that tenants might have great influence in Brighton & Hove, but this did not exist everywhere. The government had come forward with a proposal for fixed term tenures of only two years. Housing Associations would have shorter term tenancies at a maximum of 80% of local market rents. With regard to homelessness, the council would not have to offer a secure tenancy. She doubted if many tenants could support those proposals.
- 66.12 Ted Harman stated that many council tenants respected councillors and also hoped they respected the tenants. However, he considered that many council staff members did not respect tenants.
- 66.13 The Chairman suggested Mr Harman gave names and departments of the staff concerned to the Head of Housing and Social Inclusion to take appropriate action. She did not expect housing officers to treat tenants with disrespect.
- 66.14 **RESOLVED** – That the presentation and the comments of the Committee be noted.

67. GROUNDS MAINTENANCE REVIEW - PROGRESS REPORT

- 67.1 The Committee considered a report of the Strategic Director, Place which set out the progress on the review of the grounds maintenance service on housing management owned land. The revised specification for the grounds maintenance service was being developed with CityParks using pilot locations to test and cost out the service improvements. It was necessary to extend the lifetime of the project with a view of having a fully revised and computerised specification by October 2011.
- 67.2 The Committee further received a presentation from the Housing Manager and David Murtagh.
- 67.3 Tom Whiting considered the display of wild flowers along the A27 into Moulsecoomb to be very impressive. Meanwhile he was aware of many nesting sites that needed nest boxes, for example on new builds. There was a shortage of nest sites for house sparrows as new houses were built without eaves.
- 67.4 The Housing Manager explained that one of the first pilot schemes was carried out at Nettleton & Dudeney. An area was identified for placing bird boxes to attract wildlife. The questionnaires received back had shown that residents were in support of this work.
- 67.5 Councillor Simpson thanked tenants for carrying out this important review. It would instil confidence in tenants to know that the grounds would be managed in the right way.
- 67.6 Councillor Fryer thanked everyone involved in the review. She asked about further phases in the review. The Housing Manager replied that all phases were complete. They now needed to be evaluated and costed.
- 67.7 Councillor Fryer noted reference to the Harvest Brighton & Hove vegetable growing project in the report. She hoped all tenants would be informed about this project.

- 67.8 The Housing Manager mentioned that there was a compost bin on one site. Large amounts of green waste could be removed by City Parks by prior arrangement on community action days. David Murtagh remarked that a group had been set up to deal with composting and green waste. The group was looking for new members. The first meeting would take place in January.
- 67.9 Stewart Gover praised the Housing Manager (Graham Page) for his work on the review and asked for his thanks to be recorded.
- 67.10 Councillor Allen considered the work carried out to be excellent, but referred to the issue of grass cutting. He mentioned that grass was not always cut on council land. Highcroft Lodge was an example. He was surprised that grass being cut on a regular basis was not mentioned in the review.
- 67.11 Chris Kift mentioned that he was aware that tenancies stated that people should not attract birds and that some people were clearly breaking their tenancy agreements. The Chairman stressed that tenants should use common sense regarding this matter. Serious issues had arisen where tenants had attracted seagulls and large birds onto balconies. As a result, other tenants on lower floors had been unable to use their balconies. It was important that all tenants should be able to enjoy their properties.
- 67.12 Barry Kent mentioned a problem with overhanging hedges and slippery pavements due to paths not being cleared.
- 67.13 Tom Whiting stressed that cutting grass was expensive. He mentioned that the city had fast growing grasses. He suggested, as an economy measure, using slow growing grass which only needed cutting twice a year. These grasses were readily available. He would give the Housing Manager the name and address of the producer. He thanked the Housing Manager and David Murtagh for an excellent piece of work.
- 67.14 **RESOLVED** – (1) That the report and the above comments be noted.

68. HOUSING MANAGEMENT PERFORMANCE REPORT (QUARTER 2)

- 68.1 The Committee considered a report of the Head of Housing & Social Inclusion which set out the Housing Management Performance for the year 2010-2011.
- 68.2 Councillor Simpson referred to paragraph 3.4.0 relating to the routine repairs completed. There appeared to be a marked difference in the figures. The Head of Housing and Social Inclusion replied that he would investigate the figure of 21,121. A large amount of money was being invested in the housing stock and repairs might be followed up as part of that investment. He was aware that 14,000 repairs had been carried out in the first 14 months of the partnership.
- 68.3 John Melson noted that the average time to complete routine repairs was 12 days in 09/10. The target for 10/11 was 15 days. He asked for an explanation. Were officers expecting less of Mears Ltd?

- 68.4 The Head of Housing and Social Inclusion explained that 15 days was a contractually binding target. It was a tougher target than the target set for the previous company. He would look to set a more challenging target for next year.
- 68.5 John Melson congratulated officers on improvements in the council's stock. He commented that council tenants received a yearly gas certificate asked if there was a requirement for leaseholders to have evidence of a gas certificate.
- 68.6 The Contract Compliance Manager replied that there was no local requirement for leaseholders to carry out gas safety checks. The council would not have to carry out checks as landlord.
- 68.7 The Lead Commissioner Housing reported that if the leaseholder was letting the flat there would be a requirement to carry out a gas check. There was no requirement if the leaseholder was living in the flat.
- 68.8 John Melson replied that he was not reassured by that answer. He considered that the council had a duty of care to tenants, and should ensure that any properties adjacent to council properties should have gas checks.
- 68.9 The Head of Housing and Social Inclusion reported that Mears Ltd would soon have a role in offering gas services.
- 68.10 Muriel Briault confirmed that it was the leaseholders' responsibility to have gas checks. She arranged for her boiler to be serviced.
- 68.11 David Murtagh commented that home insurances would not remain valid if gas checks were not carried out.
- 68.12 The Chairman considered the points raised were valid concerns and suggested officers contact leaseholders to raise attention to the problem.
- 68.13 Councillor Simson referred to paragraph 3.6.0 relating to estate services. It was important that targets for cleaning tasks, bulk refuse removal and graffiti removal were maintained. David Murtagh mentioned a house close to his home where rubbish was piled in the garden. The Chairman asked him to give details to the Head of Housing and Social Inclusion.
- 68.14 Councillor Fryer referred to discussions at tenants meetings regarding the possibility of upgrading rather than replacing doors. She asked for more information.
- 69.15 The Contract Compliance Manager reported that doors would be upgraded to make them fire compliant at less cost. There had been a pilot with leaseholders and this would be carried out across the city.
- 69.16 Ted Harman expressed concern about cases where tenants required new kitchen worktops and were given a whole new kitchen. He considered this a waste of money. The Head of Housing and Social Inclusion agreed and asked for details of these cases.

- 69.17 John Melson raised concerns about cleaning in high rise blocks. The Chairman commented that some parts of the city received excellent cleaning services, and agreed that there should be consistency in high standards across the city. Meanwhile, follow ups were not being carried out in relation to decent homes work. There had been numerous complaints about work not being finished properly. The Contract Compliance Manager would investigate these complaints. The Chairman suggested that if there were issues, tenants should inform the Head of Housing and Social Inclusion.
- 69.18 The use of asbestos in council homes was raised. Barry Kent mentioned that the black Marley tiles used in kitchens were made of asbestos. The Head of Housing and Social Inclusion reported that very small amounts of asbestos were used in the tiles and they would not be a health hazard. Councillor Simpson asked if tenants were aware that they should not attempt to remove the tiles. The Chairman agreed that this matter should be monitored.
- 68.19 **RESOLVED** – (1) That the report be noted.

69. WORKING HOUSEHOLDS LETTINGS PLAN PILOT REVIEW

- 69.1 The Committee considered a report of the Strategic Director, Place which presented the findings of the review of the Working Households Local Lettings Plan Pilot. The Working Household Local Lettings Plan was agreed on a pilot basis by the Cabinet Member for Housing in July 2009. The pilot was to advertise 25% of all properties which were 2 bedrooms and above within the 9 most deprived areas of the city, to working households.
- 69.2 In November 2009 the Cabinet Member for Housing agreed to amend the pilot so that 50% of properties of 2 bedrooms and above were advertised for working households. Analysis of the first 12 months of the pilot had been undertaken. The evaluation of the pilot had demonstrated that under the pilot scheme there was a broader spread of properties allocated within each band to working households. A full analysis of the impact of the Local Lettings Plan was in Appendix 1 to the report.
- 69.3 Stewart Gover reported that he had worked on the pilot and the data showed it to be an unqualified success. He wanted people to feel that they would not be stuck on the housing list forever if they had a job. Having a cap of a total of £35,000 for a family income was achievable and reasonable. However, he would be minded to slightly ease the figure of 50% of properties of 2 bedrooms and above that were advertised to working households.
- 69.4 Councillor Simson agreed that the pilot had been a success and was the right way to go forward; however, she stressed that it would take a long time for the changes to have an effect.
- 69.5 Councillor Simpson expressed doubts about the policy. She was concerned at the increase of 50% across the whole city. The report acknowledged that the benefits could only be achieved over a long period. She felt this was not advantageous to the most vulnerable. Although people in Band C & D were being housed, fewer people were being housed in Band A. She questioned whether it was necessary to have the policy applied across the city and mentioned that some estates like Coldean were very mixed.

- 69.6 John Melson mentioned that his association did not support the proposals. Working households could not be grafted onto communities. He believed that if there was to be sustainable building projects in the city then there needed to be a mix of social and council housing. He considered the £35,000 figure for working households was ridiculous. Most people in need of housing had a much lower income. Meanwhile he expressed concern about the people in high medical need who were still waiting to be housed as shown in appendix 1.
- 69.7 The Chairman mentioned that there were cases where accommodation was offered on many occasions and turned down. John Melson agreed that people should accept a reasonable offer of housing.
- 69.8 Ted Harman remarked that 50% figure was aimed at people on low incomes. He stressed that many people on low incomes could not afford private rents.
- 69.9 David Murtagh reported that his tenant's association were in favour of the proposals. They agreed with the 50% figure and felt that more working households would improve the community spirit.
- 69.10 The Chairman referred to the information in Appendix 1 relating to people in high medical need who were still waiting to be re-housed. She would speak to Councillor Caulfield about setting up a small working group to investigate why there were these anomalies in the pilot. She knew that some people were not prepared to move.
- 69.11 **RESOLVED** – (1) That the report be noted.
- (2) That consideration be given to setting up a working group to investigate anomalies in the pilot.

70. HOME ENERGY EFFICIENCY INVESTMENT OPPORTUNITIES

- 70.1 The Committee considered a brief presentation from the Head of Housing Strategy and Development. Due to lack of time the Committee were shown one slide which showed that Brighton & Hove Council were well positioned to benefit from Feed in Tariffs. Under this scheme energy suppliers have to make regular payments to householders and communities who generate their own electricity from renewable or low carbon sources such as solar electricity panels or wind turbines. The full set of slides was distributed to Committee members.
- 70.2 The Chairman commented that the slides clearly showed that the council could work with neighbouring authorities to work more efficiently.
- 70.3 Councillor Simpson welcomed the initiative. She asked if it was the case that solar panels only worked effectively with south facing roofs.
- 70.4 The Chairman replied south facing roofs would gain the most savings from solar energy. However, it was still possible to make savings from roofs that were not south facing.
- 70.5 Stewart Gover stated that it was possible for properties which were not south facing to have solar heating with the use of parabolic mirrors.

70.6 **RESOLVED** – That the presentation be noted.

The meeting concluded at 5.45pm

Signed

Chairman

Dated this

day of

HOUSING MANAGEMENT CONSULTATIVE COMMITTEE

Agenda Item 80

Brighton & Hove City Council

Subject: Housing Revenue Account Budget 2011/12
Date of Meeting: 24 January 2011
Report of: Strategic Director Place
Director of Finance
Contact Officer: Name: Sue Chapman Tel: 29-3105
E-mail: sue.chapman@brighton-hove.gov.uk
Key Decision: Yes
Wards Affected: All

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 This report presents the Housing Revenue Account Forecast Outturn for 2010/11 as at month 6 and the proposed Budget for 2011/12 as required by the Local Government and Housing Act 1989. Members are required to consider the budget proposals including changes to rents, fees and charges as well as savings and service pressures.
- 1.2 The council's Housing Revenue Account (HRA) contains the income and expenditure relating to the council's landlord duties in respect of approximately 12,300 properties and 2,230 leasehold properties. These properties are accounted for separately from the council's other services/activities which form part of the council's General Fund.

2. RECOMMENDATIONS:

- 2.1 That the Housing Management Consultative Committee recommend to the Housing Cabinet Member that Cabinet:
- (a) Approves the budget for 2011/12 as shown in Appendix 1.
 - (b) Approves individual rent increases and decreases in line with rent restructuring principles as determined by the Government.
 - (c) Approves the changes to fees and charges as detailed in paragraph 3.17 to 3.26.

3. HRA BUDGET PROPOSALS 2011/12

Summary

- 3.1 The HRA budget has been set within the context of the City's Housing strategy and the overall aim of 'achieving excellence in housing management'. It sets out

to do this by focusing on five core strategic priorities as detailed in the Housing Management Service Improvement Plan 2009 - 2012. These are:

1. Improve services to an excellent standard, with residents at the heart of everything we do
 2. Improve the quality and sustainability of our homes and neighbourhoods
 3. Deliver value for money services and maintain a sustainable 30 year business plan
 4. Make best use of our housing stock to address housing need
 5. Ensure that social housing provides a platform for reducing inequality and creating opportunity
- 3.2 The budget strategy also reflects the priorities of tenants and leaseholders as a result of their close involvement in deciding how housing services are planned and delivered (as detailed in the Housing Management Annual Report 2010).
- 3.3 The HRA budget has also been developed to provide a balanced budget, taking into account the HRA subsidy determination, other income and expenditure assumptions and the reserves position. The council's Medium Term Financial Strategy outlines an efficiency savings target for all services across the city of 4%. Officers have taken into account this required level of efficiency savings and have also sought to maximise the level of resources available to invest in meeting the Decent Homes Standard and commissioning priorities. They have therefore identified savings of 9.1%.
- 3.4 The HRA revenue budget is also set in the context of an annual Housing Subsidy settlement which will result in a net transfer of resources to the government. This presents a key challenge coupled with the following priorities:
- (a) *Aligning resources with the Housing Improvement Plan priorities:*
The budget includes continued investment in the Turning the Tide strategy to tackle anti-social behaviour and reduce social exclusion; identifying measures to tackle overcrowding through an enhanced housing options approach; engaging with residents in developing a local priorities framework; reducing our management costs through phase 2 of the Customer Access Review, in recognition of the need to achieve greater value for money and to have a sustainable future.
 - (b) *Leasing of Properties to the Local Delivery Vehicle (LDV)*
Leasing properties to Brighton & Hove Seaside Community Homes, the housing company set up by the council to raise investment for improvements to council tenants' homes.
 - (c) *Development of a comprehensive estates masterplan:*
Working in partnership with tenant representatives to develop an estates masterplan to inform best use of our assets and identify opportunities to build new Council homes. The initial findings have identified development sites where there is the potential to build over 800 new homes over the next few years.

(d) *Maintaining and improving our Homes:*

Maximising the level of revenue resources available to support the Decent Homes Programme and working with residents to ensure that we are able to respond to opportunities to generate renewable energy.

- 3.5 The HRA budget for 2011/12 is shown in Appendix 1 with the main budget variations detailed below in table 1. In preparing the base budget, inflation of 2% on other non employee costs has been applied with no increases to pay except for increases in national insurance contributions and pay awards to those employees earning less than £22,000 per annum. Savings proposals, service pressures, and changes to rents, fees and charges and housing subsidy are detailed in paragraphs 3.6 to 3.26.

| Table 1: Main Budget Variations | £'000 |
|--|--------------|
| Adjusted Base Budget 2010/11 | 0 |
| | |
| <i>Increases in Resources:</i> | |
| Savings Proposals as detailed in paragraph 3.6 to 3.8 | (963) |
| Increase in Rent for Dwellings (net of Empty Properties) | (2,600) |
| Transfer from Major Repairs reserve | (600) |
| | |
| <i>Reductions in Resources:</i> | |
| Employees pay award and other inflation | 550 |
| Other Service Pressures as detailed in paragraph 3.9 | 214 |
| Increase in Revenue Contribution to Capital Programme | 235 |
| Increase in Capital Financing Costs | 1,226 |
| Increase in Subsidy Payable to the Government | 1,607 |
| Reduction in major works income from leaseholders | 330 |
| Other minor variances | 1 |
| | |
| Base Budget 2011/12 | 0 |

Savings & Service Pressures

- 3.6 Housing Management has identified savings of £0.963 million (equivalent to 9.1% savings target) in the following areas:

Housing Management

- 3.7 A reduction in the Housing Management unit costs will be achieved through a mixture of:

- A savings target of £0.263 million from the implementation of the Customer Access Review in order to meet the management cost savings target included in the HRA 30 year Business Plan.
- A reduction in the miscellaneous fees and stationary budgets of £0.050 million and a reduction in the support required from legal services and human resources resulting in a saving of £0.044 million.
- The shared use of Lavender Street Housing Office by CYPT will enable the HRA to share the running costs and provide savings of £0.090 million.
- The efficient procurement of a new gas contract achieving savings of £0.050 million.

Property & Investment

3.8 Savings within Property & Investment will ensure that long term contracts continue to deliver value for money and some savings will also support the reduction in Housing Management unit costs. These savings include:

- A saving in employee costs of £0.130 million from reduced pension liability costs associated with the transferring of staff to Mears under the Repairs, Refurbishment and Improvement Partnership.
- Deletion of a Water Engineer vacant post whose duties will be incorporated into an existing Health & Safety Manager role at a saving of £0.036 million.
- The budget strategy includes target savings of £0.300 million for the new Mears responsive repairs and planned maintenance contract. The Mears IT systems provide savings through efficient booking of repairs jobs and delivery of 'Right First Time' repairs. In addition, the IT systems enable Mears to assess whether some repairs should form part of future planned works and through packaging works together, further savings can be achieved. This sum also includes savings in the leasing of an office through co location at the Housing Centre.

3.9 Service pressures included in the budget are:

- Pay and inflationary increases of £0.550 million.
- A reduction in the income budget for leaseholder service charges of £0.159 million due to the budget originally being set at a greater level than the actual charges.
- In line with recent announcements of grant reductions, the Supporting People grant will reduce by 3% for 2011/12. This will result in a loss of Supporting People grant income of £0.042 million.
- A loss of car parking income of £0.013 million from St James House whilst essential repairs continue.

Housing Subsidy Determination

3.10 The HRA is part of the national housing subsidy system through which Council Housing Rents are standardised across the country. The subsidy system uses a national formula to set guideline rents for each property together with allowances for management, maintenance and capital charges based on notional costs. The current subsidy system was introduced in 1990 and relies on the Secretary of State publishing annual 'Determinations' which set out the basis of subsidy.

- 3.11 The department for Communities and Local Government (CLG) has now announced it's intention to use the Devolution and Localism Bill to abolish the current housing subsidy system, subject to Parliamentary approval. A new system of self financing is intended to come into effect from 1 April 2012. Under this system the council will no longer be required to transfer it's resources to central government, but in return will be required to take on additional housing debt at a level which is sustainable in the long term. This system will enable the council to plan for the longer term and to use some of the extra resources to maintain homes and possibly to build new ones.
- 3.12 The CLG have issued this year's determination using the same parameters as those issued in earlier years. This budget has been set using the final subsidy determination.
- 3.13 The 2011/12 Subsidy Determination proposes changes resulting in revenue subsidy payable of £14.532 million compared to £12.964 million payable last year. The overall subsidy position (taking also into account the capital item called the Major Repairs Allowance) is an increase in 'Negative Subsidy' (the transfer of resources to the government) of £1.296 million to £4.754 million. Further details of the draft subsidy position are attached in Appendix 2.

Rents 2011/12

- 3.14 Rents are calculated in accordance with the government's rent restructuring guidelines. Target rents for each property are calculated based on the relative property values, bedroom size and local earnings. The act of moving tenants' current rents to the target rent is called rent convergence. In order to limit increases in current rents to reach target rents, the guidance specifies a maximum rent increase equivalent to inflation + ½% + £2 per week.
- 3.15 The Housing Subsidy Determination 2011/12 requires Local Authorities to use the September 2010 Retail Price Index of 4.6% plus 0.5% for setting rent inflationary increases, resulting in a net inflationary increase of 5.1%. Due to the limits mentioned in 3.14, the Government sets a "provisional" rent convergence date annually, depending on the level of inflation set for that year.
- 3.16 Therefore, the rent convergence date has now been set at 2015/16 (compared to 2012/13 last year). As the majority of the rents are increasing towards target rents, this results in an average rent increase of 6.32% for Brighton & Hove. This is the equivalent to £4.21 per week, increasing the average rent to £70.76. However, in line with rent restructuring, all rents are moving towards their individual targets and some rents will be increasing by more or less than the average rent. The maximum increase will be approximately £7.79, with the lowest increase being £1.29 per week.

Fees and Service Charges 2011/12

- 3.17 The proposed changes to fees and charges for 2011/12 are as follows:

Heating

- 3.18 From October 2010, a new contract for the supply of gas has led to a significant reduction in the unit price of gas for Housing sites. Heating charges are also being revised to reflect the latest estimates of gas consumption for 2011/12. Taking both these changes into account, it is estimated that gas heating charges will reduce by between 41% and 11% which is an average reduction of 26%, the equivalent of £2.82 per week (with the exception of Mayflower Square where the charge remains unchanged). The new prices are for one year only and current indications are that prices will increase again in October 2011.
- 3.19 The electricity contract continues at its current contract prices for the financial year 2011/12, until 1st April 2013. Service charges for those with electric heating may be amended during this time to reflect the latest estimates of consumption. However, for 2011/12, the blocks with electric heating (Broadfields and Elywn Jones Court) will see no change to their heating charge.

Water Charges

- 3.20 The HRA administers water charges for three sheltered blocks. These charges will be amended to reflect the latest estimates of consumption, and also contract price increases by Southern Water which are estimated at 4%.

Grounds maintenance

- 3.21 Grounds maintenance charges will increase by 2% in line with contract charges. This service is currently under review. Tenants will be consulted and notified of any changes to the current service charges, resulting from future changes to service provision, at the appropriate time.

Communal Cleaning Services

- 3.22 The communal cleaning charges will increase by 1%, the equivalent of an average of £0.02 per week, to ensure the costs of the service are fully recovered through service charges. This increase includes the costs of the pay award to those employees earning less than £22,000 and increases in employers national insurance contributions.

Garages & Car Parking

- 3.23 All garages and car parking charges will increase by the September Retail Price Index of 4.6%. The proposed increase in charges is attached in Appendix 3.

Supporting People

- 3.24 Supporting people charges will remain at £12.85 per week.

Sheltered Services

- 3.25 The sheltered service charge for common ways will remain at the current level of charge. It is anticipated that efficiency savings in the cleaning contract will be achieved to cover inflationary increases.

3.26 The launderette sheltered service charge will remain at £1.26 per week.

Projected HRA Revenue Reserves

3.27 The forecast outturn for 2010/11 as at month 6 is an underspend of £0.146 million providing a contribution to reserves. The main variances are detailed in Appendix 1.

3.28 The contribution to reserves increases projected reserves as at 31 March 2011 to £3.469 million. The 2011/12 budget has been set with a breakeven position, so the reserves are therefore projected to remain at £3.469 million by 31 March 2012. The recommended minimum level of reserves is £2.500 million.

| Table 2 : Projected General Revenue Reserves at 31 March 2012 | £'000 |
|--|--------------|
| Reserves at 1 April 2010 | 3,623 |
| Less: Contribution to fund 2010/11 Capital Programme (Commissioning of Temporary Accommodation project) | (300) |
| Plus: Forecast contribution from 2010/11 Revenue Outturn | 146 |
| Projected reserves at 31 March 2011 | 3,469 |
| Projected reserves at 31 March 2012 | 3,469 |

3.29 Estate Development Budget reserves, which are held separately from the HRA general reserves, are £0.234 million as at 1 April 2010. These reserves relate to committed revenue and capital expenditure for schemes agreed in previous financial years that are not yet completed. Therefore these reserves will reduce as schemes are finished.

4. CONSULTATION

4.1 Tenants are consulted during the year on the HRA Budget and the Estate Development Budget. After Cabinet approval, tenants will receive notification of their individual rents and charges for 2011/12.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

5.1 Financial Implications are included in the main body of the report

Finance Officer Consulted: Sue Chapman

Date: 05/12/10

Legal Implications

5.2 The Council is required to keep a separate Housing Revenue Account (HRA) by virtue of the Local Government and Housing Act 1989. Preceding any financial year, the council must formulate for that year proposals relating to i) the income

from rent and charges of all property within the HRA, ii) the expenditure on repair, maintenance, supervision and management of that property and iii) any other prescribed matters. In formulating the proposals, the council must use its best assumptions and estimates to secure that on their implementation the account will not show a debit balance. Within one month of formulating the proposals it must prepare and place on deposit a statement setting out the proposals and estimates.

Lawyer Consulted:

Liz Woodley

Date: 5/12/10

Equalities Implications:

- 5.3 The HRA budget will fund services to people with special needs due to age, vulnerability or health needs.

Sustainability Implications:

- 5.4 The HRA budget will fund a range of measures that will benefit and sustain the local environment.

Crime & Disorder Implications:

- 5.5 The Budget includes financial provision for Crime and disorder implications.

Risk & Opportunity Management Implications:

- 5.6 Financial risks have been assessed throughout the development of the council's budget.

Corporate / Citywide Implications:

- 5.7 The Budget seeks to improve the quality of housing and services provided to tenants across the City.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 There are no alternative options proposed. Rents are set in accordance with the Government's rent restructuring guidance and increases are in line with the Housing Subsidy Determination. The Housing Subsidy Determination controls rent setting by removing resources from local authorities through non compliance.

- 6.2 The budget proposals also includes maintaining the current service provision with improvements as identified in the Service Improvement Plan and investment in priorities such as Turning the Tide strategy. It is possible for alternative options to be considered such as increasing or reducing service provision, which would result in a reduction or increase in the revenue contributions to the capital programme. However, officers recommend that the budget proposals provide the appropriate service provision whilst ensuring that the revenue contributions to capital are in line with the current HRA Business Plan.

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 The Local Government and Housing Act 1989 requires each Local Authority to formulate proposals relating to income from rent and charges, expenditure on repairs, maintenance, supervision and management and any other prescribed matters in respect of the HRA. In formulating these proposals using best estimates and assumptions the Authority must set a balanced account. This budget report provides a breakeven budget and recommends rent increases in line with current government guidance.

SUPPORTING DOCUMENTATION

Appendices:

1. HRA Forecast Outturn 2010/11 and Budget 2011/12
2. HRA Subsidy Determination 2011/12
3. Car Parking & Garages Fees 2011/12

Documents in Members' Rooms

None

Background Documents

1. CLG Housing Revenue Account Subsidy Determination 2011/12
2. 2011/12 Housing Revenue Account Working Papers

HRA Forecast Outturn 2010/11 and Budget 2011/12

| | 2010/11 Adjusted Budget £'000 | 2010/11 Forecast Outturn £'000 | 2011/12 Original Budget £'000 |
|--|--|---|--|
| EXPENDITURE | | | |
| Employees | 9,187 | 8,914 | 9,057 |
| Premises - Repairs Response & Empty Properties | 7,904 | 7,766 | 7,726 |
| Premises - Cyclical Maintenance & Servicing | 3,433 | 3,415 | 3,179 |
| Premises - Grounds Maintenance | 512 | 512 | 520 |
| Premises Other | 2,729 | 2,661 | 2,766 |
| Transport | 179 | 179 | 183 |
| Contribution to Bad Debt Provision | 263 | 263 | 268 |
| Supplies & Services | 1,591 | 1,780 | 1,677 |
| Third Party Payments – Launderette contract | 54 | 54 | 54 |
| Support Services - From Other Departments | 2,153 | 2,127 | 2,144 |
| Revenue Contributions to Capital Schemes | 3,543 | 3,543 | 3,778 |
| Capital Financing Costs | 3,729 | 3,594 | 4,955 |
| Housing Subsidy Payable | 12,925 | 12,964 | 14,532 |
| Total Expenditure | 48,202 | 47,772 | 50,839 |
| INCOME | | | |
| Rents Dwellings | (41,613) | (41,617) | (44,213) |
| Rents Car Parking / Garages | (823) | (763) | (785) |
| Commercial Rents | (495) | (485) | (505) |
| Service Charges | (4,034) | (3,853) | (3,454) |
| Other Recharges and Interest | (1,237) | (1,200) | (1,882) |
| Total Income | (48,202) | (47,918) | (50,839) |
| DEFICIT / (SURPLUS) | 0 | (146) | 0 |

Targeted Budget Management (TBM) 2010/11 as at Month 6

The forecast outturn for month 6 is an underspend of £0.146 million which will provide a contribution to revenue reserves.

