





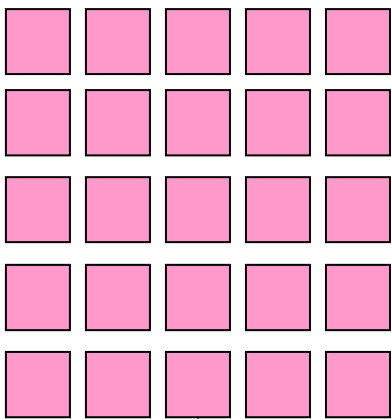
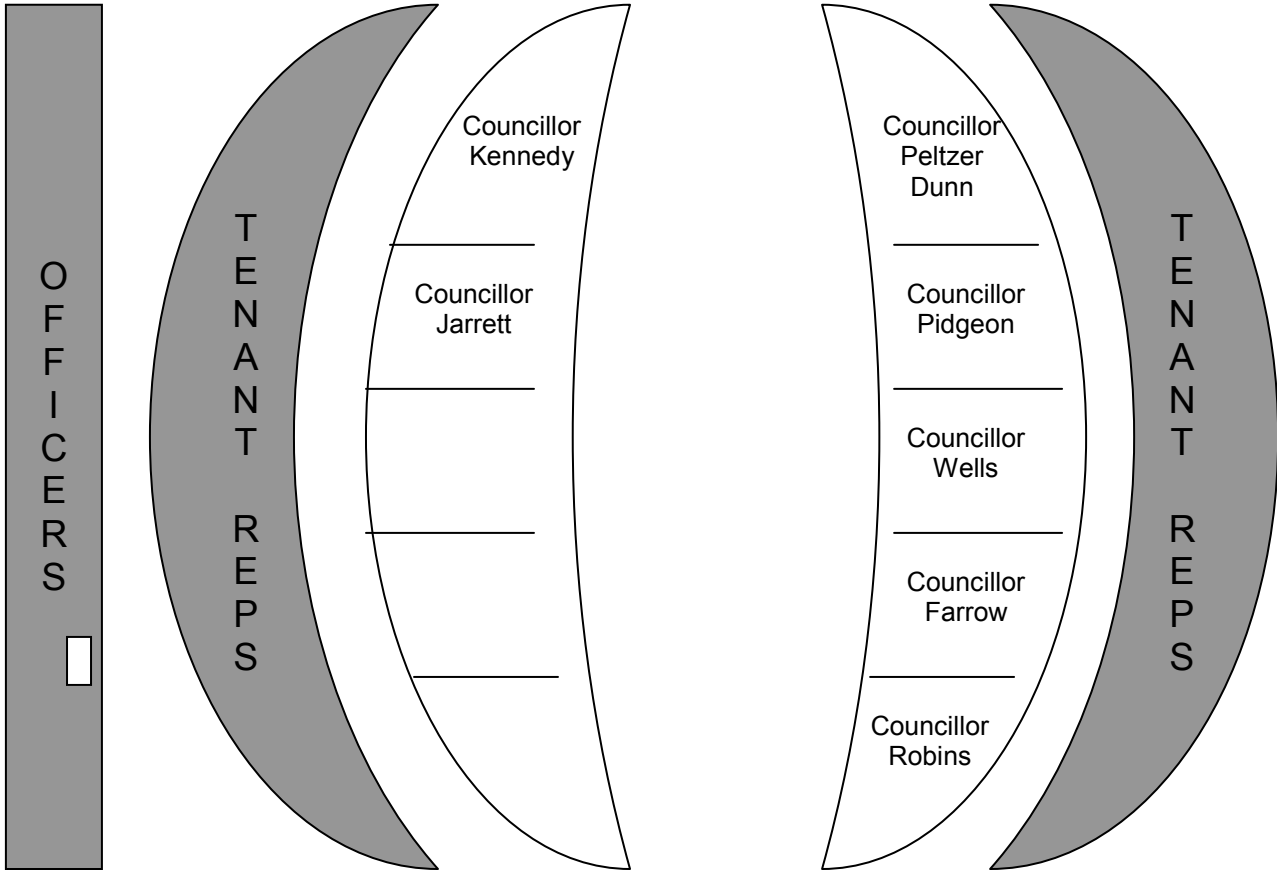
**Brighton & Hove  
City Council**

# Housing Management Consultative Committee

Title:	<b>Housing Management Consultative Sub-Committee</b>
Date:	<b>26 March 2013</b>
Time:	<b>3.00pm</b>
Venue:	<b>Council Chamber, Hove Town Hall</b>
Members:	<b>Councillors:</b> Wakefield (Chair), Peltzer Dunn (Opposition Spokesperson), Farrow, Jarrett, Pidgeon, Robins, Wells and Kennedy
Contact:	<b>Lisa Johnson</b> Senior Democratic Services Officer 01273 291228 lisa.johnson@brighton-hove.gov.uk

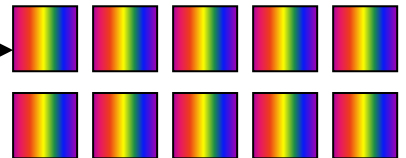
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# Democratic Services: Meeting Layout



Public Seating

Members in Attendance



Press



**Tenant Representatives:**

Lynn Bennett, Brighton East Area Housing Management Panel

David Murtagh, Brighton East Area Housing Management Panel

Trish Barnard, Central Area Housing Management Panel

Jean Davis, Central Area Housing Management Panel

Tina Urquhart, West Area Housing Management Panel

Roy Crowhurst, West Hove & Portslade Area Housing Management Panel

Keith Cohen, Hi Rise Action Group

Tony Worsfold, Leaseholder Action Group

Barry Kent, Tenant Disability Network

Charles Penrose, Sheltered Housing Action Group

Rita King, North & East Area Housing Management Panel

Robert Spacie, North & East Area Housing Management Panel

# AGENDA

## 47. 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:**

- (a) Disclosable pecuniary interests not registered on the register of interests;
- (b) Any other interests required to be registered under the local code;
- (c) Any other general interest as a result of which a decision on the matter might reasonably be regarded as affecting you or a partner more than a majority of other people or businesses in the ward/s affected by the decision.

In each case, you need to declare

- (i) the item on the agenda the interest relates to;
- (ii) the nature of the interest; and
- (iii) whether it is a disclosable pecuniary interest or some other interest.

If unsure, Members should seek advice from the committee lawyer or administrator preferably before the meeting.

**(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 Two of the Agenda states in its heading 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 exempt categories is available for public inspection at Brighton and Hove Town Halls.*

## 48. MINUTES

1 - 10

To consider the Minutes of the meeting held on 12 February 2013 (copy attached).

## 49. CHAIR'S COMMUNICATIONS

## 50. CALL-OVER

## 51. PUBLIC INVOLVEMENT

To consider the following matters raised by members of the public:

- (a) **Petitions** – to receive any petitions presented to the full council or at the meeting itself;
- (b) **Written Questions** – to receive any questions submitted by the due date of 12 noon on the 19 March 2013.
- (d) **Deputations** – to receive any deputations submitted by the due date of 12 noon on the 19 March 2013.

## 52. ISSUES RAISED BY COUNCILLORS

To consider the following matters raised by councillors:

- (a) **Petitions** – to receive any petitions submitted to the full Council or at the meeting itself;
- (b) **Written Questions** – to consider any written questions;
- (c) **Letters** – to consider any letters;
- (d) **Notices of Motion** – to consider any notices of motion.

## 53. SHELTERED HOUSING PROVISION

11 - 14

Presentation by Peter Huntbach (Older Peoples Housing Manager)

## 54. NEW ARRANGEMENTS FOR DEALING WITH COMPLAINTS BY SOCIAL TENANTS AGAINST THEIR LANDLORDS.

15 - 22

Contact Officer: Brian Foley Tel: 01273 291229  
Ward Affected: All Wards

## 55. UPDATE ON ANNUAL REPORT TO COUNCIL TENANTS AND LEASEHOLDERS 2012, AND PROPOSALS FOR 2013 REPORT

23 - 36

Contact Officer: Ododo Dafe Tel: 01273 293201  
Ward Affected: All Wards

## 56. HOUSING MANAGEMENT PERFORMANCE REPORT QUARTER 3 2012/13

37 - 52

Contact Officer: Ododo Dafe Tel: 01273 293201  
Ward Affected: All Wards

## 57. HOUSING MANAGEMENT RESTRUCTURE 2012

53 - 74

Contact Officer: Rachel Chasseaud Tel: 01273 290753  
Ward Affected: All Wards

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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 Lisa Johnson, (01273 291228, email [lisa.johnson@brighton-hove.gov.uk](mailto:lisa.johnson@brighton-hove.gov.uk)) or email [democratic.services@brighton-hove.gov.uk](mailto:democratic.services@brighton-hove.gov.uk)

Date of Publication - Monday, 18 March 2013

**BRIGHTON & HOVE CITY COUNCIL**  
**HOUSING MANAGEMENT CONSULTATIVE SUB-COMMITTEE**

**3.00pm 12 FEBRUARY 2013**

**COUNCIL CHAMBER, HOVE TOWN HALL**

**MINUTES**

**Present:** Councillor Jarrett (Chair); Councillors Farrow (Opposition Spokesperson) Peltzer Dunn (Opposition Spokesperson), Farrow (Opposition Spokesperson), Kennedy, Mears, Pidgeon and Robins.

**Tenant Representatives** David Murtagh (Brighton East Area Housing Management Panel), Jean Davis (Central Area Housing Management Panel), David Avery (West Area Housing Management Panel), Roy Crowhurst (West Hove & Portslade Area Housing Management Panel), Keith Cohen (Hi Rise Action Group), Tony Worsfold (Leaseholder Action Group), Barry Kent (Tenant Disability Network), Charles Penrose (Sheltered Housing Action Group) and Robert Spacie (North & East Area Housing Management Panel)

**Apologies:** Councillor Wakefield, Rita King and Trish Barnard.

**PART ONE**

**39. PROCEDURAL BUSINESS**

**39A.1 Appointment of Chair for the Meeting**

39.1 Councillor Wakefield (Chair) sent her apologies due to illness. As there is no Deputy Chair for the Sub-Committee, nominations for Chair were requested.

39.2 **RESOLVED** – That Councillor Jarrett be elected to preside over the meeting.

**39A.2 Declarations of Substitute Members**

39.3 Councillor Mears declared that she was attending as a substitute for Councillor Wells. Councillor Kennedy declared that she was attending as a substitute for Councillor Duncan, and that she would be replacing Councillor Duncan as a permanent member of the Sub-Committee. Dave Avery declared that he was attending as a substitute for Tina Urquhart.

**39B Declarations of Interests**

39.4 There were none.

**39C Exclusion of the Press and Public**

39.5 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.

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

#### 40. MINUTES

40.1 Keith Cohen asked for the following corrections to be made to the minutes following discussions with Valerie Paynter who had substituted for him at the last meeting:

40.2 Paragraph 28 A – Declarations of Substitute Members should record that Valerie Paynter was substituting for Keith Cohen. Paragraph 36.12 should read “tenants would think that their tenants’ reps had previously agreed to it (despite lack of opportunity to appropriately do so). “

40.3 Mr Cohen stated that an entire conversation was omitted in which Valerie Paynter requested that the Resident Involvement Strategy consultation going to Area Panels was also going to HRAG. It was argued that this is because there are no representatives voted onto Area Panels from HRAG and no Area Panel members are voted onto HRAG. Ms Paynter had stated that it had been agreed by the Chair that this should be done.

40.4 Mr Cohen stated that the voting at paragraph 36.18 was incorrectly recorded. Ms Paynter considered that it should read that “the HRAG rep voted against (i) but there was a unanimous vote for (ii).

40.5 Members agreed that Valerie Paynter was the only person to vote against resolution (i) at paragraph 36.19. It was therefore agreed to change the wording of paragraph 36.18 to read “An indicative vote was taken from tenant reps, and the majority agreed with both recommendations.” Meanwhile, the Chair reminded members that the minutes were not a verbatim record of the meeting.

40.6 Councillor Mears referred to paragraph 38.3 (Housing Revenue Account Budget 2013/14). She stated that £286,000 had been put forward to part fund the new regeneration team headed by Nick Hibberd. Councillor Mears stressed that there was now a committee system. She was concerned that no report had been submitted to explain that money was being taken out of the revenue budget.

40.7 Councillor Mears stated that although Members received an email from the Strategic Director Place setting out what had happened this had opened up more questions. Members had been informed that 30% of the cost had come from the HRA and 70% from the general fund. Councillor Mears was unhappy with the response and felt that there was no clarity around this spend. She was concerned that tenants’ money was being used for staffing. Councillor Mears noted that part three of the Strategic Director’s letter referred to money being allocated from HRA for housing regeneration. Councillor Mears considered that there needed to be a detailed report submitted to the Sub-



Committee setting out how decisions had been taken and clarifying the situation before and after budget council.

- 40.8 **RESOLVED** That the Minutes of the Housing Management Consultative Sub Committee held on 18 December 2012 be agreed and signed as a correct record subject to the amendment mentioned in paragraph 40.5 and subject to Paragraph 28 A – Declarations of Substitute Members recording that Valerie Paynter had substituted for Keith Cohen.

