

Housing Cabinet Member Meeting

Agenda Item 108

Brighton & Hove City Council

Subject:	Social Inclusion Pilot – Evaluation/Final Report		
Date of Meeting:	16.2.2011		
Report of:	Strategic Director Place		
Contact Officer:	Name: Emma Gilbert	Tel: 291704	
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Key Decision:	No		
Wards Affected:	All		

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

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

2. **RECOMMENDATIONS:**

- 2.1 That the achievements, outcomes and performance of the Social Inclusion Pilot be noted
- 2.2 That the Cabinet Member for Housing to approve the citywide rollout of the Strategy

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

3.1 Main Aims of the Pilot

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

3.2 Rationale

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

3.3 Scope

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

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

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

3.4 Governance

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

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

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

3.5 Model for Delivery

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

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

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

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

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

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

3.6 **Pilot Outcomes**

During the Pilot period the key focus was to:

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

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

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

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

This involved a real change in ethos and delivery for the Tenancy Sustainment Team, moving them away from their historical support role to using a balance of support and enforcement measures to address anti

social behaviour with vulnerable tenants, which could result in eviction or tenancy loss rather than sustainment. It should be noted that increasing the number of evictions is not the aim of this approach – addressing and ending the anti social behaviour is.

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

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

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

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

3.7 Evaluation Methods

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

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

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

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

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

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

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

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

3.8 Performance Measures

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

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

- Customer satisfaction feedback mechanisms
- Case Management Approach and Review
- Service Level Agreement

3.9 **Key Achievements**

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

3.9.1 **Support Interventions:**

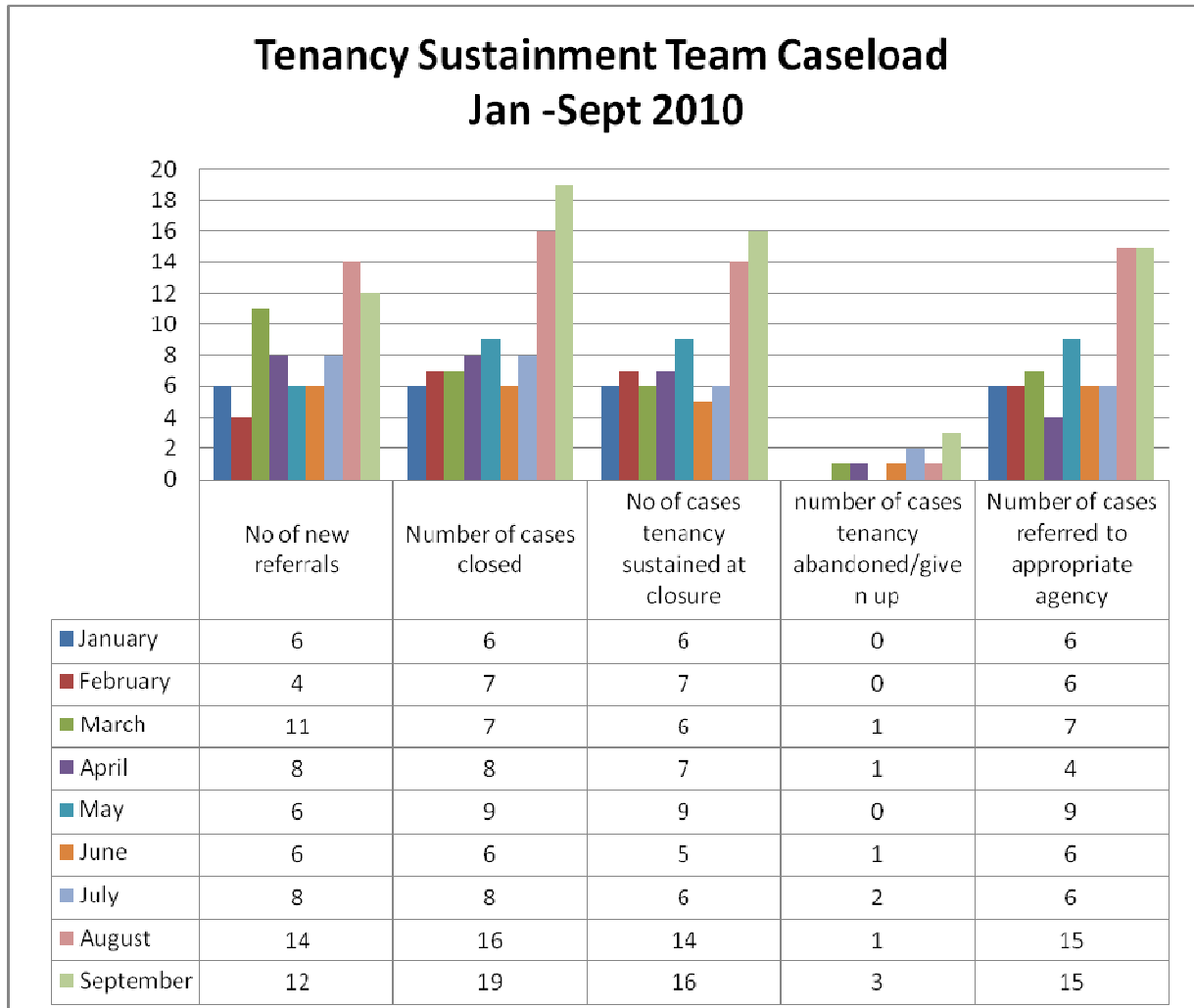
- Implementation of the *Universal Support Offer* – focusing interventions on targeted client groups prioritised in terms of Anti Social Behaviour and risk factors, using a balance of support and enforcement. The Universal level is being delivered by Housing Officers, Housing Management Advisors and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