Employee's costs are forecast to underspend by £0.273 million due to vacancy management both in Housing Management and Property and Investment. This is partly due to some Property and Investment posts in the new structure, which came into effect from 1 April, being recruited to later in the financial year than anticipated. The budget had assumed a full year establishment for all posts, therefore resulting in an underspend.

The responsive repairs and empty properties budget is forecast to underspend by £0.149 million of which £0.092 million is in relation to unit cost efficiencies on the works carried out on empty properties due to Mears achieving a reduction in the budgeted unit costs of £387 per unit. Service contracts which are being procured over the next 18 months, included within cyclical maintenance, are anticipated to underspend by £0.126 million.

Supplies and services includes £0.100 million towards the phased introduction of Automatic Meter Readers (AMR's) in Housing sites that fall within the gas and electric contracts. The installation of AMR's will support the Government and Council's commitment to reduce carbon emissions through lowering energy consumption as part of the 10.10 campaign, as well as legal commitments such as the Carbon Reduction Commitment (CRC) Energy Efficiency Scheme, which specifically states the need for installing AMR's as part of its early action metrics. By installing and using AMR's the Council will be able to actively monitor and manage its usage through the use of accurate actual reads from each meter. With this data to hand the reliance on estimated bills and gaps in data can be removed, allowing for a detailed analysis of high consuming sites with the intention of making savings.

Capital Financing costs are forecast to underspend by £0.135 million due to forecast interest rates for the year being lower than the assumptions used for budget setting.

Leaseholder service charges income is projected to underachieve by £0.150 million. This projection has been forecast following analysis of last year's outturn which has shown that the charges are likely to be less than budgeted for.

HRA Housing Subsidy Determination 2011/12

The Housing Subsidy Determination proposes changes resulting in revenue subsidy payable of £14.532 million compared to £12.964 million payable last year. The overall subsidy position (taking into account the capital element) is an increase in the transfer of resources to the Government of £1,296 million to £4.754 million. The following table summarises the determination and the notional elements included:

| Housing Subsidy | 2010/11 Forecast £'000 | 2011/12 Determination £'000 | Change £'000 |
|---|---------------------------------------|--|-------------------------|
| <i><u>'Notional' Revenue Items</u></i> | | | |
| Management Allowance | (8,236) | (8,374) | (138) |
| Maintenance Allowance | (15,256) | (15,722) | (466) |
| Capital Charges | (4,911) | (5,229) | (318) |
| | (28,403) | (29,325) | (922) |
| Less Guideline Rent | 41,367 | 43,857 | 2,490 |
| Net revenue subsidy payable to the Government (exc. MRA) | 12,964 | 14,532 | 1,568 |
| <i><u>Capital Items</u></i> | | | |
| Major Repairs Allowance | (9,506) | (9,778) | (272) |
| Overall subsidy position – net payment to the Government | 3,458 | 4,754 | 1,296 |

Note: credits represent income

Management

The Management Allowance has been calculated on the same formulae basis as last year and will increase by 1.77% to £680.60 per dwelling, compared to a national average increase of 2.6% at £697.84 per dwelling.

Maintenance

The Maintenance Allowance has been calculated on the same basis as last year and will increase by 3.14% to £1,277.81 per dwelling, compared to a national average increase of 1.9% at £1,203.33, per dwelling.

Capital Charges

The HRA receives subsidy based on the cost of financing historical borrowing allocations. The amount of subsidy allowance for the cost of financing reflects a forecast increase in interest rates for 2011/12.

Guideline Rent

The subsidy system assumes a notional guideline rent per dwelling which increases annually in line with the government's Rent Restructuring Policy. The guideline rent for 2011/12 is £69.95 per property per week, an increase of 6.11%.

Major Repairs Allowance (MRA)

In addition to the revenue subsidy the HRA also receives a Major Repairs Allowance for each property, which is used to partly fund the Capital Programme. The MRA represents the estimated long term average amount of capital spending required to maintain the stock in it's current condition.

The MRA will increase by 2.95% (compared to 1.7% last year), increasing average MRA to £794.68 per dwelling compared to a national average of £719.88. The total MRA, including the loss of stock from Right to Buy sales, has increased by £0.271 million to £9.777 million.

Proposed Garages and Car Parking Fees 2011/12

| Charge per week | Current Charge | 2011/12 charge | 4.6% Increase |
|-------------------------|----------------|----------------|---------------|
| | £ | £ | £ |
| Garage Central | | | |
| Private | 19.62 | 20.52 | 0.90 |
| Private blue badge | 9.09 | 9.51 | 0.42 |
| Council / Leaseholder | 9.81 | 10.26 | 0.45 |
| Council / LH blue badge | 4.36 | 4.56 | 0.20 |
| Garage Middle | | | |
| Private | 17.16 | 17.95 | 0.79 |
| Private blue badge | 8.58 | 8.97 | 0.39 |
| Council / Leaseholder | 8.58 | 8.97 | 0.39 |
| Council / LH blue badge | 4.29 | 4.49 | 0.20 |
| Garage Outer | | | |
| Private | 14.71 | 15.39 | 0.68 |
| Private blue badge | 5.95 | 6.22 | 0.27 |
| Council / Leaseholder | 7.35 | 7.69 | 0.34 |
| Council / LH blue badge | 3.25 | 3.40 | 0.15 |
| CPS Central | | | |
| Private | 16.35 | 17.10 | 0.75 |
| Private blue badge | 8.40 | 8.79 | 0.39 |
| Council / Leaseholder | 8.17 | 8.55 | 0.38 |
| Council / LH blue badge | 1.81 | 1.89 | 0.08 |
| CPS Middle | | | |
| Private | 10.63 | 11.12 | 0.49 |
| Private blue badge | 5.95 | 6.22 | 0.27 |
| Council / Leaseholder | 5.31 | 5.55 | 0.24 |
| Council / LH blue badge | 1.38 | 1.44 | 0.06 |
| CPS Outer | | | |
| Private | 4.09 | 4.28 | 0.19 |
| Private blue badge | 1.52 | 1.59 | 0.07 |
| Council / Leaseholder | 2.04 | 2.13 | 0.09 |
| Council / LH blue badge | 1.12 | 1.17 | 0.05 |

Note: These charges exclude VAT where it applies.

HOUSING MANAGEMENT CONSULTATIVE COMMITTEE

Agenda Item 81

Brighton & Hove City Council

| | | | |
|-------------------------|---|---------------------|--|
| Subject: | Housing Revenue Account Capital Programme 2011-2014 | | |
| Date of Meeting: | 24 January 2011 | | |
| Report of: | Strategic Director of Place Director of Finance | | |
| Contact Officer: | Name: Nick Hibberd | Tel: 29-3020 | |
| | E-mail: nick.hibberd@brighton-hove.gov.uk | | |
| Key Decision: | Yes | | |
| Wards Affected: | All | | |

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 This report seeks approval for the 2011/12 capital programme and provides a provisional capital programme for the following two years, 2012/13 & 2013/14, for the Housing Revenue Account (HRA). The report takes into consideration the latest resources available and commissioning investment priorities.
- 1.2 The council's Housing Revenue Account (HRA) relates to the council's landlord duties in respect of approximately 12,300 properties and 2,230 leasehold properties.

2. RECOMMENDATIONS:

- 2.1 That the Housing Management Consultative Committee recommend that Cabinet approves the capital programme budget of £30.697 million and financing for 2011/12 as set out in paragraph 4.1.

3. STRATEGIC CONTEXT

- 3.1 The 2011 - 2014 provisional HRA Capital Programme aims to balance the priorities of both the City Council and our residents to achieve a good quality, sustainable, and fit for purpose housing stock which delivers against emerging housing commissioning investment priorities as identified in the housing commissioning framework.
- 3.2 This report outlines the strategic commissioning approach to the 3-year HRA capital programme giving details of proposed funding for:
 - Non-discretionary spend – such as meeting health & safety legislative requirements and meeting the decent homes standard
 - Discretionary spend on projects to reflect tenant priority (such as Estates Development Budget)
 - Housing Commissioning Investment Priorities in accordance with the Housing Strategy and emerging housing commissioning framework

Housing Commissioning Investment Priorities

- 3.3 The housing commissioning context for the draft 3-year capital programme is outlined below:
- Brighton & Hove City Council Outcome 3: A city where people can access the housing they need
 - Community Strategy – Improving Housing & Affordability
 - Strategic Housing Partnership - City-wide Housing Strategy 2009 - 14
 - Ten in 2010 – Better Homes
- 3.4 The Housing Commissioning Framework identifies key investment priorities requiring planning for unsupported borrowing to support the HRA:
- Building new Council Homes & Estates Master Plan
 - Home Energy Efficiency Investment
- 3.5 In addition the capital programme needs to respond to the following housing commissioning investment priorities to make best use of the housing stock:
- Deliver our commitment to meet decent homes by the end of 2013
 - Ensures that our health and safety obligations are met
 - maintain investment in HRA housing adaptations as part of our ongoing work around improving access to housing adaptations
 - Reflects, and is flexible enough to deliver, residents' priorities as far as possible
 - Improves the energy efficiency and environmental sustainability of homes
 - Maximises the levels of additional external revenue streams, such as Community Energy Savings Programme (CESP) funding and Homes & Communities Agency (HCA) funding for Decent Homes backlog.

4. FUNDING 2011/12 CAPITAL PROGRAMME

- 4.1 The proposed programme for 2011/12 and the funding arrangements are outlined below.

| | 2011/12 Budget £'000 |
|--|-------------------------------------|
| EXPENDITURE | |
| Non Discretionary Spend: | |
| Health & Safety | 6,390 |
| Decent Homes Work | 17,009 |
| Discretionary Spend | 3,095 |
| Housing Commissioning Priorities | 1,974 |
| Refurbishment of Temporary Accommodation | 2,229 |
| Total Programme | 30,697 |
| FUNDING | |
| Major Repairs Allowance | 7,589 |
| Revenue Contribution to Capital | 3,778 |
| Unsupported Borrowing | 10,647 |
| Capital Receipts from LDV | 8,133 |
| Social Housing Grant | 400 |
| Other Grants - CESP | 150 |
| Total Funding | 30,697 |
| Projected Capital Reserves at 31 March 2011 | 1,588 |

- 4.2 The programme is funded from a variety of sources including the Major Repairs Allowance (through Housing subsidy), revenue contributions, unsupported borrowing, capital receipts and grants.
- 4.3 The programme includes unsupported borrowing of £10.647 million. The capital and interest repayments will be funded from the Major Repairs Allowance and the HRA capital financing revenue budget.
- 4.4 The 2011/12 budget assumes that there will be no capital receipts from 'right to buy' (RTB) as the level of sales of council homes has been severely affected by the current market conditions in house prices generally and the availability of mortgages in the current economic climate.
- 4.5 The budget includes capital receipts of £8.133 million from the leasing of properties to the LDV from 2011/12. The exact profile of the LDV receipts over the 3 year programme is still subject to negotiation with the LDV. Therefore, the level of capital receipts will be monitored through the year and the level of capital expenditure adjusted as necessary to reflect resources available, through the 2011/12 Targetted Budget Monitoring process.
- 4.6 Grant income includes assumed funding from the Homes and Communities Agency (HCA) for the new build project on the Ainsworth Site and funding from the national scheme, run by utility companies, called Community Energy Saving Programme (CESP). The funding is generated from works that bring about carbon use reductions in the housing stock.
- 4.7 The provisional capital programme for 2012/13 and 2013/14 assumes that Self Financing will be introduced from April 2012. This means that the subsidy system will cease and therefore the HRA will retain the rental income that is currently paid back to the government. After adjusting for additional capital financing payments to finance debt it is estimated that there will be an additional £6.055 million available for investment in the capital programme spread over years 2012/13 and 2013/14.
- 4.8 The capital programme provides a contingency held in capital reserves of £1.588 million for 2011/12. This contingency is to allow for unforeseen works or housing commissioning framework investment priorities such as building new Council homes and home energy efficiency investment

5. CAPITAL PROGRAMME 2011-2014

- 5.1 The investment programme for 2011/12 is £30.697 million and is detailed in Appendix 1, along with the provisional programme for the following two years.
- 5.2 The award to Mears Limited of the long term partnering contract to deliver repairs, maintenance and improvements to the council's housing stock has enabled the council to begin delivering the priorities as set out above. Progress in all areas of the partnership has been robust, as evidenced by the findings of the audit commission review during the summer.
- 5.3 In order to assist in delivery of improvements by the new partnership, the council has begun works on the refurbishment of a new Housing Centre, which includes space for residents to use. The Housing Centre will provide an integrated approach and bring significant benefits to the council and residents, as well as

'added value' benefits to the wider community and city. The costs of the refurbishment of the Housing Centre are included in the capital programme and further information is available in the Housing Management Repairs, Refurbishment & Improvement Strategic Partnership Super Centre Proposal report approved at Cabinet on 9 December 2009.

- 5.4 The 3 year Capital Investment Plans provide the council with long-term works information which will enable the council to build, achieve and sustain consistently high levels of customer service, to both general housing and sheltered homes across the city. This plan will help to build on the progress already made ensuring proactive, efficient and effective pre-planning, as well as continuously improving resident liaison and overall engagement. The plan effectively supports the council's commitment to communicate plans and intentions, and further develops one of the key objectives of transparency.
- 5.5 This 3 year plan takes its lead from that agreed last year, giving a consistent strategic approach, and assisting with achieving programme delivery. Outline plans are currently being developed into meaningful geographical areas of work programmes with indicative timelines to foster improved resident communication, and understanding, of our major works plans across the city. Once these plans are finalised in the next few weeks, further details will be reported to Area Panels and individual associates to discuss the works programming further. A high level of resident liaison and involvement in the earliest phases, and throughout refurbishment programmes is supported through the agreed processes now in place with Mears.

Proposed non discretionary spend

1) Health & Safety compliance

- 5.6 Health & safety works remain the key basic requirement for ensuring the wellbeing of all residents, visitors and those working on housing assets. An example of the commitment to improve the service provided in this area is the significant budgets for lift replacements. This is because the lifts in the high-rise blocks, in particular, are original in many cases. They are unreliable and expensive to maintain as a result, and require urgent replacement and upgrading to modern standards. During the first two years it is currently planned to focus on replacing the lifts in the Albion Hill high-rise flats.
- 5.7 Fire Safety and Asbestos management budgets throughout the 3-year period reflect the need to support good levels of risk reduction in these key areas. Other budgets for ensuring water safety and the security of residents, for example through modern, well maintained door entry systems, make up the key ongoing budgets in this area.
- 5.8 Health and Safety budgets also include one-off capital projects to maintain the structural integrity of the stock. Wherever possible, expensive elements of works are carried out at the same time, to drive efficiencies and limit scaffold and other costs. An example of this are the projects to install insulated over clad to Kingfisher Court and some blocks on the Bristol Estate, where window and roof replacements will also take place where required. The cladding programme is a long-term investment that protects the building fabric and saves residents money on their fuel bills.
- 5.9 The programme also includes provisional sums for surveys and identified works arising from new service contracts that will be procured over the next few

months. Service contracts includes works to lifts, water tanks, ventilation shafts, dry risers, fire alarms and lighting, door entry systems and CCTV.

- 5.10 The minor capital works budget includes a provision for programmed works identified by residents requesting repairs. This approach enables the council to apply a more strategic approach to responsive repair works that are of a larger scale nature such as damp-proofing or plastering, which cannot be allocated to a future programme, or the citywide programmes for door, roof or window replacement works, for example. The council always attends to resolve the immediate health and safety requirements and initially carry out patch and repair works (where appropriate). Where appropriate the planned works will then be programmed in conjunction with other major planned works that are scheduled wherever possible, and as resources allow.

2) Decent Homes and beyond decent homes

- 5.11 In terms of decent homes, the target for end of March 2012 is 88% decent, and the programme reflects this, with large capital programmes for new heating systems, rewiring, doors, kitchens, bathrooms and windows. By 2013/14, with decency largely achieved, and capital budgets reduced, the levels of these works are also slimmed down. This allows for some investment in elements that are not included in achieving decent homes, but are very important for residents' comfort and security, such as upgrading and improving main entrance door sets in blocks of flats, including making them more accessible. Decent Homes works also incorporate measures to improve energy efficiency wherever possible, such as installing high efficiency boilers, and improving communal lighting controls.
- 5.12 Sheltered schemes will be subject to a considerable refurbishment and modernisation programme. Building on the success of recent large projects that have allowed residents to enjoy fully self-contained dwellings for the first time, in 2011/12 Broadfields will receive the benefit of these works.
- 5.13 The key projects planned for sheltered homes include the 2nd phase of a 3 year programme to complete the installation of 'hold-open' corridor doors in all the schemes. Evelyn Court will receive an upgraded replacement boiler to ensure efficient heating is provided whilst Elwyn Jones Court and Lavender House will benefit from internal decent homes improvements, such as new kitchens or bathrooms, where they are needed. Additionally, several schemes will receive upgrades or replacements to the dwelling entrance doors to ensure that fire risk is minimised. A detailed delivery timetable for this, as well as all future programmes, will be agreed in consultation with the Sheltered Housing Action Group.
- 5.14 Sheltered gas boiler and heating system upgrades, where there are domestic heating arrangements, fall within the citywide installation and replacement programmes.
- 5.15 The energy efficiency budget of £6.404 million includes for the citywide gas central heating programme, and for communal heating upgrades. In 2011/12 a major project to upgrade the communal heating provision at Nettleton and Dudeney flats will take place. The energy efficiency budget also supports the insulated overclad project at the Bristol Estate, and provides for continuing improvements to energy efficiency in communal areas wherever possible. Communal lighting and control surveys and improvements, where needed, are integrated into the wider communal rewiring programmes to help incrementally reduce the energy use and overall unit cost, whilst at the same time improving general lighting and safety in these areas.

Proposed Discretionary Spend

The capital programme has been proposed with the inclusion of the following discretionary items:

1) Estate Development Budget

- 5.16 The Estate Development Budget is included at £0.540 million per annum. One of the objectives for 2011/12 is to complete all external approved bid works during the first half of the financial year and to speed up the completion of other approved bids. Working collectively with our residents and Mears, officers wish to explore ways of returning even greater value for money and higher levels of customer satisfaction. EDB bids will be integrated into larger planned programmes of works, where it makes sense to do so, in order to achieve greater economies of scale and therefore get more for EDB money.

2) Improving adaptability and accessibility

- 5.17 An annual budget of £0.750 million is included to provide adaptations to help residents to live comfortably in their home as circumstances change. Other programmes also assist in making homes more accessible wherever possible, such as the installation of electronic 'hold-open' corridor doors in sheltered schemes.
- 5.18 The disabled Aids and Adaptations works are now integrated into Decent Homes works where it makes sense to do so. This facilitates consideration being given to make all of the decent homes work as easy as possible to adapt at a later date, should this become necessary.

3) Conversion and Extension of Existing Dwellings

- 5.19 From 2011-12, and ongoing throughout the outline plan period, it is proposed to include a programme of loft conversion and extensions to help alleviate overcrowding in some homes. The proposed capital programme includes £0.388 million to fund up to 10 conversion or extensions per annum.

4) TV Aerials

- 5.20 This budget includes the purchase and installation of communal TV aerials for digital reception on a number of our blocks of flats.

5) ICT

- 5.21 Investment in ICT continues to be key in the delivery of the Service Improvement Plan. During 2010/11 a review of the current Housing Management system commenced. It had previously been identified that the current system has limitations in respect of the effective preparation, monitoring and overall management of contracts, performance management and customer service monitoring. The review has shown that it will not be necessary to purchase a new system and that development work is to be carried out to upgrade and improve the current Housing Management system. There are also improvements required for sound asset management, particularly in terms of identifying effective programmes of work and health and safety management that contribute to more efficient service delivery. A provisional sum of £0.450 million has been allocated over the next three years to fund the improvements and upgrades to the housing management system and the additional modules required for the Asset Management system.

Housing Commissioning Framework Investment Priorities

5.22 There is a contingency of £1.588 million for 2011/12 to allow for unforeseen works or housing commissioning framework investment priorities such as building new Council homes and home energy efficiency investment.

1) Building new Council Homes & Estates Master Plan

5.23 The Building New Council Homes Estate Master Plan identifies sites with the potential for development of over 800 new units. Of these:

- 212 have been identified as being developed within 1-3 years
- 315 have been identified as being developed within 3-7 years
- 296 have been identified as being developed in 7+ years

5.24 The capital programme, however, just includes provision for the redevelopment of Ainsworth House during 2011/12, funded through a mixture of unsupported borrowing, revenue surpluses and capital grant. Any future schemes will need to be individually modelled, to determine what level of unsupported borrowing is affordable.

2) Home Energy Efficiency Investment

5.25 The Governments' feed-in tariffs for electrical generation by specific types of renewable energy technologies, in particular solar photovoltaic (PV), is an additional area for consideration in meeting our strategic goals. Schemes could provide a useful income stream, and options are currently being worked up through a feasibility study by Climate Energy. As such, the financial implications remain unclear and do not form part of the current budget proposals.

Refurbishment of Temporary Accommodation Properties

5.26 The capital programme includes £2.229 million for 2011/12, to refurbish a number of properties held as temporary accommodation into 48 units ready for leasing to the LDV. The LDV will pay for the refurbishment costs as part of the leasing agreement.

6. CONSULTATION

6.1 Both the asset management panel (AMP) and Repairs and Maintenance Monitoring Group (RMMG) have successfully and effectively worked with BHCC staff and Mears to ensure that there is a thorough and transparent management of the programmes, and improvements to them. Both RMMG and AMP are represented on the Core Group, and are also to have representatives on the Partnership (operational) group from December 2010. Both groups will continue to work closely with BHCC and Mears as a partnership to ensure that contract expectations and contract requirements are met, and exceeded where possible.

6.2 The information on the strategy and commitments of the 3-year capital programme for the period 2010-2013 was presented to all Area Panels and HMCC in December 2009, and details circulated widely, including being available on our website. The 2011-2014 3-year plan seeks to build on these solid foundations and deliver the long-term commitments, that were made in these programmes, in a transparent manner. As ever more details of plans are put together, further details will be reported to HMCC, Area Panels and other appropriate representative groups, to discuss the works programmes further.

- 6.3 All leaseholders have been, or will be, consulted about individual contracts carried out as part of the programme in full compliance with the Commonhold and Leasehold Reform Act 2002.
- 6.4 Every project cannot be foreseen within our planning strategy and where ad-hoc projects are needed to be carried out this will be done through existing and new processes and procedures that incorporate effective communication and engagement with all residents in the properties concerned, regardless of their individual tenure. All appropriate resident groups are to be fully included in this consultation.

7. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 7.1 Financial Implications are included in the main body of the report

Finance Officer Consulted: Sue Chapman *Date: 05/01/11*

Legal Implications

- 7.2 In its role as landlord, the Council has statutory and contractual obligations to maintain the structure of and installations in its housing stock. The maintenance proposals contained within this report will assist the Council in fulfilling those obligations. All contracts over £50,000 must be sealed by Legal and comply with the Council's Contract Standing Orders and Financial Regulations, and with EU legislation, where relevant. The Council must take the Human Rights Act into account when making decisions but it is not considered that any individual's Human Rights Act rights would be adversely affected by the recommendations in the report.

Lawyer Consulted: Liz Woodley *Date: 11/01/11*

Equalities Implications:

- 7.3 All projects carried out include full consideration of various equality issues and specifically the implications of the Disability Discrimination Act.

Sustainability Implications:

- 7.4 Project briefs are issued on all projects and require due consideration of sustainability issues, including energy conservation and procurement of materials from managed and sustainable sources.

Crime & Disorder Implications:

- 7.5 All contracts are entered into with a requirement for site security. Specific projects, directly address security and prevention of crime and anti-social behaviour.

Risk & Opportunity Management Implications:

- 7.6 The prime risks associated with this report are those associated with major construction projects. Full account of risk is taken through compliance, in all works, with the Construction Design & Management Regulations, which amongst other measures, require preparation of project specific Health & Safety Plans.

Corporate / Citywide Implications:

7.7 The Housing Capital Programme reaches to all parts of the city. It seeks to provide substantial improvement to the Council's housing stock. The implementation of the proposed programme will take account of all relevant best practice guidelines and be developed to provide ever improving performance targets.

8. EVALUATION OF ANY ALTERNATIVE OPTION(S):

8.1 No alternative options were considered.

9. REASONS FOR REPORT RECOMMENDATIONS

9.1 The Local Government and Housing Act 1989 requires each Local Authority to formulate proposals relating to capital expenditure in respect of the HRA. The council's constitution and financial regulations require that capital budgets are approved through the Cabinet committee system.

SUPPORTING DOCUMENTATION

Appendices:

1. HRA Capital Programme for 2011-14

Documents in Members' Rooms

None

Background Documents

None

HRA Capital Programme 2011 – 14

| EXPENDITURE | 2011/12 Budget | 2012/13 Provisional Budget | 2013/14 Provisional Budget |
|---|-------------------|----------------------------------|----------------------------------|
| | £'000 | £'000 | £'000 |
| Health & Safety: | | | |
| Door Entry Systems & CCTV | 219 | 220 | 221 |
| Water Tanks, Ventilation, Fire Alarms, Lighting | 492 | 494 | 498 |
| Lifts | 1,547 | 1,539 | 1,552 |
| Fire Safety & Asbestos Management | 976 | 870 | 788 |
| Minor Capital Works | 888 | 838 | 755 |
| Minor Empty Properties | 345 | 348 | 364 |
| Roofing | 597 | 603 | 631 |
| Communal main entrance doors | 0 | 0 | 207 |
| Structural works | 1,326 | 121 | 303 |
| Decent Homes work: | | | |
| Windows | 2,213 | 1,134 | 933 |
| Dwelling Doors | 969 | 670 | 599 |
| Kitchens & bathrooms | 3,135 | 3,568 | 1,880 |
| Rewiring - Domestic/ Communal | 1,780 | 1,663 | 795 |
| Energy Efficiency | 6,404 | 5,909 | 4,274 |
| Cyclical Decorations | 2,508 | 2,414 | 2,271 |
| Discretionary areas: | | | |
| Estate Development Budget | 540 | 540 | 540 |
| Disabled Aids & Adaptations | 750 | 750 | 750 |
| Conversions & Extensions of Existing Dwellings | 388 | 390 | 393 |
| TV Aerial cabling works | 858 | 0 | 0 |
| ICT Budget | 150 | 150 | 150 |
| Super Centre Refurbishment | 409 | 308 | 0 |
| Housing Commissioning Priorities: | | | |
| Ainsworth House New Build | 1,974 | 0 | 0 |
| Refurbishment of Temporary Accommodation | 2,229 | 0 | 0 |
| Total Expenditure | 30,697 | 22,529 | 17,904 |

| | | | |
|-------------------------|---|------------------------------------|----------------------------|
| Subject: | Update on annual report to council tenants and leaseholders 2010 and development of local service offers and plan for resident involvement in the annual report for 2011 | | |
| Date of Meeting: | 24 January 2011 | | |
| Report of: | Strategic Director Place | | |
| Contact Officer: | Name: | Carol Jenkins | Tel: 29-3832 |
| | E-mail: | Carol.jenkins@brighton-hove.gov.uk | |
| Wards Affected: | All | | |

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 This report updates the Committee on progress in implementing the improvement plans set out in the annual report to all council tenants and leaseholders for the year ended 31 March 2010 and in developing local service offers with residents. It reports tenants' and leaseholders' feedback on the 2010 summary annual report and proposes a plan and timetable for involving tenants and leaseholders in producing and scrutinising an annual report for the year ending 31 March 2011.

2. RECOMMENDATIONS:

- 2.1 (1) That the Housing Management Consultative Committee notes the progress in implementing improvement plans included in the annual report to council tenants and leaseholders for the year ending 31 March 2010 highlighted in Appendix 1 to this report.
- (2) That the Housing Management Consultative Committee notes the proposed plan and timetable set out in Appendix 2 to this report for involving residents in producing and scrutinising the annual report to tenants and leaseholders for the year ending 31 March 2011.
- (3) That the Housing Management Consultative Committee notes the progress in involving residents in developing and agreeing local offers for service delivery set out in paragraphs 3.8 to 3.12 to this report.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

3.1 The annual report to all council tenants and leaseholders for the year ended 31 March 2010 was produced with tenants in line with the requirements of the current regulator for social housing landlords, the Tenant Services Authority (TSA). That report set out our improvement plans in response to tenants' and leaseholders' views of our performance against the TSA's standards, gained in a variety of ways which sought to involve as wide a range of residents as possible in the production and scrutiny of the report. Appendix 1 to this report highlights examples of the progress already made in meeting our improvement plans.

