

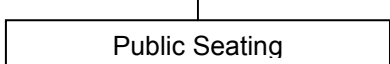
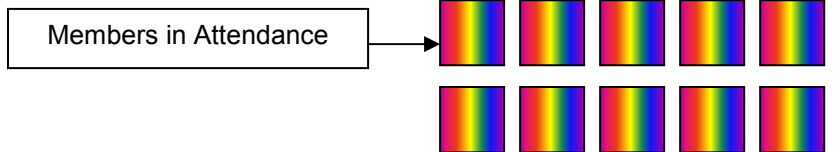
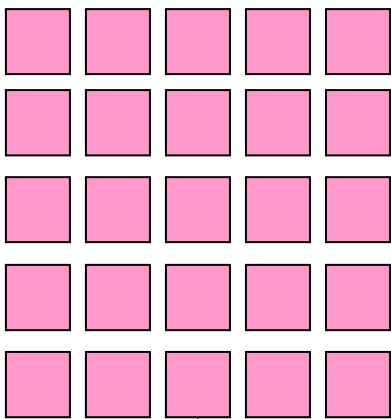
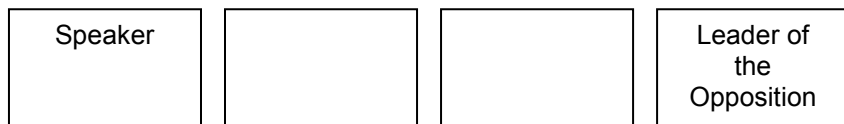
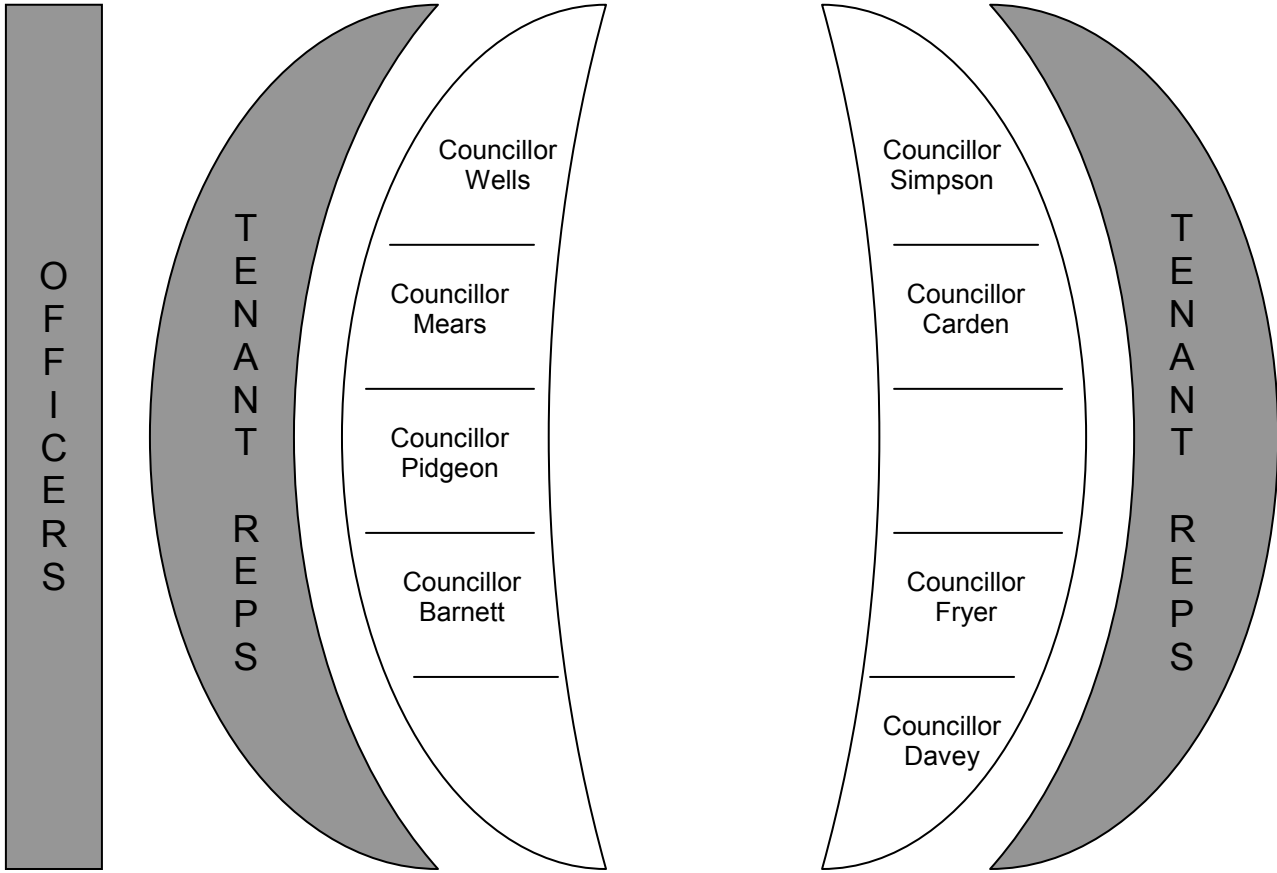
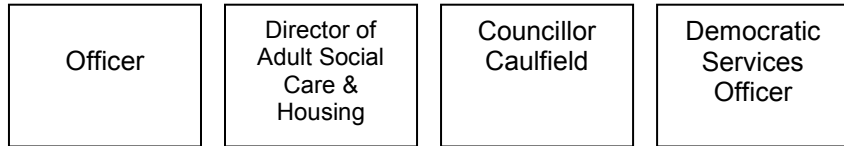
**Brighton & Hove
City Council**