#### 41. CHAIR'S COMMUNICATIONS

##### Dams at Bevendean

- 40.1 Councillor Farrow informed the Chair that he had submitted a letter for inclusion on the agenda asking officers to give an update on the condition of the dams at Bevendean and the amount of water behind them. Councillor Farrow had been told that the letter could not be placed on the agenda. Councillor Farrow expressed concern that a matter of interest to the residents was not included on the agenda. He had taken it up with senior officers including the Chief Executive.
- 40.2 The Chair stated that he understood that Councillor Farrow would receive a written response. There had been some discussion as to whether the letter should be submitted to the Sub-Committee as the dams were not the responsibility of housing.
- 40.3 The Senior Lawyer stated that in order for a letter to be included on an agenda, it should be relevant to the terms of reference of the Committee or Sub-Committee. The HMCSC had narrow terms of reference and the view taken by officers was that the letter was not relevant to the terms of reference.
- 40.4 Councillor Farrow stated that he did not believe that the constitutional point should preclude him from taking up a matter that was of concern to tenants. He asked for a response to be sent to all members of the Sub-Committee.
- 40.5 The Chair replied that the matter was being taken seriously but there was an issue as to which meeting should consider the issue. He was not prepared to say that he had been given the wrong advice by the Senior Lawyer.
- 40.6 Councillor Peltzer Dunn accepted that the Senior Lawyer's advice had been absolutely correct; however, the effect of what might happen to the dams was a matter of concern for the community.
- 40.7 Councillor Mears endorsed the view of the Senior Lawyer but considered that a report should be brought to the Sub-Committee as landlord and freeholder of properties in order to reassure tenants that everything was being done to avoid flooding.
- 40.8 Councillor Farrow requested officers to take action as a matter of urgency and report back to Moulsecoomb and Bevendean councillors so they could report back to tenants.
- 40.9 The Chair stated that Councillor Farrow would receive a written response.
- 40.10 The Chair had no other communications to report.

**42. CALL-OVER**

42.1 It was agreed that all items be reserved for debate and determination.

**43. PUBLIC INVOLVEMENT**

43.1 There were no petitions, written questions or deputations received from members of the public.

**44. ISSUES RAISED BY MEMBERS**

## (a) Petitions

44.1 The Committee noted that there were no petitions raised by members.

## (b) Written Questions

44.2 The Committee noted that there were no written questions raised by members.

## (c) Letters

44.3 The Committee considered a letter from Charles Penrose on behalf of the Sheltered Action Housing Group which requested an increase in the sheltered budget. This would enable on-site scheme managers to cope with the additional demand on the service due to the complex needs of new tenants.

44.4 Charles Penrose informed the Sub-Committee that tenants with complex needs were becoming prisoners in their flats, and were missing out on attending tenants' meetings.

44.5 The Chair stated that he recognised that there was a problem of tenants with increased needs. He thought there was a need to assess the scale of the problem.

44.6 Councillor Mears considered that the points made in the letter raised concerns as it would appear that there was a need for extra care. She stressed that there had been 1.6 million savings in Adult Care & Health and a decision had been taken to take out 2 units of sheltered housing stock. She asked if Adult Care & Health were paying housing for extra social care. She also asked for details of numbers of people going into sheltered housing. Councillor Mears considered that there was a need for a report to the Sub-Committee to explain the changes to sheltered housing.

44.7 Councillor Farrow stated that he had concerns as to whether normal sheltered housing was the right place for extra care. He supported Councillor Mear's view that a report was required on the subject. He hoped people were being placed appropriately in housing. He requested a report before the next meeting.

44.8 Charles Penrose welcomed the above comments and agreed that a report should be written to explain what was happening in sheltered housing. A report would be welcomed by members of the Sheltered Housing Action Group.

- 44.9 Roy Crowhurst considered that that sheltered housing was changing. It appeared that a number of people were coming through Adult Care & Health. Mr Crowhurst mentioned a case where a man had come from a house he had shared with other people with learning disabilities. The man was now isolated and found it difficult to get involved with other sheltered housing tenants. Mr Crowhurst stressed that sheltered housing was not an ideal place for people with complex needs. Mr Crowhurst thought that 50 year olds should not be placed in blocks with people in their 70's and 80's.
- 44.10 Mr Crowhurst stated that some local authorities had older peoples' housing and supported housing. In Brighton & Hove there was sheltered housing for all, which Mr Crowhurst felt did not work.
- 44.11 Jean Davis stated that she lived in Leach Court. She agreed that people with extra care needs were being placed into the flats at Leach Court. Some of these people were in their forties and fifties.
- 44.12 Robert Spacie expressed concern that officers were making decisions about sheltered housing without a full report.
- 44.13 The Chair confirmed at this point that a full report would be submitted to the next meeting.
- 44.14 Charles Penrose mentioned that the government had a fund for care of the elderly. Roy Crowhurst suggested that part of any funding could be used to develop extra care housing.
- 44.15 Councillor Mears asked if officers had already applied for funding of £300 Million. She asked if the reason for younger people with learning disabilities moving to sheltered housing was related to the closure of learning disability homes. Councillor Mears wanted to see details of the impact of Adult Social Care not meeting their savings target last year and the contribution of Adult Care & Health to the housing budget. She stressed that housing should not be a cushion for Adult Care & Health. There needed to be a wide reaching report.
- 44.16 Robert Spacie stressed that the Sheltered Housing Action Group should be consulted on what was going into the report.
- 44.17 The Head of Housing stated that the Chair had already asked him to write a report. The £300 million bidding deadline was before Christmas. The bid went in on time and the Homes and Communities Agency were impressed by the quality of the bid. There would be 40 extra care units using HRA land. The issue was whether Brighton & Hove would be awarded a grant.
- 44.18 The Head of Housing explained that all allocations to sheltered housing occurred through the Choice Based Lettings process. There were a number of allocations which were being reviewed to ensure that they were appropriate. The report would look at who had been allocated a place and how the decision had been made. The Head of Housing stressed that if the report was to be submitted first to the Area Panels it would not be able to come back to the next meeting of the Housing Management Consultative Sub-Committee. He suggested that the report was initially submitted to the Sub-

Committee for debate. The report could then be submitted to the Area Panels for comment.

- 44.19 Councillor Mears asked how many Adult Care places were allocated into housing directly rather than coming through the letting process. She asked for reassurance that there had not been any allocations from Adult Care that had not come through the housing process.
- 44.20 Barry Kent stated that he had heard a one bedroom flat had been kept for a young person in Adult Care and Health. He stressed that young people could feel isolated if housed with elderly people.
- 44.21 Charles Penrose informed the Sub-Committee that he was trying to arrange for someone in Adult Social Care to address the Sheltered Housing Action Group on 13 March 2013 in Leach Court.
- 44.22 The Head of Temporary Accommodation & Allocation informed members that there was no age limit. The Housing Committee had agreed to remove the age limit some years ago. The Housing Management Consultative Committee and the Sheltered Housing Action Group had both been consulted.
- 44.23 The Chair stated that there had been no policy of placing additional people in sheltered housing. Extra people might arrive in sheltered accommodation for a number of reasons. There was a need to look at these reasons in the report.
- 44.24 Councillor Mears stated that in the past there had been two lists. One for housing and one for adult social care. There needed to be one clear route of allocations through housing. She would like to see figures in a report.
- 44.25 The Head of Housing informed the Sub-Committee that there would be a written report on Extra Care. He would not be in a position to capture all the issues raised in a report but suggested that there should also be a presentation to the HMCSC in order to work through questions.
- 44.26 **RESOLVED** – That the letter be noted.

(d) Notices of motion

- 44.27 The Committee noted that there were no notices of motion raised by members.

#### **45. LETTINGS - PRESENTATION**

- 45.1 The Sub-Committee considered a presentation from Lorraine Hamilton Re-Housing Manager concerning the Re-housing Team (formerly Lettings). The presentation set out the structure of the team and who they worked with. It discussed the Choice Based Lettings Policy and why it was important to let empty properties quickly.
- 45.2 The presentation explained the re-housing process, how adaptations were dealt with by the team and how local letting plans were making better use of housing stock or other

local need. Members were informed of performance data and empty property rent loss for all re-lets. Finally members were informed of exciting initiatives.

- 45.3 Councillor Peltzer Dunn referred to the slide explaining the re-housing process and asked the following questions. He asked if the end of tenancy visit was a visit taken before the end of the tenancy. Once the tenancy ended, how long was it advertised and how long did prospective tenants have to respond. Once the shortlist was completed how long did officers take to contact the people shortlisted.
- 45.4 The Re-Housing Manager explained that the end of tenancy visit took place just prior to the end of a tenancy. Officers advertised the property four weeks before the tenancy end date. Tenants had one day short of a week to bid for a property. Tenants were contacted approximately within three days of a shortlist being compiled, although it sometimes could take longer. Tenants were contacted immediately there was a target date. A decision was given within 24 hours of the deadline. It took four weeks maximum to advertise a property. Officers worked on 7 day calendar weeks.
- 45.5 Councillor Mears expressed concern about the cost of restructuring the section. She asked for details of restructuring costs, why it had been sanctioned and why there had been no tenant input. Councillor Mears was concerned that the process had gone forward without a report being submitted to committee.
- 45.6 The Head of Housing informed Councillor Mears that she would be given a written response. Councillor Mears asked for the response to be submitted to the Sub-Committee. She stated that tenants would prefer their rents to be spent on their properties and not re-structuring.
- 45.7 Charles Penrose stated that he had no recollection of the restructuring going through Area Panels.
- 45.8 The Chair stated that this information would be included in the response.
- 45.9 Barry Kent mentioned an unusual individual case concerning a property in Coldean. Mr Kent had noticed two Mears employees working on the property. These individuals moved into the property. The Chair replied that the matter would be investigated.
- 45.10 Keith Cohen asked for clarification regarding the over 50's in relation to the sheltered local lettings plan. The Head of Tenancy Services explained that the Sheltered Local Letting Plan only applied to sheltered housing and not to over 50's blocks.
- 45.11 Questions were raised as to whether tenants with particular needs could move to lower floors in blocks. It was agreed that Keith Cohen would check the policy with the Head of Tenancy Services.
- 45.12 **RESOLVED** – That the presentation be noted.
- 46. UPDATE ON RIGHT TO BUY AND LEASEHOLD MANAGEMENT - PRESENTATION**
- 46.1 The Sub-Committee considered a presentation from Dave Arthur, Leasehold Manager, that provided an update on the Right to Buy, and leasehold management. The

presentation explained recent changes to Right to Buy and imminent government department marketing activity. It explained the situation with regard to major works and implications for leaseholders, working with leaseholders when major works are proposed or carried out and payment options.

- 46.2 Councillor Peltzer Dunn asked if works carried out by the council were subject to competitive tender for quotes. The Leasehold Manager explained that the council no longer asked for quotes as there was a long term contract with Mears Ltd in place. Consultation had been carried out with tenants before the partnership was agreed.
- 46.3 Councillor Peltzer Dunn asked if the standard lease specifically allowed for the council not to have to arrange for competitive quotes. The Head of Property of Investment explained that the council used Mears Ltd as the primary contractor; however they must demonstrate value for money. Mears Ltd asked for quotes. The compliance team reviewed tenders to ensure proper procedures had taken place.
- 46.4 Councillor Peltzer Dunn expressed concern that leaseholders might not be getting value for money under the Mears contract. The Head of Housing informed members that there were still at least two types of lease in operation as a result of Brighton & Hove having once been separate local authorities. All the leases allowed the council to make a charge for improvements, except for the early Brighton one. All works were open to challenge. There was an internal disputes process with built in appeals. The Leasehold Valuation Tribunal could ultimately decide whether the council had been fair to leaseholders.
- 46.5 Councillor Mears stated that value for money was written within the contract. She hoped this would be adhered to. Councillor Mears noted that the presentation did not say what had happened to Right to Buy receipts. Councillor Mears made the point that the council had gone through the stock transfer process which had not gone ahead. There was need for a massive catch up to ensure there were decent homes. This was a major issue for leaseholders.
- 46.6 Councillor Mears reminded members that there used to be a 10 year contract for lifts. This was now a 7 year contract. She asked whether consultation had taken place with regard to lifts and whether there was an extra cost in reducing the contract to 7 years.
- 46.7 The Leasehold Manager stated that the consultation process with regard to lifts was similar to the Mears contract consultation. Leaseholders were given estimated costs for annual maintenance and were given a provisional timescale. Further consultation took place when works were proposed.
- 46.8 The Head of Property & Investment informed the Sub-Committee that he had an updated programme he could share. The lift contract started in January 2011. The total contract would be completed in about 8 years. There would be no extra cost involved in completing in 8 years instead of 10. He accepted there would be an extra annual cost but this would be offset by beneficial capital receipts.
- 46.9 Councillor Mears stated that these matters should have been reported to committee and she requested detailed figures. The Head of Property & Investment replied that this information would be available by the end of next week. Councillor Mears asked for this information to be sent to members of the Sub-Committee.

- 46.10 The Chair stated that he anticipated an increased take up of the Right to Buy scheme. He asked if officers were anticipating loss of units as a result of the process. The Leasehold Manager replied that the numbers of people applying for Right to Buy had not reached the level they were in the 2 years prior to the economic collapse. Officers were forecasting an approximate 150 applications this year. 35-40% tended to complete.
- 46.11 Barry Kent asked how Right to Buy affected new properties. Could someone buy them after a year or two? The Leasehold Manager explained that new tenants had the Right to Buy but the council could not sell new houses, under the Cost Floor arrangements, at a price that was less than the cost of building the house. This arrangement lasted for 15 years.
- 46.12 The Chair stated that when someone expressed an interest in Right to Buy, the responsibilities they were taking on were made clear to them, in terms of maintenance charges. The Leasehold Manager stated that a small number of tenants purchased on Right to Buy. A large number were sold on the private market. With regard to Right to Buy, the council offered interviews to explain major works that were required.
- 46.13 Roy Crowhurst referred to the Right to Buy Roadshow event and made the point that no-one could obtain a mortgage at the moment. The Chair suggested that this matter should be referred to the Department for Communities and Local Government.
- 46.14 Robert Spacie asked about numbers of repossessions under Right to Buy. He also asked whether the council had been chasing money owed to it by leaseholders. The Leasehold Manager explained that there may have been a number of repossessions by mortgage companies for non payment of mortgages, but not by the council. The Council had a robust procedure for recovering non payment of service charges from leaseholders. Approximately £750,000 of arrears had been passed to the council's solicitors over the past 10 years, with a 90-95% collection rate achieved. The Council had always managed to secure the money without having to go to the recourse of taking back the property. The Council were doing everything possible, through the payment options it offered, to avoid so far as possible having to take forfeiture action.
- 46.15 **RESOLVED** – That the presentation be noted.