3.2 The full version of the annual report set out in detail how we met the TSA's regulatory standards introduced on 1 April 2010, any gaps, our improvement plans to fill those gap and our offer to tenants against the standards for this year. This was our self assessment for the TSA's purposes. It was sent to all tenant and resident associations and all tenants and leaseholders who requested a copy, and made available in our offices and on our website. A shorter, summary report was distributed to all tenants and leaseholders in September 2010 with the autumn edition of Homing In.

Tenants' and leaseholders' feedback on the 2010 report

3.3 Within the published reports and in Homing In we invited tenants and leaseholders to tell us via their housing office, by email, post or in a feedback form on our website what they thought of the reports and what they would like in a future year's report. Three of the four residents who commented on the summary annual report said they found the information useful. One suggested the report could be improved by consulting as widely as possible beforehand and suggested contacting residents who do not attend meetings by email for their views. In fact, we had done this by making a consultation draft of the 2010 report available for comment by all tenants and leaseholders and emailing a link to the report and the feedback questionnaire to all residents on our tenant and leaseholder involvement database who had given us an email address asking for their views.

3.4 Three residents commented on the length of the summary report: one thought it was not the right length but more for the recycling bin; two said it was about the right length but one added that if anything it should be a little shorter. We had very little demand for, and no feedback on, the full version of the published annual report.

Proposals for 2011 annual report

3.5 The government has announced its intention to disband the TSA through the Localism Bill, but in the meantime the current regulatory framework with the requirement to produce an annual report to tenants and share this with the TSA remains in place. Government's review of social housing regulation published in October 2010 proposed that the requirement to send an annual report to the regulator should be repealed, but that the obligation to publish an annual report to tenants should continue as part of the routine provision of performance information to tenants.

3.6 An outline plan and timetable for involving tenants and leaseholders in producing the annual report for the year ending 31 March 2011 is attached at Appendix 2. As last year, the objective is to involve as many tenants and leaseholders as we can in producing and scrutinising the report. We will again invite residents to contribute to reporting our performance and progress in meeting our improvement plans in their own words. In response to the resident feedback detailed in paragraphs 3.3 and 3.4 above, we will aim to give tenants and leaseholders more notice of a consultation draft for the next report and more time to feed back their comments. The longer timescale available this year will enable us to do that. We also intend to produce just one short report for 2011 which is no longer than the 2010 summary report.

3.7 The 2011 annual report to tenants and leaseholders will also reflect the council's change to a commissioning model and resident involvement in our housing commissioning investment priorities, which are: providing value for money landlord services, meeting Decent Homes by the end of 2013, building new council homes and estates master plan, improving the energy efficiency and environmental sustainability of homes, ensuring that health and safety obligations are met, reflecting residents' priorities and maximising inward investment. In addition, it will report on the performance compact for Housing & Social Inclusion to deliver housing management services, which is to be developed with the Lead Commissioner, Housing by 1 April 2011.

Developing and agreeing with tenants local offers for service delivery
3.8 The 2010 annual report outlined our proposed approach and timetable for involving tenants and leaseholders in developing local service offers, which had been agreed with the Housing Management Consultative Committee in June 2010. We have tried to engage as many residents as possible in this process, using community events, the tenant and leaseholder involvement database and other means to find out what matters most to residents and what standards we should set. We will use this information to create a new set of service pledges with our resident working groups. The pledges will give clear guidance on what tenants and leaseholders can expect from us and what we will do if we fail to meet our commitments, replacing our current service charters. They will meet the TSA's requirement to develop and agree local offers with tenants and implement them by 1 April 2011, which still applies.

3.9 We invited all tenants and leaseholders to four 'Tell us what you think!' consultation events held at varying times and at different venues across the city in October and November. These events were publicised in Homing In, on posters distributed to all tenant and resident associations and at housing offices. Residents who attended were asked about their priorities for the range of services that we deliver and to give us their ideas and opinions by talking to staff, using a video diary and writing down their ideas for how we can improve our services.

3.10 In December, questionnaires on nine different areas of the council's housing management and allocations service were sent to tenants and leaseholders to find out what they think of our current standards in those areas and how they think they could be improved. A random sample of

residents was taken from our consultation database of tenants and leaseholders who had expressed an interest in completing questionnaires about specific areas of our service, such as their local environment or anti-social behaviour. Questionnaires were also sent to samples of people on waiting lists for housing, sheltered accommodation and garages and car parking spaces and to people who had recent experience of a specific service area, such as tenants who had recently moved into a property. In addition, members of resident working groups e.g. the Repairs & Maintenance Monitoring Group were sent the questionnaires and resident representatives were also asked if they would like to receive questionnaires at the November City Assembly. Posters and leaflets in housing offices publicised the questionnaires and they were made available at our housing offices, on our website and to any tenant or leaseholder who requested them.

- 3.11 The information from the questionnaires is being analysed in January. That analysis and residents' feedback from the consultation events will then be used to draft the service pledges with the appropriate resident working groups in January and February. They will cover tenancy management, anti-social behaviour, leasehold management, lettings, repairs and maintenance, income management, the estates service, car parks and garages, sheltered housing and resident involvement. The resident groups will also discuss how we can report our performance so that residents can monitor that we are meeting those pledges. We will work with the housing commissioning team and use resident feedback from the 'Tell us what you think!' consultation events and questionnaires to inform development of the performance compact.
- 3.12 An additional meeting of the Housing Management Consultative Committee will be requested for late March so the Committee can discuss the draft pledges and make their recommendations to the Cabinet Member for Housing before she approves the final pledges. The service pledges will be implemented with effect from 1 April 2011.

4. CONSULTATION

- 4.1 The annual report for the year ending 31 March 2010 and the improvement plans within it were produced with the involvement of a wide number of tenants, leaseholders and representatives including their feedback on a consultation draft. Both versions of the report were scrutinised by the Housing Management Consultative Committee, who recommended them for approval. The proposed plan and timetable for involving tenants and leaseholders in producing the annual report for the year ending 31 March 2011 are based on the plan agreed for the previous year, with more time allowed for residents' comments and input in response to their feedback.
- 4.2 The plan and timetable for agreeing local service offers were discussed and agreed with the Tenant Compact Monitoring Group (TCMG) at a resident involvement workshop on 27 April 2010, presented to the City Assembly of tenants and leaseholders and Area Housing Management Panel meetings

in May and June 2010 and noted by the Housing Management Consultative Committee on 14 June 2010. Service pledges are being developed with extensive tenant and leaseholder consultation as outlined in this report.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 There are no direct financial implications from the recommendations in this report. The cost of producing the annual reports, resident involvement and progressing the improvement plans set out in the 2010 annual report are met within existing Housing Revenue Account Budgets.

Finance Officer Consulted: Susie Allen

Date: 7 January 2011

Legal Implications:

- 5.2 By section 204 of the Housing and Regeneration Act 2008 the regulator, the Tenant Services Authority (TSA), may require a provider to prepare annual reports assessing the registered provider's performance by reference to standards set by the regulator. Failure to comply with the regulator's request without reasonable excuse is an offence punishable on conviction to a fine not exceeding £5000. The TSA has directed that an annual report for the year ending 31 March 2011 should be made available to tenants by 1 October 2011. The plan and timetable proposed in the report will assist the Council in complying with its legal obligations. No adverse Human Rights Act implications are considered to arise from the report.

Lawyer Consulted: Liz Woodley

Date: 11 January 2011

Equalities Implications:

- 5.3 The annual report and development of local service offers have been undertaken in line with the TSA's Tenant Involvement and Empowerment standard, which requires registered providers to understand and respond to the diverse needs of tenants in meeting all of the standards, including in relation to the seven equality strands and tenants with additional support needs. An Equalities Impact Assessment has been completed on work to meet the TSA's requirements.

Sustainability Implications:

- 5.4 The TSA standards promote the use of engagement and partnership with tenants to support sustainable communities. The Neighbourhood and Community standard includes a requirement for registered providers to co-operate with relevant partners to help promote social, environmental and economic well being in the areas where they own properties. The annual report includes the council's performance in this area and improvement plans and local service offers will be developed with regard to this standard.

Crime & Disorder Implications:

- 5.5 The annual report and improvement plans include the council's performance on dealing with anti-social behaviour and a local offer service pledge is being developed in relation to anti-social behaviour.

Risk and Opportunity Management Implications:

- 5.6 It is currently a regulatory requirement of the TSA as set out in its regulatory framework that the council should:
- involve tenants in producing and scrutinising the annual report for the year ending 31 March 2011 and make it available to tenants by no later than 1 October 2011;
 - offer tenants opportunities to agree how some services can be tailored to meet local priorities. Where tenants want local tailoring and choices to reflect their priorities, the council should consult meaningfully with tenants and act reasonably to develop a local offer in response. Local offers for service delivery should be in place by 1 April 2011.

Where agreement cannot be reached on local offers, the TSA states it would encourage the landlord and tenants to seek independent mediation. The TSA states it wants co-regulation between landlords and tenants to work to resolve any issues: 'Only in exceptional circumstances (such as when the provider is not delivering services in line with the outcomes set out in the TSA standards and has failed to address this) and where it is reasonable and proportionate will the TSA consider more formal intervention'.

Corporate / Citywide Implications:

- 5.7 The TSA's regulatory framework continues to apply pending new legislation and it has committed to work closely with the Audit Commission.

SUPPORTING DOCUMENTATION

Appendices:

1. Examples of progress made in meeting improvement plans set out in the annual report to council tenants and leaseholders 2010
2. Plan and timetable for 2011 annual performance report to council tenants and leaseholders

Documents In Members' Rooms

None

Background Documents

1. *The regulatory framework for social housing in England from April 2010*
Tenant Services Authority, March 2010

Examples of progress made in meeting improvement plans set out in the annual report to council tenants and leaseholders 2010

| Planned improvement | Progress to date |
|---|---|
| Resident involvement and empowerment | |
| Customer service, choice and complaints | |
| We will carry out a service improvement programme for sheltered housing agreed with residents and deliver a revised out of hours service for the sheltered service | An action plan has been developed with tenant representatives on the Sheltered Housing Action Group (SHAG). A consultation document was presented to SHAG on 9 August 2010 and all proposals have since been agreed. Officers and tenant reps worked together on developing proposals for a new out of hours service which is due to go to Housing Management Consultative Committee (HMCC) in February 2011. Consultation is also being carried out with sheltered residents through developing a service pledge for sheltered housing as a local service offer. |
| Involvement and empowerment | |
| We will use the resident involvement database to involve residents on the issues they are interested in, and encourage residents from under-represented groups to get involved | Information stored on our database on how residents told us in the tenant and leaseholder involvement survey that they would like to be involved has been used to seek residents' views on the draft Resident Involvement Strategy and to contact residents about Tell us what you think! events and select samples for the service pledge surveys. In developing local service offers we have tried to engage younger residents by offering activities and competitions for children as well as events at various times and locations. Questionnaires were sent to a cross section of residents from the resident involvement database to reach all equalities and diversity groups. |
| Understanding and responding to the diverse needs of tenants | |
| We are committed to equal opportunities and valuing diversity. We will continue to build up a better understanding of our residents' needs and tailor our services to meet them | We have increased the equalities, diversity and care and support needs data recorded on our database from tenancy check visits, the tenant and leaseholder involvement survey and other sources to better understand our resident profile and their needs. This is being used to identify vulnerable residents in case of emergency, for example, and to record where a personal emergency evacuation plan has been produced with residents. We are revising our procedures, guidance and reports and introducing new training for Housing Management staff to check and add to data during tenancy check visits and at |

| | |
|---|---|
| | sign up. |
| Home | |
| Quality of accommodation | |
| We will bring 74% of tenants' homes up to Decent Homes Standard by 31 March 2011, with a £24 million programme of improvements in 2010/11 | The programme of improvements and kitchen and bathroom installations has increased the percentage of tenants' homes which meet Decent Homes Standard from 60.5% at 31 March 2010 to 70%.at 31 December 2010. |
| Repairs and maintenance | |
| We will maintain and develop resident involvement at all levels of the repairs partnership | Residents from the Repairs and Maintenance Monitoring Group and the Asset Management Panel are actively involved in monitoring and managing the repairs partnership with Mears through their membership of the Core Group. Residents have also been nominated to the Partnership Group that operationally manages the partnership and they will start attending that group in January 2011. |
| Tenancy | |
| Allocations | |
| A tenant led group is reviewing the choice based lettings system and allocations policy, including exploring ways to relieve overcrowding. We will consult tenants and homeseekers in the city about any proposed changes | Residents from the tenant led group which conducted the review presented the recommended changes to the allocations policy to HMCC on 8 November. These have now gone to full city consultation with residents and wider stakeholders in the city for a 12 week period. |
| Tenure | |
| We will continue our work on identifying and dealing with people fraudulently living in council housing | A report to HMCC on 8 November set out how Housing Management prevents, detects and resolves tenancy fraud and our action plan and progress following an internal audit review. HMCC agreed that the £30,000 government grant to improve the prevention and detection of tenancy fraud should be used to fund equipment to introduce photographic records of tenant identity for new tenants. This was confirmed by the Cabinet Member for Housing at her 5 January 2011 meeting and will now be implemented. |

| | |
|--|---|
| Neighbourhood and community | |
| Neighbourhood management | |
| We will develop and agree with residents service pledges on the estates service and tenancy management, including grounds maintenance, as part of 'local offers' | Service pledges covering the estates service and tenancy management are being developed with tenants' and leaseholders' input through events, questionnaires and working with resident groups as set out in the main body of this report. The resident-led review of grounds maintenance with the Estates Service Monitoring Group ran 5 grounds maintenance pilot areas involving resident surveys from September – December 2010 and reported progress to HMCC in December. The project has made good progress and already implemented some positive changes to service arrangements, delivering better value for money. We will now consider wildlife and bio-diversity when completing works, such as planting wild flowers and ensuring new shrub planting is suitable for wildlife. |
| Local area co-operation | |
| We will work together with residents and other organisations to help make your neighbourhood a better place to live and let you know how we do that | Tenants who trained as resident assessors and took part in the Rate your Estate pilots reported back to the tenants and leaseholders' City Assembly in November on the success of this initiative in making estates a better place to live. All residents have also been updated through Homing In. A full report on the Turning the Tide social inclusion pilot to improve neighbourhoods is included elsewhere on this HMCC agenda. |
| Anti-social behaviour | |
| We will implement the national standards for dealing with anti-social behaviour | In October we implemented new Home Office standards promoting a consistent, victim and witness focused approach in responding to reports of anti-social behaviour on a multi-agency basis, including Housing Management and Housing Strategy, Sussex Police and the Anti Social Behaviour Casework team. These were reported to HMCC in November and incorporate the views and feedback gathered from tenants to date. Our response to tackling anti-social behaviour is being developed further with tenants through the Anti-Social Behaviour Focus Group and local service offer for anti-social behaviour. |
| Value for money | |
| We will get better value for money in repairs and works to empty homes | We have reduced the average base cost of repairs to empty homes in between lettings by approximately 14% since the start of the Mears partnership on 1 April 2010. |

The annual report for the year ending 31 March 2011 will report fully on progress in meeting our improvement plans in 2010/11.

**Plan and timetable for 2011 annual performance report
to council tenants and leaseholders**

| Date | Action |
|---------------|---|
| February 2011 | Ask tenants and leaseholders for suggestions on content of 2011 annual report in Homing In, give rough outline plan and timetable and brief progress update on 2010 report actions |
| April - May | Produce consultation draft report with staff |
| May | Advise all tenants and leaseholders through Homing In of how to see consultation draft of 2011 report when available and invite comments and suggestions |
| May | Publicise plan and timetable at City Assembly and invite tenant reps to send short quotes for report on progress and achievements of their groups |
| May - June | Update Area Panels on plan and timetable and invite tenant reps to send short quotes for report on progress and achievements of their groups |
| June | Issue consultation draft report |
| June | Circulate draft report to all tenant and resident associations and other resident groups for scrutiny and comments with feedback form |
| June | Put draft report on council website with feedback form and email tenants and leaseholders on the resident involvement database with an email address with the link and request feedback |
| June | Make copies of draft report available at housing offices and send to residents on request |
| June/July | Seek to engage residents who are under-represented in existing resident groups e.g. younger residents, BME residents through Facebook and other means |
| June/July | Officers attending resident meetings to discuss draft report |
| July | Deadline for comments on draft report |
| early Aug | Produce final draft report |
| Aug | Homing In Tenant Editorial Board to comment on final draft |
| early Sept | Housing Management Consultative Committee to scrutinise final draft |
| Sept | Cabinet Member for Housing to approve final report |
| Sept | Printing and distribution of report to all tenants and leaseholders |
| 1 Oct | Deadline for publication of report |

| | | | |
|-------------------------|---|-------------|--|
| Subject: | Social Inclusion Pilot – Evaluation/Final Report | | |
| Date of Meeting: | 24.1.2011 | | |
| Report of: | Lead Commissioner - Housing | | |
| Contact Officer: | Name: Emma Gilbert | Tel: 291704 | |
| | E-mail: emma.gilbert@brighton-hove.gov.uk | | |
| Key Decision: | No | | |
| Wards Affected: | All | | |

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 The draft Social Exclusion Strategy – “*Turning the Tide*” outlines the aims and objectives to address anti-social behaviour, intergenerational social exclusion and quality of life experience for residents in social housing living in areas of multiple deprivation in Brighton and Hove. To do this the strategy adopts a robust parallel approach of support and enforcement in order to “turn the tide” by addressing behaviours that impact negatively on individuals, families and the community.
- 1.2 The Strategy is a work in progress, currently at the second draft stage. Comments/feedback from key stakeholders, partners and council tenants and leaseholders will be sought before presenting a final draft to Cabinet for approval/agreement in June 2011.
- 1.3 The Strategy has been developed in response to the findings of the *Reducing Inequalities Review (OCSI and Educe 2007)* carried out in Brighton and Hove, as well as addressing national and local priorities focusing on social exclusion, housing, welfare reform, anti-social behaviour, and employment & skills.
- 1.4 The draft Social Exclusion Strategy shares the guiding principles of the Housing Strategy, and Homelessness Strategies and builds on the cross-cutting themes and integrated approaches Housing have taken along with our partners to address the complex and wide ranging needs of some of the city’s most socially excluded residents. This holistic approach is reflected in the key objectives and underlying priorities identified to deliver the aims of the draft Social Exclusion Strategy and places council housing at the centre of a strategic approach to reducing inequality and promoting community well-being.
- 1.5 It was agreed by Housing Cabinet and Housing Management Consultative Committee in September/October 2009 to run a nine month Social Inclusion Pilot from the Selsfield Drive Housing Office to test some of the approaches identified in the Strategy; to help develop a model for citywide rollout; and to provide feedback for the final draft of the Strategy.

2. **RECOMMENDATIONS:**

- 2.1 To note the achievements, outcomes and performance of the Social Inclusion Pilot
- 2.2 HMCC recommends to the Cabinet Member for Housing to approve the citywide rollout of the strategy

3. **RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:**

3.1 Main Aims of the Pilot

- 3.1.1. *Turning the Tide* outlines the 6 key objectives and underlying priorities identified to deliver the strategic aims of the draft Social Exclusion Strategy. The work outlined within the strategy is not designed to be a short-term measure - when trying to address issues that include anti-social behaviour, entrenched poverty, low aspirations, intergenerational worklessness, the mental and physical health and wellbeing of communities, substance misuse, parenting skills and familial relationships, strategy needs to take a long term view.
- 3.1.2 The Pilot proposed to address the short-term challenges of systemic change, bringing together models of good practice, early identification and intervention, multi-agency working, and community involvement to deliver on shared aims and objectives; to create opportunities for change, and the development of new enterprises and partnerships to benefit and improve the community.

3.2 Rationale

- 3.2.1 The rationale for focusing the strategy on residents living in council housing stock is based on the findings of the *Reducing Inequalities Review* which identified that there is a significant number of people in the city with multiple needs living in social housing – with at least two thirds of households experiencing two or more of the following dimensions of inequality: income, benefits dependency, health, crime and the environment.
- 3.2.2 The Review, census data and tenant surveys all confirm that the levels and concentration of social exclusion, multiple deprivation and attendant anti-social behaviour within Brighton and Hove are higher within the areas of social housing, particularly within the authority's own stock.
- 3.2.3 In addition, levels of working age benefit dependency and child poverty across the city provide additional evidence of the correlation between social housing and deprivation. (DWP figures 2010).

3.3 Scope

- 3.3.1 Given the concentration of multiple deprivation and inequality within the authority's own housing stock in areas of deprivation, it was agreed to pilot the approaches identified in the strategy with council tenants and leaseholders living in Moulsecoomb, Bevendean, Coldean, Bates Estate and Saunders Park.

3.3.2 The pilot commenced in late October 2009 and was due to last for a period of 9 months - completing in July 2010. Performance would be measured in order to demonstrate the effectiveness and impact of the interventions with an evaluation due to be carried out in September 2010.

3.3.3 Following the set-up period revised service delivery commenced in January 2010. However, we have included all performance figures to the end of September to give a full nine month picture.

3.4 Governance

3.4.1 The joint ownership of this strategy across Housing Management and Housing Strategy demonstrated the commitment to build upon the (former) directorate's successes, to maximise resources and areas of expertise, and to work robustly together with partner agencies to tackle inequality, social exclusion and anti-social behaviour within our council housing stock and communities of multiple deprivation, providing sustainable action and effect into the future.

3.4.2 The strategic governance of the Pilot has been led by the Assistant Directors of Housing Strategy and Housing Management (now Lead Commissioner for Housing and Head of Delivery for Housing and Social Inclusion) with management of the Pilot being led by Housing Strategy.

The operational services have been jointly delivered through Housing Needs and Social Inclusion and Housing Management Tenancy Services.

3.5 Model for Delivery

3.5.1 The *Turning the Tide* draft Strategy outlined the model of a *Universal Offer of Support* with differentiated levels of support and enforcement, with proposed teams and services to deliver the range of household and community interventions needed. The three support levels were Universal, Enhanced and Intensive.

3.5.2 The Pilot proposed that the initial or Universal level of support is provided by the Housing Management Teams - building on their successes, resources and experience in delivering services with the primary focus of tenancy management and estate management. These teams would continue to be managed through the Tenancy Management Structure within Housing Management.

3.5.3 The Enhanced and Intensive levels of support and enforcement is provided by the *Social Inclusion Team*, created by bringing together the Anti Social Behaviour Housing Officers and the Tenancy Sustainment Team.

Both these teams operate on a citywide basis so the impact of this measure was immediately wider than the pilot area. The aim of this was to provide a consistent citywide approach in all housing offices, so that all tenants and leaseholders would benefit from the re-focused approach to addressing anti social behaviour and tenancy sustainment, including robust and assertive actions to actively challenge asb and targeted rapid

interventions to help residents maintain their tenancy and minimise any negative impact on the community.

- 3.5.4 Management of the Social Inclusion Team transferred to Housing Needs and Social Inclusion from 1st November 2009 in their role as the housing support arm of the directorate and operational lead for the Pilot.

3.6 **Pilot Outcomes**

During the Pilot period the key focus was to:

3.6.1 **Simplify and improve services through systemic change, namely:**

- Re-focusing of Housing Management service delivery in order to use housing resources more effectively; embedding the early identification /prevention ethos; building the capacity of staff to respond to the complex needs of tenants whilst maintaining their primary focus of housing/tenancy management; increasing tenancy participation in the design, delivery and performance of housing services
- To implement the *Universal Support Offer* – focusing interventions on targeted client groups prioritised in terms of risk factors, using a balance of support and enforcement
- To take a robust and assertive approach as a landlord to tackling anti-social behaviour ensuring that all relevant agencies and local residents are fully engaged in a high profile, co-ordinated and consistent approach to deal with anti-social behaviour
- To ensure a multi-agency approach in order to provide a co-ordinated response to tackling social exclusion, including overcoming barriers/blockages; joined-up working and co-location of services; and where necessary re-focusing existing forums/systems in order to prioritise shared aims and objectives for individuals and the community
- To benchmark levels of anti-social behaviour, social exclusion and inequality throughout the life of the strategy, using the Pilot period to ascertain performance against a range of hard and soft outcomes for services, individuals and the community, and to measure the effectiveness of interventions

NB: Embedding a culture change and renewed commitment for tackling Anti Social Behaviour sits at the heart of the Support and Enforcement Approach.

This introduced the notion that whilst vulnerability can be an underlying cause, it is not an excuse to commit anti social behaviour and enforcement action will be taken to address it.

This involved a real change in ethos and delivery for the Tenancy Sustainment Team, moving them away from their historical support role to using a balance of support and enforcement measures to address anti social behaviour with vulnerable tenants, which could result in eviction or tenancy loss rather than sustainment. It should be noted that increasing

the number of evictions is not the aim of this approach – addressing and ending the anti social behaviour is.

3.6.2 To provide a range of community interventions and to maximise opportunities in order to improve aspirations and ensure that tenants meet their responsibilities and improve the life chances for themselves, their families and the community.

The interventions identified included a specific focus on improving engagement in education, training and employment; raising awareness of and improving access to health and wellbeing services, early years provision and parental support; targeted positive role model work with young males; community events/days; co-ordination of volunteering and fundraising opportunities; increased resident participation through the “Rate Your Estate” initiative and Housing & Estates Forum; development of social enterprise opportunities, work placements and apprenticeships through the Mears contract

3.6.3 To complete an evaluation at the end of the pilot period and develop a model for citywide rollout

3.6.4 To publicise and communicate the aims and achievements of the Pilot to all key stakeholders, residents and local media

3.7 Evaluation Methods

3.7.1 Prior to the start of the Pilot, the Project Team met widely with key stakeholders, including residents, services, agencies, partnerships/forums, commissioners, and delivery partners to establish the parameters and goals of the pilot.

Reporting mechanisms were established to ensure links to governance structures and regulatory frameworks, high level objectives, other teams/ services, and targeted interventions, relevant partnerships, and community engagement frameworks.

3.7.2 The involvement of staff and local residents throughout the Pilot was absolutely key to service development, design and delivery, monitoring, and evaluation of performance against the aims and objectives of the Pilot.

3.7.3 Consultation and discussion with local residents was carried out through the Lewes Road Consortium, Local Action Team meetings, Resident and Tenant Association meetings, Estate Services Monitoring Group and other local forums such as the East Brighton Healthy Living Partnership, Local Practitioners’ Meeting; Joint Action Group (East), Early Intervention Groups etc; and a Community questionnaire in conjunction with the Bridge Community Centre and Healthy Living Centre.

This identified the key issues and concerns for local residents; what they wanted in terms of community interventions and service delivery/service improvement; and established the model for ongoing resident involvement in the Pilot, primarily through the Lewes Road Consortium, and later through the newly formed Housing and Estates Forum and Anti Social Behaviour Focus Group.

3.7.4 Involvement in service delivery and design, performance reporting and customer feedback became a key function of the Lewes Road Consortium and Housing and Estates Forum, and along with individual resident involvement and feedback, has been a primary source of information in the evaluation of the pilot.