3.9.2 **Housing Management:**

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

3.9.3 Tenancy Sustainment Team

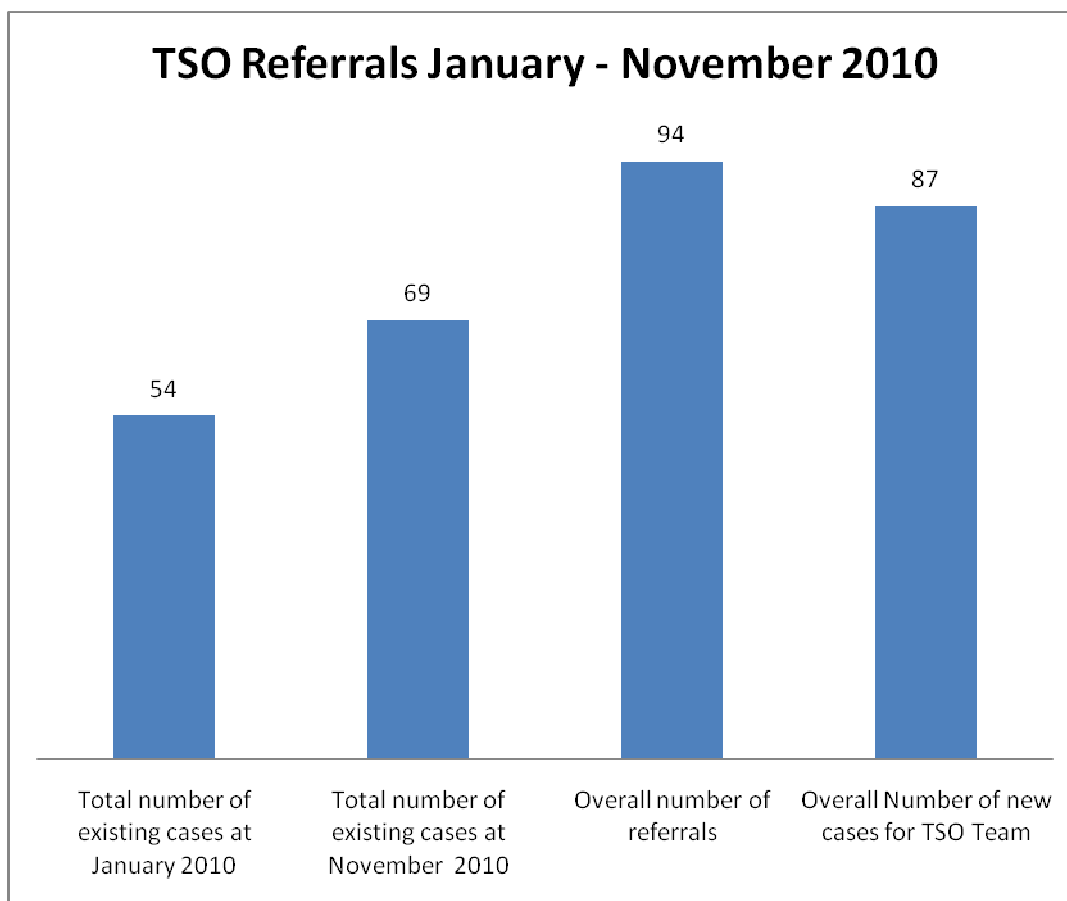
- Embedding the ASB focus into the work of the Tenancy Sustainment Team: 75% of cases have an ASB aspect; enforcement tools used in 90% of cases; Tenancies sustained in 89% of cases closed; increased turnover in number of cases; increased positive closure rates of cases