The meeting concluded at 5.40pm

Signed

Chair

Dated this

day of



### **Sheltered Housing Service – Presentation (HMCSC).**

Peter Huntbach (Older Peoples Housing Manager) and Charles Penrose (Sheltered Housing Action Group Chair).

#### **Sheltered Housing**

This section will describe the sheltered housing schemes as part of the council's housing stock.

- 23 sheltered housing schemes.
- 850 homes for older people.
- Built between the 1960s and 1990.
- A wide range of facilities.
- Hard-wired smoke and emergency alarm service

#### **Service Description**

This section will describe the current service delivery.

- Site based scheme manager.
- Daily wellbeing checks and weekly accountability.
- Personalised support plan.
- Emergency response service (inc. CareLink Plus)
- Community support and engagement.

#### **Access and Population**

This section will describe the access into sheltered housing, the eligibility criteria, application and the lettings process. It'll also describe the current demographics (e.g. age, need, gender).

- Older person with an identified support need.
- Application (inc. assessment process)
- Choice Based Lettings (inc. letting and induction)
- Local Letting Plan
- Scheme demographics

#### **Successes**

This section will set out the value of the service.

- Customer feedback (STAR results)
- Active tenant participation (SHAG) and vibrant communities
- Service delivery 365 days per year
- Positive outcomes (St Andrews Results, case studies)
- Safer environments (Fire Safety)

- Collaborative working.
- Supporting people with higher support needs.
- Investment programme

### **Higher Support Needs**

This section sets out how we are helping those with higher support needs.

- Recognise people with higher support need as citizens and challenge discrimination.
- Provide and encourage a supportive environment and community.
- Assess personal strengths alongside need and risk.
- Provide person focused and flexible support – particularly at the start of a tenancy.
- Work close with supportive agencies and other council staff.
- Involve and support carers.
- Train staff and promote dignity and respect.
- Use technology where appropriate.

### **Collaborative working.**

This section will set out the way in which the service works with partners. Where possible, this will be a photographic overview using images from Homing In.

- Active Pharmacy.
- MIND, Age UK, Active Lightworks and Alzheimer's Society.
- Active for Life (Social Ping).
- Community Payback
- Digital UK.
- Health events (cancer prevention, smoking cessation).
- Intergenerational events (Patcham High School, Brighton College, Blueberry Nursery).
- Grey Matters
- Tenant led events

### **Challenges**

This section will set out the local and national challenges facing the sheltered service.

- Changing demographics (increasing very old, life expectancy, diversity)
- Changing health impacts (JSNA health impacts)
- Changing life expectations (personalisation, active ageing, dignity)
- Supply, demand and allocation
- National context (NHS changes, social care changes, deficit reduction)
- Current 'one size fits all' service model and resources
- Ageing buildings and facilities

## **Opportunities**

This section will set out the opportunities for the sheltered service.

- Changing demographics
- Better understanding of active ageing, dignity and respect.
- The recognition of the value of preventative & wellbeing services.
- The new health, social care and public health landscape.
- Changing funding, commissioning and partnership opportunities
- Technology
- Localism – local service meeting local challenges
- Investment programme
- Service redevelopment

## **Next Steps**

This section will give pointers to the next steps the service needs to take.

- Better understand our value and contribution (performance)
- Re-establish our purpose (sheltered housing policy)
- Refine our service delivery (service review)
- Maximise funding, commissioning and partnership opportunities.



<b>Subject:</b>	<b>New arrangements for dealing with complaints by social housing tenants against their landlords.</b>		
<b>Date of Meeting:</b>	<b>26 March 2013</b>		
<b>Report of:</b>	<b>Strategic Director; Place</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Brian Foley</b>	<b>Tel: 29-3109</b>
	<b>Email:</b>	<b>brian.foley@brighton-hove.gov.uk</b>	
<b>Ward(s) affected:</b>	<b>All</b>		

**FOR GENERAL RELEASE**

**1. SUMMARY AND POLICY CONTEXT:**

- 1.1 From 1 April 2013 the Localism Act will put in place new arrangements for dealing with complaints by social housing tenants against their landlords through the Housing Ombudsman Scheme.
- 1.2 MPs, Councillors, and Tenant Panels, will be Designated Persons which will give them an opportunity to play a more active role in resolving complaints at the local level.
- 1.3 This paper is for information and summarises how the Scheme will operate. It describes the role of the Designated Person and how Tenant Panels can become involved in resolving complaints.
- 1.4 There is a short presentation accompanying this paper, the slides are in the Appendix.

**2. RECOMMENDATIONS:**

- 2.1 Housing Management Consultative Sub-Committee note the report.
- 2.2 That Housing Management Consultative Sub-Committee request the Standards and Complaints Manager:
  - a. Produces a briefing note for elected members and local MPs on how the Housing Ombudsman Scheme will operate.
  - b. Arranges a training workshop for elected members to enable them to act as Designated Persons
  - c. Produces material that will publicise the new process to tenants.

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

#### **The Housing Ombudsman Scheme**

- 3.1 From 01 April 2013 Local Housing Authorities in England which are registered providers of social housing must be a member of the Housing Ombudsman Scheme for dealing with complaints about the management of social housing.
- 3.2 This enables tenants and others to have their complaints investigated by the Housing Ombudsman.
- 3.3 The following people, known as Designated Persons, can refer complaints about social landlords to the Housing Ombudsman.
  - a. an MP
  - b. a Local Councillor for the district in which the property concerned is located
  - c. a Designated Tenant Panel for a social landlord
- 3.4 The Ombudsman will not consider complaints which, in his opinion are:
  - a. made prior to having exhausted the social landlords complaint procedure
  - b. made within 8 weeks of having exhausted the complaint procedure:
    - unless a Designated Person has refused to refer the complaint to the Ombudsman, or
    - has agreed for it to be brought to the Ombudsman
- 3.5 The Ombudsman will decide how to consider and investigate complaints and may decide to suspend or not to progress an investigation if he thinks there is opportunity to resolve the dispute locally.
- 3.6 The Ombudsman may promote local resolution of a dispute by either:
  - a. referring the complaint back to the complainant and the social landlord and/or a Designated Person to resolve the dispute, or
  - b. providing assistance to the complainant and social landlord and/or a Designated Person to resolve the dispute.
- 3.7 If the complaint is referred by a Designated Person the Ombudsman must inform the Designated Person of the result of the investigation and any determination made.

#### **The role of the Designated Person**

- 3.8 A Designated Person will help resolve the complaint in one of two ways:
  - a they can try to resolve the complaint themselves, or
  - b they can refer the complaint straight to the Ombudsman.

If they refuse to do either the tenant can contact the Ombudsman directly.

- 3.9 The Designated Person can try to put things right in which ever way they think may work best. If the problem is still not resolved following the intervention of the Designated Person either they or the tenant can refer the complaint to the Ombudsman.
- 3.10 If a tenant refers their complaint to the Ombudsman without prior referral to a Designated Person there must be at least 8 weeks from the end of the landlord's complaint process before the Ombudsman can consider the case.
- 3.11 Designated Persons have no direct impact on the Council's internal complaints procedure and do not have power over the Local Authority's policies or procedures.
- 3.12 MPs and local councillors have always been involved in complaints procedures as advocates for tenants and this role will continue.
- 3.13 The specific role of MPs and councillors as Designated Persons is different as they play a more specific part in the procedure. The detail of that role is not spelt out in the Localism Act; but as stated in 3.8 it is in part to refer complaints to the Ombudsman and also to be involved in complaint resolution.

#### **How Tenant Panels could be involved in complaint resolution**

- 3.14 The Localism Act introduces an opportunity for tenants to help resolve complaints locally before the matter is referred to the Housing Ombudsman.
- 3.15 Tenant Panels acting in the role of Designated Persons may be able to explain to other tenants how things work and help unblock problems.
- 3.16 Where a Designated Tenant Panel is involved in individual complaints the panel members should be properly trained to carry out the role and to be able to do so with appropriate integrity, confidentiality, and in accordance with legal requirements.
- 3.17 The intention behind the changes is to encourage local dispute resolution at a level closer to people with the knowledge and expertise best able to deal with disputes. It is also to reduce complaints to the Housing Ombudsman Service that are outside their scope.
- 3.18 A group of tenants may apply to their landlord to become a recognised Tenant Panel which will then take on the role of Designated Person.
- 3.19 A Designated Tenant Panel could be set up in just one landlord area or can operate across several. A landlord can recognise more than one Tenant Panel.

## **Criteria for recognising a Designated Tenant Panel**

- 3.20 It is for the Council to agree with tenants the ways that Tenant Panels should be recognised (or de-recognised) for purposes of being a Designated Person. There should be a clear audit trail for that process.
- 3.21 The landlord will be accountable to their tenants for the Tenant Panels they do and do not recognise.
- 3.22 In discussing the recognition of Designated Tenant Panels with the landlord, tenants should consider what potential beneficial outcomes there could be from the recognition and support for a Designated Tenant Panel, such as:
- tenants will have received help in resolving their complaints locally, or,
  - there will be learning from the local handling of complaints

Over time, the Designated Tenant Panel will need to demonstrate that those beneficial outcomes have been delivered.

- 3.23 In deciding not to recognise (or to de-recognise) a Tenant Panel, the Local Authority would need to agree with tenants that a particular Tenant Panel would be unlikely to deliver beneficial outcomes for tenants.
- 3.24 The Ombudsman may criticise landlords if there is not a clear audit trail for the involvement of tenants in decision-making about Designated Persons or if a Designated Tenant Panel is not sufficiently enabled to contribute independent views to the local resolution of complaints.
- 3.25 Landlords must give the Ombudsman the contact details for every Designated Tenant Panel they have recognised.
- 3.26 The Ombudsman will require the Local Authority to provide a means of contact with the Tenant Panel that is independent of it.
- 3.27 The Ombudsman will expect that reasonable steps have been taken to ensure that tenants see the contact point for a Designated Tenant Panel as being independent of the landlord.

## **4. COMMUNITY ENGAGEMENT AND CONSULTATION**

- 4.1 The Standards and Complaints Manager will make a presentation to the next round of Area Panels about the new arrangements for dealing with complaints by social housing tenants, and facilitate a discussion on related matters, such as:
- a. whether they would like a Tenant Panel or Panels to be formed to act as a Designated Person
  - b. the benefits of forming a Panel
  - c. the criteria that could be used to recognise a Tenant Panel and a mechanism for monitoring its effectiveness.



The results of those discussions will then be fed back to the Housing Management Consultative Sub-Committee, which will then be in a position if appropriate to make recommendations to the Housing Committee

## **5. FINANCIAL & OTHER IMPLICATIONS:**

### Financial Implications:

- 5.1 The costs of setting up and maintaining a tenant panel to act as a designated person are not included in the Housing Revenue Account budget for 2013/14. If the panel were to be set up in 2013/14 then it is estimated that costs of approximately £3,000 would have to be managed within existing resources by using underspends elsewhere in the HRA and reported as part of the regular budget monitoring process. This estimate includes the cost of training panel members, any costs of setting up tenant panel meetings at council venues as well as any out of pocket expenses of panel members. Staff time to manage these meetings would also have to be made available by Housing from existing resources. Any on-going costs would then need to be factored into the 2014/15 budget and beyond.

*Finance Officer Consulted: Monica Brooks*

*Date: 05/03/13*

### Legal Implications:

- 5.2 Part 7 of the Localism Act 2011 makes changes to the Housing Act 1996 to extend the jurisdiction of the Housing Ombudsman to complaints made against local housing authorities such as the council. The changes are expected to come into force on 1 April 2013. At the same time, the jurisdiction of the Local Government Ombudsman to investigate complaints relating to the provision and management of social housing will cease.

Should the council decide to recognise a Tenants' Panel, consideration will need to be given to the legal issues relating thereto, which include the data protection implications of handing personal data, and insurance for the Panel.

*Lawyer Consulted: Liz Woodley*

*Date: 05/03/2013*

### Equalities Implications:

- 5.3 The Equalities Act 2010 will apply to Tenant Panels. Tenant Panels have a responsibility to reflect the needs and aspirations of all tenants when carrying out their roles. Consideration should be given to how Tenant Panels can reflect the views of under represented groups.

### Sustainability Implications:

- 5.4 It makes good business sense for landlords to support Tenants Panels who are able to help resolve complaints and use the learning gained from their work to shape services that are more efficient and effective.

Crime & Disorder Implications:

- 5.5 There are no adverse Crime and Disorder implications arising from the proposals in this report.

Risk and Opportunity Management Implications:

- 5.6 There is a potential for Tenant Panels to come into contact with children and vulnerable adults. It will be essential that Panel members have Disclosure and Barring Service checks (formerly CRB).

Public Health Implications:

- 5.7 There are no public health implications

Corporate / Citywide Implications:

- 5.8 There will be initial resources implications in terms of support and training for Tenant Panels. There is potential for a Tenant Panel to operate across all the social housing landlords in the city.

**6. EVALUATION OF ANY ALTERNATIVE OPTION(S):**

- 6.1 The Housing Ombudsman Scheme is defined and there is no alternative.