3.7.5 From the commencement of the pilot the key staff teams were involved in the process of systemic change within housing management services including ongoing review and evaluation. This was done through:

- One to one discussions with individual staff members
- Series of Individual Team sessions/Awaydays in Nov/Dec 2009
- Overall Team Awayday in December 2009 to finalise and launch the new procedures/working methods
- Action Planning and Review sessions
- Development of Team Plans
- Continuous service development (including other delivery partners)
- Monthly Team Meetings
- Quarterly Full Team meetings
- Individual supervisions
- Informal feedback processes
- Regular evaluation/review meetings
- Case Studies
- Series of Individual Team Sessions at the end of the Pilot Sept/Oct 2010
- Overall Team Evaluation Session in October 2010

3.8 Performance Measures

3.8.1 Performance reporting was minimal prior to the pilot so the following tools and processes were developed and used to capture performance and outcomes:

- Social Inclusion Pilot Action Plan – delivery against objectives
- Service outputs and Key performance indicators.
- Regulatory/governance frameworks
- Introduced Benchmarking protocols eg HouseMark ASB national performance standards for Social Landlords; Victim and Witness Risk Assessment; Rate Your Estate (HouseMark); Keep Britain Tidy Cleaner, Greener, Safer Neighbourhoods Quality Mark; “Local Offer” ASB standards for Tenant Services Authority;
- Monthly Performance monitoring introduced for Support and Enforcement Actions; Estate Inspections and Actions taken; caseload turnover and outcomes; customer satisfaction; key performance indicators
- Customer satisfaction feedback mechanisms

- Case Management Approach and Review
- Service Level Agreement

3.9 **Key Achievements**

A detailed report on achievements, performance and outcomes is attached as Appendix 1

3.9.1 **Support Interventions:**

- Implementation of the *Universal Support Offer* – focusing interventions on targeted client groups prioritised in terms of Anti Social Behaviour and risk factors, using a balance of support and enforcement. The Universal level is being delivered by Housing Officers, Housing Management Advisors and Community Wardens; the Enhanced level is being delivered by the Tenancy Sustainment Team and the Intensive Level is being delivered by the Anti-Social Behaviour Officers.
- Early Intervention -Identifying need/ problems earlier and referring for support
- Enhanced Tenancy Checks
- Risk Factor Indicator List
- Built the capacity of housing mgt staff to signpost or refer to other services/agencies;
- Improved joint working

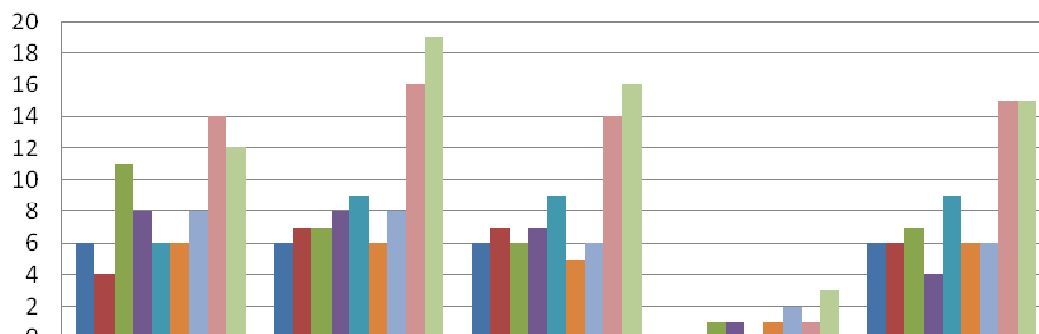
3.9.2 **Housing Management:**

- Re-focusing of Housing Management service delivery in order to use housing resources more effectively; eg “Surgery Approach”
 - 95% of all enquiries now dealt with by Housing Management Advisors;
 - has increased number of first time right enquiries
 - Improved the amount of time housing officers are office based/estate based time from 80/20 to 60/40%
- Embedding the early identification /prevention ethos – teams are now pro-active rather than reactive
- Building the capacity of staff to respond to the complex needs of tenants whilst maintaining their primary focus of housing/tenancy management – working holistically with tenants to address needs
- Prevention Fund for tenancy sustainment linked to behaviour change
- Improved joint working and multi-agency approach
- Benchmarking and improved performance reporting
- Service Improvements eg Estate Inspection Process, tracking of issues, performance and response times across a range of service providers;
- ASB support and enforcement action reports/identification of local levels and issues;
- Rate Your Estate and Quality Mark scoring;

3.9.3 **Tenancy Sustainment Team**

- Embedding the ASB focus into the work of the Tenancy Sustainment Team: 75% of cases have an ASB aspect; enforcement tools used in 90% of cases; Tenancies sustained in 89% of cases closed; increased turnover in number of cases; increased positive closure rates of cases

Tenancy Sustainment Team Caseload Jan -Sept 2010

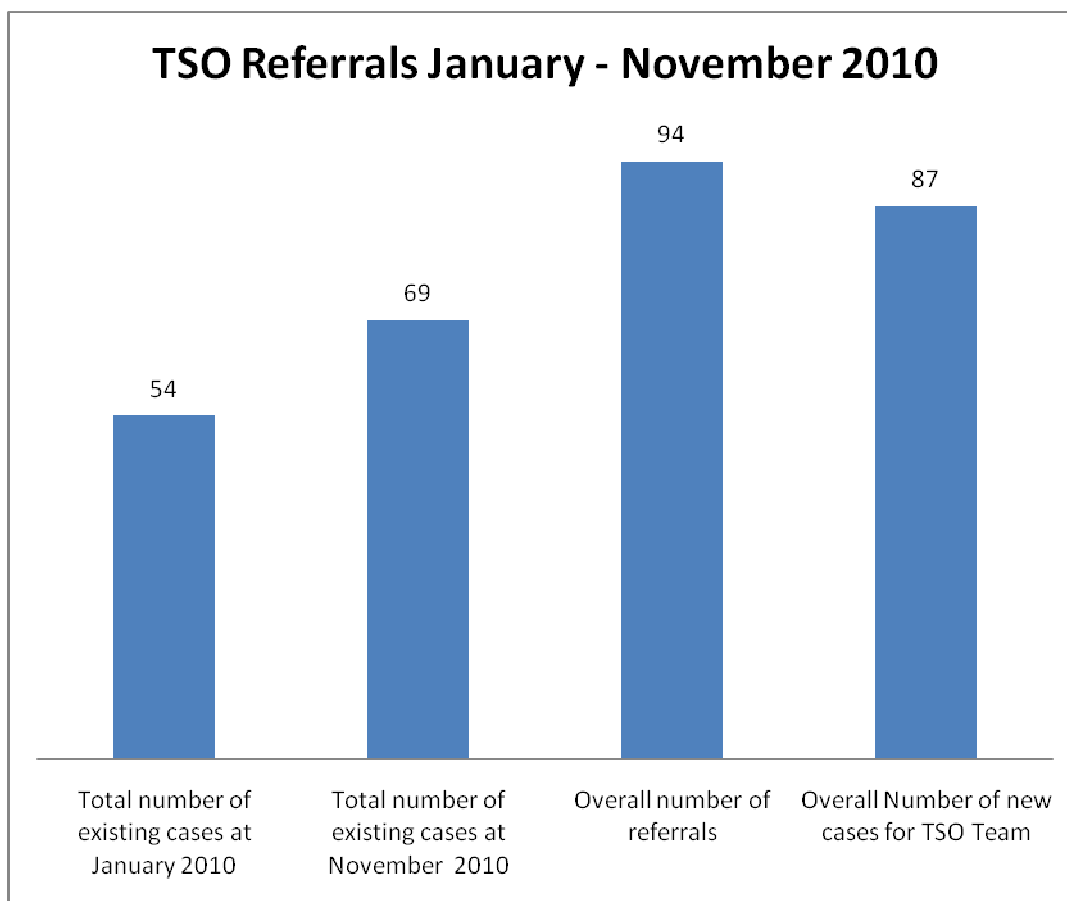


| | No of new referrals | Number of cases closed | No of cases tenancy sustained at closure | number of cases tenancy abandoned/give n up | Number of cases referred to appropriate agency |
|-------------|---------------------|------------------------|--|---|--|
| ■ January | 6 | 6 | 6 | 0 | 6 |
| ■ February | 4 | 7 | 7 | 0 | 6 |
| ■ March | 11 | 7 | 6 | 1 | 7 |
| ■ April | 8 | 8 | 7 | 1 | 4 |
| ■ May | 6 | 9 | 9 | 0 | 9 |
| ■ June | 6 | 6 | 5 | 1 | 6 |
| ■ July | 8 | 8 | 6 | 2 | 6 |
| ■ August | 14 | 16 | 14 | 1 | 15 |
| ■ September | 12 | 19 | 16 | 3 | 15 |

The graph demonstrates the performance of the team during the Pilot period. There is a marked increase in the number of cases referred to appropriate services, cases successfully closed and new referrals taken on.

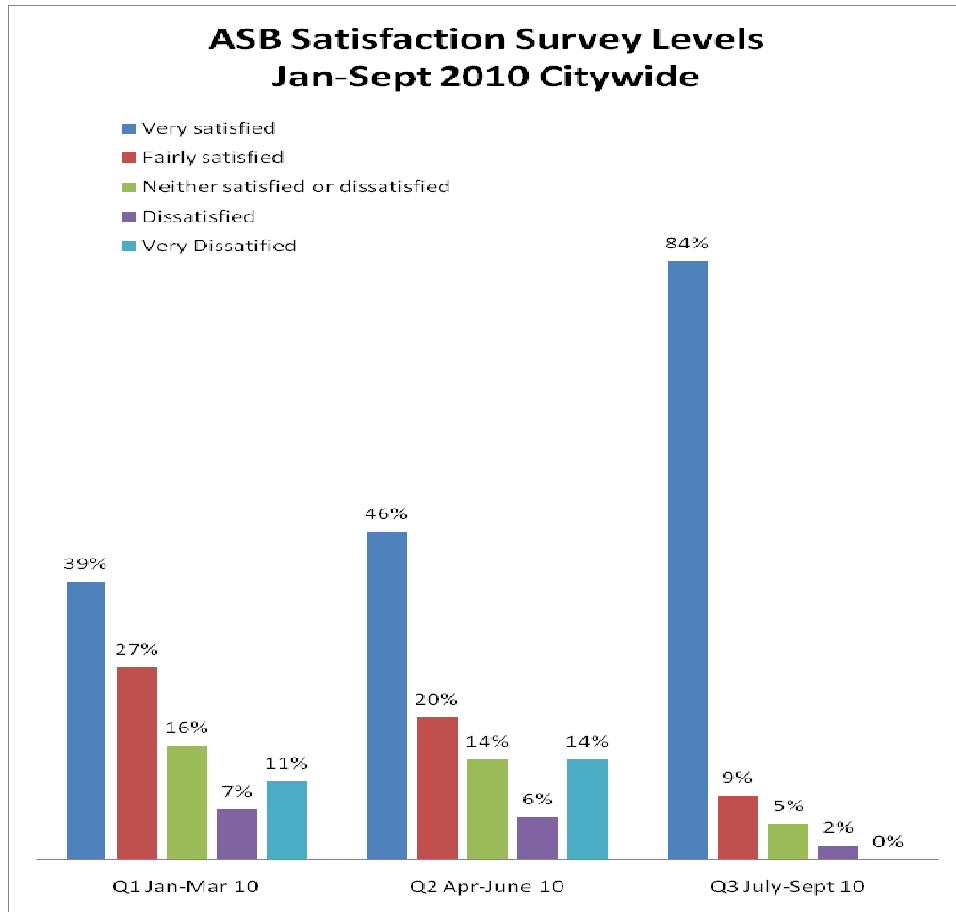
There were concerns that the increased focus on asb and behaviour change would impact negatively on vulnerable tenants and lead to an increase in abandonments, tenancy breakdowns or eviction.

The overall percentage of tenancies abandoned or given up during the pilot period is 6% (it should be noted that some of these may have been positive moves to more suitable accommodation eg residential care or supported accommodation).



3.9.4 ASB Performance:

- Robust and consistent citywide approach to anti-social behaviour
- Re-focus of culture and ethos, key messages
- ASB Case Management of Housing officers
- Introduction of Victim and Witness Support Service and Risk Assessment Processes – 25 assessments carried out in the first month of delivery; seven Action Plans put in place, 2 domestic violence priority transfers put in place
- Dedicated Family Intervention Worker – 9 cases from April to Sept 2010 – ASB resolved/significantly reduced in 7 cases.
- Joint working protocols with CST, Environmental Health, Police; Simultaneous enforcement actions taken to reduce number of court cases
- Resident led ASB Focus Group to deliver Task Focused Action Plan
- Reduction in escalation of ASB through early intervention, support and enforcement
- Greater use of ASB tools and powers
- Reduction in number of cases resulting in Eviction – currently showing a reduction of 42% on 2009/10 figures
- Increased number of cases closed (ASB resolved)
- Increased satisfaction levels of how ASB has been dealt with (see graph below)



Embedding customer feedback surveys into service delivery was a key action in terms of gauging tenant and resident satisfaction with Housing’s performance in dealing with anti social behaviour.

The chart above gives the results from customer satisfaction surveys carried out at case resolution for each quarter and relates to high level and serious ASB cases. Questions asked included:

How satisfied are you with the way your complaint/case was handled?

How satisfied are you with the outcome of the work of the service?

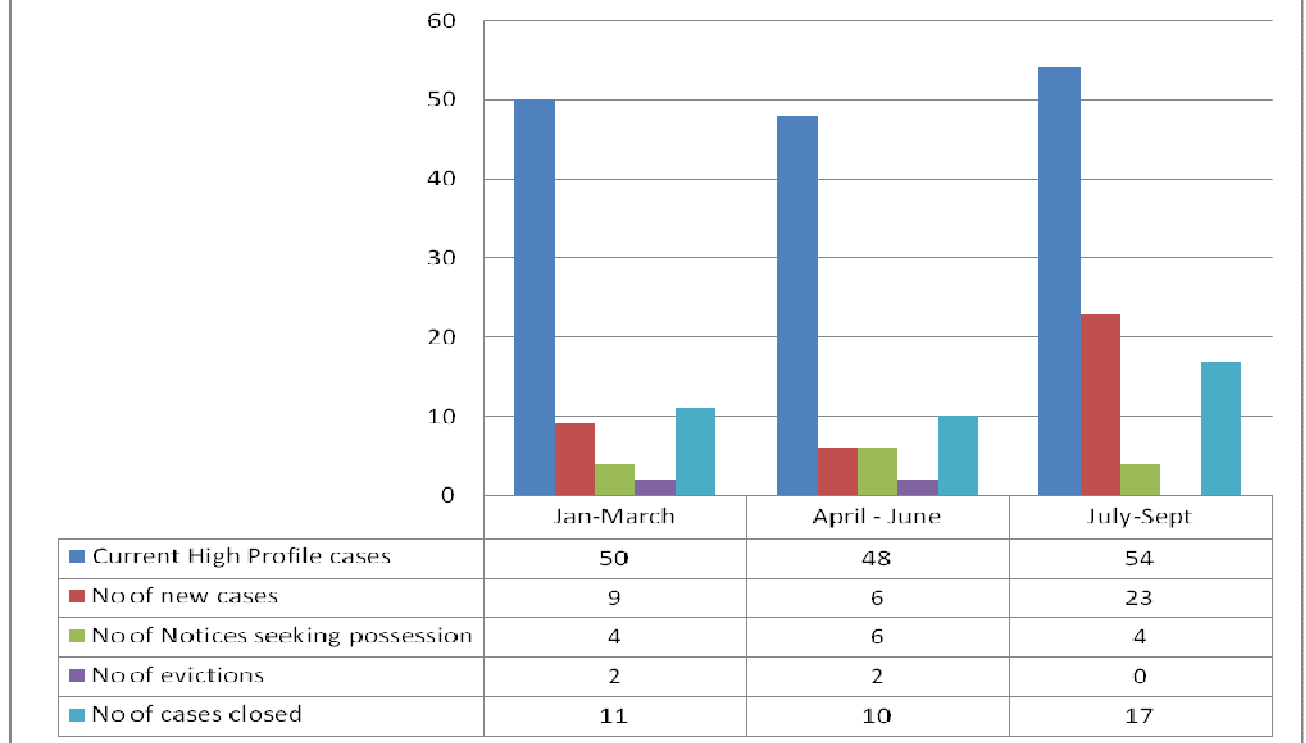
How satisfied are you that your case officer was always helpful?

How satisfied are you that you were kept informed about what was happening throughout the work of the service?

How satisfied were you with the support you were given by your case officer?

The percentage of residents responding as “very satisfied” rose from 39% in Quarter 1 to 84% in Quarter 3. This compares favourably against the national average of 68%.

High Level ASB Caseload (citywide) Jan-Sept 2010



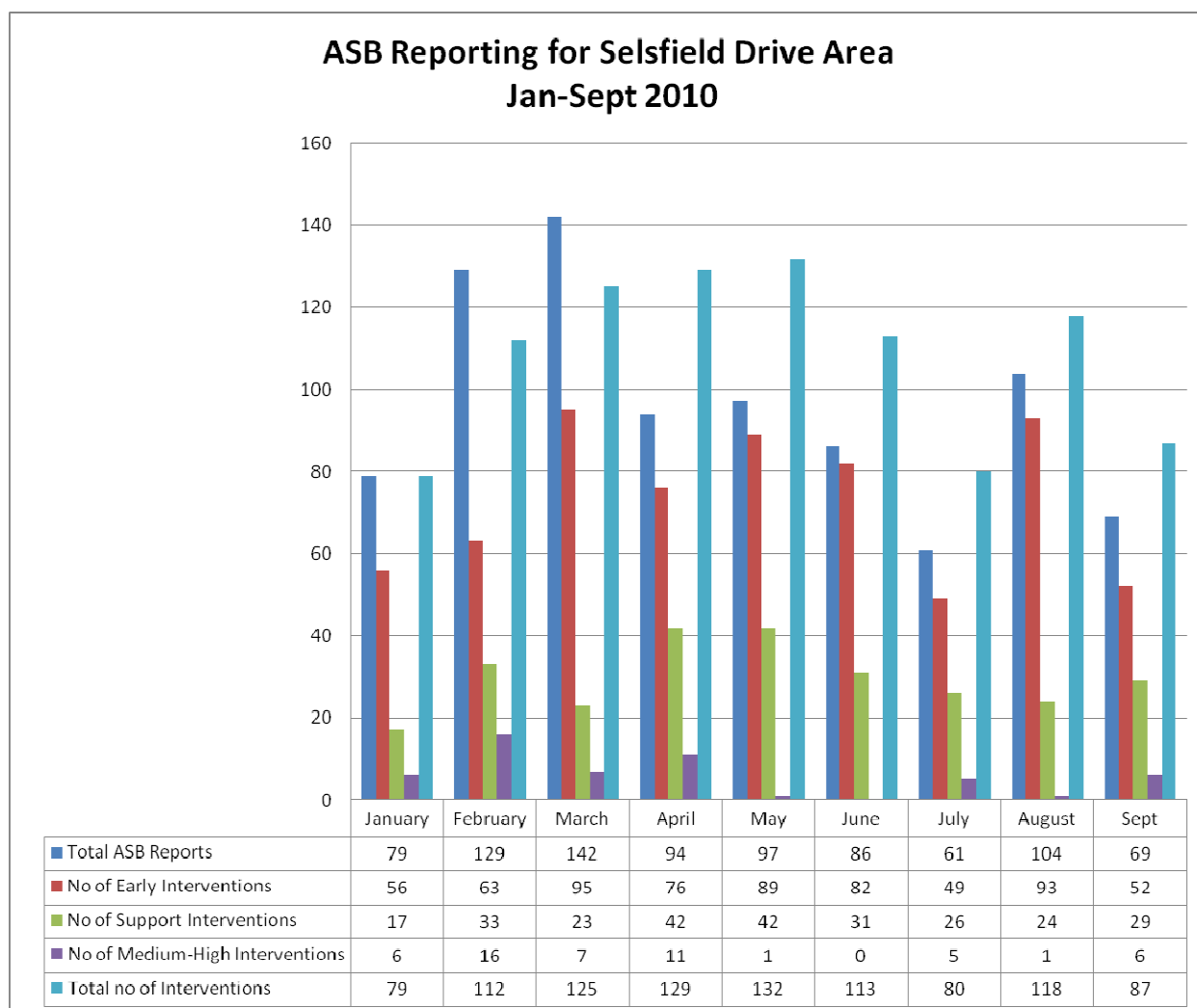
This graph outlines the performance and outcomes for high level anti social behaviour across the city during the pilot period.

Concerns had been expressed about a possible increase in the number of evictions as a result of the more robust approach to dealing with anti-social behaviour.

The percentage of cases resulting in eviction was 8% in Quarter 1, 12% in Quarter 2 and 0% in Quarter 3. The total number of evictions during the 9 month period is 4, compared to an annual figure of 12 in 2007/8 and 7 in 2009/10. If this trend continues into the last quarter, it will represent a 42% decrease in the number of evictions for the year.

As part of our improved risk assessment and case management approach, there is a higher emphasis on the support and re-housing aspect of any case that could lead to tenancy loss/eviction. This involves closer working with the Housing Options Team early in the process to formulate a re-housing plan and includes resettlement support from the ASB Housing Officers.

3.9.5 Reporting on Anti Social Behaviour in the Pilot area



In addition to the citywide reporting carried out by ASB Housing Officers and Tenancy Sustainment Officers, the Pilot introduced monthly reporting of all support and enforcement actions carried out by Housing Officers, Community Wardens, Tenancy Sustainment Officers and Anti Social Behaviour Housing Officers in the Pilot area at Selsfield Drive.

The graph above shows the overall number of asb reports received in the area, and the type/level of interventions carried out. The number of cases being actioned is about 28% higher than the national average.

A key trend is the positive impact of early intervention in resolving the ASB rather than seeing an escalation requiring medium to high level interventions.

ASB reporting can be drilled down to patch, batch, street or block by level and type. Reports go to residents at the Housing and Estates Forum and has enabled residents to highlight hotspots and issues and identify solutions such as Estate Development Bids, works for the Community Payback Team, Clear up Events.

3.9.6 Community Interventions

- Residents' Housing and Estates Forum – providing information, feedback and monitoring of performance of housing and service partners
- Developing the “Rate your Estate” initiative and trained up a cohort of 12 Resident Assessors to participate in a rolling programme of Estate Inspections
- Dedicated work and learning outreach service through the Bridge Community Centre – workshops, drop-ins, community based “recruitment”; house to house approaches; group work and one to one support
- Building the capacity of local TA/RA groups to work strategically and maximise opportunities for their local areas through funding applications, joint bids, works for payback and Estate Development Budget; raising awareness of services/agencies/projects in the area
- Co-ordinating a programme of community clean-up days;
- Co-ordinating the work identified by tenants for the Community Payback Team;
- Key partner in the Leybourne Parade Project
- Working with Brighton University to co-ordinate student volunteering in the area
- Working to improve community resources eg cashpoints etc
- Providing “surgeries/drop-ins” at TA/RA meetings
- Working with Mears to deliver the Community aspects of the Responsive Repairs and Maintenance Contract with particular emphasis on education, employment, apprenticeships and training - ensuring links into the Local Labour Scheme; co-ordinating delivery partners citywide eg City College and community partners; launch of the Mears Apprenticeship scheme; social enterprise developments for recycling of white goods and furniture, catering and buildings management; working with Mears and the Lewes Road Consortium in the development of the Moulsecoomb Supercentre and local repairs base; the Community Challenge funding; planning to train up a cohort of Resident Inspectors for the repairs service and Resident Energy Advisors in year 2 of the contract

By March 2011 10 new apprentices will have been recruited by Mears.

3.10 Recommendations from the Pilot:

3.10.1 A full list of recommendations is given in the Pilot report Appendix 1

Key Actions are:

- the Citywide rollout of the Support and Community Interventions
- The Social Inclusion Team continues to deliver the Enhanced and Intensive levels of support and enforcement
- To ensure the resource issues in terms of staff and OHMS are resolved prior to April 2011 to enable the Rollout Programme to be achieved within expected timescales.
- That the Project Team are responsible for the following:
 - Re-draft the final version of the Social Exclusion Strategy and carry out the Consultation process and Equalities Impact Assessment
 - Oversee and deliver the rollout of the Turning the Tide programme citywide

- Work to identify sustainable funding streams for community interventions outside of Housing Revenue Account Funding eligibility eg the Bridge Community Outreach contract; Male Role Model co-ordinator etc
- To lead on the Education, Employment, Training and Social Enterprise development and provide strategic links to the City Employment and Skills Steering Group; Adult Learning Group; Advice Services Partnership and Community Resources including Palace Place
- Ensuring links to other key housing initiatives such as the Customer Access Review; Local Offers; Housing Options Plus, Systems Thinking Review
- To lead on the delivery of community interventions eg Rate Your Estate, Housing and Estates Forum
- Continuing to improve access to other services for tenants and overcome barriers
- Identify and set up the Strategic Steering Group and Operational Group for overseeing delivering of the *Turning the Tide* Strategy

4. CONSULTATION

- 4.1 Consultation processes throughout the Pilot have been detailed already. In line with the Community Engagement Framework there will be a detailed consultation process with key stakeholders, partners and council tenants on the final re-draft of the Social Exclusion Strategy, through a range of activities to include the Web-based Consultation Portal, workshop sessions, consultation events at tenant and resident fora, steering groups, working groups, communities of interest, and other relevant forums.

5. FINANCIAL & OTHER IMPLICATIONS:

5.1 Financial Implications:

- 5.1.1 The targeted Work and Learning outreach is being funded out of £30,000 LABGI funding until 31.3.2011. Replacement funding is being sought through other funding streams (Interreg Bid in spring 2011)
- 5.1.2 Funding for the additional community interventions is yet to be identified.
- 5.1.3 The Housing Revenue Account 2010/11 Budget includes £485,570 for Turning the Tide. The financial implications for a citywide rollout of the Social Inclusion project will be considered during 2011/12 as part of the Housing Revenue Account Targeted Budget Management (TBM) process with any additional resource requirements being managed within the existing Housing Revenue Account 2011/12 Budget.

Finance Officer Consulted: Susie Allen

Date: 6.1.11

5.2 Legal Implications:

- 5.2.1 There should be an awareness of the Human Rights Act particularly where the assertiveness intervention models are used, as there may be occasions when there could be the potential interference with the rights under the act. These should on the whole be dealt with by virtue of the fact that any intervention will be in pursuit of a legitimate aim – that of community protection and the reduction of crime and disorder. Consideration should be given as to the proportionality of any interventions.
- 5.2.2 As there will be considerable inter department information sharing, there should be considerable thought given to the data sharing and how it will be undertaken. Consideration should be given for adoption of the Pan Sussex Information Sharing protocol (awaiting sign off). Systems should be robust and compliant. Likewise there should be knowledge of and the ability to respond to the provisions of the Freedom of Information Act.
- 5.2.3. Many of the target group may have difficulties which are covered by the Disability Discrimination Act- while the scope of this has been reduced by recent case law it is a factor to be considered, in the methods used when dealing with relevant cases. Likewise consideration should always be given to each individual's circumstances under The Mental Capacity Act 1997.

Lawyer Consulted:

Liz Woodley

Date: 20.12.10

Equalities Implications:

- 5.3 The Strategy aims to address the issues of inequality, multiple deprivation and social exclusion within the key areas highlighted by the Reducing Inequalities Review 2007. Performance monitoring will include progress against equalities and inclusion outcomes for the city.
- 5.4 An Equalities Impact Assessment will be carried out on the draft Strategy prior to submission to Cabinet.

All frontline staff and managers have completed the Equalities Act E-Training.

Sustainability Implications:

- 5.5 Addressing sustainability implications are integral to the development and delivery of the strategic objectives and priority actions identified within the Strategy.

Crime & Disorder Implications:

- 5.6 A key focus of the strategy is to address anti-social behaviour and its impact on individuals, families and the community. Key performance indicators will reflect the local priorities and outcomes in this area.

Risk and Opportunity Management Implications:

- 5.7. Reduction in the Social Inclusion Team budget could lead to an increase in ASB; tenancy breakdown and evictions; and result in a failure to meet our statutory duty for Victims and witnesses.

Service demand for the Tenancy Sustainment and ASB Housing Teams may increase significantly as a result of cuts in other public and third sector services.

Replacement funding for non- HRA aspects is yet to be identified and may require evidence of match funding.

Corporate / Citywide Implications:

- 5.8 The draft Social Exclusion Strategy links into and reflects the key priorities within the refreshed 2020 Sustainable Community Strategy, the Local Area Agreement, the Council's Corporate Plan, the City Employment and Skills Plan, the Housing Strategy and the Housing Management Service Improvement Plan, the Community Safety Plan and other key areas of work to ensure we are effectively meeting the needs of the city, and the Coalition government's national priorities.
- 5.9 The key themes of the strategy reflect the strategic aims and objectives of the organisation as outlined in the Intelligent Commissioning model currently being developed by Brighton and Hove City Council. The delivery model addresses service improvement and efficiency, encourages partnership working across sectors, agencies and services, and involves residents in meeting the needs and aspirations of the community as well as the individual.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 None considered

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 To determine the performance and achievements of the Pilot
- 7.2 To approve citywide rollout of the strategy

SUPPORTING DOCUMENTATION

Appendices:

1. Social Inclusion Pilot Evaluation and Performance Report – Appendix 1
2. Risk Management Log – Appendix 2

Documents In Members' Rooms

None.

Background Documents

1. Reducing Inequalities Review in Brighton and Hove (OCSI and Educe 2007)
2. Turning the Tide draft Social Exclusion Strategy (2009)
3. Turning the Tide Briefing Document August 2010
4. HouseMark: ASB Benchmarking Services Annual report July 2010
5. Summary Report for the Community Safety Survey – Brighton and Hove City Council Xchange Panel = Metro Research September 2010
6. Think Family Approach – DCFS 2009

Turning the Tide Social Inclusion Pilot Evaluation

Performance Report Appendix (1)

❖ **Performance**

❖ **Achievements**

❖ **Recommendations**

November 2010

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1. Executive Summary:

The Social Inclusion Pilot was carried out jointly by Housing Strategy and Housing Management in the Selsfield Drive Area, covering Moulsecoomb, Bevendean, Coldean, Bates Estate and Saunders Park from November 2009 until July 2010.

Following the set-up period revised service delivery commenced in January 2010. We have included all performance figures to the end of September 2010 to give a full nine month picture.

The aim of the pilot was to test some of the approaches identified in the draft Social Exclusion Strategy "*Turning the Tide*" to address social exclusion and attendant anti social behaviour within the authority's housing stock in areas of multiple deprivation.

The Pilot proposed to address the short-term challenges of systemic change, bringing together models of good practice, early identification and intervention, multi-agency working, and community involvement to deliver on shared aims and objectives; to create opportunities for change, and the development of new enterprises and partnerships to benefit and improve the community.