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

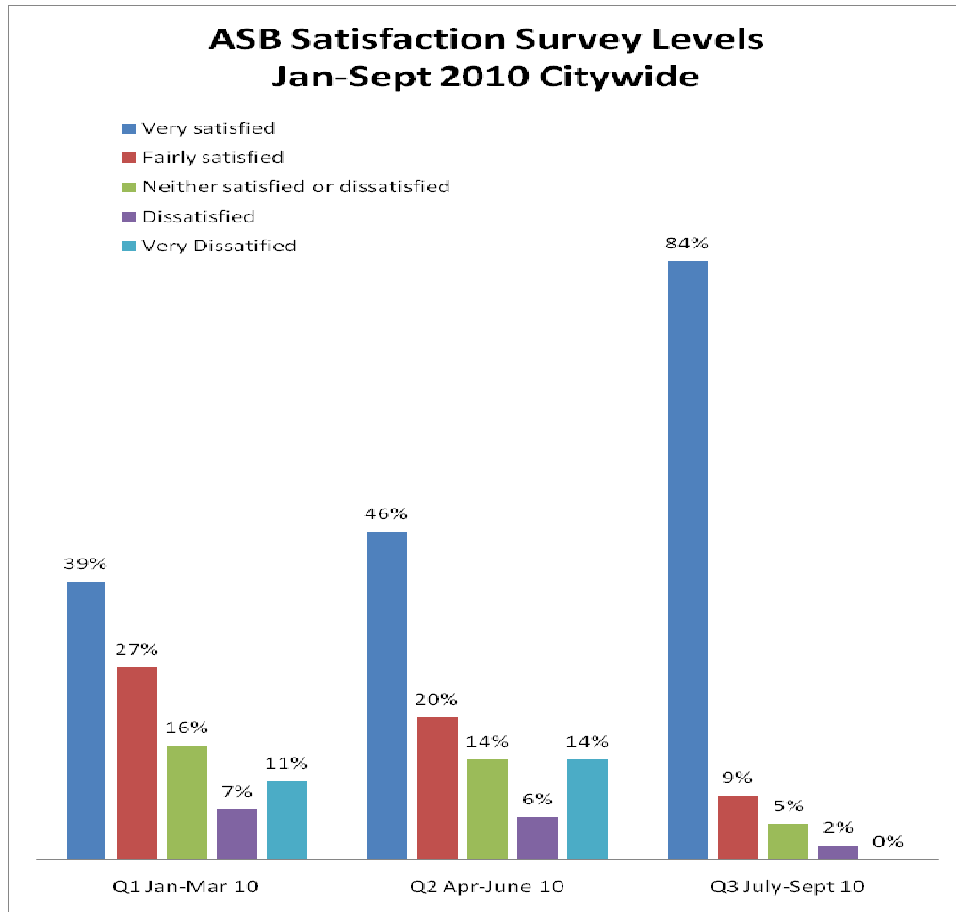
There were concerns that the increased focus on asb and behaviour change would impact negatively on vulnerable tenants and lead to an increase in abandonments, tenancy breakdowns or eviction.