**7. REASONS FOR REPORT RECOMMENDATIONS**

- 7.1 Reasons for report recommendations are included in the body of the report.

**SUPPORTING DOCUMENTATION**

**Appendices:**

**Appendix 1 – Relevant Material**

1. There are several documents which members of Area Panels may find helpful for broadening their understanding and knowledge of the complaint process and role of the Designated Person under the Housing Ombudsman Scheme.
2. The documents can be found at:
  - a. The Housing Ombudsman Designated Person Factsheet:  
[www.housing-ombudsman.org.uk/downloads/Designated%20Persons%20Factsheet.pdf](http://www.housing-ombudsman.org.uk/downloads/Designated%20Persons%20Factsheet.pdf)
  - b. The CIH paper ‘Complaints Handling: the designated person. Frequently Asked Questions’ can be found at:  
[www.cih.org/resources/PDF/Policy%20free%20download%20pdfs/Designated%20person%20FAQs.pdf](http://www.cih.org/resources/PDF/Policy%20free%20download%20pdfs/Designated%20person%20FAQs.pdf)
  - c. The National Tenant Organisations document ‘Options for Accountability’  
<http://nationaltenants.files.wordpress.com/2012/03/tenant-panels-options-for-accountability.pdf>

## Appendix 2 – Presentation slides

<p><b>1.Complaints to the Ombudsman from April 2013</b></p> <p><b>Which Ombudsman service will tenants be able to use?</b></p> <p>Independent Housing Ombudsman for:</p> <ul style="list-style-type: none"> <li>• all Housing Management functions</li> </ul> <p>Local Government Ombudsman for:</p> <ul style="list-style-type: none"> <li>• all other Council services</li> </ul>	<p><b>2.Independent Housing Ombudsman</b></p> <p><b>What happens after Stage 1 and Stage 2 are completed?</b></p> <p><b>IHO</b> = Access through a Designated Person or direct access after 8 weeks</p> <p><b>LGO</b> = Direct access for anyone at anytime</p>
<p><b>3. Independent Housing Ombudsman</b></p> <p><b>Who or what is a Designated Person?</b></p> <ul style="list-style-type: none"> <li>• A Member of Parliament</li> <li>• A local councillor for the district</li> <li>• A group of tenants that are formally recognised as a Tenant Panel</li> </ul>	<p><b>4.Independent Housing Ombudsman</b></p> <p><b>What is the role of the Designated Person?</b></p> <ul style="list-style-type: none"> <li>• Try to resolve the complaint in whatever way they think will work best</li> <li>• Refer the complaint to the Ombudsman</li> <li>• Identify learning from complaints</li> </ul>
<p><b>5.Independent Housing Ombudsman</b></p> <p><b>What is the advantage of involving local people?</b></p> <ul style="list-style-type: none"> <li>• The IHO believes local people may be able to: <ul style="list-style-type: none"> <li>– Use their knowledge to 'unlock' disputes</li> <li>– Bring their understanding to bear</li> <li>– Offer reassurance and support</li> <li>– Explain things that either party may not be aware of</li> </ul> </li> <li>• Fewer case will need to be passed to the IHO (13 eligible cases in 2012/13)</li> </ul>	<p><b>6.Independent Housing Ombudsman</b></p> <p><b>How is a Tenant Panel formed?</b></p> <ul style="list-style-type: none"> <li>• At the request of tenants and is tenant led</li> <li>• It must be 'recognised' by the Council</li> <li>• There must be agreed criteria for recognition</li> <li>• It must be independent from the Council</li> <li>• The panel members must be able to treat complaints confidentially and with integrity</li> <li>• There must be a clear audit trail for recognition</li> </ul>
<p><b>7.Independent Housing Ombudsman</b></p> <p><b>How is a Tenant Panel recognised?</b></p> <ul style="list-style-type: none"> <li>• The council and tenants will reach agreement on how panels will be recognised.</li> <li>• It could be that Tenant Panels will: <ul style="list-style-type: none"> <li>– have to be easily accessible and easy for tenants to use</li> <li>– have an objective and impartial view of individual complaints</li> <li>– be able to help resolve complaints</li> <li>– be able to learn from complaints</li> <li>– recommend realistic ways for improving service</li> <li>– demonstrate the agreed outcomes have been achieved</li> </ul> </li> </ul>	<p><b>8.Independent Housing Ombudsman</b></p> <p><b>What are the next steps?</b></p> <ul style="list-style-type: none"> <li>• Presentation to Area Panels</li> <li>• Area Panels discuss prospect of a Tenant Panel being formed</li> <li>• Area Panels discuss their ideas with HMCSC</li> <li>• Agree recognition criteria and panel composition</li> <li>• Agree monitoring arrangements</li> <li>• Make recommendations to Housing Committee</li> <li>• Identify Tenant Panel members</li> <li>• Receive training</li> <li>• Publicity</li> </ul>

# HOUSING MANAGEMENT CONSULTATIVE SUB- COMMITTEE

## Agenda Item 55

Brighton & Hove City Council

<b>Subject:</b>	<b>Update on annual report to council tenants and leaseholders 2012, and proposals for 2013 report</b>		
<b>Date of Meeting:</b>	<b>26 March 2013</b>		
<b>Report of:</b>	<b>Strategic Director - Place</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Ododo Dafe</b>	<b>Tel: 29-3201</b>
	<b>Email:</b>	Ododo.Dafe@brighton-hove.gov.uk	
<b>Ward(s) affected:</b>	<b>All</b>		

### FOR GENERAL RELEASE

#### 1. SUMMARY AND POLICY CONTEXT:

- 1.1 This report updates the Housing Management Consultative Sub-Committee on progress in implementing the improvement plans set out in the annual report to all council tenants and leaseholders for 2012. It also proposes an outline plan and timetable for involving residents and members in producing and scrutinising the council's annual report to tenants and leaseholders for 2013.

#### 2. RECOMMENDATIONS:

- 2.1 That the Housing Management Consultative Sub-Committee notes the progress in implementing improvement plans included in the annual report to council tenants and leaseholders for the financial year ending 2013 highlighted in Appendix 1 to this report.
- 2.2 That the Housing Management Consultative Sub-Committee notes the proposed plan and timetable for producing a concise report.

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

- 3.1 The annual report of 2012 was substantially influenced by the change in the regulatory framework for social housing introduced in April 2012. The Tenant Services Authority (TSA) was abolished and the legal framework was thereafter provided by the Homes and Communities Agency (HCA). Where the TSA laid out detailed instruction on how such an annual report should be produced, the HCA guidance is concise and leaves much of the substance and content to the provider. The HCA's requirements are that the annual report should:

- Contain timely and relevant information
- Contain information on the repairs and maintenance budget

- Provide support to tenants to build capacity to be more effectively involved.

As a result of these changes the Housing Management Consultative Committee agreed in February 2012 to a shorter report than in previous years, supplemented by further information available on the website or on request.

- 3.2. A focus group was held with residents in summer 2012 to discuss the format and style of the annual report of 2012. They concluded that the report should be changed in the following ways:
- It should be substantially shorter
  - It should present facts largely in the form of bullet points
  - It should contain more visual content
  - The shorter printed version of the report should be supplemented by website articles

Residents were also invited to write articles for the report. Draft versions of the report were discussed with the *Homing In* editorial board and at the Housing Management Consultative Sub Committee in October 2012.

- 3.3. The final eight page version of the report was approved at Housing Committee on 14 November 2012 and was sent out with the winter edition of *Homing In*. The reduction in size of the magazine from 28 pages to eight pages made savings of just over £3,000.
- 3.4. Although the Housing Management Consultative Sub Committee broadly welcomed the changes to the annual report it noted that eight pages may still be too long. Moreover, although the graphics enhanced the visual impact of the report some details needed to be clarified – such as the labelling of pie charts.
- 3.5. Taking this into consideration for the annual report of 2013, we propose to produce a four page printed report. This will contain key achievements and goals outlined in bullet points. We will continue to use graphics to enhance the visual impact of the report. Residents will again be invited to write articles for this version. The printed report will again be supplemented by a larger website version. We will consult with the *Homing In* editorial board on the design and content of the report.
- 3.6. A draft version of the report will be presented to Housing Management Consultative Sub-Committee in May 2013 with a view to send the final version out in the summer edition of *Homing In*.

#### **4. COMMUNITY ENGAGEMENT AND CONSULTATION**

- 4.1. We propose to produce the 2013 report after consulting with and involving residents as detailed in paragraph 3.5. These arrangements are in line with the Community Engagement Framework and Standards and regulatory framework. The decision to publish the annual report in the summer edition of *Homing In* aligns it more closely to the end of the financial year but means it will be printed before the summer area panels.

## **5. FINANCIAL & OTHER IMPLICATIONS:**

### Financial Implications:

- 5.1 The budget for producing the annual report to tenants is included within the 2013/14 publicity budget for the Housing Revenue Account. Last year the 8 page document cost £2,920 in print and design, a saving of approximately £3,000 on the year before. If a shorter document were to be produced for 2013/14, this may lead to further savings but this would depend on the amount of graphics and the complexity of the final document.

*Finance Officer Consulted: Monica Brooks 04/03/2013*

### Legal Implications:

- 5.2 The Homes and Community Agency (HCA) became the Regulator for Social Housing in England in place of the Tenant Services Authority (TSA) with effect from 1 April 2012 by virtue of changes to the Housing and Regeneration Act 2008 introduced by the Localism Act 2011. The HCA's approach to the regulation of social housing is less prescriptive than the TSA's. The proposals outlined in paragraph 3.5 for the Annual Report should satisfy the Regulator's requirements.

*Lawyer Consulted: Liz Woodley 05/03/2013*

### Equalities Implications:

- 5.3 The annual report illustrates how the council meets that standard and its progress in continuously improving its performance in this area. The report itself can be obtained in a number of accessible formats and can be translated into a number of languages.

### Sustainability Implications:

- 5.4 The annual report outlines how the council as landlord addresses sustainability issues and its progress in meeting its objectives. The commitment to a shorter printed report means less use of paper and printing resources.

### Crime & Disorder Implications:

- 5.5 The annual report outlines how the council as landlord addresses anti-social behaviour, its progress in meeting its objectives, and commitments to continue to work with residents to improve our services.

### Risk and Opportunity Management Implications:

- 5.6 This report demonstrates the council is making progress in meeting the commitments in the 2012 annual report to council tenants and leaseholders.

Public Health Implications:

- 5.7 The annual report includes examples of how the council is improving the living conditions of its tenants and leaseholders and engaging with them to help maximise their capabilities and have control over their lives, to promote sustainable communities and to improve our service delivery.

Corporate / Citywide Implications:

- 5.8 Involving tenants and leaseholders in producing the annual report specifically supports the priority of engaging people who live and work in the city, demonstrates that the council listens to and collaborates with its tenants and leaseholders, and is open and transparent about its performance as a social housing landlord.



## **SUPPORTING DOCUMENTATION**

### **Appendices:**

1. Progress made in meeting improvement plans set out in the annual report to council tenants and leaseholders 2012.

### **Documents in Members' Rooms**

None

### **Background Documents**

1. *The regulatory framework for social housing in England from April 2012*, HCA <http://www.homesandcommunities.co.uk/ourwork/regulatory-framework>
2. Annual report to council tenants and leaseholders 2012 <http://www.brighton-hove.gov.uk/index.cfm?request=c1232454>



## Appendix 1

### An update on the commitments made in the Annual Report 2012

<b>Diversity</b>	
<b>What we are doing</b>	<b>Progress</b>
Looking at how we can improve our services to the transgender community.	In September 2012 Housing took part in the trans equality scrutiny panel. A set of recommendations were made and an action plan for better training and improvements to our services has been produced.
Reviewing our services to the black and minority ethnic community to see where changes need to be made.	MOSIAC has been commissioned by Housing to undertake a detailed study of tenant involvement amongst the black and ethnic minority community. The work will be based on detailed tenant profiling information in certain designated parts of the city.
Starting skills training for tenants who would like to improve their reading, writing, maths or computer skills.	The Inclusion Team now has Learning Participation Officers whose role is to address literacy, maths and computer skills. This service has been promoted in <i>Homing In</i> and 71 residents have accessed this service so far.
Doing more kitchen and bathroom adaptations for tenants with disabilities.	In the first six months of this financial year 2012 /13 160 major adaptations were undertaken in council properties to help tenants with disabilities.