Consultation was carried out with local residents to identify the key issues and concerns, and an Action Plan put in place to deliver a range of support and community interventions to improve outcomes for individuals, households and the community.

The initial scope of the Pilot included funding within the delivery period for the provision of the following Community Interventions:

- Male Role Model Co-ordinator
- Health Trainer for targeted health, well-being and early years work
- Additional capacity to support targeted under-occupancy/overcrowding
- Social Enterprise development/investment
- Prevention Fund
- Community initiatives
- Marketing and Publicity

Due to unforeseen budget pressures in other areas, funding for these aspects was not available, which impacted on the feasibility of the Pilot to deliver on the agreed outcomes within the specified timescale, and is a key factor for consideration when looking at the Pilot's achievements.

Key Outcomes:

Support Interventions:

- Re-focusing of Housing Management service delivery in order to use housing resources more effectively; eg “Surgery Approach”
- Benchmarking and improved performance reporting
- Embedding the early identification /prevention ethos; Risk Factor Indicators
- Building the capacity of staff to respond to the complex needs of tenants whilst maintaining their primary focus of housing/tenancy management
- Implementation of the *Universal Support Offer* – focusing interventions on targeted client groups prioritised in terms of risk factors, using a balance of support and enforcement
- Prevention Fund for tenancy sustainment linked to behaviour change
- Improved joint working and multi-agency approach
- Robust and consistent citywide approach to anti-social behaviour
- Reduction in escalation of ASB through early intervention, support and enforcement
- Greater use of ASB tools and powers
- Reduction in number of cases resulting in Eviction
- Increased satisfaction levels of how ASB has been dealt with
- Introduction of Victim and Witness Support Service and Risk Assessment Processes
- Joint working protocols with CST, Environmental Health, Police
- Resident led ASB Focus Group

Community Interventions

- Residents’ Housing and Estates Forum – providing information, feedback and monitoring of performance of housing and service partners
- Developing the “Rate your Estate” initiative and training up a cohort of Resident Assessors to participate in a rolling programme of Estate Inspections
- Dedicated work and learning outreach service through the Bridge Community Centre
- Building the capacity of local TA/RA groups to work strategically and maximise opportunities for their local areas through funding applications, joint bids, works for payback and EDB; raising awareness of services/agencies/projects in the area
- Co-ordinating a programme of community clean-up days;
- Co-ordinating the work identified by tenants for the Community Payback Team;
- Key partner in the Leybourne Parade Project

- Working with Brighton University to co-ordinate student volunteering in the area,
- Working to improve community resources eg cashpoints etc
- Providing “surgeries/drop-ins” at TA/RA meetings
- Working with Mears to deliver the Community aspects of the Responsive Repairs and Maintenance Contract with particular emphasis on education, employment, apprenticeships and training - ensuring links into the Local Labour Scheme; co-ordinating delivery partners citywide eg City College and community partners; launch of the Mears Apprenticeship scheme; social enterprise developments for recycling of white goods and furniture, catering and buildings management; working with Mears and the Lewes Road Consortium in the development of the Moulsecoomb Supercentre and local repairs base; the Community Challenge funding; planning to train up a cohort of Resident Inspectors for the repairs service and Resident Energy Advisors in year 2 of the contract

The Pilot has identified a number of initiatives for citywide rollout to other housing offices from April 2011 and includes recommendations for further service improvements.

2. Performance, Achievements and Outcomes

2.1 Aims and Objectives of the Pilot:

Support Interventions:

- Re-focusing of Housing Management service delivery in order to use housing resources more effectively; embedding the early identification /prevention ethos; building the capacity of staff to respond to the complex needs of tenants whilst maintaining their primary focus of housing/tenancy management; increasing tenant participation in the design, delivery and performance of housing services
- To implement the *Universal Support Offer* – focusing interventions on targeted client groups prioritised in terms of risk factors, using a balance of support and enforcement
- To take a robust and assertive approach as a landlord to tackling anti-social behaviour ensuring that all relevant agencies and local residents are fully engaged in a high profile, co-ordinated and consistent approach to deal with anti-social behaviour
- To benchmark levels of anti-social behaviour, social exclusion and inequality throughout the life of the strategy, using the Pilot period to ascertain performance against a range of hard and soft outcomes for services, individuals and the community, and to measure the effectiveness of interventions
- To ensure a multi-agency approach in order to provide a co-ordinated response to tackling social exclusion, including overcoming barriers/blockages; joined-up working and co-location of services; and where necessary re-focusing existing forums/systems in order to prioritise shared aims and objectives for individuals and the community

Community Interventions:

- To provide a range of community interventions and to maximise opportunities in order to improve aspirations and ensure that tenants meet their responsibilities and improve the life chances for themselves, their families and the community.

The interventions identified included a specific focus on improving engagement in education, training and employment; raising awareness of and improving access to health and wellbeing services, early years provision and parental support; targeted positive role model work with young males; community events/days; co-ordination of volunteering and fundraising opportunities; increased resident participation through the “Rate Your Estate” initiative and Housing & Estates Forum; development of social enterprise opportunities, work placements and apprenticeships through the Mears contract

Evaluation and Publicity

- To complete an evaluation at the end of the pilot period and develop a model for citywide rollout
- To publicise and communicate the aims and achievements of the Pilot to all key stakeholders, residents and local media

2.2 Delivering the Support Interventions.

“To implement the Universal Support Offer – focusing interventions on targeted client groups prioritised in terms of risk factors, using a balance of support and enforcement”

Universal Offer of Support

The *Turning the Tide* draft Strategy outlined the model of a *Universal Offer of Support* with differentiated levels of support and enforcement, with proposed teams and services to deliver the range of household and community interventions needed. **Diagram A (Appendix One)** outlined the Support offer and **Diagram B (Appendix One)** outlined the proposed services.

The Pilot proposed that the initial or Universal level of support would be provided by the Housing Management staff team - building on their successes, resources and experience in delivering services with the primary focus of tenancy management and estate management.

Given the resource issues relating to Housing Officers and the large caseloads they carry (approximately 600-800 households per officer), it is not practicable for them to carry out in-depth “support” or to change their remit in terms of tenancy management. Therefore Housing Officers, Housing Management Advisers and Community Wardens would provide the initial alert/referral for a higher level of support through an enhanced tenancy check process and risk factor indicator list.

These teams would continue to be managed through the Tenancy Management Structure within Housing Management.

The Enhanced and Intensive levels of support and enforcement would be provided by the Tenancy Sustainment Team and Anti Social Behaviour Housing Officers respectively.

Previously both of the teams were matrix managed by 2 different Housing Managers on a citywide basis. It was recognised that there needed to be greater co-ordination and links between the teams given the amount of

crossover and joint-working, and to provide a consistent approach to delivering the Enhanced and Intensive Support Levels.

As part of the Pilot, the Teams were brought together to become the *Social Inclusion Team*, with one dedicated Team Manager and a joint team plan.

Both these teams operate on a citywide basis so the impact of this measure was immediately wider than the pilot area. The aim of this was to provide a consistent citywide approach in all housing offices, so that all tenants and leaseholders would benefit from the re-focused approach to addressing anti social behaviour and tenancy sustainment, including robust and assertive actions to actively challenge ASB and targeted rapid interventions to help residents maintain their tenancy and minimise any negative impact on the community.

Management of the Social Inclusion Team transferred to Housing Needs and Social Inclusion from 1st November 2009 in their role as the housing support arm of the directorate and operational lead for the Pilot.

The initial focus of systemic change was to work with the three teams to identify their roles/remits and thresholds, and the referral processes.

The table below shows the focus and thresholds for each team:

Team Thresholds and Focus:

| Universal | Enhanced | Intensive |
|---|---|--|
| <p>HO's/CW's/HMA's ASB: Low level</p> <ul style="list-style-type: none"> Noise Nuisance Poor behaviour/verbal abuse/dogs etc Neighbour Disputes Gardens Rubbish Fencing Condition of property Rent/arrears ABC's NOSP <p>Support:</p> <ul style="list-style-type: none"> Signposting Tenancy Checks Estate Inspections Internal Inspections <p>Referral/Signpost to other services</p> <p>Risk Factor List – Referral to TSO or ASBHO</p> <p>Rent arrears: referral to Debt Recovery/Income Management Team</p> <p>Dealing with Enquiries</p> <p>Core Tasks relating to Landlord Function</p> | <p>TSO ASB: Mid level</p> <p>Breaches of tenancy Service of Notice Cluster of Incidents</p> <ul style="list-style-type: none"> Support and enforcement relating to ASB Referrals only if ASB an issue Action Plan to reduce ASB Includes Behaviour Change ABC's Co-ordinate referrals to other services <p>Vulnerability: Brief Intervention</p> <ul style="list-style-type: none"> Assess Evaluate Refer <p>Income Management Team/Debt Recovery Team Adult Social Care/Social Services CYPT/TYSS Floating Support Crisis Intervention Peer Support MH Alcohol/SMS etc W&L/ Health TTT Community Interventions</p> | <p>ASBHO ASB: Serious or complex cases, involving more than one household or hate crime</p> <ul style="list-style-type: none"> Support and enforcement relating to ASB Complex cases Take referrals if court a real likelihood Continue to monitor action plan and start proceedings Tenancy Proceedings Demotion ASBO ASBI ABC's ABC+ NOSPs Restorative Justice |
| Support Yes Court Yes | Support Yes Court No | Support Yes Court Yes |

Once the delivery of the support offer was agreed and the processes implemented, the next stage was to look at the work of individual teams and identify what needed to be achieved and how it would be done.

(i) **Housing Management Team**

Prior to the start of the Pilot we met with local tenants and residents to identify what their areas of concern were in relation to housing management services.

Their key issues were:

- Poor communication
- Lack of information, follow up or feedback
- Inconsistency in approaches, responses and skills levels
- Residents don't feel involved in the design, delivery or monitoring of our services
- Level of housing staff presence on the estates

In response to their concerns we prioritised the following areas/actions for the Housing Management Team to concentrate on as part of the Pilot:

- Landlord Functions
- First time right enquiries
- Housing Officers – reversal of 80/20 ratio office based/community based
- Enhanced Tenancy Checks
- Risk Factor Checklist
- Signposting/referral to other services where appropriate
- ASB – Co-ordination, Case Management, Reporting
- Estate Inspections
- Launching the Housing & Estates Forum
- Developing the Rate Your Estate Initiative and Resident Assessor Role

A key aspect of this work was a process mapping exercise with the Housing Officers, Community Wardens and Housing Management Advisers, looking at key functions and how they could be delivered more effectively.

What we did:

Introduced the “Surgery Approach” at Selsfield Drive:

- Housing Management Assts now dealing with 95% of enquiries
- Improved number of 1st time right enquiries
- Housing Officer Time split office based/estate based. 80/20 ratio now 60/40: this has enabled staff to be more estate based and able to carry out tenancy management functions eg inspections, tenancy checks/visits etc

This model has worked really well in making Housing officers more available to tenants and raising the profile of Housing Management Advisers.

It supports the concept of Improved Customer Experience by raising the level of first time right enquiries and reducing the number of contacts necessary to resolve or report an issue.

It has also addressed the over-reliance/expectations some tenants place on their housing officers unnecessarily to sort things out for them and has put the onus back on the tenant to resolve issues themselves, allowing staff to concentrate on vulnerable tenants who need their support to address issues.

Surgery Approach:

“The surgery approach allows Housing Officers the opportunity to be out of the office in the mornings; this frees us up to prioritise visits to the tenants. This has been hugely beneficial to both the Housing Officers and the neighbourhood. It has allowed Housing Officers dedicated time to see their tenants when they are needed rather than have to wait until there is cover in the office for them to carry out visits. It has allowed the Housing Officers to become pro-active rather than reactive and has been welcomed by the residents, who wanted to see their housing officers out and about on the estate more.

It has also raised the status of the Housing Management Advisors, and residents now appreciate that they trained in housing management, and can deal with the majority of their housing needs and problems.”

Cathy Bath – Housing Officer, Selsfield Drive

Surgery Approach:

“The surgery approach has enabled us to deal with tenants more thoroughly as we have been able to promote our role and inform the tenant that we are able to deal with most enquires without waiting for a Housing Officer to contact them or the need for them to book an appointment.

Before the surgery approach, a large majority of tenants thought of (HMA’s) as nothing more than receptionists who lacked knowledge of housing and they did not trust us to answer enquiries, hence insisting to speak to an HO only. HMA’s often solve the problem there and then and tenants ask us direct now rather than insisting on seeing their Housing Officer.

We also have more control over dealing with tenants whose problem/enquiry involves a simple case of sign posting. Often in the past, tenants have expected us to take control over every issue concerning their property. Since the surgery approach we have been able to change the expectations of tenants in this respect and enable them to report issues themselves directly to the relevant department eg reporting a repair, or making a housing benefit enquiry. Since we have been following this approach, the amount of repair/benefit etc enquiries have dropped considerably as the tenant now goes direct to the department they need to speak to. This improves the number of first time right enquiries for the customer and is a more efficient use of our time, freeing us up to deal with housing management issues and focusing our support on the most vulnerable tenants.”

Louise Abousidou – Housing Management Adviser, Selsfield Drive

Whilst the model is one we would want to rollout to other housing offices, there are a number of issues to consider:

- The knowledge, experience, ability and confidence levels of the Housing Management Advisor in dealing with tenancy management enquiries
- Willingness to expand and develop the HMA role – historical focus on administration/reception rather than customer service for some HMA’s
- The level and preferred method of customer enquiries received at an office – eg customer footfall, telephone, email. This varies greatly between offices and will impact on the ability of staff to respond to the number of enquiries they receive.
- The impact on other areas of HMA work

The Housing Manager at Selsfield Drive has developed an Action Plan to identify the steps needed to take this concept forward – key actions are:

- Embedding the culture change at other offices and getting buy-in from staff

- Use HMA “Champions” to promote and embed the service at other offices
- Mapping enquiries by level, type and method for each office and identifying the key issues
- Carry out a training analysis and identify knowledge gaps
- Identify and implement a training programme
- Build the knowledge and capacity of staff to respond appropriately and signpost to other services

Supporting Tenants - Actions

- Early Intervention -Identifying need/ problems earlier and referring for support
- Enhanced Tenancy Checks
- Risk Factor Indicator List
- Built the capacity of housing mgt staff to signpost or refer to other services/agencies;
- Improved joint working

Tenancy Checks

Housing Staff are responsible for carrying out tenancy checks for all tenants on a rolling 2 year programme and through the Introductory Tenancy Visits Process (3 visits in first year of tenancy). In addition to the planned visits, households can be prioritised/flagged for a check through a number of ways if there is a cause for concern eg a tenancy agreement issue, a vulnerability, report of asb, rent arrears, concern flagged by a third party eg neighbour/contractor, suspected sub-letting etc.

The focus of the tenancy check is about landlord functions, eg bricks and mortar issues, tenancy agreement compliance, paying rent etc.

The Tenancy Check process provides housing management staff the opportunity to pick up on a range of issues and acts as a trigger or alert for support or enforcement action. However, there was inconsistency in the level of involvement and follow-up, and knowledge base of other services to refer to.

The Pilot looked at ways of formalising the alert process to enable services to intervene earlier, and how to widen the tenancy check to incorporate a holistic focus for housing staff , enabling them to provide the initial support on a broader range of issues (both positive and negative) through signposting and referral.

Initial discussions were had with housing management about enhancing the Tenancy Check Process which was under review prior to the start of the pilot. The general feedback was that for the majority of tenants, the revised Tenancy Check was sufficient to address the majority of needs and that it would lengthen the tenancy check unnecessarily. Additional need could be identified on “triggered” visits and Introductory visits.

Risk Factor Indicator List

For those more vulnerable households, the Pilot Team developed a Risk Factor Indicator List for use by housing management staff and possible rollout to other teams to formalise the alert process and identify the need for early intervention.

The model drew on existing Risk Factor Lists successfully used by a range of agencies across the city eg Integrated Youth Support Services, Family Pathfinder, Family Intervention Project.

Housing staff initially had concerns about using the list with tenants because of the possible conflict it could generate when broaching difficult issues with tenants on home visits; confidentiality issues – could jeopardise their relationship with tenants; open file policy and the potential difficulties that could arise at a later date with tenants who could perceive that it was some form of “secret” assessment; not being equipped to deal with information that might be disclosed by a tenant.

Despite these reservations, staff did trial the list during the pilot – Evaluation feedback from staff is whilst a prompt has been useful for less experienced staff, the value of this as a tool has not been evidenced and that a less formal checklist could be incorporated into the tenancy check document instead.

There is still work to be done on the value of a new tenant “Risk factor checklist” for other teams to use, particularly Homemove and Lettings, as a way of identifying the potential need of an immediate referral to the Tenancy Sustainment Team at the very start of the tenancy to avoid negative impact on the tenant and community.

Working Holistically

Housing staff have been working in a holistic way with tenants and use the opportunity of visits to broach ways in which tenants can improve their life chances and family outcomes by signposting or referrals to other services, agencies etc.

Key to this was to raise Housing staff’s awareness of other services, improving links to other teams, and cascading information about training, events, initiatives, services etc.

Actions included:

- Database set up by the Project team with a range of services, referral details and links to other information portals
- Training provided on using the database and raising awareness of other services
- Training Analysis/identifying knowledge gaps
- Staff attendance at the Frontliners’ Networking and Information Events
- Reciprocal guest slots at services’ team meetings eg, Family Pathfinder, FIP Team, Healthy Living Centre staff, Children’s Centre,

Bridge Community Centre, Mental Health and Substance Misuse Worker, Loan sharking campaign officer etc

- Establishing joint visiting protocols with Gateway Team at the Bridge
- Providing information about training and information events, services and initiatives
- Updates on service improvements
- Team briefings
- Full team meetings with the ASB Housing Officers and Tenancy Sustainment Officers

An informal basis for knowledge exchange has also arisen from being co-located with the Project Team, Tenancy Sustainment Team, and four of the six ASB Housing officers; and the benefits of joint delivery between Housing Strategy and Housing Management.

Ensuring the links with these teams and embedding the above processes across housing offices will be vital in providing a consistent citywide approach.

Housing Officer

Case Study 1

Couple x moved into a local authority one bedroom flat in Bevendean, East Brighton - 18 and 19 years old with a baby on the way. Complaints from neighbours about noise nuisance.

Introductory Tenancy Visit – April 2010

The Housing Officer carried out the introductory tenancy visit focusing on the landlord aspects and to address the issue of noise nuisance.

The main cause of noise was due to the uncarpeted floor so the Housing Officer assisted the couple to apply for funding to pay for carpeting.

Using the Enhanced Tenancy Check approach introduced as part of the Social Inclusion Pilot, the Housing Officer then used the visit to talk about work and learning with the couple and ascertained that neither of them had any qualifications; the father to be was dyslexic and unable to read/write very well and that they were both unemployed with no current plans to move into work. She discussed the importance of being able to read/write sufficiently in parenting and the ability to support the baby financially. The Housing Officer provided details of the local Work and Learning Hub at the Bridge Community Centre and suggested that they get in touch with them to help them with reading, writing, and progression into employment.

She also provided information about the Choice Based Letting's Working Families Local Lettings Plan which prioritises working households for bidding on family properties. In that area the last three 2- bedroom houses had gone to Band C families who were in employment.

Follow Up Visit – July 2010

When the Housing Officer followed up her visit, the baby had arrived. The application for funding had been successful and there was carpeting down in the flat - the noise complaints had stopped completely. The father had applied to Bookers and secured employment and had been to an Information, Advice and Guidance Session at the Bridge Centre. He is looking into college courses to improve his literacy. Mother and baby are linked in with Surestart, the Health Visitor and Childrens' Centre at Moulsecoomb. The couple are bidding on our Choice Based Letting System as a working household.

Housing Management ASB Measures:

- Early Intervention
- Support and Enforcement
- Case Management approach
- ASBHO supervision of Housing Officers on ASB cases
- New ASB Standards
- Monthly ASB reporting on all support and enforcement actions taken by Housing officers, Housing Management Advisors and Community Wardens
- Level/type of intervention
- Identifies key issues for each area at patch, batch and street level
- Reports to the Housing and Estates Forum
- Implemented new Victim and Witness Risk Assessment

Changes to Estate Inspections:

- Yearly dates on the website
- Devised new processes that cut out duplication
- Property Spreadsheets
- Improved Estate Inspection reports – tracking system for performance across service providers
- Mid-term inspections to check/chase progress
- Reports to the Housing and Estates Forum and TA/RA reps
- Results will be published on the website

Housing & Estates Forum:

- Developed in response to resident's request for improved communication
- Brings residents and service providers together to address housing and estates issues
- Promotes resident participation in design, delivery and performance management of housing and estate services
- Provides performance monitoring reports for the local area
- Identifies issues, hotspots, repairs profiling
- Holds service providers accountable
- Working together to improve the neighbourhood eg Jointly working to achieve accreditation for Cleaner, Greener, Safer Neighbourhoods Quality Mark Award

Rate Your Estate:

- Resident Assessors – developed the role and training programme and trained a cohort made up of tenants, residents and student volunteers from Brighton University
- Scoring system – score sheets, photo book, maps, traffic light system
- Consistent standards citywide

- Identifies problems/issues
- Visual comparator (traffic light system) to monitor performance
- Accountability
- Links to Estate Development Budget and Community Payback works

Resident Assessors delivered a presentation on the Rate Your Estate Initiative and Improved Estate Inspection Process to the City Assembly on November 20th. See appendix 5 for the presentation handout.

How did we do

At a community level, the key impact for residents has been the improvement in communication, feedback and information; and the increased involvement in the design, delivery and monitoring of services.

In November 2010 we went back to the TA/RA representatives within the Pilot area and asked the following questions:

Questionnaire to TA/RA representatives and residents at the Housing & Estates Forum in Nov 2010. Overall responses:

Do you think communication has improved? Yes/No

- 1 - poor
- 2 - fair
- 3 - good
- 4 - **very good** "overcoming the black hole"
- 5 - excellent

Are you more informed about housing issues in your local area?

Yes/No

- 1 - poor
- 2 - fair
- 3 - good
- 4 - **very good** - definitely but need to ensure we get the Inspection Reports
- 5 - excellent

Do you feel more involved in service delivery and performance?

Yes/No

- 1 - poor
- 2 - fair
- 3 - good
- 4 - **very good** – Rate Your Estate, Estate Inspections and HEF but need to ensure working residents are fully included
- 5 - excellent

Are there issues/areas you would like more information about?

Yes/**No**

Are there issues you are very concerned about which we haven't addressed?

Yes/**No**

Do you think ASB is reducing?

Yes /No

- 1 - poor
- 2 - fair
- 3 - **good**
- 4 - very good
- 5 - excellent

How would you rate your relationship with Housing Management services at Selsfield Drive?

- 1 - poor
- 2 - fair
- 3 - good
- 4 - **very good**
- 5 - excellent

Has this improved as a result of the Turning the Tide Pilot?

Yes /No

Definitely – much more involved now and have better information.

What else could we do to improve our relationship with tenants?

Support to new TA/RA associations around EDB bids, resident engagement processes and procedures.

Rollout of Rate Your Estate in other areas

Have more meetings in the evenings

Housing staff have also been involved in the delivery of the majority of community interventions carried out during the Pilot.

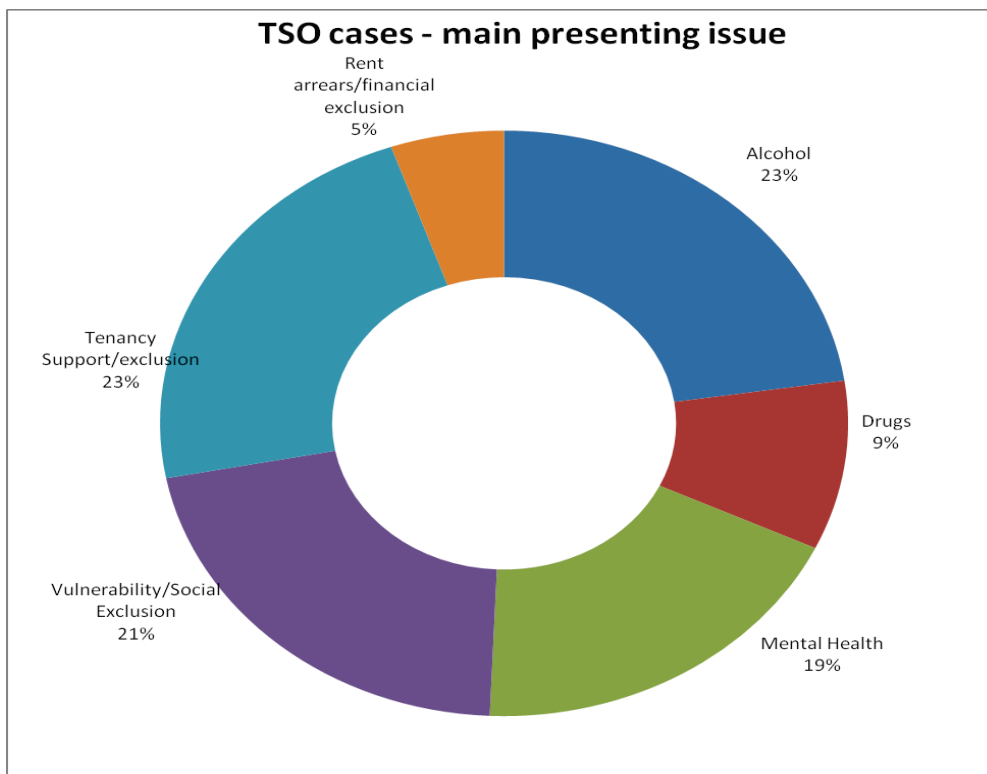
Some examples are:

- Co-ordinating the work of the Community Payback Team
- Helping to deliver the programme of Community Clear up days
- Leybourne Parade Project
- Bevendean Food Project
- Tools Library

(ii) Enhanced Level- Tenancy Sustainment Team

Brighton and Hove has a particularly challenging demographic with nationally high figures for the number of residents who have alcohol, substance misuse and / or mental health issues. Moreover, as can be seen from Case Study 3 many tenants will have high support needs for a sustained period of time.

The impact of these issues on the tenant's ability to maintain their tenancy agreement and the resultant anti social behaviour and effect on the community is a key issue for Housing Management.



Most existing housing and specialist support teams within the city do not meet this need. They provide either a high level support for a short period (up to 6 weeks) or low level of support (between 1-2 hours of support a week) for a sustained period.

The *Turning the Tide* pilot examined this issue closely. In seeking to prevent tenancy failure amongst vulnerable tenants and to address the attendant anti social behaviour, the Pilot sought to develop new ways of working with tenants who have enduring high needs.