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



3.9.4 ASB Performance:

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



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

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

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

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

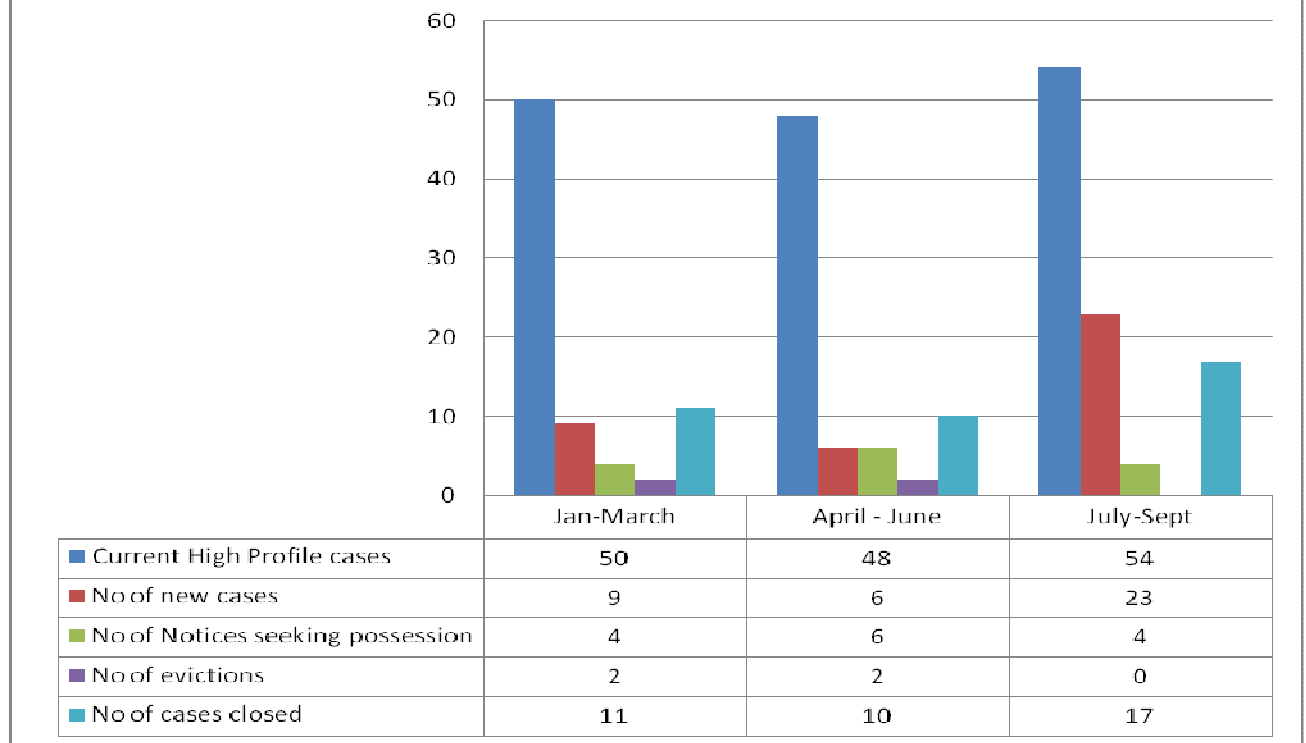
How satisfied are you that your case officer was always helpful?