<b>Resident Involvement</b>	
<b>What we are doing</b>	<b>Progress</b>

<p>Establishing a Tenant Scrutiny Panel to ensure residents are independently able to hold us to account and help improve our services.</p> <p>Exploring ways of involving under-represented members of the community.</p>	<p>The creation of this panel was agreed at Housing Committee in September 2012. Applications to the panel are currently being considered with the panel due to be established in Spring 2013.</p> <p>Two areas of work are currently being undertaken: as well as the work undertaken by MOSIAC (listed above) work is in progress with residents under thirty to assess their involvement in the Estates Development Budget process. There will be further attempts to engage young people in the process using a number of methods including social media.</p>
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<b>HOME</b>	
<b>What we are doing</b>	<b>Progress</b>
<p>Working hard to reduce the number of repair jobs cancelled by doing more to get the correct information.</p> <p>We are continuing to make homes more energy efficient, with programmes on overcladding, tackling damp and condensation.</p>	<p>The percentage of cancelled jobs has shown steady improvement month by month. In September 2012 there were 13.3%, in January 2013 this figure was 7.4%. This improvement in figures was achieved after a thorough review of the issues around cancelled jobs.</p> <p>During 2012 phase one of the over-cladding on the Bristol Estate was completed. Phase two will start in 2013. Other properties that received over-cladding include those in Stapley Road, Bexhill Road, and numerous tower blocks in Kemp Town.</p> <p>Damp proofing initiatives have taken place or are planned to take place in Angmering Court, Ferring Court, Goring Court, Kingscote Lodge, Nettleton Court, Dudeney Lodge, and Wiltshire House.</p>

<b>Customer Service</b>	
<b>What we are doing</b>	<b>Progress</b>
<p>The Customer Services Team is working to increase the number of calls resolved at the first point of contact.</p> <p>Introducing the Institute of Customer Service training to support staff in their new roles.</p> <p>We will be doing more work to respond well when you complain, and learn lessons from complaints.</p>	<p>A dedicated phone team was established at the beginning of 2013. This team is working towards a target of resolving 80% of calls at the first point of contact.</p> <p>A tailored induction programme for the new Housing Customer Service Team was carried out between October – January 2013. One member of staff completed the Institute of Customer Service training in 2012. ICS training will now form part of a housing service advisor's ongoing professional development.</p> <p>Housing complaints are now monitored on the centralised complaints logging system allowing for a review at each stage of the process. It is planned that the Housing Customer Service Team will implement review meetings with managers to make sure complaints are dealt with properly, and that we are using outcomes from complaints to improve the service we provide.</p>

<b>Tenancy</b>	
<b>What we are doing</b>	<b>Progress</b>

<p>Re-housing Officers are spending more time with new tenants to make sure we know of any concerns as early as possible.</p> <p>Providing advice to residents on the impact of the government's welfare reforms</p>	<p>Re-housing officers now undertake the first tenancy visit as well as overseeing the signing of the tenancy agreement. They can now refer directly to the Tenancy Teams if they feel extra support is needed at the beginning of the tenancy. There is now also closer liaison between Re-housing and other housing departments to make sure the team has a better knowledge of issues that arose in previous tenancies.</p> <p>Reducing financial exclusion is a priority for Housing and all teams have a role to play in ensuring residents have access to appropriate advice. Initiatives undertaken include the creation of a Financial Inclusion Team, the contract with MACS to provide advice and visits to all households potentially affected by reduction to the housing benefit caused by the under occupancy charge from April 2013.</p>
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<b>Sheltered Housing</b>	
<b>What we are doing</b>	<b>Progress</b>
<p>Working closely with the Sheltered Housing Action Group to further improve services.</p> <p>Continuing to train staff in the Chartered Institute of Housing Level 3 Certificate in Supported Housing to provide the highest</p>	<p>The Sheltered Housing Team continues to meet on a bi-monthly basis with the Sheltered Housing Action Group to develop and improve the services we provide.</p> <p>One member of staff undertook the CIH course in 2012. However, staff also undertook training in the Institute of Safety and Health 'Managing Safely' course which covers risk management.</p>

level of support.	
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<b>Neighbourhoods Team</b>	
<b>What we are doing</b>	<b>Progress</b>
Providing training for staff in our Neighbourhoods Team so that they are able deal with a wider range of issues.	A training programme is in place and areas of additional training include recognising self-neglect, fuel poverty, and understanding financial inclusion. The team now has procedures for direct referral to the Tenancy Sustainment Team, the Social Inclusion Team, and the Tenancy Team.
Planting wildflowers to make estates like Craven Vale and Albion Hill look more colourful and encourage wildlife.	Funding for this programme has been agreed. As well as Craven Vale and Albion Hill other areas being considered for this programme include the Bristol Estate, South Hollingdean and Wickhurst Rise.
Improving the way we publicise and report back on estate inspections.	Discussions with tenant representatives and councillors began in late 2012. It was decided that the inspections should be more closely linked to wards. Each tenant representative will receive the estate inspection for their ward. Documents will be posted in March 2013.

<b>Anti Social Behaviour</b>	
<b>Planned Improvement</b>	<b>Progress</b>
Frontline housing staff are being trained in the use of the police monitoring system for victims of crime to co-	Training in this monitoring system (E-cins) was given to frontline staff in the second part of 2012. This allows each organisation to update the other of the progress of a case. Where agreed actions have not been acted on

<p>ordinate actions between the police, Community Safety Team and housing.</p> <p>Working closely with residents, police, and the Community Safety Team to reduce drugs offences and hate crime.</p>	<p>reminders can be sent by one organisation to another. This means cases on this system remain updated and joint working is undertaken.</p> <p>A risk assessment is now undertaken when any new report of anti social behaviour is received. We ask all victims of anti social behaviour if they believe the incident was a hate crime. If they state it was, a full investigation is undertaken. In regard to drugs offences, several major police raids took place in the second half of 2012 – these involved close cooperation with tenant representatives.</p>
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<p><b>Value For Money</b></p>	
<p><b>Planned Improvement</b></p>	<p><b>Progress</b></p>
<p>Following a self-financing model, which means we can control more of our income locally.</p>	<p>This was implemented in the budget for 2012-13. It has provided additional resources from the retention of all rental income and, through greater control locally, will enable longer term planning to improve the management and maintenance of council homes.</p>

<p><b>Local Area Cooperation</b></p>	
<p><b>Planned Improvement</b></p>	<p><b>Progress</b></p>



<p>Working with the fire service on safety exercises in our blocks of flats.</p>	<p>The Health and Safety Officer regularly meets with the fire service. Recent such exercises have taken place at Somerset Point, Park Royal, Saxonbury and Essex Place.</p>
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# HOUSING MANAGEMENT CONSULTATIVE SUB COMMITTEE

## Agenda Item

Brighton & Hove City Council

<b>Subject:</b>	<b>Housing Management Performance Report Quarter 3 2012/13</b>		
<b>Date of Meeting:</b>	<b>26 March 2013</b>		
<b>Report of:</b>	<b>Strategic Director – Place</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Ododo Dafé</b>	<b>Tel: 293201</b>
	<b>Email:</b>	<b>ododo.dafe@brighton-hove.gov.uk</b>	
<b>Ward(s) affected:</b>	<b>All</b>		

### FOR GENERAL RELEASE

#### 1. SUMMARY AND POLICY CONTEXT:

- 1.1 This Housing Management performance report covers Quarter 3 of the financial year 2012-2013. It incorporates changes suggested at previous meetings, including clarifying whether indicators are measured in working days or calendar days. Benchmarking information will be included in the Quarter 4 report along with year end figures.







#### 2. RECOMMENDATIONS:

- 2.1 That the Housing Management Consultative Sub Committee notes and comments on the report.

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

- 3.1 The report continues the use of the 'RAG' rating system of red, amber and green traffic light symbols to provide an indication of performance, and also trend arrows to provide an indication of movement from the previous reporting period. Where indicators are red or amber explanations have been provided.
- 3.2 The 'Service Pledge' column describes which indicators reflect performance against the Housing service pledges, which were developed through working with tenants and leaseholders. Our Service Pledge summary leaflet was included in the Quarter 2 2012/13 report as an appendix.

### 3.3 Key to symbols used in the report:

Status		Trend	
Performance is below target (red)		Poorer than previous reporting period	
Performance is close to achieving target, but in need of improvement (amber)		Same as previous reporting period	
Performance is on or above target (green)		Improvement on previous reporting period	

#### 4.0 Rent collection and current arrears

\*As these targets are year end (rather than for each quarter), no traffic lights or trend arrows will be applied to this table until the Quarter 4 2012/13 report.





Performance Indicator	Service Pledge	Target	Actual	Status*	Trend*
Rent collected as proportion of rent due each year	Y	98.75% (£47,472,364)	98.54% (£47,536,459)	-	-
Tenants with more than seven weeks rent arrears	Y	2.85%	2.54% (301)	-	-
Notice of Seeking Possession (NoSP) served for rent arrears	Y	27.02% (706)	17.95% (508 NoSPs)	-	-
Households evicted because of rent arrears	Y	Less than 0.29% (less than 35)	0.03% (3)	-	-
Rent loss due to empty properties	N	1.6% (£718,717)	0.68% (£323,000)	-	-
Total former tenant arrears	N	£511,522	£518,561	-	-
Former tenant arrears collected	N	18% (£98,116)	12.09% (£62,718)	-	-
Rechargeable debt collected	Y	20% (£66,758)	5.52% (£12,408)	-	-

##### 4.0.1 Percentage of rent collected as proportion of rent due each year by area

Area	Target	Actual
North (includes Sheltered housing)	98.95%	98.89% (£13,531,932)
West	98.74%	98.61% (£9,600,056)
Central	98.85%	98.73% (£8,953,237)
East	98.51%	98.09% (£15,447,391)
<b>All areas</b>	<b>98.75%</b>	<b>98.54%</b> <b>(£47,536,459*)</b>



\*Includes collection from small number of Temporary Accommodation properties.

#### 4.1 Empty home turnaround time

Performance Indicator	Service Pledge	Target	Actual	Status	Trend
Average re-let time in calendar days (BV212)	N	21	11		
Average re-let time in calendar days – all properties (including those excluded from BV212)	N	32	31		

4.1.1 A table relating to long term empty properties is attached as Appendix 1.

## 4.2 Property & Investment

<b>Carrying out repairs to your home</b>					
<b>Performance Indicator</b>	<b>Service Pledge</b>	<b>Target</b>	<b>Actual</b>	<b>Status</b>	<b>Trend</b>
Emergency repairs completed in time	Y	99%	99.84% (2,469)		
Urgent repairs completed in time	Y	98%	98.97% (192)		
Routine repairs completed in time	Y	98%	99.89% (8,494)		
Average time to complete routine repairs (calendar days)	Y	15 days	9 days		
Percentage of appointments kept by contractor	N	95%	92.32% (6,655)		
Tenant satisfaction with repairs (respondents from period who were satisfied or very satisfied)	N	95%	99.03% (1,841)		
Percentage of responsive repairs passing post-inspection	Y	95%	97.12% (1,518)		
Percentage of repairs completed right first time	Y	97%	98.10% (11,833)		
Cancelled repair jobs	N	Under 10%	9.98% (1,158)		
<b>Home Improvements</b>					
Percentage of homes that are decent	N	94.1%	94.1%		
Energy efficiency rating of homes (SAP 2009)	N	61	61.9		
Percentage of planned works passing post-inspection	Y	97%	100% (557)		
Stock with up-to-date gas certificates	Y	100%	99.90% (10,438)		
<b>Empty Homes</b>					
Percentage of empty properties passing post-inspection	Y	98%	98.17% (107)		

#### 4.2.1 **Percentage of appointments kept by contractor**

Out of a total of 7,209 appointments booked, 8% (554) were late, of which:

- 31% (172) were up to an hour late;
- 46% (256) up to 24 hours late;
- 23% (126) over 24 hours late.

Regular data quality audits are carried out on the systems that we use to measure performance and an audit around appointments has recently been completed. This gave good levels of assurance around the data and the systems used to monitor performance. This work also identified a series of recommendations which will be implemented to improve performance around appointments; these include focusing on the data for the small proportion of jobs issued by paper rather than using PDAs (handheld computer units) and ensuring appointment times are communicated clearly to residents.

#### 4.2.2 **Stock with up-to-date gas certificates**



















The Gas Partnership has achieved a new best of just 10 overdue gas safety certificates at the end of Quarter 3 compared to 17 at the end of the previous quarter. Cases where the tenant repeatedly does not allow the gas contractor access to the property are referred to Housing, who take action (including legal action if necessary) to ensure that access is gained to the property and the gas safety check is carried out. 128 such referrals were made in Quarter 3, with closed cases taking an average of 36 days.

#### 4.2.3 **Lifts Partnering Contract**

Quarterly performance data relating to lift breakdowns and repairs, as requested at the last HMCSC, will be available for inclusion in the Quarter 1 2013/14 performance report.



### 4.3 Estates Service

Performance Indicator	Service Pledge	Target	Actual	Status	Trend
Percentage passing quality inspections of our cleaning service	Y	98%	97% (144)		
Percentage passing quality inspections of our minor repairs service	Y	98%	99% (294)		
Completion of cleaning tasks	N	98%	98% (14,358)		
Emergency removal of bulk waste within 24 hours	N	100%	100% (4)		
Routine removal of bulk waste within 7 calendar days	N	97%	97% (768)		
Emergency removal of graffiti within 24 hours	N	100%	N/A	-	-
Routine removal of graffiti within 7 calendar days	N	100%	100% (1)		
Replacement of lights within 1 working day	N	100%	96% (109)		
Routine replacement of lights within 7 calendar days	N	97%	98% (528)		
Neighbourhood Response Team jobs completed within target times	N	96%	98% (2,612)		

#### 4.3.1 Percentage passing quality inspections of our cleaning service


Five quality inspections did not pass, with the main reason being cobwebs and dust (around doors, windows, stairways and ceilings) not being removed. These inspections are carried out by the cleaning team leaders and cleaning managers with any cleaning issues being raised directly with the cleaners responsible. The site is then re-inspected within a week or two to ensure that any cleaning issues have been addressed and dealt with.

#### 4.3.2 Replacement of lights within 1 working day target











All five jobs that missed the target were in December, when there were staff shortages over the Christmas period. All five jobs were completed within three days rather than one day.

#### 4.4 Anti-social behaviour (ASB)

4.4.1 The data below is activity based, rather than performance based, hence no targets have been included. Its purpose is to present HMCSC with a picture of ASB work. We are now able to include data for the Tenancy Team, who handle a larger caseload than the specialist ASB Team.