What We Did:

In order to deliver the “Enhanced Level” of the Support Offer the Pilot identified the following key changes for the Tenancy Sustainment role:

- Clear definitions of service thresholds/responsibilities for the different teams eg Housing Officers, Tenancy Sustainment Officers and ASB Housing Officers
- Amended referral criteria and referral sources
- Implement early intervention/prevention mechanisms
- ASB focus for TSO referrals
- Implementing a balance of support and enforcement
- Brief Intervention ethos - Assess, Evaluate, Refer
- Fill the gaps eg enable support rather than provide support
- Lead Professional role in case management
- Improve access to other services
- Identify/overcome barriers/blockages
- Action planning/time limited interventions
- Consistency in approach/methodology
- Case management approach
- Increased reporting/recording/publicity
- Develop/agree key performance indicators for the service
- Prevention Fund

What’s been achieved:

- Enabling the team to become pro-active rather than reactive through early identification and prevention eg going through weekly lettings list to identify potential referrals
- Referral sources/processes re-established
- Criteria for referrals clarified
- ASB Focus for TSO Cases and use of enforcement tools – TSO’s now use ABC’s in 10% of cases, and warnings in 80% of cases
- Clarified role of TSO in joint-working with ASB Housing Officers
- Improved joint working through creation of the Social Inclusion Team and Team Manager
- Introduction of a Brief/ Crisis Intervention Ethos for some cases
- Case management – both documentation and approach
- Action Planning – Assess, Evaluate and Refer
- Outcome focused and time limited
- Service is about enablement not dependency
- Improved referrals to other services

- Access to information via the CAF+/Pathfinder Team
- Raised the profile of work of team
- Reporting and KPI's
- Undertaking Cost benefit analysis (negative funding impact for other teams)
- Action Plan for TSO Team
- Service Development Model identified
- Prevention Fund implemented and linked to behaviour change

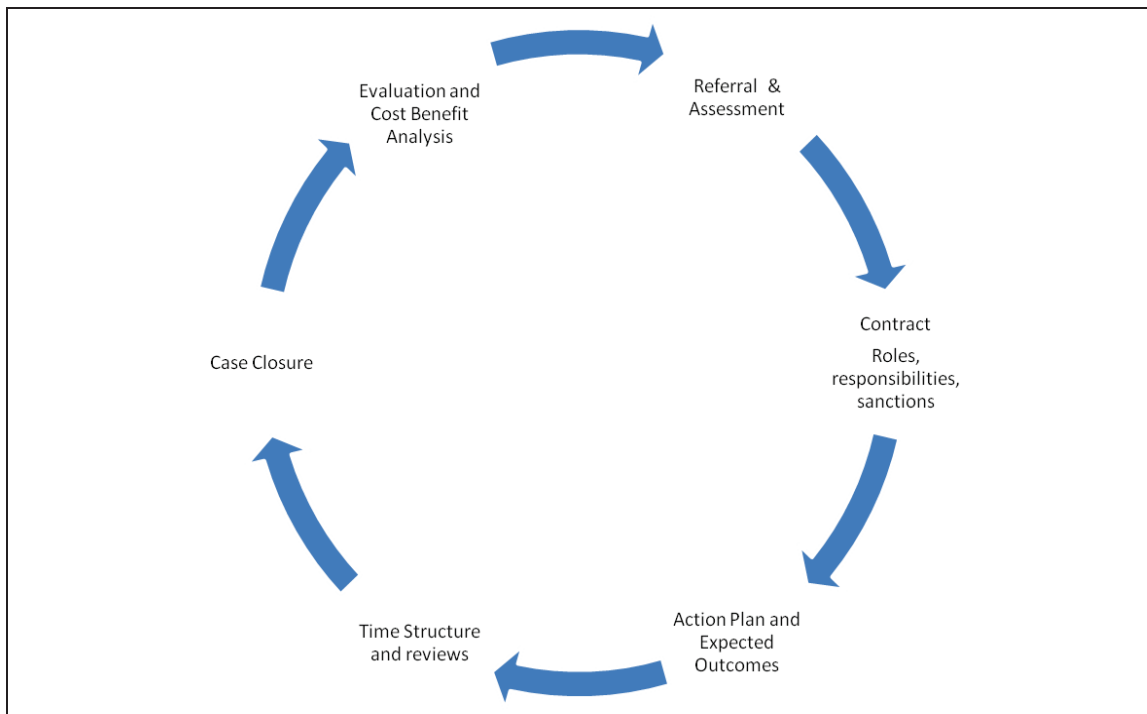
Tenancy Sustainment Officers were often left “holding” cases where other services were difficult to engage. Some cases had been live for several years and whilst the tenancy was being maintained, there was little evidence of behavioural change but often a definite culture of dependency on the TSO.

A key challenge has been to improve joint-working and referrals to other services and whilst there have been some notable successes, this still remains the biggest challenge for the team in being able to handover cases to the appropriate service and exit a case.

The service is currently being re-developed on the Family Pathfinder model of “Team around the Family” to ensure the appropriate services are engaged and that a robust assessment and action plan are put in place to meet all the needs of the household. It will identify when the TSO is best placed to be the “lead professional” in a case, responsible for co-ordinating multi-agency action; and will include a Contract with the client to ensure compliance.

As part of the Pilot all TSO's have undertaken the range of “Think Family” training and have good working relationships with the Family Pathfinder Team.

The other key aspect of service development is the case management approach outlined in the diagram below.



Proposed Tenancy Sustainment Support Model

The approach will enable all parties to be clear about the expected outcomes, individual roles and responsibilities, possible sanctions and impact of non-compliance, and gives an achievable timescale which will be regularly reviewed. It sends out a message at the beginning of the case that this is a time-limited intervention to enable sustainable behaviour change and is not about creating dependency or providing long-term support, and is working towards an exit strategy from the start.

The Action Plan will be tailored for the individual and reviewed regularly, supported by an agreed contract which can be used to monitor compliance and performance against goals.

Measuring the lasting impact of the intervention will be a key part of the evaluation process at case closure and will need to identify the social impact as well as the financial in line with the aims of the Intelligent Commissioning Model.

Capturing the longer term impact will involve customer tracking for a period of time (to be agreed) to see if the behaviour change is sustained. This will be looked at in the current Service review as part of the customer satisfaction and feedback process.

Tenancy Sustainment Team Complex case/ multi agency working Case Study 2

Summary:

This case relates primarily to “N”, a severe alcoholic in his fifties. But the effect of his alcoholism also draws in other people: S who he claims Carers’ Allowance for, (but is suspected of abusing), and L who is his drinking partner – as well as their community.

This study highlights the complexity of cases and aims to track the key role of the tenancy sustainment officer in co-ordinating the many agencies involved in finding a resolution to the range of issues. It also raises questions about the cost effectiveness and appropriateness of housing someone with this level of need in a general needs tenancy, given the involvement of 24 services/people in this case.

Issues:

- Severe alcohol related nuisance both at the block where his home is located and also at a neighbouring block where he is a significant part of the most high profile and serious alcohol related ASB case in East Brighton.
- Suspected Domestic violence
- Poor condition of property

Agencies or persons involved in this case:

1. A housing officer
2. A tenancy sustainment officer (TSO)
3. A surveyor
4. An alcohol outreach worker
5. A social worker
6. An occupational therapist
7. A housing manager
8. A housing association worker
9. An anti social behaviour housing officer (ASBHO)
10. A judge
11. A community alcohol team worker
12. A Homemove worker
13. A police officer
14. A member of the family
15. A Drugs Intelligence Unit worker
16. An Anti Victimisation Unit worker
17. A housing options worker.
18. A probation worker
19. Department of Work and Pensions
20. A rehabilitation assessment officer
21. A hospital social worker
22. A rest home worker
23. A repairs operative
24. Several housing management assistants

Timeline of events:

Feb 2010. After concerns raised by neighbours the housing officer and the tenancy sustainment officer (TSO) visit the property. The TSO agrees to be lead officer co-ordinating multi agency action. There is a concern around severe neglect in regard to N and S – it is ascertained that N has been spending the Carers' Allowance on alcohol. An alcohol outreach worker is contacted. There is also a serious issue around damp in the property. A surveyor is contacted.

March 2010. The surveyor confirms the property does need major works. N is found intoxicated with drinking partner, L. The outreach worker and the TSO discuss the possibility of hospital admission for N. Later in the month a joint visit with a social worker and an occupation therapist is arranged. S is given Band 3 mobility because she has some problems mobilising. N attends the relapse prevention group. The TSO outlines what constitutes domestic violence to N.

April 2010. A priority transfer application is made to the housing manager due to the major works needed on their property. Conversations continue about getting more occupational therapy help for S.

Concurrently the Anti Social behaviour Housing Officer (ASBHO), in co-ordination with the TSO, begins possession action against L in regard to nuisance caused by her drinking with N. There is a 2 day court hearing. A postponed possession order is granted against L.

May 2010. Priority transfer granted for N and S. There are discussions with Homemove about the bidding arrangements.

June 2010. N and S are offered a property and attend a viewing with a housing association worker and the TSO. They accept the property and arrangements are made for help with removals and applying for a community care grant. However, they miss the sign up due to N being intoxicated. The sign up is re-arranged but they again miss it due to N intoxication. The TSO arranges a visit with the alcohol outreach worker.

July 2010. N still unable to visit the property. The offer of a property is withdrawn. A vulnerable adult alert is carried out on S due to ongoing concerns about neglect. The alcohol outreach worker is contacted by the TSO to discuss housing options in view of N's inability to sign for general tenancy. S goes to stay with her daughter for a while. Rehabilitation options are considered for N.

24 July. The police are called out on due to welfare concerns. The issue of DV is again raised, but S denies this. N again admits to drinking to excess. S asks to stay with friends. N admits that he needs help. The TSO is informed.

August 2010. The TSO has ongoing discussions with housing options and the social worker – it is decided that N should go into sustained rehab. However, N continues to cause concern. His probation officer is informed that N is too ill to do community service (for previous nuisance). The TSO delivers a medical certificate to the DWP so N can continue to receive benefit. The TSO has conversations with the community alcohol team who agree N should be admitted to rehab.

The Anti Social Behaviour Housing Officer continues to work with L and reminds her of the PPO on her property. The TSO arranges a lift for N to go to an assessment for rehabilitation.

September 2010. N accepted for rehab. More work done by the TSO on claiming benefits. N admitted to hospital for detox. S admitted to hospital on mobility issues.

October 2010. Resolution for all 3 parties: N admitted to rehab. S admitted to rest homes while future housing options considered. L remains housed and there have been no recent complaints from neighbours. Housing management staff helped to make the arrangements for the removal of goods from N and S's home. The property is made safe by repairs and made available for re-let at the end of the tenancy.

Conclusion: Although other agencies highlighted important issues and provided services it was the TSO who pulled many of the 24 agencies together to bring matters to a resolution.

The role of the TSO was central in ensuring that N and S obtained suitable alternative accommodation. Without the TSO involvement N would not have been re-housed and the council would have pursued legal action against him. In light of the serious nature of the ASB this would have included application for possession.

The TSO provided essential practical support and behavioural support enabling him to complete the transition from a long term recidivist alcoholic to a person willing and able to accept rehab.

The TSO continued to work with his partner until the end of the tenancy in order to ensure that she was accommodated and linked in to appropriate services.

Tenancy Sustainment Team**Case Study 3 ASB Focus**

Referral for victim of ASB/hate crime.

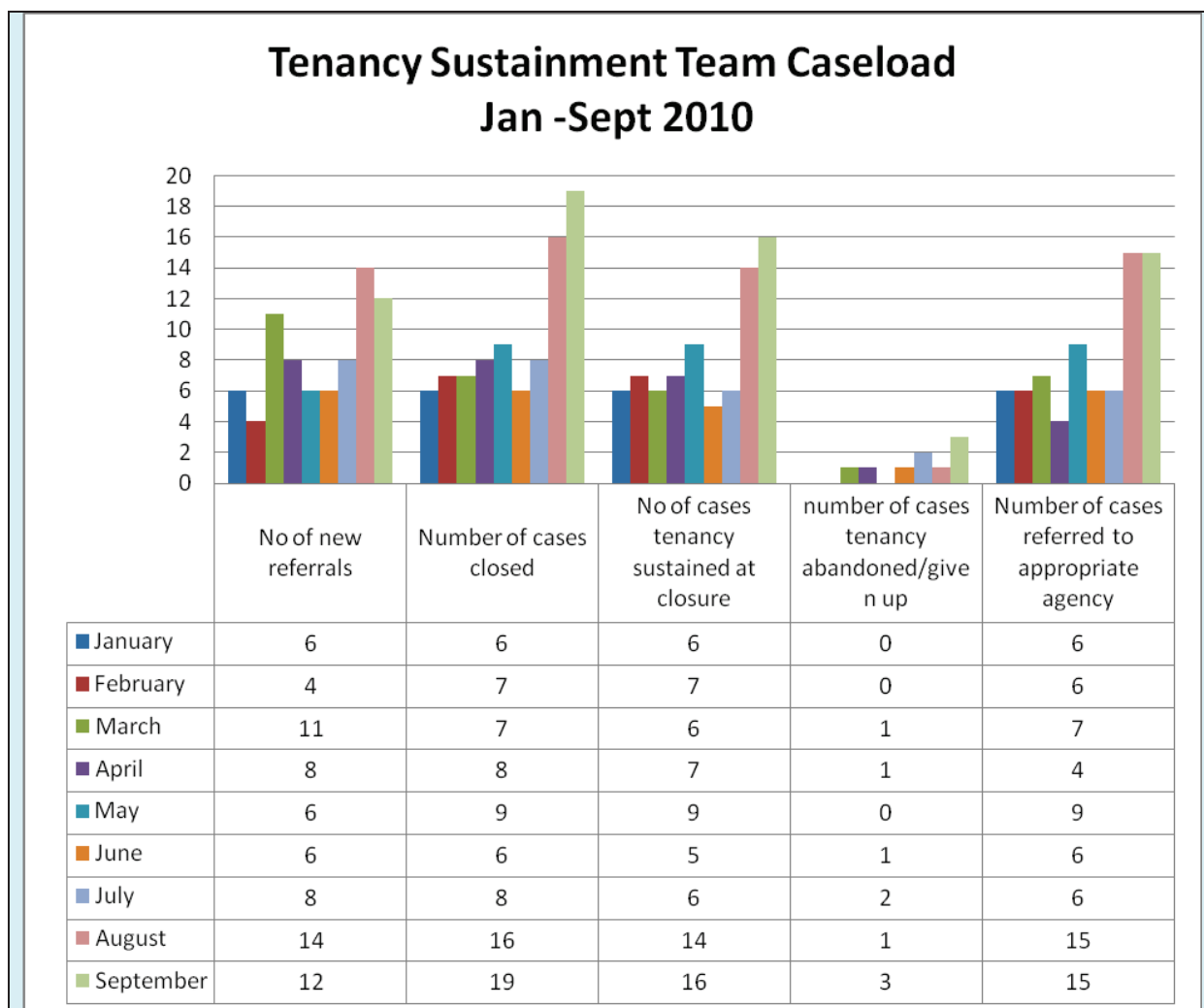
52 year old male with mental health and previous substance misuse issues.

Tenant X was struggling to maintain his tenancy as a result of being a victim of anti-social behaviour which was affecting his mental health. A two-pronged approach was taken by the Social Inclusion Team – the Anti-Social Behaviour Team took the lead on dealing with the asb and perpetrators, whilst the Tenancy Sustainment Team worked with the tenant to maintain his tenancy and provide support.

The Tenancy Sustainment Officer had the tenant re-assessed which led to him being transferred into Band A for bidding on Choice Based lettings. He was supported to bid successfully and move to a new area within the city and provided with a period of support to resettle appropriately.

Once he was maintaining his new tenancy, the Officer starting talking to him about work and learning opportunities. She provided him with information and arranged an appointment with the local Community Work and Learning Hub at the Whitehawk Inn. Tenant X has now completed an Introduction to Computers/IT Access Course and is currently enrolled on a CLAIT course at the centre, and is working with the Gateway Team on confidence building and pre-employment training. The TSO has also supported him to reconnect with his family after 18 years.

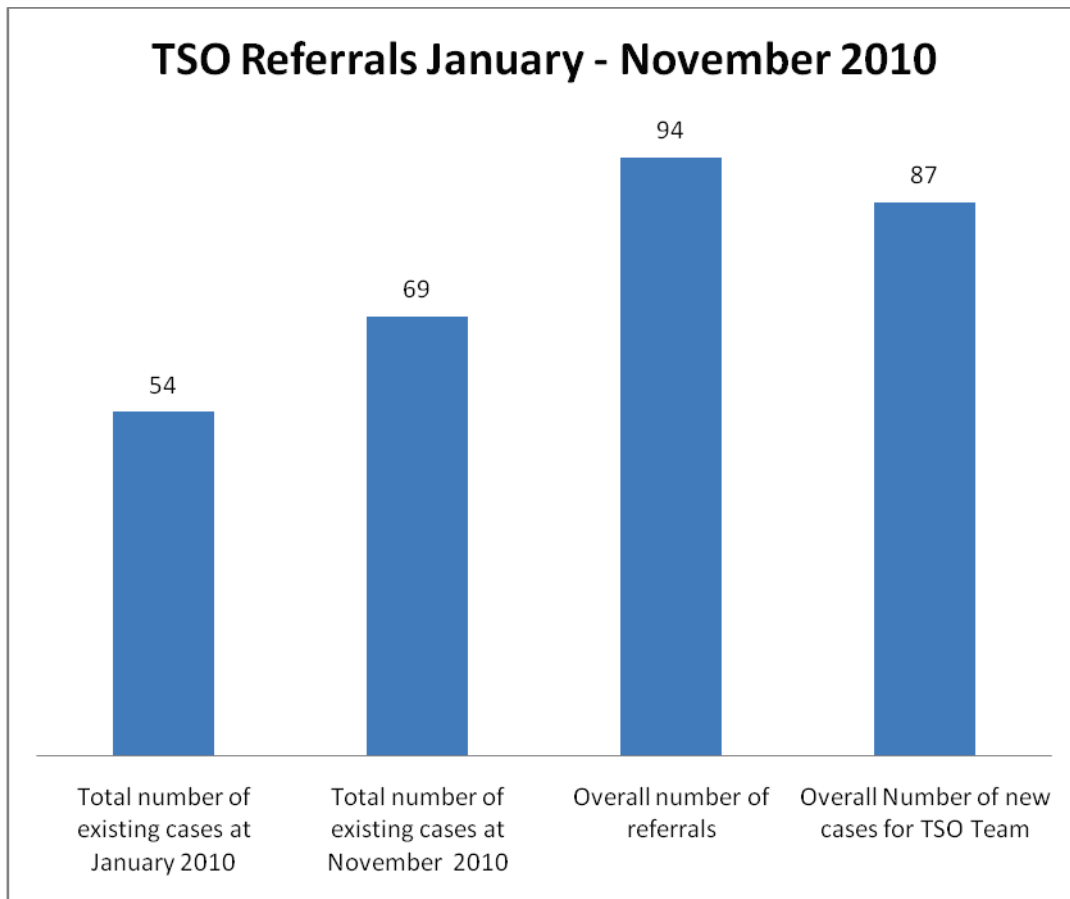
With his tenancy stable and his improved health and wellbeing, the Tenancy Sustainment Officer has successfully closed the case with Tenant X. Housing Officers will continue to check in with him through the Tenancy Check Process.



The graph demonstrates the performance of the team during the Pilot period. There is a marked increase in the number of cases referred to appropriate services, cases successfully closed and new referrals taken on.

The number of cases sustained at closure is 89%. There were concerns that the increased focus on asb and behaviour change would impact negatively on vulnerable tenants and lead to an increase in abandonments, tenancy breakdowns or eviction.

The overall percentage of tenancies abandoned or given up during the pilot period is 6% (it should be noted that some of these may have been positive moves to more suitable accommodation eg residential care or supported accommodation).



When reviewing the caseload at the start of the Pilot, 75% of cases had an asb element to the referral.

The capacity of the team is limited with only 3.5 FTE staffing providing a citywide service.

The current waiting time for referral to initial assessment is approximately 15 days for non-critical cases.

The enhanced Victim and Witness Risk Assessment procedures are already identifying additional ASB related cases that need support from this team, whilst the projected reductions in public sector services and impact of welfare reform will undoubtedly have an impact on the level of referrals to this team in the future.

The cost effectiveness of early intervention and prevention is well documented. This Team have moved from a reactive service brought in once an issue has escalated, to a pro-active service, working with a wide range of service providers to identify those vulnerable tenants at risk of or being involved in asb, or at risk of losing their tenancy and getting in with a support offer to prevent issues arising or escalating.

There is a business case to be made for increasing the capacity of this team and work is currently being undertaken to demonstrate the cost-benefit analysis of the service.

One crude measure of the financial impact of this team is a rough outline of the monetary cost of a non sustained tenancy:

| | |
|--|----------------|
| The cost of eviction: ⁰ | £6, 872 |
| The cost of a homelessness and re-housing assessment: ¹ | £ 341 |
| The cost of voiding and repairing the property: ² | £1, 925 |
| The cost of advertising and re-letting the property: ³ | £ 433 |
| Total cost of not sustaining a tenancy | £9, 571 |

Notes:

0. Department of Education, Think Family guidance note 3, 2009
1. BHCC, Homelessness and Social Inclusion Team, 2010
2. BHCC, Housing Finance Team, (figures for Oct 2010, but they can vary from £1,800 to £2,000)
3. BHCC, number of lettings against estimated cost, Oct 2009 – Oct 2010.

There are a range of measures to consider that will improve the service but have resource implications:-

- Creating an additional Senior Tenancy Sustainment Officer post to provide case management to the team as well as carrying a live (but smaller) caseload
- Implementing a Duty TSO rota to ensure that one TSO is office-based daily eg every morning to deal with calls/enquiries for the whole team
- Establishing protocols with the Allocations Team and Supported Housing Providers to ensure rapid information-sharing about new tenants coming from the Integrated Support Pathway and other supported/sheltered accommodation, that are likely to need TSO support.
This could be to provide the TSO Team with access to the proposed Client Record Management System for Homelessness services
- Involving Community Wardens in regular checks on vulnerable tenants once a case has been closed, as part of the process to maintain behaviour change.
- The continuation of the Prevention Fund to enable one-off interventions linked to behaviour change/tenancy sustainment
- That the TSO's manage the Transfer Incentive Scheme (TIS) for under-occupancy and provide a resettlement service to encourage take up of the scheme. This is in response to feedback from tenants (in particular those who are elderly or have mobility issues) who would consider moving if they were given physical/practical support/help to move.

(iii) **Anti Social Behaviour Housing Officers (ASBHO's)**

The ASBHOs work on a patch basis across the city, often concentrated in areas that have high levels of social deprivation and crime and disorder. The team takes a robust and proactive approach to tackling anti-social behaviour, harassment, hate crime, bullying, domestic violence, youth offending, criminal behaviour and drug-dealing on a daily basis.

Although the work of the team focuses on council tenants and leaseholders, the robust and assertive approach to addressing anti-social behaviour and deprivation has a positive outcome for all residents within the city.

Housing Management staff and the Tenancy Sustainment Team carry out early/mid level interventions in an attempt to prevent the ASB escalating. When this intervention is not effective, or the seriousness of a case requires more specialist work, cases are referred to the Anti-Social Behaviour Housing Officers. With their specialist skills and knowledge the ASBHOs are able to manage these complex cases, providing a balanced approach of support and enforcement.

The team have a broad focus and in depth knowledge when it comes to tackling ASB, not only focusing on interventions that will change individual's behaviours, but tackling issues within families and communities.

The ASBHOs utilise the range of enforcement tools and powers available, working closely with key partners and the community to ensure a sustainable reduction in the levels of anti-social behaviour.

Significant success can be seen through of the use of a range of Tools and Powers to enforce behavioural change. Some examples are:

- Acceptable Behaviour Contracts (ABC's) for young people. These have been used to set 'boundaries' for young people who engage in anti social behaviour and frequently result in a reduction of anti-social behaviour. A case study was carried out on one young person who successfully completed an ABC. He had been involved in physical assaults, verbal threats, fire-setting, vandalism and stone-throwing. As a result of the ABC, his ASB reduced dramatically, his academic performance improved beyond expectations, positive relationships were built between the young person, the police and the community. A cost-benefit analysis examined the savings for the police where the cost of the offending was estimated at £7000 and the cost of the ABC at £400.
- Tenancy action measures have resulted in positive behavioural change and a reduction in anti-social behaviour. In one case an Injunction was obtained against six drug-dealers to keep them away from a vulnerable woman's property.
- Joint working with other agencies such as the police using premises closure measures and eviction procedures to tackle incidence of

properties being used for illegal purposes eg drug dealing. A Class A drugs closure order was obtained in another case and during the closure period tenancy action was taken against the tenant and the property repossessed.

The skill of the ASBHOs in forging relationships with the most disaffected young people, families and individuals in order to make sustainable changes in their behaviour; and their support to the victims and witnesses of ASB, has a huge impact on the lives of residents and their communities.

The Pilot focused on the following areas for the Team:

- Victim and Witness Support and Risk Assessment;
- Consistency in approach citywide
- ASB Case management of Housing Officers
- Creative use of enforcement tools eg Housing Closures for tenancy breaches eg noise nuisance; harassment charge against a leaseholder
- Developing the “Expert/Advisory” Role as a resource for Housing Management and other frontline services
- Reporting performance against HouseMark national benchmarking standards and key performance indicators
- Developing customer satisfaction feedback mechanisms
- Raising awareness and publicising the work of the Team

Please see section 2.3 below for the achievements and performance of this team during the Pilot.

2.3 Tackling Anti Social Behaviour

“Taking a robust and assertive approach as a landlord to tackling anti-social behaviour ensuring that all relevant agencies and local residents are fully engaged in a high profile, co-ordinated and consistent citywide approach to deal with anti-social behaviour”.

Consultation feedback showed that Anti Social behaviour is the most important issue for tenants and leaseholders after repairs/maintenance, and standard of home. In the last tenant survey (2008), one in five respondents had reported incidents of anti social behaviour.

The main causes of concern in neighbourhoods were noise nuisance, littering, flytipping, verbal harassment /threatening behaviour, graffiti; overgrown/unsightly gardens, perceived threat from groups of youths and related behaviour eg skateboarding on pavement//mini-bikes etc

These concerns are reflected in the latest Summary Report for the Community Safety Team in Sept 2010, but the results show a significant

improvement in public perception of how bad the issue is BN1 and BN2 postcodes over the last 12 months.

Early discussions with local residents and the TA/RA representatives in the Pilot area identified that:

- there was little awareness of the amount of work that Housing Staff took to address anti social behaviour (although the Community Safety Team had a high profile);
- lack of clarity about who dealt with what/who was responsible
- that actions and results were not communicated so it appeared the problem had gone away rather than been resolved satisfactorily after a course of action; or that nothing had been done
- there was a perception that the focus was on the perpetrator not the victims or witnesses
- that the council was weak on enforcement action and allowed situations to continue because of vulnerabilities eg mental health, alcohol/substance misuse
- that action was taken once the asb had already escalated
- lack of support for victims and witnesses
- a resident knowledge gap about tools and powers/legal processes and requirements which led to unrealistic expectations about outcomes and timescales for achieving results.

What we did:

The starting point was to develop and embed a culture change and renewed commitment for tackling anti social behaviour, using a balance of support and enforcement.

Developed Key Messages:

- The needs of the community outweigh the needs of the individual
- A council tenancy has responsibilities as well as rights
- Acts of nuisance, tenancy breach and anti-social behaviour will not be tolerated - they will be challenged and action taken
- Vulnerability is an underlying cause of ASB, not an excuse for it
- We will take swift enforcement and support action to tackle ASB
- We intend to actively change behaviour and aim to avoid eviction
- We will protect residents through prevention/early intervention work
- We will provide tailored support to victims and witnesses
- We will be accountable, show leadership and be committed to ending anti-social behaviour
- We will foster a culture of respect in Brighton and Hove and support the community to take an active role in tackling ASB
- Residents will be empowered, enabled and re-assured

- Our services will be appropriate, responsive, timely, and value for money
- We are committed to effective partnership working
- We will challenge under performance and publicise our progress against key performance indicators
- We will provide support to address behaviours that impact negatively on the individual, families and the community
- We will provide support to access services across a range of needs, both positive and negative
- Support will be individually tailored to address level of need
- We will actively pursue approaches that enable independence and which discourage dependency
- Everyone has the ability to change, learn, grow
- We will work to identify more suitable housing options when/if general needs tenancy is no longer appropriate

Changed the way we worked:

- Re-clarification of the roles, remits and team thresholds of housing management staff in relation to ASB
- Re-focus of specialist teams and introduction of key performance indicators and case management procedures
- Encouraged the use of tools and powers eg ABC's by Housing Officers, Community Wardens and Tenancy Sustainment Officers
- Introducing benchmarking processes using the HouseMark national standards
- Consistent case management approach across all housing offices
- ASB Case management of housing officers by ASB Housing Team
- Expertise/Advisory role of ASB Housing officers to housing management staff eg dissemination of good practise, case law, changes in practice etc
- Reporting on all ASB actions and interventions taken monthly by housing management staff
- Reporting back on localised ASB to tenants/residents through the Housing and Estates Forum and Local Action Teams
- Reducing the number of cases escalating to serious/high level ASB through earlier support and enforcement interventions
- Identifying trends of ASB within the pilot area and focusing resources to deal with the specific issues;
- Developing and implementing the Victim and Risk Witness Assessment process for Housing Management in compliance with the ASB Minimum Standards
- Providing a Victim and Witness support service through the ASB Housing Team

- Developing and implementing customer feedback and satisfaction surveys
- Publicising high profile cases within the local media;
- Housing attendance at all Community Safety Forums
- Joint-working protocols established with the Community Safety Partnership, Police, Environmental Health, Housing Options, Family Intervention Project, Family Pathfinder Project including simultaneous enforcement actions
- Set up the joint Police/Housing Liaison meetings
- Matchfunding a dedicated Family Intervention Project Worker linked into the Social Inclusion Team;
- Designing and delivering joint training with the Community Safety Team
- Setting up the resident ASB Focus Group and developing a task focused action plan;
- Identified a programme of ICT development work to make OHMS fit for purpose
- Designed and delivered an interim system to meet the increased information and performance gathering requirements during the pilot

Victim and Witness Support

In July 2010 the capacity of the ASB Housing Team increased to include an additional post to provide Victim and Witness Support. This is a key aspect of service improvement and is already helping to improve the support provided to victims and witnesses of ASB.

This post is absolutely essential in ensuring the safety of victims and witnesses and taking individuals through the lengthy and often frightening process of providing crucial evidence which is often the deciding factor in court as to the case outcome, and enforcement action the authority and police can take.

Victim and Witness Standards

During the time of the *Turning the Tide* pilot the Home Office issued an important new directive that provided improved standards of care for victims and witnesses of crime.