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

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

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

High Level ASB Caseload (citywide) Jan-Sept 2010



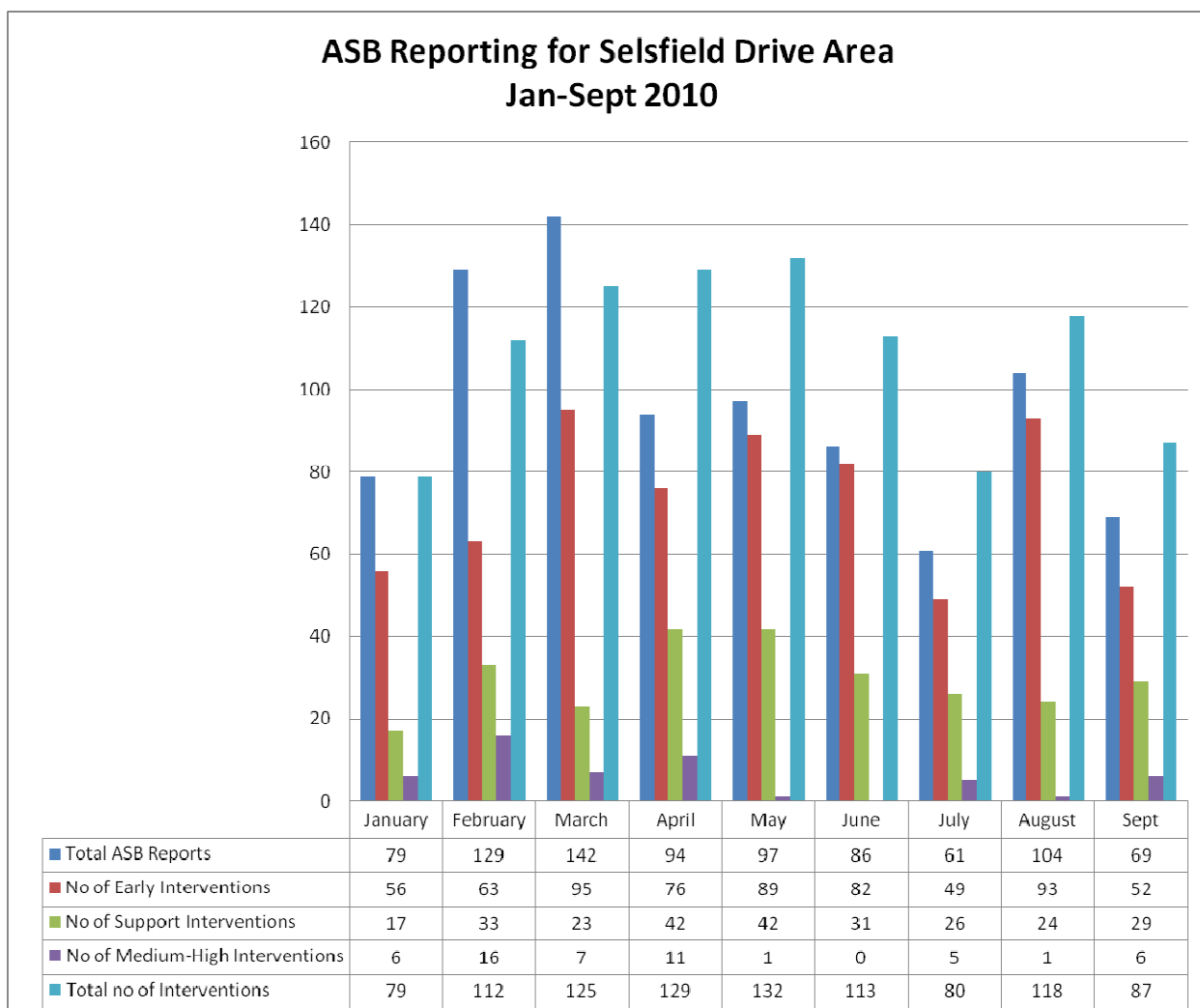
This graph outlines the performance and outcomes for high level anti social behaviour across the city during the pilot period.

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

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

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

3.9.5 Reporting on Anti Social Behaviour in the Pilot area



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

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

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

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

3.9.6 Community Interventions

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

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

3.10 Recommendations from the Pilot:

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

Key Actions are:

- the Citywide rollout of the Support and Community Interventions
- The Social Inclusion Team continues to deliver the Enhanced and Intensive levels of support and enforcement
- To ensure the resource issues in terms of staff and OHMS are resolved prior to April 2011 to enable the Rollout Programme to be achieved within expected timescales.
- That the Project Team are responsible for the following:

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

4. CONSULTATION

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

5. FINANCIAL & OTHER IMPLICATIONS:

5.1 Financial Implications:

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

Finance Officer Consulted: Susie Allen

Date: 6.1.11

5.2 Legal Implications:

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

Lawyer Consulted:

Liz Woodley

Date: 20.12.10

Equalities Implications:

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

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

Sustainability Implications:

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

Crime & Disorder Implications:

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

Risk and Opportunity Management Implications:

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

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

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

Corporate / Citywide Implications:

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

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 None considered

7. REASONS FOR REPORT RECOMMENDATIONS

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

SUPPORTING DOCUMENTATION

Appendices:

None

Documents In Members' Rooms

Background Documents

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