<b>Activity against the ASB service pledges</b>			
<b>Performance Indicator</b>	<b>Service Pledge</b>	<b>Actual</b>	<b>Trend</b>
Number of new ASB cases	Y	91	-
Number of closed ASB cases	Y	118	-
Number of enforcement and support actions taken by Housing	Y	451	-
Customer satisfaction with cases managed by the ASB Team (very or fairly satisfied)	Y	85% (11 surveys)	

## 4.5 Sheltered housing

Performance Indicator	Service Pledge	Target	Actual	Status	Trend
People with an up to date support plan	Y	100% (850)	95% (808)		
People who decline a support plan	N	0%	3% (26)		
New residents with a support plan completed within 21 calendar days	Y	100% (19)	89% (17)		
Call each resident personally (if requested)	Y	100%	100%		
Provision of at least one social activity per week (in 21 of our 24 schemes)	Y	100%	100%		

### 4.5.1 People with an up to date support plan

There was a fall in performance due to support plans being due for review over the Christmas period, when staff were on leave and many residents were unavailable for appointments.

### 4.5.2 People who decline a support plan

The 3% of sheltered residents who decline a support plan represent a small core group who choose not to receive this part of the service. Nonetheless, our Scheme Managers keep aware of the health and wellbeing of these tenants and re-offer a support plan if either is noticeably in decline.

### 4.5.3 New residents with a support plan completed within 21 days

Out of the 19 tenants who moved in during this quarter, 17 had their support plan completed within 21 days of moving in to their new home. The target was missed in two cases because one tenant was unavailable due to ill-health and another was unavailable due to work commitments.

## 5. COMMUNITY ENGAGEMENT AND CONSULTATION

- 5.1 Resident involvement is key to the successful management of council owned homes and also the setting and reviewing of our policies and procedures.

## 6. FINANCIAL & OTHER IMPLICATIONS:

### Financial Implications:

- 6.1 Although there are no direct financial implications arising from the recommendations in this report, changes in most performance areas will have a financial implication. The area with the most significant financial impact is the ability to collect rents from tenants. Given the current economic climate and the forthcoming welfare reform changes, these indicators are being very closely monitored to ensure that any changes in current trends are highlighted early. Any financial implications arising from changes to any of the performance indicators will be included in the Housing Revenue Account Targeted Budget Management report, which is reported quarterly to Policy and Resources Committee.

*Finance Officer Consulted: Monica Brooks*

*Date: 27/02/13*

### Legal Implications:

- 6.2 There are no significant legal or Human Rights Act implications arising from this report.

*Lawyer Consulted: Liz Woodley*

*Date: 01/03/2013*

### Equalities Implications:

- 6.3 Where appropriate, equalities implications are included within the body of the report.

### Sustainability Implications:

- 6.4 Where appropriate, sustainability implications are included within the body of the report.

### Crime & Disorder Implications:

- 6.5 There are no direct crime and disorder implications arising from this report.

### Risk and Opportunity Management Implications:

- 6.6 There are no direct risk and opportunity implications arising from this report.

### Public Health Implications:

- 6.7 There are no direct public health implications arising from this report.

### Corporate / Citywide Implications:

- 6.8 There are no direct corporate or city wide implications arising from this report.

## **SUPPORTING DOCUMENTATION**

### **Appendices:**

1. Appendix 1. Long term empty properties

### **Documents in Members' Rooms**

1. None

### **Background Documents**

1. None



## Appendix 1. Long term empty properties

General needs and sheltered long term empty properties (6 weeks or more)		
Days empty as at 04/03/13	Ward	Status
42	East Brighton	Major works – completion date TBC
64	Goldsmid	Ready to let
99	Hangleton and Knoll	Ready to let
358	Hanover and Elm Grove	Major works - due for completion June 2013
533	Hanover and Elm Grove	Major works - due for completion April 2013
43	Hollingdean and Stanmer	Ready to let
1681	Moulsecoomb and Bevendean	Major works - due for completion April 2013
50	North Portslade	Ready to let
113	North Portslade	Sheltered - ready to let
50	Patcham	Major works - due for completion March 2013
106	Patcham	Major works - completion date TBC
43	Queens Park	Major works - completion date TBC
71	Queens Park	Sheltered - ready to let

<b>General needs and sheltered long term empty properties (6 weeks or more)</b>		
<b>Days empty as at 04/03/13</b>	<b>Ward</b>	<b>Status</b>
71	Queens Park	Ready to let – applicant accepted property
162	Queens Park	Ready to let
190	Westbourne	With BHCC awaiting major refurbishment
260	Woodingdean	Ready to let from week commencing 18/03/2013
4215	Woodingdean	Ready to let - currently being advertised
<b>Total of 18 properties</b>		



<b>Temporary accommodation long term empty properties (6 weeks or more)</b>		
<b>Days empty as at 04/03/13</b>	<b>Ward</b>	<b>Status</b>
1253-1506	Central Hove (1 property containing 2 flats)	With BHCC awaiting major refurbishment
571-1569	Goldsmid (1 property containing 2 flats)	With BHCC awaiting major refurbishment
1253-1590	Queens Park (block of 9 flats)	Considering redevelopment options
571	Westbourne (2 properties containing 3 flats)	With BHCC awaiting major refurbishment
572	Withdean (4 prefab bungalows within above land)	Considering redevelopment options
<b>Total of 20 dwellings</b>		



<b>Subject:</b>	<b>Housing Management Restructure 2012</b>		
<b>Date of Meeting:</b>	<b>26<sup>th</sup> March 2013</b>		
<b>Report of:</b>	<b>Strategic Director of Place</b>		
<b>Contact Officer:</b>	<b>Name:</b>	<b>Rachel Chasseaud</b>	<b>Tel:</b> <b>290753</b>
	<b>Email:</b>	<b>Rachel.chasseaud@brighton-hove.gov.uk</b>	
<b>Ward(s) affected:</b>	<b>All</b>		

### FOR GENERAL RELEASE

#### 1. SUMMARY AND POLICY CONTEXT:

- 1.1 A report on the service transformation and restructure of Housing Management Services was requested by members of the Housing Management Consultative-Sub Committee on 12<sup>th</sup> February 2013.
- 1.2 A presentation on the service transformation was brought to Housing Management Consultative Committee on 30<sup>th</sup> April 2012. This was followed by a report to Housing Management Consultative Sub-Committee on 29<sup>th</sup> May 2012, Housing Services The City Deserves (Appendix 1). This report explained the changes, the rationale for the changes and the process of consultation and decision making which had led to them.
- 1.3 As requested by members of the committee this reports seeks to remind members of the purpose of the restructure and the intended benefits for residents.

#### 2. RECOMMENDATIONS:

- 2.1 That the Housing Management Consultative Sub-Committee notes the contents of this report.

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

- 3.1 The Housing Management Service was restructured on 1<sup>st</sup> July 2012.
- 3.2 Legal comments in the report of 29<sup>th</sup> May 2012 (Appendix 1) informed the committee that service restructures do not require committee approval and that the Strategic Director of Place has extensive delegated powers to manage the Council's Housing Services. This was also stated, and recorded in the minutes, by the Strategic Director of Place at Housing Management Consultative Committee on 30<sup>th</sup> April 2012.

- 3.3 The restructure was carried out following consultation with residents, members and staff and was designed to meet the priorities set by members and residents at Housing Management Consultative Committee, members at Housing Cabinet and the Commissioning Framework.
- 3.4 In brief summary this was to save money that could be reinvested into the homes of residents and also to support the most vulnerable residents living in social housing.
- 3.5 These priorities were established as a result of extensive consultation with residents and members. This included consultation through the following:
- The HRA Budget Setting process
  - Customer Access Strategy
  - Social Inclusion Pilot
  - Housing Improvement Programme
  - The Commissioning Framework
  - 'Tell us What You think' events
  - Customer Satisfaction Surveys
  - Mystery Shopping; Customer Focus Groups
  - Feedback from working groups and tenant representatives
  - Feedback from compliments, suggestions and complaints.

The report to Housing Management Consultative Sub-Committee of 29<sup>th</sup> May 2012, Housing Services The City Deserves (Appendix 1), outlines the consultation and committee decision making which led to the restructure in more detail. It also explains how the restructure was designed to meet resident and member priorities.

- 3.6 This report was pre-ceded by a presentation to Housing Management Consultative Committee on 30<sup>th</sup> April 2012 where the changes and rationale for those changes were explained and discussed at length.
- 3.7 Further to this, outside of the formal committee system and prior to the restructure all members and tenant representatives were provided with written briefings on the service transformation and in particular customer access to our services. Information was provided to residents in Homing In and also posted on notice boards in council blocks and in housing offices. This was followed by a Stakeholder Event on 7<sup>th</sup> November 2012 to which all councillors were invited to meet the teams.
- 3.8 We will continue to keep our structures and the organisation of our staff under review and will make changes in the future to meet business needs and the changing priorities of residents and members.

#### **4. COMMUNITY ENGAGEMENT AND CONSULTATION**

- 4.1 A comprehensive description of consultation that informed the service transformation of July 2012 is included in the report of 29<sup>th</sup> May 2012 – Appendix 1.

## 5. FINANCIAL & OTHER IMPLICATIONS:

### Financial Implications:

- 5.1 The restructure of Housing Management identified savings of £146,000 relating to employees costs and £31,000 for office costs for 2012/13, which were included in the Housing Revenue Account Budget 2012/13 report approved by Cabinet in February 2012. These savings have been achieved during 2012/13 and are included in HRA budget management forecasts for 2012/13. The full year effect of the introduction of the housing management restructure in July 2012 is forecast to achieve further savings of £0.130 million and these have been included in the HRA budget proposals for 2013/14

*Finance Officer Consulted: Name SusieAllen Date: 25/02/13*

### Legal Implications:

- 5.2 As this report is only for noting, there are no significant legal or Human Rights Act implications to draw to Members' attention.

*Lawyer Consulted: Name Liz Woodley Date: 22/02/13*

### Equalities Implications:

- 5.3 An Equalities Impact Assessment was completed at the time of the restructure and is kept under review as per the report of 29<sup>th</sup> May 2012

### Sustainability Implications:

- 5.4 The report of 29<sup>th</sup> May 2012 explained that the restructure would enable more money to be released to reinvest in residents homes including sustainability projects. The restructure is also designed to create a platform for future efficiencies within the service.

### Crime & Disorder Implications:

- 5.5 The service transformation included strengthening resources targeted at preventing tenancy breakdown and anti-social behaviour

### Risk and Opportunity Management Implications:

- 5.6 The changes were made using a project management approach with the risks and opportunities identified and recorded in line with the council's guidelines.

### Public Health Implications:

- 5.7 The Service Transformation sought to reduce inequalities by ensuring that support is targeted at the most vulnerable residents and allowing a preventative approach to tenancy breakdown which in turn prevents adverse impacts on health and social care budgets.

### Corporate / Citywide Implications:

- 5.8 The benefits of improving council housing will have affects across our neighbourhoods and the city, that are not just confined to those living in council managed housing.

## **SUPPORTING DOCUMENTATION**

### **Appendices:**

1. Housing The City Deserves report to Housing Management Consultative Committee 29<sup>th</sup> May 2012

### **Documents in Members' Rooms**

1. None

### **Background Documents**

1. A council the city deserves <http://corporateplan.brightonhove.gov.uk/priority/council-city-deserves>
2. Corporate Plan <http://corporateplan.brighton-hove.gov.uk/>
3. Housing Management Customer Access Review HMCC Report 8/02/10  
[http://present.brightonhove.gov.uk/Published/C00000163/M00002017/\\$\\$ADocPackPublic.pdf](http://present.brightonhove.gov.uk/Published/C00000163/M00002017/$$ADocPackPublic.pdf)
4. Housing & Social Inclusion Customer Service & Access Strategy HMCC Report 26/09/11  
[http://present.brightonhove.gov.uk/Published/C00000163/M00003299/\\$\\$ADocPackPublic.pdf](http://present.brightonhove.gov.uk/Published/C00000163/M00003299/$$ADocPackPublic.pdf)
5. Turning the Tide Social Inclusion Pilot outcomes Report 14/01/11  
[http://present.brightonhove.gov.uk/Published/C00000163/M00002796/\\$\\$ADocPackPublic.pdf](http://present.brightonhove.gov.uk/Published/C00000163/M00002796/$$ADocPackPublic.pdf)
6. Improvement Programme HMCC update report 26/09/11  
[http://present.brightonhove.gov.uk/Published/C00000163/M00003299/\\$\\$ADocPackPublic.pdf](http://present.brightonhove.gov.uk/Published/C00000163/M00003299/$$ADocPackPublic.pdf)
7. 2012/13 Housing Revenue Account Budget Report 6/02/12  
[http://present.brightonhove.gov.uk/Published/C00000163/M00003302/\\$\\$ADocPackPublic.pdf](http://present.brightonhove.gov.uk/Published/C00000163/M00003302/$$ADocPackPublic.pdf)

# Appendix 1

## HOUSING MANAGEMENT CONSULTATIVE SUB-COMMITTEE

Brighton & Hove City Council

Subject:	Housing services the city deserves		
Date of Meeting:	29 May 2012		
Report of:	Strategic Director - Place		
Contact Officer:	Name:	Sam Smith	Tel: 01273 291383
	Email:	sam.smith@brighton-hove.gov.uk	
Key Decision:	No		
Ward(s) affected:	All		

### FOR GENERAL RELEASE

#### 1. SUMMARY AND POLICY CONTEXT:

- 1.1 The Housing & Social Inclusion delivery unit is responsible for around 12,300 council managed homes and over 2,200 leasehold properties in the city. The service has made great progress over recent years improving performance and achieving financial savings to re-invest in homes and services. Following consultation with residents and members about improvements that they would like to see to the way housing management services are delivered we are now restructuring the Housing & Social Inclusion service in order to further improve customer service, increase support for vulnerable residents and provide a platform for meeting our current and future challenges.
- 1.2 A presentation was given to Housing Management Consultative Committee on 30 April 2012 providing an overview of these changes. Members of the committee requested that further details are brought to a future meeting in the form of a report.
- 1.3 The changes taking place reflect improvements the wider council is making under the banner 'A council the city deserves' and are therefore under the heading 'Housing services the city deserves'.