The Social Inclusion Team, in conjunction with Housing Management and the Community Safety Team, took the lead in developing and implementing the procedures.

The implementation of the Victim and Witness Risk Assessment procedures in October 2010 has already begun to show positive results in terms of good practise. Where victimisation has occurred a full investigation is completed within 1 working day and, where necessary, an action plan is implemented.

It enables the housing officers to identify potential issues early on and take necessary action before the situation escalates. It is a trigger for referrals to the Victim and Witness Support, ASB Housing Officers, Tenancy Sustainment Team and other agencies as appropriate.

The Housing Officer reports are structured and provide far more detail which has been useful in pushing interventions forward. In the first month, this process identified two cases of domestic violence and led to priority transfers being agreed based on the evidence contained in the report.

In the first month of implementing the Risk Assessment Process, 25 assessments of need had taken place in regard to victimisation within Housing offices. Many of these cases have also been reported to the police or the Partnership Community Safety Team and we have worked with those agencies to share information with them and help inform their role as the lead agency.

There have been seven new action plans where Housing Management has taken the lead in providing enhanced standards to reduce victimisation.

The Social Inclusion Team also headed up training for all front line staff to identify and assess the needs of all victims. The Anti Social Behaviour Team worked with the ICT Team to promote inter-agency information sharing using knowledge gained from assessments.

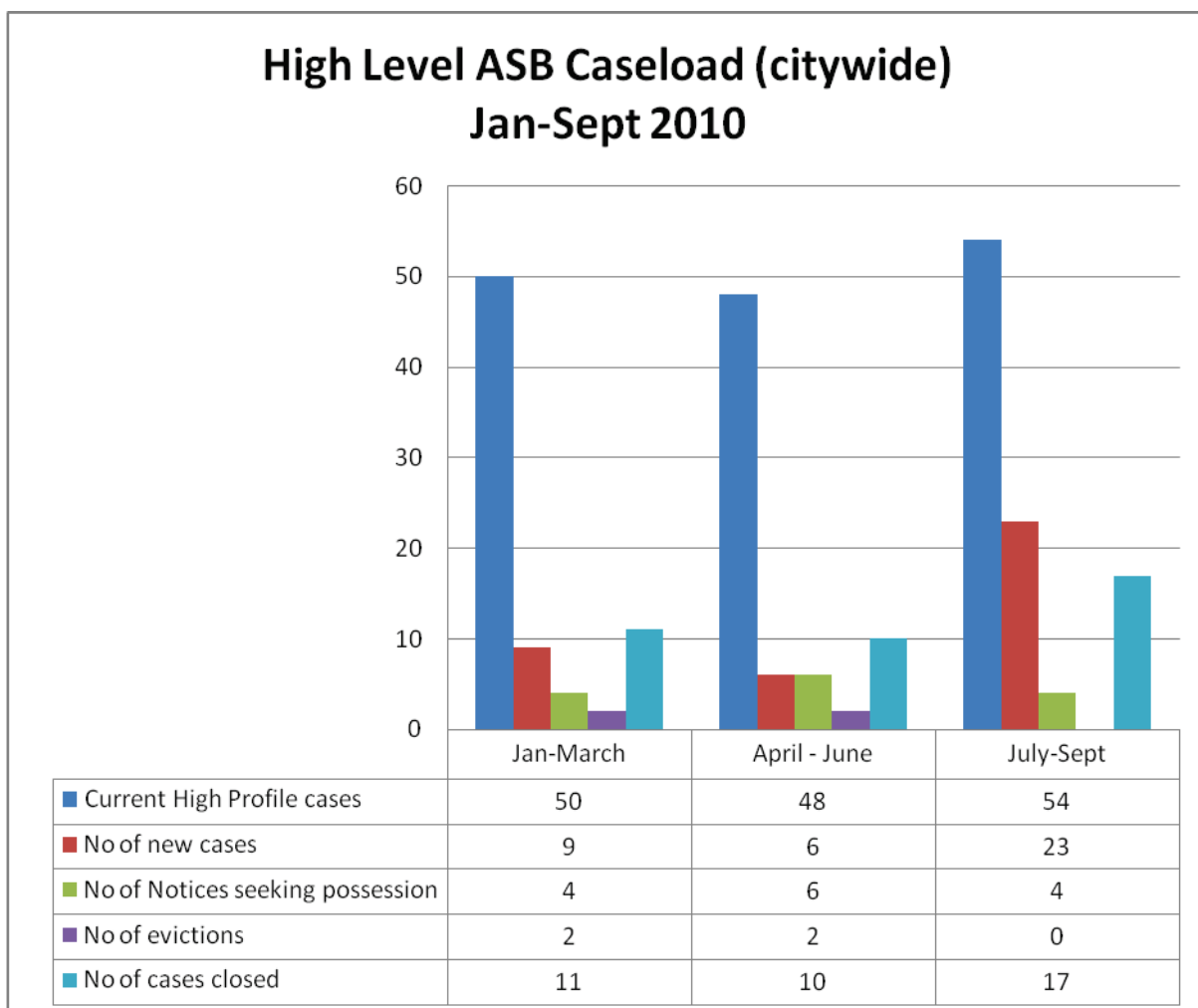
Training and monitoring is ongoing to maintain the enhanced standards and key performance indicators have been identified for this aspect of the service.

Case Study 4 Victim Risk Assessment

Tenant X has a learning disability. She fled her property with her son to avoid persistent harassment from her ex-partner who still lived nearby. Because the harassment was non-violent there appeared to be no 'overriding' need; it was decided not to award her a priority transfer.

However, using the assessment forms provided under the enhanced standards for victims, Tenant X's Tenancy Sustainment Officer was able to evidence that the persistent harassment she had been subjected to had caused a severe decline in her mental health and that her need to be protected and re-housed was indeed 'overriding'. She was successful re-housed in November 2010.

ASB: Outcomes and Performance

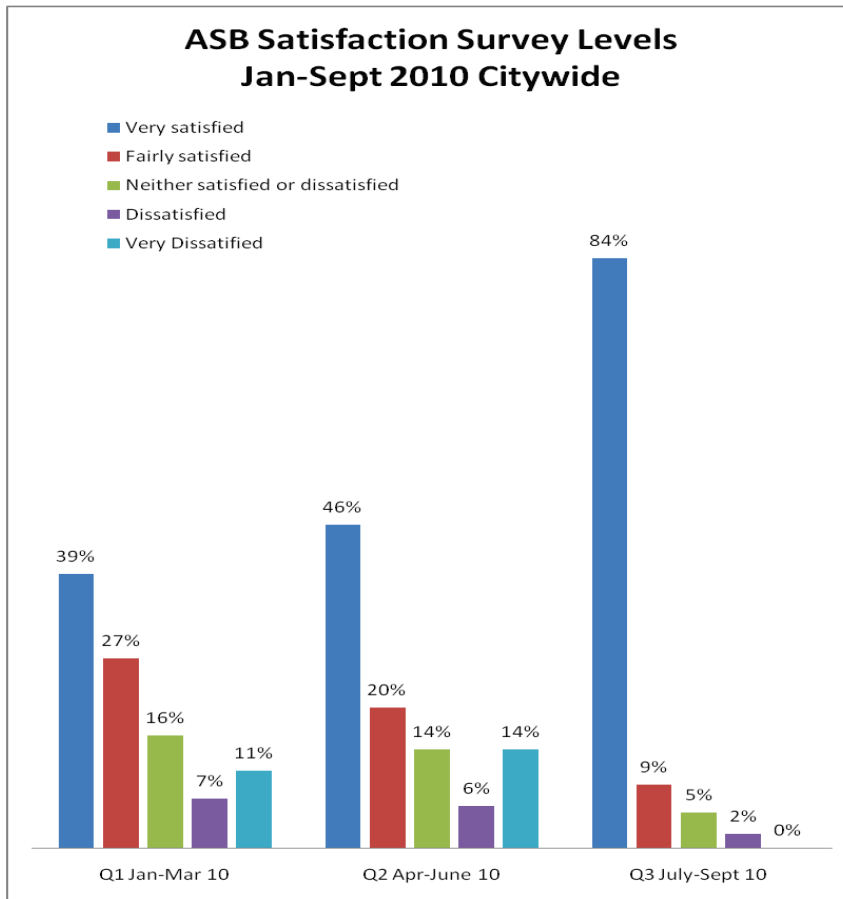


This graph outlines the performance and outcomes for high level anti social behaviour across the city during the pilot period.

Concerns had been expressed about a possible increase in the number of evictions as a result of the more robust approach to dealing with anti-social behaviour.

The percentage of cases resulting in eviction was 8% in Quarter 1, 12% in Quarter 2 and 0% in Quarter 3. The total number of evictions during the 9 month period is 4, compared to an annual figure of 12 in 2007/8 and 7 in 2009/10. If this trend continues into the last quarter, it will represent a 42% decrease in the number of evictions for the year.

As part of our improved risk assessment and case management approach, there is a higher emphasis on the support and re-housing aspect of any case that could lead to tenancy loss/eviction. This involves closer working with the Housing Options Team early in the process to formulate a re-housing plan and includes resettlement support from the ASB Housing Officers.



Embedding customer feedback surveys into service delivery was a key action in terms of gauging tenant and resident satisfaction with Housing's performance in dealing with anti social behaviour.

The chart above gives the results from customer satisfaction surveys carried out at case resolution for each quarter and relates to high level and serious ASB cases. Questions asked included:

- How satisfied are you with the way your complaint/case was handled?
- How satisfied are you with the outcome of the work of the service?
- How satisfied are you that your case officer was always helpful?
- How satisfied are you that you were kept informed about what was happening throughout the work of the service?
- How satisfied were you with the support you were given by your case officer?

The percentage of residents responding as "very satisfied" rose from 39% in Quarter 1 to 84% in Quarter 3. This compares favourably against the national average of 68%.

Anti Social Behaviour Housing Officer Case Study 5

A property has been repossessed by the Council following County Court action by the ASB Housing Team.

The behaviour of the tenant and her visitors had a huge impact on the neighbours who experienced two years of noise and anti-social behaviour, loud music, drumming, shouting, screaming and fighting in and around the flat almost daily, often until midnight and beyond. This included a physical assault on a neighbour who asked them to turn the music down.

A neighbour said that the nuisance had affected every aspect of his life:-

'I have been unable to sleep, I have suffered from stress and am depressed, I have had to give up a training course and I am now losing my job as a result of the all the time I have had to take off as a result of my neighbour's behaviour. I have had to take time off work to attend appointments with the police and the Council and to attend the Magistrate's Court as a witness for Environmental Services on several occasions. I wish something could be done to stop this as soon as possible. The stress of having to live like this every day has not only led to me losing my job but also continues to affect my physical and mental health.'

Three Environmental Services prosecutions did not deter the tenant from continuing to cause a noise nuisance. She had her music equipment confiscated twice.

Reports of anti-social behaviour continued after a Notice of Seeking Possession was served by the ASB Housing Officer and the case was referred to the County Court for possession proceedings.

The tenant was offered a range of support options and work was ongoing during the course of the legal action to help her to find supported accommodation but she did not co-operate. There was no doubt that the tenant was vulnerable hence a multi-agency meeting was held and a co-ordinated action plan drawn up. However, the authority has a duty of care both to the tenant and to the neighbours.

Despite both the support and enforcement measures the tenant and her visitors continued to cause a nuisance to her neighbours, leaving the Council no option but to pursue eviction proceedings.

A full possession order was granted in March 2010.

Anti Social Behaviour Housing Officer

Case Study 6

19 year old female - Care Leaver. History of eviction from various temporary accommodation for nuisance. Had a support worker from the 16+ Team and the Partnership Community Safety Team.

Ms X was given an introductory tenancy in August 09. In the following months, neighbours reported to the police and council almost daily incidents of ASB consisting of:

- loud music at all hours of day and night going on well into the early hours of the morning
- drunken behaviour by the tenant and her many young visitors
- abusive verbal behaviour towards the neighbours
- shouting, screaming both in the property and in the street
- a physical attack by the tenant's dog on a seriously ill neighbour and dog nuisance by barking and defecating in the public way.

Initial tenancy action to resolve the anti-social behaviour was taken by the Housing Officer and Environmental Health but given the persistence and escalation in asb the case was referred to the Anti-Social Behaviour Housing Officer in mid October 09.

Led by the ASB Housing Officer, a partnership approach between Housing, Environmental Health, Partnership Community Safety Team, Sussex Police and the 16+ Team was implemented to address the ongoing issues with this tenant.

Although the tenant fully understood how her previous behaviour had affected other people and why she was regularly evicted, she continued the same behaviour during her introductory tenancy period, with no regard for the impact on her neighbours and the community.

The tenant did not want to engage and contact was extremely difficult. Despite this she was interviewed on 16/11/09 and given a severe warning with follow up letters, and she was offered additional support to help her to keep to her tenancy agreement. Two days later an ASBO warning letter was served on her.

Following further complaints of serious nuisance and the continued non co-operation from the tenant, a Termination of the Introductory Tenancy was served on her on 7/12/09. She was advised by the ASB Housing Officer to seek independent legal advice. The tenant did not request a review of the Notice, so the matter was listed for a court hearing for a Full Possession Order.

Throughout the process, the tenant was offered support and advice but refused to change her behaviour and said that the Council would have to re-house her whatever happened. Further serious ASB continued including an incident in which one of the tenant's visitors threw a brick at her neighbour.

The Housing Team referred the case to the citywide ASB planning meeting who approved an ASB premises closure order. This was the first time the tool had been used in this context by the authority and set a precedent for future tenancy action cases.

On 10.2.10 Brighton Magistrate's Court approved the application for a closure order and the premises were boarded up the same day.

On 12/3/10 at Brighton County Court the council was granted a Full Possession Order. The authority continued to work with the tenant around her housing and support needs.

The Anti Social Behaviour Housing Officers worked with residents and the community throughout the case, providing support and guidance to victims and witnesses who gave statements and evidence which played a key part in securing the court's decision. The follow up surveys carried out with local residents evidenced the level of distress and consequent relief experienced by the community, as well as demonstrating the satisfaction with the case management process, communication, support and outcome.

Key to achieving such an outcome in this timeframe was the joint working between partners, the robust case management and the timely use of simultaneous enforcement actions and tools.

Tenant x is in alternative accommodation and has started to address her behaviour issues. She is now engaging more with her support workers and has commenced a college course.

Anti Social Behaviour Housing Officers

Case Study 7 - Harassment

Mr X is the tenant of an absent leaseholder. The leaseholder is the tenant's brother and he lives in London.

This case was referred to the Anti-Social Behaviour Housing Officer (ASBHO) in February 2010.

ASB:

Abuse to Council staff, including transphobic abuse; abuse to residents including repeatedly calling the Tenants/resident Association Chair a murderer in public place; Mr X was also writing very frequent lengthy letters to council officers making allegations of conspiracy, theft and fraud and going into the Lavender Street office to voice the same opinions. Mr X was disrupting residents' meetings and repeating his allegations in front of councillors, officers and residents.

Mr X appeared to have mental health problems, but there was no diagnosis on file and no current engagement with mental health services.

Animal Welfare were also involved in a complaint about his dogs barking and an allegation that he threatened to set his dogs on a neighbour who complained about the barking.

The staff member specifically targeted by Mr X was caused particular personal distress and moved workplace as a result. The TRA Chair reported high levels of stress as a result of the harassment which had an impact on her mental health.

Mr X was interviewed by ASBHOs and given a verbal warning. He denied all responsibility and re-iterated the allegations made in his letters against others and confirmed that he intended to take legal action against the council and the police. A follow-up letter was sent to Mr X stating that the authority was working closely with the police and that the nuisance behaviour must cease. He was also informed that his landlord would be contacted and his behaviour could have consequences for his landlord's lease.

The ASBHOs wrote twice to the leaseholder warning him that forfeiture action could be taken against his lease if the nuisance continued.

The ASBHOs worked closely with the Right to Buy / Leasehold Team and Legal Services around the issue of the lease. Legal options discussed included forfeiture of the lease, Injunction against Mr X, Injunction against leaseholder to ensure compliance with the terms of the lease, Closure Order under the Anti-Social Behaviour Act 2003 and ASBO.

Due to Mr X's mental health issues there was a question about whether he had the capacity to be subject to legal action. ASBHOs made a referral to the Mental Health Team requesting an urgent mental health assessment.

The Right to Buy Team external solicitor advised that forfeiture action was not possible as the ASB was in the public areas rather than in the flat and the terms of the lease only refer to behaviour in the flat itself. This also ruled out Injunctive action against the landlord. The question of capacity made Injunctive and ASBO proceedings unlikely to succeed.

ASBHOs took witness statements from residents, and two members of staff also completed witness statements.

A further Home visit was carried out by the Social Inclusion Team Manager, council solicitor and police sergeant. Mr X was abusive and obstructive.

The ASBHOs met with police to discuss building a case on harassment. ASBHOs gave a police statement and provided documentation. The mental health team assessment concluded that Mr X did in fact have mental capacity.

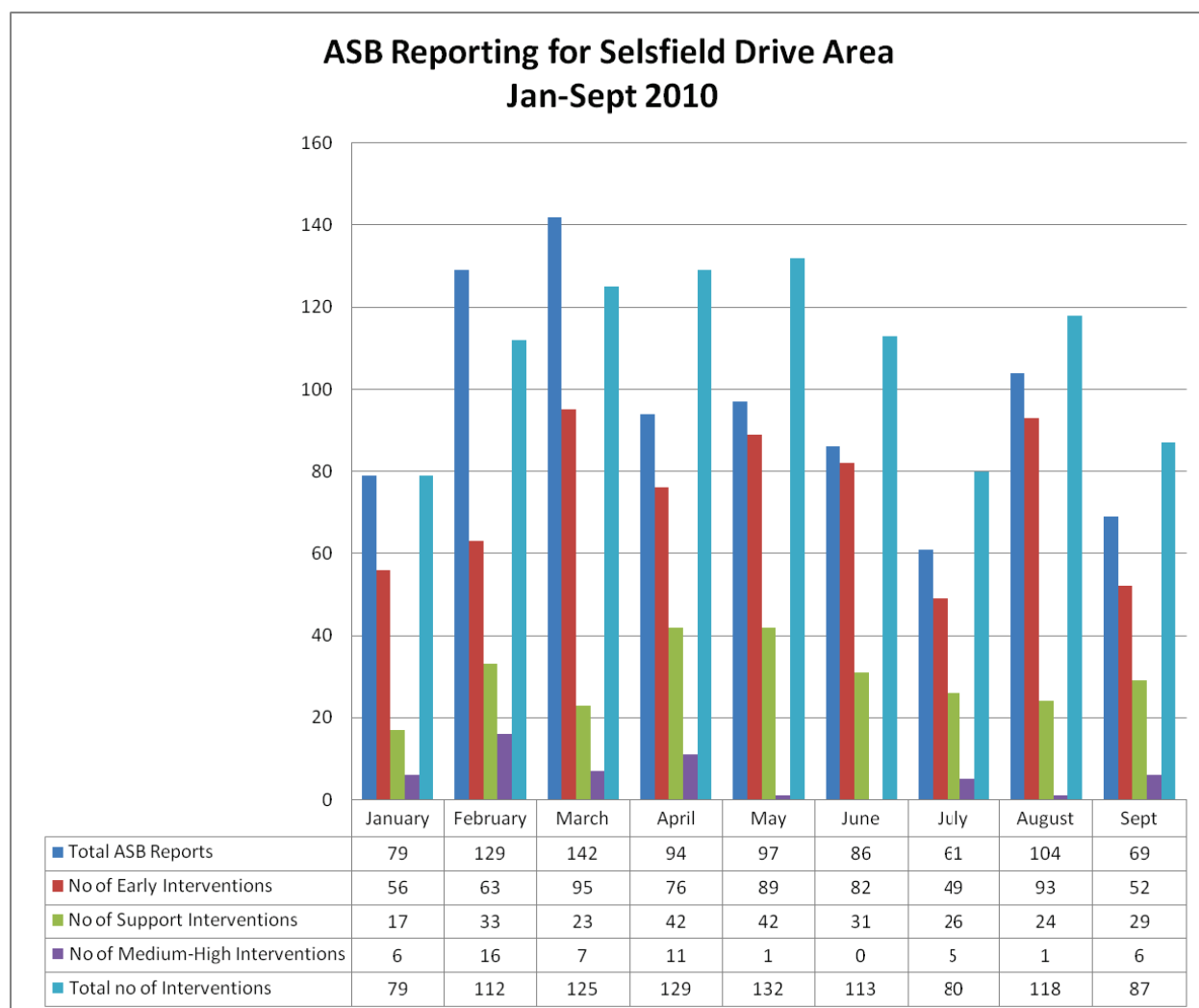
Mr X was arrested on harassment charges in May and bailed on condition that he does not contact the TRA Chair, or any staff within the Housing Offices and does not enter any Housing Offices in Brighton & Hove.

Mr X was due in Court on Monday 15th November 2010 for a three day criminal trial on charges of harassment. He was found guilty of hate crime and harassment, given a 2 year suspended sentence, banned from all housing offices, banned from going near the staff member or TRA representative and fined substantially. Any breach of these conditions will result in a custodial sentence.

Through close partnership working with the police and legal services, the authority was able to overcome the hurdles to taking legal action. The victims were given the protection that an Injunction would have provided but without the need for protracted legal proceedings. The TRA Chair reports feeling much happier, able to carry on with her activities as normal and hugely reduced stress levels.

The verbal abuse, letters and ASB incidents have stopped.

Reporting on Anti Social Behaviour in the Pilot area



In addition to the citywide reporting carried out by ASB Housing Officers and Tenancy Sustainment Officers, the Pilot introduced monthly reporting of all support and enforcement actions carried out by Housing Officers, Community Wardens, Tenancy Sustainment Officers and Anti Social Behaviour Housing Officers in the Pilot area at Selsfield Drive.

The graph above shows the overall number of asb reports received in the area, and the type/level of interventions carried out. The number of cases being actioned is about 28% higher than the national average.

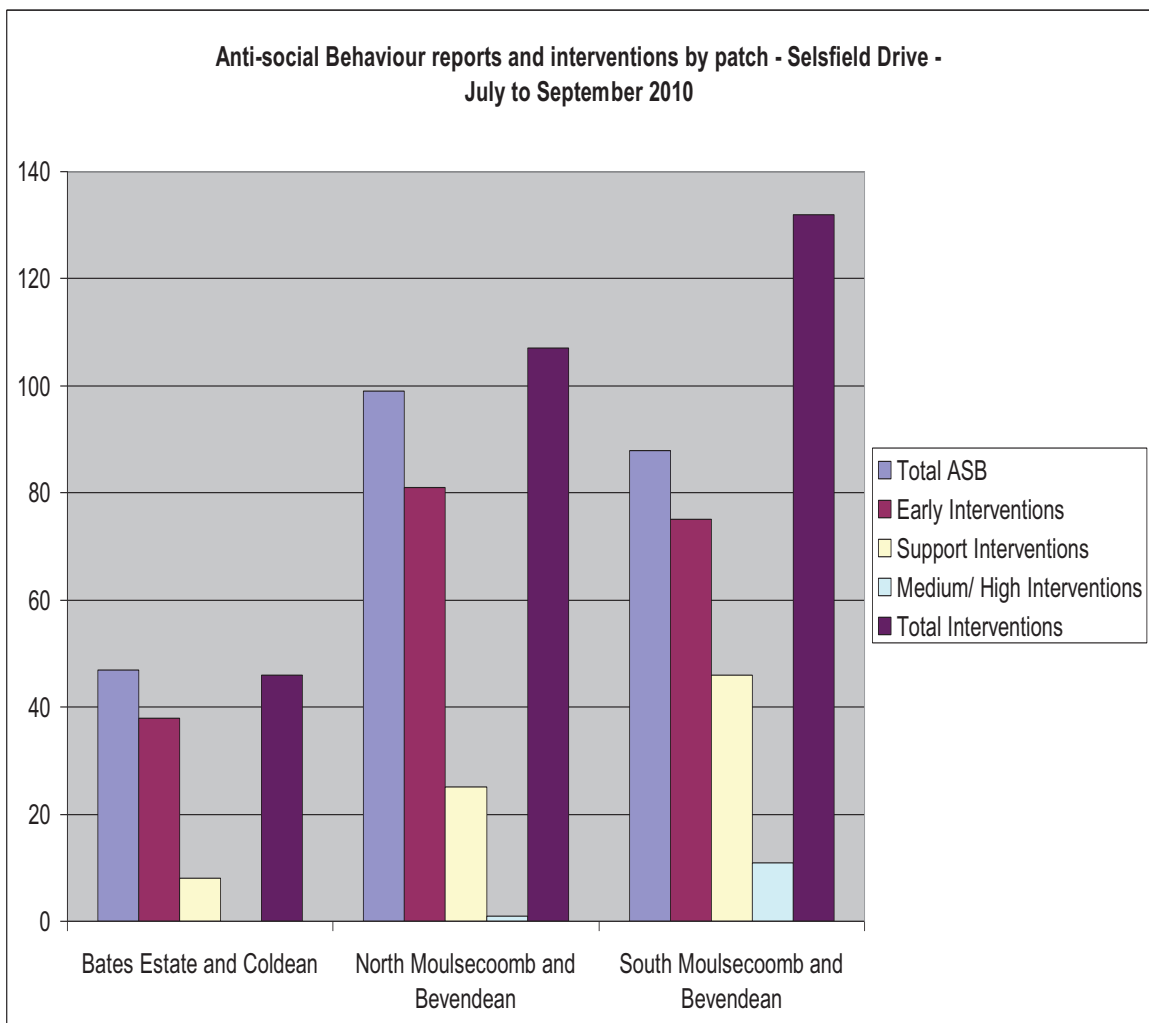
A key trend is the positive impact of early intervention in resolving the ASB rather than seeing an escalation requiring medium to high level interventions.

On average, 28% of cases involve support interventions alongside tenancy or asb enforcement actions.

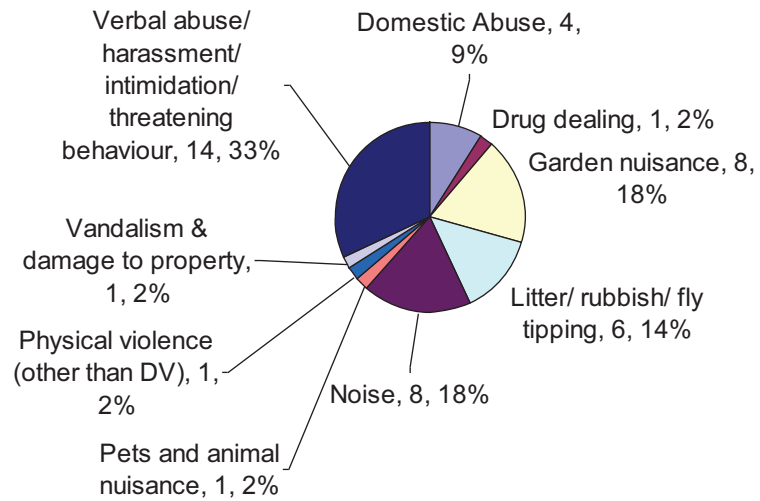
The level of detail being collated will enable us to participate in the HouseMark national benchmarking system for social landlords, seek to apply for accreditation, and provide cost and performance comparison with other authorities.

The information can be interpreted in a number of ways to inform tenants/residents about ASB in their area, and can be drilled down to house, street, batch or patch level.