#### 2. RECOMMENDATIONS:

- 2.1 That the Housing Management Consultative Sub-Committee note the changes detailed in this report.

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

3.1 Housing management services have existed within a fairly static structure for a number of years with only marginal changes to meet service priorities and budgetary pressures. This is in part due to the fact that, for several



years, the service was preparing for the potential of major change through a stock transfer that did not go ahead.

- 3.2 There have been a number of reports that have been agreed by HMCC over the past few years which have recommended significant policy changes in order to improve service delivery, access to services and efficiency. For example the [Improvement Programme HMCC](#)<sup>1</sup> report (September 2011), Customer Service & Access Strategy reports (HMCC [January 2010](#)<sup>2</sup> and [September 2011](#)<sup>3</sup>) and the [Turning the Tide recommendations](#)<sup>4</sup> (HMCC January 2011).
- 3.3 10 principles were agreed by residents at Housing Management Consultative Committee in January 2010 to provide a basis for the service to change and develop. These principles are:
- 1) Housing management should provide an effective and efficient service that meets residents' needs
  - 2) Current ways of working need to change as they are resource intensive and do not always deliver what residents want
  - 3) All residents should be able to easily access the service
  - 4) There should be a range of ways for residents to contact the service
  - 5) Administrative functions should be organised to reduce waste and avoid duplication
  - 6) Housing officers should have a proactive role focused on providing support and tackling problems as early as possible
  - 7) Housing officers should spend less time on administration and more time with residents and taking care of their neighbourhood
  - 8) Support should be targeted at those who need it most
  - 9) It is possible to improve service delivery whilst reducing costs
  - 10) Residents and staff should be involved in developing and delivering change and improvement.
- 3.4 The Customer Service & Access Strategy agreed by HMCC on 26 September 2011 included the following actions:
- Continue engaging with staff to develop and then formally consult on a proposal for service transformation
  - Set up a Customer Service Hub consisting of a front-line team who will be located together and responsible for the majority of our

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<sup>1</sup> [http://present.brighton-hove.gov.uk/Published/C00000163/M00003299/\\$ADocPackPublic.pdf](http://present.brighton-hove.gov.uk/Published/C00000163/M00003299/$ADocPackPublic.pdf)

<sup>2</sup> [http://present.brighton-hove.gov.uk/Published/C00000163/M00002017/\\$ADocPackPublic.pdf](http://present.brighton-hove.gov.uk/Published/C00000163/M00002017/$ADocPackPublic.pdf)

<sup>3</sup> [http://present.brighton-hove.gov.uk/Published/C00000163/M00003299/\\$ADocPackPublic.pdf](http://present.brighton-hove.gov.uk/Published/C00000163/M00003299/$ADocPackPublic.pdf)

<sup>4</sup> [http://present.brighton-hove.gov.uk/Published/C00000163/M00002796/\\$ADocPackPublic.pdf](http://present.brighton-hove.gov.uk/Published/C00000163/M00002796/$ADocPackPublic.pdf)

customer contacts by phone, email and letter. The team will also be responsible for staffing our reception points or service hubs, as well as responding to complaints. The team will strive to deal with 80% of its contacts 'right first time'

- Devise new staff training and induction to ensure officers have the skills and abilities to provide improved and memorable customer service

3.5 The [SocialInclusionPilotreport](#)<sup>5</sup> that was considered by HMCC in January 2011 proposed that successful elements of the Moulseccomb 'Turning the Tide' pilot are rolled out to the citywide. The pilot demonstrated effective ways of tackling problems early, providing increased support to vulnerable residents and improved resident involvement in estate inspections. The changes to the service structure facilitate this, particularly in terms of:

- A focus on a preventative approach where problems are tackled early
- Increase in Tenancy Sustainment Team to support vulnerable residents
- Roll out the Rate Your Estate inspection model through the new Neighbourhood Team

3.6 In 2010 as part of the Housing Improvement Plan the 10-year Repairs and Improvement Partnership was procured and a new Property & Investment Service was established. There was also a restructure at the senior level of Housing & Social Inclusion. The unit was divided into three sections under three Heads of Service:

- Property & Investment – Asset Management, Partnership Management, Energy & Engineering and Contract Monitoring and Compliance
- Tenancy Services – Sheltered Services, Estates Services and Tenancy Management
- Customer Access & Business Improvement – Policy, Performance & Resident Involvement, Income Management, Rent Accounting, Leasehold Management, Car Parks & Garages, and Lettings.

3.7 In 2010 the Council was reorganised to move from a traditional departmental structure into Commissioning and Delivery Units. The Housing Management department became Housing & Social Inclusion Delivery Unit and are now commissioned to provide housing management

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<sup>5</sup> [http://present.brighton-hove.gov.uk/Published/C00000163/M00002796/\\$ADocPackPublic.pdf](http://present.brighton-hove.gov.uk/Published/C00000163/M00002796/$ADocPackPublic.pdf)

services. We needed to change our structure to meet the priorities of our Commissioners who have identified three arms of service delivery:

- Management – the basic landlord service that the majority of our tenants receive
- Support – work that we need to do with the most vulnerable residents on targeted and tailored interventions to help tackle inequality and promote social and financial inclusion
- Investment – capital investment in council homes, as well as supporting communities and improving neighbourhoods.

3.8 Housing & Social Inclusion are commissioned to reduce the cost of our basic landlord service from average to below average (compared with other social landlords), and to reinvest the savings into support and investment. Taking a stronger preventative approach will ensure problems are tackled quickly, homes are well maintained and longer term costs to the council are reduced.

3.9 The Government is seeking to bring about significant changes to the way local authorities provide their services and how social landlords provide their services. A central tenet of the Localism Bill<sup>6</sup> is 'Freedom from Command and Control', for example:

- Less emphasis on nationally set targets and monitoring.
- A change in the Regulatory Framework for Social Landlords to make it less onerous and locally adaptable<sup>7</sup>
- A self-financing business model for local authority landlords – we will be required to operate as a 'stand-alone' business
- Increased resident scrutiny and involvement in local decision making

3.10 We need to ensure that our service model is ready to take these opportunities and rise to the challenges.

3.11 A new [Corporate Plan](#)<sup>8</sup> was published in November 2011 and we need to adapt our service delivery to reflect these priorities. The five priorities of the Corporate Plan are:

- Tackling inequality

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<sup>6</sup> The Localism Act 2011 received Royal Assent on 15 November 2011 and is coming into force in instalments.

<sup>7</sup> The Tenants Services Authority was dissolved in April 2012 and the residual regulatory functions transferred to the Homes and Communities Agency

<sup>8</sup> <http://corporateplan.brighton-hove.gov.uk/>

- Creating a more sustainable city
  - Engaging people who live and work in the city
  - A responsible and empowering employer
  - A council the city deserves
- 3.12 The council's administration is also seeking to develop Neighbourhood Councils and devolve decision making to this level as far as possible. We need to align ourselves to this model of working as it develops.
- 3.13 There are a number of financial reasons for remodelling our service. Every public service is required to demonstrate that they are providing value for money by scrutinising the way they provide services and ensuring they operate at maximum efficiency. We are expected to demonstrate this through year on year efficiency savings alongside continuous improvement in service delivery.
- 3.14 We are experiencing an economic recession and, as a result the most significant public spending cuts in the UK since the 1980s. The Housing Revenue Account (HRA) is a ring fenced budget consisting of income from rents and service charges and is therefore not currently directly affected by these pressures. However some of our residents are amongst the most vulnerable people in the community and will be experiencing the impact of other public services being reduced or withdrawn. These changes enable us to provide additional support for residents at this time, for example by helping residents experiencing financial difficulties, providing learning opportunities and improving homes to reduce fuel bills.
- 3.15 This service restructure will save in the region of £146,000 in 2012/13. The new service model will provide us a platform to generate additional savings year on year. These savings have been made from reducing management posts and there has been an overall increase in frontline staff. These saving proposals were presented to HMCC in the [Housing Revenue Account Budget 2012/13](#) report<sup>9</sup> following consultation at Area Panels and a resident workshop at Citywide Assembly.
- 3.16 There are other ways in which we can save money for the longer term by moving away from a reactive service model to a more preventative service model. This means that rather than responding to issues and problems as they arise, we tackle them as early as possible or prevent them from occurring at all. The housing stock in Brighton, Hove and Portslade has been underinvested in for many years. By freeing up money to improve the quality of our stock we can also help to free some pressure on our tenancy management service. For example we can reduce the numbers

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<sup>9</sup> [http://present.brighton-hove.gov.uk/Published/C00000163/M00003302/\\$ADocPackPublic.pdf](http://present.brighton-hove.gov.uk/Published/C00000163/M00003302/$ADocPackPublic.pdf)

of repairs, the risk of lift breakdowns, and the impact of overcrowding and damp.

### Improving our services

- 3.17 We are improving the way that residents access our services and making some changes to the way we organise ourselves (see structure chart in Appendix 1). These include:
- Creating a single phone number for housing enquiries provided through the customer service hub
  - Creating a new team to answer phone, email, internet enquiries and staff Housing Office receptions
  - Changing some staff roles and creating new specialist teams
  - Having a group of staff responsible for a larger geographic area rather than one officer for a smaller area
  - Changing the way estate inspections are managed
  - Increasing support for the most vulnerable residents
  - Providing improved money advice and learning opportunities for residents
  - Providing more support to deliver projects to improve sustainability, save energy and reduce carbon emissions
  - Improving delivery of major projects and ensuring the council gets good value for money
- 3.18 In order to support these improvements we are currently establishing a number of new teams that will cover services provided from our housing offices. A table of roles and responsibilities can be found in Appendix 2.

#### Improving the management of neighbourhoods

- 3.19 We are improving neighbourhood services by introducing a new team that will be responsible for the day to day work of the housing service. The Neighbourhood Team will be area based, with staff spending the majority of their time working out on our estates. Their role will be similar to that of the Community Warden with their duties including routine tenancy visits, leading estate inspections and monitoring estate areas including car parks and garages sites. To support improved neighbourhood management we have also introduced new senior posts.
- 3.20 We will also roll out the 'Rate Your Estate' initiative which has been trialled in Moulsecoomb and received positive feedback in improving the effectiveness of estate inspections.

#### Improving the management of tenancies

- 3.21 Tenancies will be managed by four teams that will work closely together and

resolve particular issues or problems and support residents through their time in a council property. The teams are:

- Tenancy Officer Team – dealing with any cases where ongoing work is required for example if there is a breach of tenancy
- Tenancy Sustainment Team –providing tailored support to help vulnerable residents maintain their tenancies
- Anti-Social Behaviour Team –dealing with serious cases of anti-social behaviour
- Rehousing Team – dealing with letting of vacant properties and supporting people to settle into their new home

3.22 The Tenancy Service Operations Manager will be responsible for all of these teams. There will no longer be a role called ‘Housing Officer’ and their duties will be continued by staff in new roles, primarily the Tenancy Officers and Senior Neighbourhood Officers. These staff will continue to be area based and will work in groups covering larger areas than previously. This will reduce the reliance on a single officer with the risk of things coming to a stop when they are away from work, and will result in a much more responsive and timely customer service.

#### Improvingcustomerservice

3.23 A new customer service hub will be the first point of contact for tenancy management and general housing enquiries, whether by telephone, letter or email. The team have experienced and knowledgeable officers who will answer telephone calls from across the city and staff reception counters at Housing Offices. The team will be responsible for resolving around 80% of all non-repairs enquiries.

3.24 A new single phone number for non-repairs enquiries will be introduced in autumn 2012 in order to make it simpler for residents to phone the service. Before the number is changed information and publicity will be sent to all residents’ homes, and we will also ensure that existing numbers are ‘forwarded’ to the new number for a transition period, so that residents who are not aware of the change still get through.

#### Supportingsocialinclusionandresidentinvolvement

3.25 We are introducing a new Inclusion team to promote social inclusion. Resident Involvement Officers will replace Community Participation Officers and will work as part of the Inclusion & Involvement Team. This is because we recognise that resident involvement is key to reducing social exclusion.

3.26 We are introducing new roles to improve support and advice for people who are experiencing financial difficulties. New posts are also being introduced to work directly with residents to improve access to training and skills.

3.27 We will also be improving our support for tenant associations and supporting residents to get involved in the management and development of the service in

a wide variety of ways. Resident Involvement Officers will play a key role in supporting those who are currently involved or want to get involved in improving their neighbourhoods and supporting their community.

#### Improving the delivery of planned works and sustainability projects

- 3.28 The Property & Investment Team are adding extra project management support to continue improving value for money and customer service through our partnerships. This will also improve our support for sustainability projects which will deliver energy efficiency measures to homes and create savings and benefits for residents.

#### Area structure

- 3.29 We are changing the way we organise our services into three areas to enable properties and workloads to be more evenly distributed. The changes are about how we organise ourselves internally and will not affect things like area panels or which housing office residents can report issues to. The areas are not yet final but are likely to be as in the attached map (appendix 3).

#### Housing Offices

- 3.30 Services will continue to be provided from local housing offices and residents will continue to be able to visit offices or make an appointment to see an officer as now. The changes in our team structures mean that residents can visit any housing office, including their local office and receive a consistent customer focussed service. We are also looking at different ways of providing face to face access such as teaming up with colleagues in community libraries. We will continue to look at ways of making better use of our buildings in order to reduce costs, and have already achieved this at Lavender Street where we now share the building with colleagues from Children's Services, and in Whitehawk where we have moved to the Whitehawk Community Hub.

#### Next Steps

- 3.31 The following actions will be taken to move forward with these changes and ensure that residents are kept informed:
- Briefing sent to resident representatives
  - Information in the summer and autumn editions of Homing-in magazine
  - Staff move into new roles in July 2012
  - Single phone number starts in autumn 2012 and widely publicised

#### 4. CONSULTATION

- 4.1 These changes are part of the process of the council continually looking to improve the services we provide and ensure value for money for residents. The changes to customer access and the principles on which the changes are

based have been developed with tenants and resident groups over the last few years.

- 4.2 Formal reports presenting the Customer Service & Access Strategy and agreeing the principles for change have been unanimously agreed by Housing Management Consultative Committee which includes resident representatives and councillors. These reports and associated consultation are detailed on the table below:

Report	Date	Link	Associated consultation
Housing Management Customer Access Review HMCC	8/02/10	<a href="http://present.brighton-hove.gov.uk/Published/C0000163/M00002017/\$\$ADocPackPublic.pdf">http://present.brighton-hove.gov.uk/Published/C0000163/M00002017/\$\$ADocPackPublic.pdf</a>	<ul style="list-style-type: none"> <li>• Satisfaction and other surveys</li> <li>• Customer Access focus groups</li> <li>• Mystery shopping</li> </ul>
Turning the Tide Social Inclusion Pilot outcomes HMCC	14/01/11	<a href="http://present.brighton-hove.gov.uk/Published/C00000000002796/\$\$ADocPackPublic.pdf">http://present.brighton-hove.gov.uk/Published/C00000000002796/\$\$ADocPackPublic.pdf</a>	<ul style="list-style-type: none"> <li>• Resident &amp; stakeholder workshops</li> <li>• Tenant association events</li> <li>• Various working groups, forums and steering groups</li> <li>• Website via Consultation Portal</li> </ul>
Housing & Social Inclusion Customer Service & Access Strategy HMCC Report	26/09/11	<a href="http://present.brighton-hove.gov.uk/Published/C0000163/M00003299/\$\$ADocPackPublic.pdf">http://present.brighton-hove.gov.uk/Published/C0000163/M00003299/\$\$ADocPackPublic.pdf</a>	<ul style="list-style-type: none"> <li>• Homing-in</li> <li>• Satisfaction and other surveys</li> <li>• Customer Access focus groups</li> <li>• Resident workshops</li> <li>• Mystery shopping</li> <li>• Website</li> </ul>
Improvement Programme HMCC update	26/09/11	<a href="http://present.brighton-hove.gov.uk/Published/C0000163/M00003299/\$\$ADocPackPublic.pdf">http://present.brighton-hove.gov.uk/Published/C0000163/M00003299/\$\$ADocPackPublic.pdf</a>	<ul style="list-style-type: none"> <li>• Tell us what you think events and surveys</li> <li>• Various resident working groups</li> <li>• Various surveys and focus groups</li> <li>• Mystery shopping</li> </ul>
20012/13 Housing Revenue Account Budget Report	6/02/12	<a href="http://present.brighton-hove.gov.uk/Published/C0000163/M00003302/\$\$ADocPackPublic.pdf">http://present.brighton-hove.gov.uk/Published/C0000163/M00003302/\$\$ADocPackPublic.pdf</a>	<ul style="list-style-type: none"> <li>• Discussions at Area Panels</li> <li>• Resident workshop at Citywide Assembly</li> </ul>

- 4.3 There has been a wide range of consultation with residents and residents groups which have helped us develop these new ways of working. These include:

- Consultation events and questionnaires such as the 'Tell us what you think?'
- Customer satisfaction surveys, focus groups and resident 'mystery shopping' exercises
- Feedback from resident representatives, meetings and working groups
- Feedback from compliments, suggestions and complaints

- 4.4 Housing & Social Inclusion staff and trade unions have been formally consulted about changes to roles and responsibilities following the council's Managing Change Policy.



5. FINANCIAL & OTHER IMPLICATIONS:

FinancialImplications:

- 5.1 The service improvements in this report have produced forecast budget savings of £146,000 relating to employees costs and £31,000 for office costs. These savings were included in the Housing Revenue Account Budget 2012/13 report approved by Cabinet in February 2012 and will contribute to a reduction in management unit costs of approximately £0.28 per unit.

Finance Officer Consulted: Susie Allen, Principal Accountant. Ext 3105

Date: 10 May 2012.

LegalImplications:

- 5.2 The changes to the service outlined in the report do not need formal Member approval, as the Strategic Director of Place has extensive delegated powers to manage the Council's housing services. Those powers are also exercisable by the Head of Housing & Social Inclusion. The changes to the council's constitution required by the return to a committee system do not affect those delegated powers. No individual's human rights are adversely affected by the changes.

Lawyer Consulted: Liz Woodley Senior Lawyer

17 May 2012

EqualitiesImplications:

- 5.3 A draft Equalities Impact Assessment has been completed for these changes and will continue to be updated as the changes are implemented.

SustainabilityImplications:

- 5.4 The changes include additional support for projects to make homes more energy efficient and improve the sustainability of the overall housing stock.

Crime&DisorderImplications:

- 5.5 The changes include strengthening the council's preventative service including those to support vulnerable tenants and tackle anti-social behaviour.

RiskandOpportunityManagementImplications:

- 5.6 The changes are being made using a project management approach with risks and opportunities are being identified and recorded following the council's guidelines.

Corporate/Citywide Implications:

- 5.7 The benefits of improving council housing will have affects across our neighbourhoods and the city, that are not just confined to those living in council managed housing.

SUPPORTING DOCUMENTATION

Appendices:

1. New Housing & Social Inclusion structure chart
2. Table detailing new team responsibilities
3. Map of city showing proposed new area structure

Documents In Members' Rooms

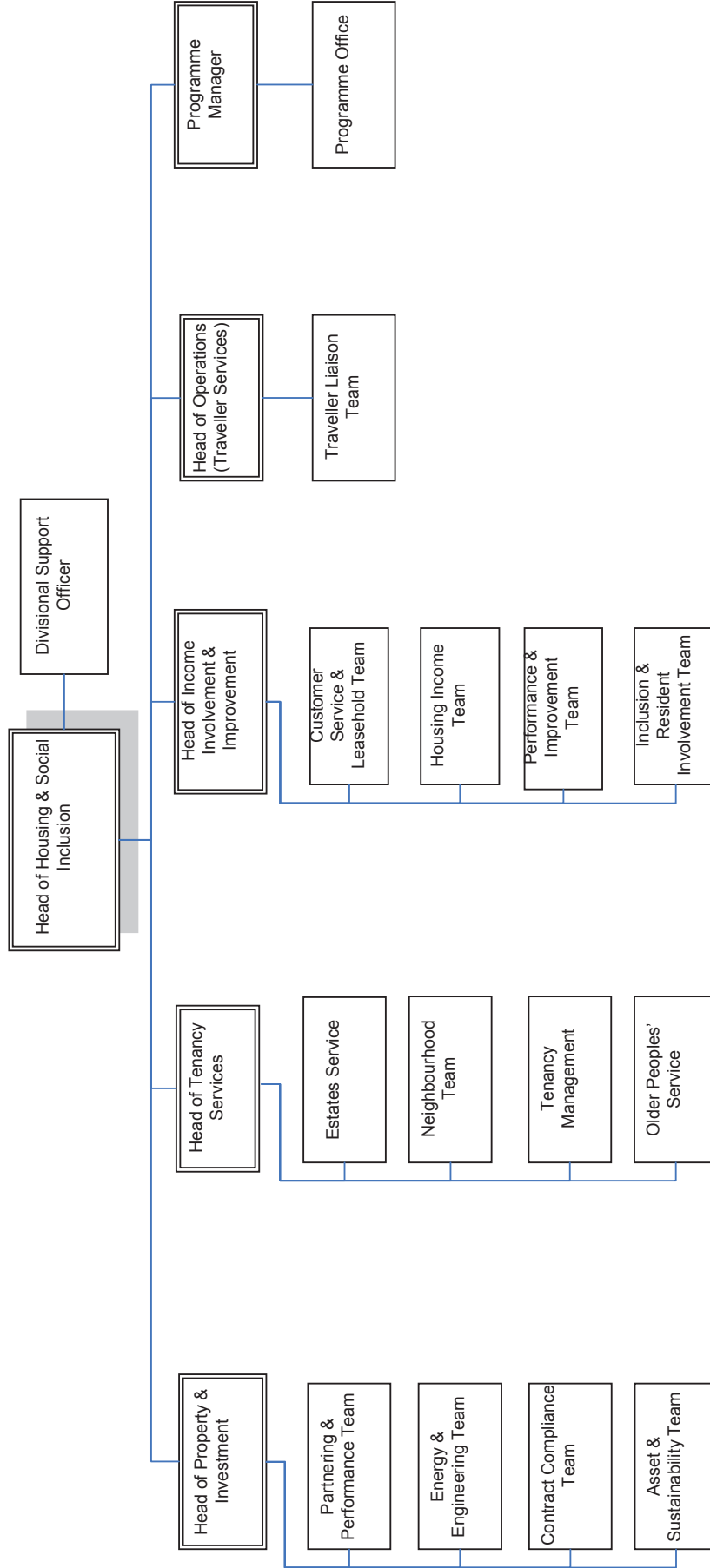
1. None

Background documents

1. A council the city deserves <http://corporateplan.brighton-hove.gov.uk/priority/council-city-deserves>
2. Corporate Plan <http://corporateplan.brighton-hove.gov.uk/>
3. Housing Management Customer Access Review HMCC Report 8/02/10 [http://present.brighton-hove.gov.uk/Published/C00000163/M00002017/\\$\\$ADocPackPublic.pdf](http://present.brighton-hove.gov.uk/Published/C00000163/M00002017/$$ADocPackPublic.pdf)
4. Housing & Social Inclusion Customer Service & Access Strategy HMCC Report 26/09/11 [http://present.brighton-hove.gov.uk/Published/C00000163/M00003299/\\$\\$ADocPackPublic.pdf](http://present.brighton-hove.gov.uk/Published/C00000163/M00003299/$$ADocPackPublic.pdf)
5. Turning the Tide Social Inclusion Pilot outcomes Report 14/01/11 [http://present.brighton-hove.gov.uk/Published/C00000163/M00002796/\\$\\$ADocPackPublic.pdf](http://present.brighton-hove.gov.uk/Published/C00000163/M00002796/$$ADocPackPublic.pdf)
6. Improvement Programme HMCC update report 26/09/11 [http://present.brighton-hove.gov.uk/Published/C00000163/M00003299/\\$\\$ADocPackPublic.pdf](http://present.brighton-hove.gov.uk/Published/C00000163/M00003299/$$ADocPackPublic.pdf)
7. 20012/13 Housing Revenue Account Budget Report 6/02/12 [http://present.brighton-hove.gov.uk/Published/C00000163/M00003302/\\$\\$ADocPackPublic.pdf](http://present.brighton-hove.gov.uk/Published/C00000163/M00003302/$$ADocPackPublic.pdf)



# Appendix 1 – New Housing & Social Inclusion structure chart



## Appendix 2 – New Team Roles and responsibilities

Neighbourhood Management Team	Tenancy Management Team	Housing Customer Service Team	Inclusion & Involvement Team
<p><b>Team members:</b></p> <ul style="list-style-type: none"> <li>• Neighbourhood Manager</li> <li>• Senior Neighbourhood Officer</li> <li>• Neighbourhood Officer</li> </ul> <p><b>Key roles &amp; responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Day to day estate management</li> <li>• Current Community Warden duties</li> <li>• Estate inspections</li> <li>• Car park and garages inspections</li> <li>• Routine tenancy visits</li> </ul>	<p><b>Team members:</b></p> <ul style="list-style-type: none"> <li>• Tenancy Services Operations Manager</li> <li>• Tenancy Managers</li> <li>• Senior Tenancy Officers</li> <li>• Lettings Manager</li> <li>• Tenancy Officers</li> <li>• Tenancy Sustainment Officers</li> <li>• Anti-Social Behaviour Housing Officers</li> <li>• Rehousing Officers</li> </ul> <p><b>Key roles &amp; responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Tenancy related casework</li> <li>• Supporting vulnerable tenants to stay in their homes</li> <li>• Letting homes</li> <li>• Helping new tenants to settle in their homes</li> <li>• Tackling Anti-social behaviour</li> <li>• Enforcement of the tenancy agreement</li> </ul>	<p><b>Team members:</b></p> <ul style="list-style-type: none"> <li>• Housing Services Operations Manager</li> <li>• Housing Customer Services Manager</li> <li>• Housing Customer Service Team Leaders</li> <li>• Housing Customer Service Advisors</li> <li>• Car Parks &amp; Garages Customer Service Advisors</li> </ul> <p><b>Key roles &amp; responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Answering phone calls to the service (not those relating to repairs)</li> <li>• Staffing Housing Office reception counters</li> <li>• Dealing with email and internet enquiries</li> <li>• Managing complaints</li> <li>• Routine tenancy visits</li> <li>• Managing car parks and garages</li> <li>• Managing schemes such as decorating for older people</li> </ul>	<p><b>Team members:</b></p> <ul style="list-style-type: none"> <li>• Inclusion Manager</li> <li>• Resident Involvement Manager</li> <li>• Resident Involvement Officers</li> <li>• Financial Inclusion Coordinator</li> <li>• Learning &amp; Participation Coordinator</li> <li>• Basic Skills Coordinator</li> </ul> <p><b>Key roles &amp; responsibilities:</b></p> <ul style="list-style-type: none"> <li>• Encouraging and supporting residents to get involved in a wide variety of ways Supporting resident and tenant associations</li> <li>• Organising Area Panels and the City Wide Assembly</li> <li>• Coordinating support and advice for residents experiencing financial difficulties</li> <li>• Developing learning and training opportunities for residents</li> </ul>