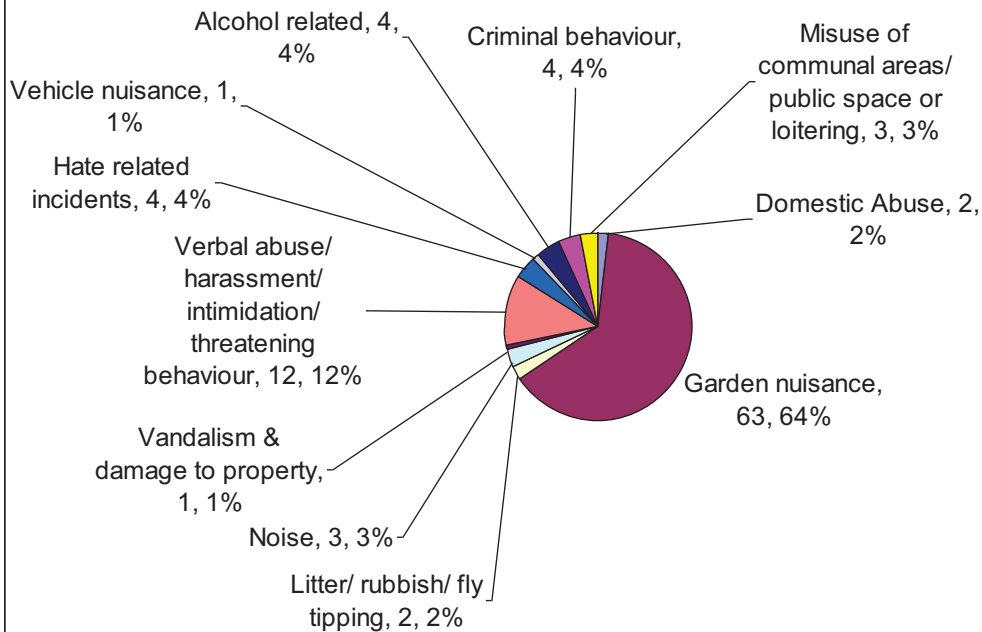
Following discussion with local residents, we provide a number of reports to the Housing & Estates Forum - see examples below for Q3 ASB by patch:

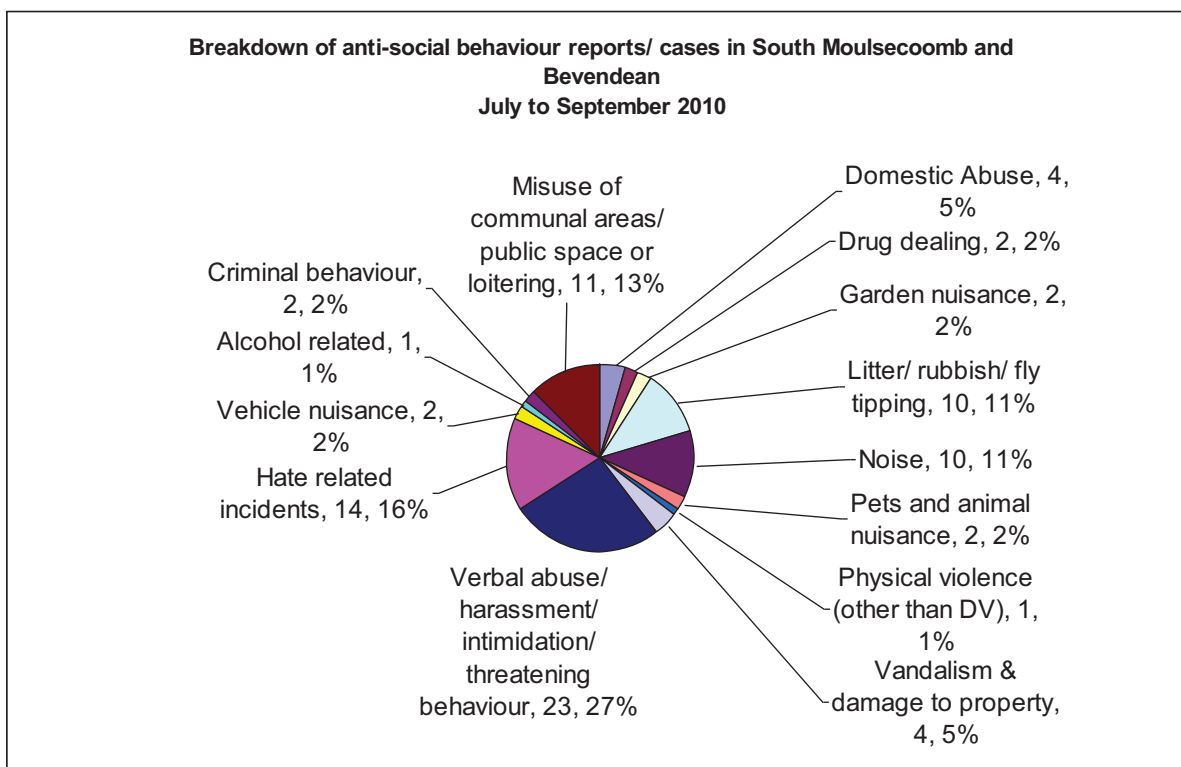


**Breakdown of anti-social behaviour reports/ cases in Bates Estate & Coldean
July to September 2010**



**Breakdown of anti-social behaviour reports/ cases in North Moulsecoomb & Bevendean
July to September 2010**





This has been used to identify hotspots or issues and has enabled TA/RA representatives to focus resources in order to tackle the problems. Examples include identifying works for the Community Payback Team and Environmental Improvement Team, suggestions for Estate Development Budget bids, Community Clear up events and clarified areas of responsibility for services and tenants/residents.

We are also linking in with the Local Action Team meetings – ASB Housing officers will be providing regular updates at these meetings and other community safety forums.

This level of reporting has raised the profile of the asb work carried out by the Housing Teams, and is helping to improve the residents' perception of how we manage ASB on our estates.

Family Intervention Worker

As part of the improved co-working with the Family Intervention Project (FIP), a joint bid was submitted to matchfund a dedicated FIP Worker for Housing, and for the Social Inclusion Team Manager to provide in-kind support to the project.

This has greatly improved the level of shared knowledge around housing management/housing law and FIP practices; seen an increase in the number of housing cases being taken on; has significantly reduced the referral waiting time, and has achieved very positive outcomes in reducing anti social

behaviour. The chart below gives details of the caseload since the post started in April 2010:

| FIP Worker Caseload April –Oct 10 | Housing Type | Brief Summary |
|--|---|--|
| 1 | Council Housing | Helped mother and daughter move to a new area to escape DV. No more ASB complaints from address. |
| 2 | Sanctuary Housing | Initial referral - handed over to other FIP worker in Sep 10. |
| 3 | Originally TA and being evicted upon referral | Assisted family in moving to dispersed accommodation. No ASB complaints since move in May 10. |
| 4 | Originally TA and being evicted upon referral | Assisted family in moving to dispersed accommodation. No ASB complaints since April 10. |
| 5 | Affinity Sutton Housing | 3 X Children with ADHD. 2 / 3 year long neighbourhood conflict. Race Hate Team involved. |
| 6 | Council Housing | 10 year old child, on bail for criminal damage at ACE – Bavant Road. Previous DV, injunctions, Social services concerns. Risks now greatly reduced. Written agreement in place for father contact and behaviour of youngest child much improved at school and within the community. |
| 7 | Council Housing | (Please see case study 5) Persistent and high level asb reported. 15 year old on Child Protection Plan. Tenancy at risk. Support and enforcement to resolve initial asb issues and then additional victim support provided to family. Child Protection issues resolved and asb reduced. |
| 8 | Council Housing | (Please see case study 6) Persistent and high level asb. Social Services and Police involved – underage drinking; parenting issues; Tenancy at risk of eviction. ASB resolved; underage drinking addressed; parenting skills and support provided; alternative accommodation solutions sought for older children. Tenancy risk reduced; Restorative Justice intervention |
| 9 | Council Housing | Previous DV. Father currently in prison for robbery. MARAC involvement. Poor engagement from mother. NOSP to be served next week. |

Housing/Family Intervention Project Case Study 9

Council Tenancy

This was a joint referral from the Housing Officer and Social Worker. Tenant X is disabled and lived at the property with her 15 year old daughter who was on a Child Protection Plan

ASB: Numerous reports of youths gathering outside of the address, underage drinking, shouting, swearing, substance misuse, racial harassment, assault, criminal damage and noise nuisance.

The Housing FIP Worker started work with this family in August 2010. Following the initial referral, a meeting was held with the tenant and her daughter, the FIP Key Worker, Housing Officer and Community Warden. Explanations and warnings were given about what would happen should the ASB continue and an action plan was drawn up including delivering diary sheets and making sure that local residents' concerns were listened to and addressed. The FIP worker and Housing Management staff continued to monitor the situation.

The family attempted to make the necessary changes to prevent people from coming to their flat and using their address. This led them to being targeted by those people and they became victims of ASB themselves but with the dual support of the FIP Worker and the Anti-Social Behaviour Housing Officer, the family have been supported through this process. They have been encouraged to report crimes and have continued to stand firm. The ASB Housing Officer is now assisting the family in looking to move to a more secure location away from the immediate vicinity.

In September 2010 there were 10 recorded complaints against this family, in October this had reduced to 1, and is currently nil for November. E-mails have been received from local residents which state they are happier with the improvements and consequent reduction in anti-social behaviour.

Other positive outcomes included helping the daughter access a training course at City College as she was NEET when FIP took the case, and Social Services have exited due to improvements in the home environment.

Housing/Family Intervention Project

Case Study 10

Council Tenant

ASB: Continuous and persistent ASB relating to the household averaging 6 complaints per month. 13 Complaints were received in one month at point of referral to FIP.

Tenancy action to address the ASB was being taken by ASB Housing Officer so tenancy was at risk.

Household Profile: Mother; 18 yr old son; 15 yr old son; 14 yr old son; 12 yr old daughter; 9 yr old son.

Referral by Police and Social Services for underage drinking issues (9 yr old).

Following a co-ordinated approach between the Family Intervention Worker, the Anti-Social Behaviour Housing Officer, Social Services and the Police the following outcomes have been achieved using a balance of support and enforcement:-

The mother has been assisted to attend courses such as Triple P, Self Esteem Group, Break 4 Change and been provided with one to one parenting support.

The 18 year old now lives in East Sussex; the 16 year old has been supported to access a 2 year residential building training scheme in West Sussex; the 14 year old (now 15) has been placed in foster care whilst the mother and two youngest children remain at the property. The daughter has been supported to return to school (her attendance had dropped to 10-20%) whilst the underage drinking issues have been addressed with the 9 year old and are no longer considered a cause for concern.

The 9 year old son participated in a Restorative Justice intervention with local residents - meeting the scheme manager and being made aware of the impact of his actions on those living at the residential scheme, to who he apologised. Residents sent a letter of thanks to the family for their efforts.

The risk of eviction has lowered dramatically and although Social Services will continue to be involved as one child is placed in foster care, there is an exit strategy in place for the FIP Worker and Anti-Social Behaviour Housing Worker. Monitoring will continue through the Housing Officer and Community Warden.

Anti Social Behaviour Focus Group.

The newly formed Anti Social Behaviour Focus Group is made up of elected tenant/resident representatives from all areas of the city and chaired by the Cabinet Member for Housing. The group is in the process of developing a task focused Action Plan for resident involvement in Housing's response to addressing anti social behaviour, and will play a key role in monitoring performance; service development; raising awareness of asb tools and powers; developing and promoting the role of residents in tackling asb and working to create a cohort of ASB Community champions; and looking at the development of a Housing ASB section on the website.

2.4 Joint Working.

“To ensure a multi-agency approach in order to provide a co-ordinated response to tackling social exclusion, including overcoming barriers/blockages; joined-up working and co-location of services; and where necessary re-focusing existing forums/systems in order to prioritise shared aims and objectives for individuals and the community”

Building and improving our partnership working was a key aspect of being able to work holistically with individuals, households and communities to tackle social exclusion and anti-social behaviour within the authority's housing stock and estates.

This involved working with cross sector partners and agencies to work together to improve access to services; identify shared aims and objectives; clarifying referral processes/ roles and remits; identifying/overcoming systemic barriers and blockages; joined up working; improved partnership working and information-sharing; development of joint initiatives and protocols; better use of resources to avoid duplication and maximise outcomes for residents; consistency in approach to tackling issues and defining service standards/areas of responsibility.

Areas of work fell into specific categories and included the following partners:-

Housing Management and Housing Strategy

- Joint Pilot Team at Selsfield Drive
- Tenancy Management Services
- Estate Management Services – Clear up days, Quality Mark Accreditation, HEF, Estate Inspections
- TSA – development of “local offer” service pledges
- BHCC/Mears Partnership Development
- Overcrowding/Under-occupancy
- Choice Based Lettings/Homemove
- Lettings Team
- Allocations Team – Supported Housing
- Integrated Support Pathway
- Commissioning Team

- Housing Options
- Temporary Accommodation Team
- Income Management Team
- Housing ICT
- Policy and Performance Team
- Community Participation Team

Anti Social Behaviour

Community Safety Team/Police

- Improved Joint Working Protocols eg team meetings, information sharing, joint caseworking
- ASB Training for frontline staff – co-design and delivery
- Sharing of Good Practice
- Staff Exchanges
- Housing attendance at all Community Safety/ASB Forums
- Jointly worked on developing a Risk Assessment Framework as part of meeting the Minimum standards for the Authority
- Housing Closure Orders
- Housing Closure Application Process
- Re-establishment of the Joint Police & Social Landlords meeting West area and Police Liaison meeting in the Central Area
- Publicising high profile cases in the media

Family Intervention Project

- 2 reps on the Steering Group
- Joint bid to Housing Challenge Fund
- Dedicated housing FIP worker to be jointly managed by Housing/FIP

Environmental Health

- Improved links with team/ team meetings, work shadowing, information sharing
 - Noise abatement protocol developed
 - Simultaneous actions taken to limit court applications and improve timescales for tenancy enforcement action
- Specific examples: Wiltshire House; Beal Crescent; Conway Court

Community:

- Links with Communities Team
- Links with Community Development Workers
 - Trust for Developing Communities
 - Local Practitioners' Meeting (Moulsecoomb and Bevendean)
 - Community newsletter and survey
 - Local events eg St George's Day; Bridge Community Centre;
 - Local Action Teams in Bevendean, Moulsecoomb and Coldean
- Brighton University – Volunteering Project
- Lewes Road Consortium, TA/RA groups, Area Panel, HMCC, City Assembly

- Housing and Estates Forum – service delivery partners eg Estate services, Cityclean, Cityparks, Highways, Environmental Health, Mears, EDB
- “Green” Projects eg Access to Nature, Bevendean Food Project; Food Partnership; Rangers etc
- Community Clear up events – Clarity, Sussex Central YMCA, Mears
- Leybourne Parade Project
- Youth services and projects eg Safe and Sorted, 67 Centre, Bevendean Youth Group, Early Intervention Groups; IYSS
- Moulsecoomb Neighbourhood Trust

Health and Wellbeing:

- Healthy Living Centre
- Health Trainers Team
- Information Prescriptions/Portal
- East Brighton Healthy Living Partnership
- Mental Health Services
- Substance Misuse and alcohol worker (East Brighton)
- CAD Team – Drug and alcohol audits
- Reducing Health Inequalities/Housing group
- Family Pathfinder Pilot – links, training, shared practice eg CAF+, Team around the family model, access to information databases for TSO officers
- Children’s Centres/Health Visitors
- Financial Inclusion
- Child Poverty
- Local Schools and PASS centre

Education, Employment and Training:

- Mears Contract
 - EET Steering Group set up
 - Work and training opportunities
 - Apprenticeships
 - Social Enterprise development
 - Resident involvement
 - Super Centre in Moulsecoomb
- Local Labour Scheme Co-ordinator
- Bridge Community Centre – Outreach Work*
- Family Learning Team/Adult Learning Outreach Team
- Whitehawk Inn, Hangleton & Knoll Project
- Economic Development Team
- Job Centre Plus
- BHCC Employment Initiatives Team
- Adult Advancement and Careers Service
- Re-development of Palace Place
- Adult Learning Group
- City Employment and Skills Steering Group
- Advice Services Steering Group

***Outreach services with the Bridge Community Centre.**

The Project Report for April to September is attached as **Appendix 6**

The Employment outcomes have been low as a result of the citywide and national recession. Whilst unemployment levels are not as high as some geographical areas, the high level of graduates in the city who are prepared to take employment below their educational attainment level, impacts negatively on Jobseekers with lower skills who are currently experiencing greater labour market disadvantage.

Please see three case studies below detailing approaches taken by the Bridge and achievements for the individuals.

INFORMATION AND LEARNING CASE STUDY

Background

Miss K has a mild learning difficulty which had always made learning difficult. In adulthood it had become a barrier to her returning to learning. Her home life had also

been difficult due to her suffering many years of domestic violence and emotional abuse. Her circumstances had affected her self confidence and self esteem which also made it difficult for her to engage with others. When Miss K came to the first time to the Bridge she had very little confidence in herself or her ability to gain new skills.

Interventions

- Initial IAG the Gateway team
- Enrolled on to the UK online computer course
- Referred to volunteer coordinator signed on as in class voluntary support worker for UK online
- Enrolled on the improving literacy and numeracy courses
- Started up card making course here at the Bridge

Outcome

Miss K is currently enrolled on the improve your literacy and numeracy courses with the view of moving on to the level 1 qualification course in both these subjects next September. She is also a student support volunteer in the UK Online course and attends the community knitting group. Miss K has recently started to run her own card making course here at the Bridge which is gaining new members every week she has also expressed an interest in expanding this group to include other craft activities.



Quotes from the client

“Before I came to the bridge I didn’t have much confidence and I didn’t like going new places or meeting new people but since I’ve been here I feel really good about myself and I’ve got lots of new friends. The staff are really helpful and they have encouraged me to try new things, now I work with Donna in the computer class helping other people learn which is really good I love it here”



INFORMATION AND LEARNING CASE STUDY

Background

Mrs N first came to The Bridge after being made redundant. She had worked for the same company for the 27 yrs in a toyshop dealing with buying, selling and admin. Redundancy was a great shock to her. It had left her lacking confidence, feeling lost and down and had no idea how to move on or even think about other types of work.

Interventions

- Mrs N had an induction to The Bridge with an Information and Learning Worker.
- She received a 1:1 session with the Careers Worker who helped her develop a CV for the first time and helped her think about her strengths , skills and interests
- Joined our volunteering programme to develop her confidence gain new experience in administration including data base input, customer service in our busy reception, understanding new processes and working within a larger team.
- Introduced to the idea of Learning Support work to match her strengths.

Outcome

- The Bridge introduced Mrs N to Falmer School and obtained a voluntary training position as an Learning Support Assistant(LSA)
- Mrs N completed her training at Falmer School and gained a Level 2 LSA qualification
- She is now employed as an LSA at BACA and enjoys her role greatly.

Quotes from the client

“When I first came to the Bridge I really didn’t know what to do next all I did know was that I didn’t want to go back in to the retail business. Becoming a volunteer gave me time to explore other career paths and even though I had never thought about working with young people I’m really pleased I took the opportunity to try it and now I wouldn’t change a thing”



INFORMATION AND LEARNING CASE STUDY

Background

Brief explanation of issues/difficulties - A young single mother came to see me. She is recovering from addiction. She has 2 small children and is under pressure to return to work. She was very distressed and nervous. During the meeting it emerged that she had some good qualifications that we could build on. It also became clear that she had literacy and numeracy problems that had prevented her from progressing and she found embarrassing.

Interventions

What did Gateway do to support the client e.g. referrals, action planning, 1:1's, Learning support, BSA, courses etc -

Together we wrote an Action Plan and “A Step by Step” Map for her journey into work.

- 1) Basic skills assessment to find her level and then enrol her on a suitable course to improve her literacy and numeracy skills.
- 2) Supported to undertake course to build her confidence with computers, within class learning support.
- 3) Support to help her with C.V job search and training towards work.
- 4) Using coaching skills and Visual Learner methods to carry out a visual exercise to plot her course back to work .This approach proved very positive. Diagrams rather than lots of text.
- 5) 1 to1 sessions every 2 weeks to discuss her progress.

Outcome

What did the client achieve

She came to her assessments and is enrolled on a course to address her literacy and numeracy problems.

She has enrolled on the IT course.1st Step Assessment 2nd Step.

She has committed herself to the Action Plan - She has taken action and this has been empowering and confidence building.

Quotes from the client

“Thank you so much now I can see a light at the end of the tunnel”. I thought there was no way back”.

3 Recommendations

3.1 Staffing

Social Inclusion Team:

- That the creation of a Social Inclusion Team continues as a service to deliver the Enhanced and Intensive levels of support, focusing on vulnerable tenants
- That the structure and capacity of the Social Inclusion Team is sufficient to meet the existing and future demands of the service (The current budget will cover 1 FTE SO1/2 post from April 2011 if the FIP worker post is funded additionally).
- That the dedicated full-time FIP worker post is fully funded by Housing to work specifically with residents housed by the local authority (this includes temporary accommodation).

3.2 Project Management:

The Project Team responsibilities going forward:

- Draft the final version of the Social Exclusion Strategy and carrying out the Consultation process and Equalities Impact Assessment
- Oversee and deliver the rollout of the Turning the Tide programme citywide
- To work to identify funding streams for community interventions outside of Housing Revenue Account Funding eligibility eg the Bridge Community Outreach contract; Male Role Model co-ordinator etc
- To lead on the Education, Employment, Training and Social Enterprise development and provide strategic links to the City Employment and Skills Steering Group; Adult Learning Group; Advice Services Partnership and Community Resources including Palace Place
- Ensuring links to other key housing initiatives such as the Customer Access Review; Local Offers; Housing Options Plus.
- Continuing to improve access/overcome blockages to other services
- Identify and set up the Strategic Steering Group and Operational Group for delivering the *Turning the Tide Strategy*

3.3 Community Interventions:

- A larger prevention fund for tenancy sustainment/housing management
- Additional Funding to cover the costs of delivering Rate Your Estate and the Housing and Estates Forum citywide

- Training Budget for the rollout process (HM main budget)
- A marketing/publicity budget for development of ASB leaflets/reporting cards/newsletters/website development

3.4 Housing Management Services:

Housing Management Advisor Role

The current Systems Thinking and Business Process work being carried out across Housing Management services will look at the Housing Management Advisor Role.

3.5 Implementing the New Approaches

Change Management

From the commencement of the pilot the key staff teams were involved in the process of systemic change within housing management services including ongoing review and evaluation. This gave staff the buy-in to service improvement and demonstrated a real “can-do” and creative attitude throughout the team.

This was done through:

- Overview of the bigger picture and where this work fits
- One to one discussions with individual staff members
- Series of Individual Team sessions/Awaydays in Nov/Dec 2009
- Overall Team Awayday in December 2009 to finalise and launch the new procedures/working methods
- Action Planning and Review sessions
- Development of Team Plans
- Continuous service development (including other delivery partners)
- Monthly Team Meetings
- Quarterly Full Team meetings
- Individual supervisions
- Informal feedback processes
- Regular evaluation/review meetings
- Case Studies
- Series of Individual Team Sessions at the end of the Pilot Sept/Oct 2010
- Overall Team Evaluation Session in October 2010

Involving and supporting staff in the change management process is absolutely essential to the success of a citywide rollout and careful consideration needs to be given as to the best methods and cost implications for achieving this.

The Selsfield Drive housing management staff are happy to be “champions” and work with other teams to support the implementation of the new working methods and procedures.

Staff training needs and knowledge gaps need to be identified and addressed.

Rollout needs to be phased as a “one size fits all” approach will not work given the neighbourhood differences across the 5 housing office areas.

3.6 Performance and Reporting:

Creation of New Performance Framework

The performance reporting requirements within Housing Management, KPI's and structures will need to be reviewed in light of the changes to regulatory frameworks, the increased performance reporting, and changes to corporate reporting processes as a result of implementing the Intelligent Commissioning Model.

The range of service improvements introduced throughout the Pilot have significantly increased the amount of information collection, recording, collation and reporting.

The table below highlights the keys areas, frequency and staff responsible:-

| Name of Report | Completed By | Frequency | System Based | Collated monthly for performance reporting |
|---|--|---------------------------|---------------------|---|
| ASB Support & Enforcement Speadsheets | HO's CW's ASBHO's TSO's | Monthly | Excel | Pilot Project Team for HEF and TA/RA reps |
| ASB Case Management Forms | ASBHO's HO's | Case by case basis | Word | |
| ASB KPI's for HouseMark | | Monthly | Excel | SIT team Manager |
| Estate Inspection reports and monthly spreadsheets | HO's CW's HMA's | Monthly | Excel/Ohms | Pilot Project Team for HEF and TA/RA reps |
| Property Sheets | HO's CW's HMA's | Monthly | Excel/Ohms | |

| | | | | |
|---|---------------------------|--------------------------|--|--|
| Rate Your Estate Resident Assessor Scores | Pilot Project Team | As occur/ Monthly | Excel | Pilot Project Team for HEF and TA/RA reps |
| Victim and Witness Assessment Process | HO's ASBHO's TSO's | As occur/ Monthly | Excel whilst OHMS element being developed being | SIT Manager/ Housing Management |
| Social Inclusion Team Key Performance Indicators | Team Managers | | Word | Collated onto Interplan monthly by Project Team |
| Turning the Tide Action Plan Update and Exceptions Reports | Project Team | | Interplan | Twice monthly |

There are **3 key issues** that need resolving before the rollout of any of the TTT initiatives to other housing offices:-

A) OHMS – Making the System Fit for Purpose.

In the set up stage of the Pilot a number of shortfalls were identified with the existing OHMS system and initial agreements made with Housing ICT to develop the elements that were required. The timescale for improvements did not correspond with the delivery timescale for the Pilot so it was agreed to design and operate an interim system on word/excel to capture the data OHMS was unable to until the OHMS upgrade was complete, and that staff would continue to use OHMS as well.

As the Pilot progressed the initial scope of the upgrade changed so a Business Case was produced and submitted to the corporate ICT Board for agreement which was given in June 2010.

Slippage in the delivery timescale and a further piece of work to incorporate the new Victim and Witness Risk Assessment Process has meant that as at November 2010 the OHMS upgrade is not yet complete.

Until the new elements are available on OHMS we need to continue to use the Excel and word based systems as well – but this is not feasible or practicable on a citywide basis and could result in delays to rollout.

However, work is underway to try and ensure that the upgrade is complete and staff trained accordingly in time for rollout from April 2011 onwards.

B) Staff Resources

Throughout the Pilot performance reporting has been an issue given the different frameworks, systems and formats within Housing Strategy and Housing Management; and having to run two systems simultaneously.

As the table shows the majority of collating and performance reporting is being carried out by the Social Inclusion Pilot Project Team who are not a permanent function within Housing Management services.

Citywide rollout will increase the current workload substantially, as will duplicating the Housing and Estate Forums and Rate Your Estate initiative in all 5 areas. The current use of staffing resources means that housing offices do not have the capacity to take this level of work on, although when OHMS has been upgraded, producing the performance reports should be a much easier process once the parameters have been developed.

A sustainable solution needs to be identified within Housing Management for this area of work going forward. The current systems thinking work being carried out throughout Housing Management may help to identify the solution.

Consideration should also be given to the Policy and Performance Team's role in relation to this aspect of work.

C) Processes, Policies and Procedures

The short timescale of the pilot presented challenges in fully testing the systems and processes, and creating/embedding the policies and procedures that sit behind them.

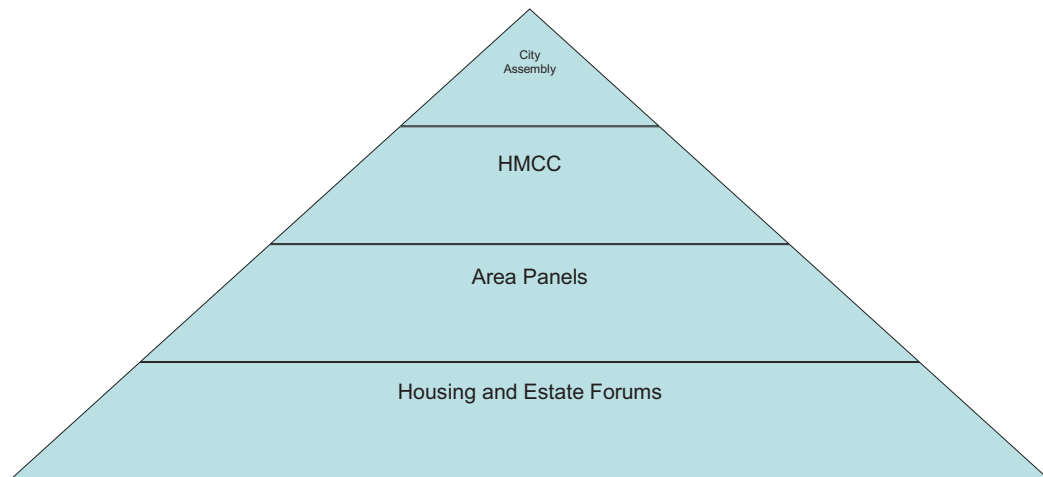
Some areas are still "works in progress" specifically the Rate Your Estate, Resident Assessor Programme and Estate Inspections.

Action plans are in place for all key areas and work needs to be completed fully before rollout can commence from April 2011 onwards.

3.7 Resident Involvement Structures

The Housing and Estates Forum provides a platform for resident involvement in the design, delivery and monitoring of services at a local level. If this model is expanded to other areas it needs to be formalised into the the Resident Involvement Structure within Housing Services.

This structure could be:



The Forum brings a range of service providers across delivery units together with residents so could be used as a mechanism for establishing performance against a range of outcomes at a neighbourhood level in the future.

3.8 Other ICT Issues

- Housing management staff would also like to investigate the use of Hand Held Technology for Estate Inspections and Tenancy Visits to avoid duplication of work; and for the Tenancy Sustainment Officers and ASB Officers to enable them to work more efficiently with clients eg recording case meetings/file notes electronically at the time rather than taking written notes which then need to be transferred on to the system.
- Remote access to shared drives
- TSO Access to the proposed Client Record Management System in homeless services
- Information-sharing protocols with other teams and services