Housing Management Consultative Committee

Title:	Housing Management Consultative Committee
Date:	29 March 2010
Time:	3.00pm
Venue:	Council Chamber, Hove Town Hall
Members:	Councillors: Caulfield (Chairman), Barnett, Carden, Davey, Fryer, Mears, Pidgeon, Simpson (Opposition Spokesperson) and Wells
Contact:	Caroline De Marco Democratic Services Officer 01273 291063 caroline.demarco@brighton-hove.gov.uk

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Democratic Services: Meeting Layout



Tenant Representatives:

Stewart Gover, North & East Area Housing Management Panel

Ted Harman, Brighton East Area Housing Management Panel

Heather Hayes, North & East Area Housing Management Panel

Chris Kift, Central Area Housing Management Panel

Pat Miles, West Hove & Portslade Area Housing Management Panel

David Murtagh, Brighton East Area Housing Management Panel

Beryl Snelling, Central Area Housing Management Panel

Beverley Weaver, West Hove & Portslade Area Housing Management Panel

Muriel Briault, Leaseholder Action Group

Tom Whiting, Sheltered Housing Action Group

Colin Carden, Older People's Council

John Melson, Hi Rise Action Group

Barry Kent, Tenant Disability Network

AGENDA

71. PROCEDURAL BUSINESS

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

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

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

72. MINUTES OF THE PREVIOUS MEETING

1 - 8

Minutes of the meeting held on 8 February 2010 (copy attached).

73. CHAIRMAN'S COMMUNICATIONS

74. CALLOVER

75. PETITIONS

No petitions have been received by the date of publication.

76. PUBLIC QUESTIONS

(The closing date for receipt of public questions is 12 noon on 22 March 2010).

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

77. DEPUTATIONS

(The closing date for receipt of deputations is 12 noon on 22 March

2010).

No deputations received by date of publication.

78. LETTERS FROM COUNCILLORS

No letters have been received.

79. WRITTEN QUESTIONS FROM COUNCILLORS

No written questions have been received.

80. HOUSING MANAGEMENT FINANCIAL INCLUSION STRATEGY (CONSULTATION DRAFT) 9 - 20

Report of the Director of Housing, Culture & Enterprise (copy attached).

Contact Officer: Lynn Yule *Tel:* 01273 294447

Ward Affected: All Wards;

81. TENANT SERVICES AUTHORITY ARRANGEMENTS FOR REGULATING THE COUNCIL'S LANDLORD SERVICES 21 - 30

Report of Director of Housing, Culture & Enterprise (copy attached).

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

Ward Affected: All Wards;

82. REVIEW OF CHOICE BASED LETTINGS 31 - 34

Report of Director of Housing, Culture & Enterprise (copy attached).

Contact Officer: Sylvia Peckham *Tel:* 293318

Ward Affected: All Wards;

83. SOCIAL INCLUSION PILOT - INTERIM REPORT 35 - 54

Report of Director of Housing, Culture & Enterprise (copy attached).

Contact Officer: Emma Gilbert *Tel:* 291704

Ward Affected: All Wards;

84. HOUSING MANAGEMENT PERFORMANCE REPORT (QUARTER 3) 55 - 66

Report of Housing, Culture & Enterprise (copy attached).

Contact Officer: John Austin-Locke *Tel:* 29-1008

Ward Affected: All Wards;

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

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

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

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

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

Date of Publication - Friday, 19 March 2010

HOUSING MANAGEMENT CONSULTATIVE COMMITTEE

Agenda Item 72

Brighton & Hove City Council

BRIGHTON & HOVE CITY COUNCIL

HOUSING MANAGEMENT CONSULTATIVE COMMITTEE

3.00pm 8 FEBRUARY 2010

COUNCIL CHAMBER, HOVE TOWN HALL

MINUTES

Present: Councillors Caulfield (Chairman); Allen, Carden, Davey, Fryer, Mears, Older, Pidgeon and Wells

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

PART ONE

58. PROCEDURAL BUSINESS

58A Declarations of Substitute Members

58.1 Councillor Older substituted for Councillor Barnett. Councillor Allen substituted for Councillor Simpson. Trish Barnard substituted for Beryl Snelling.

58B Declarations of Interests

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

58C Exclusion of the Press and Public

58.3 In accordance with section 100A(4) of the Local Government Act 1972, it was considered whether the press and public should be excluded from the meeting during the consideration of any items contained in the agenda, having regard to the nature of

the business to be transacted and the nature of the proceedings and the likelihood as to whether, if members of the press and public were present, there would be disclosure to them of confidential or exempt information as defined in section 100I (1) of the said Act.

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

59. MINUTES OF THE PREVIOUS MEETING

59.1 Councillor Allen referred to paragraph 44.3 and questioned whether the Special meeting of the HMCC had been held and if so why minutes were not available. The Chairman confirmed that an informal meeting of the HMCC had been held on 8 February 2010 and that minutes had been circulated. Some members said that they had not received the minutes and they were re-circulated to these members. The Senior Lawyer confirmed that her instructions were that the meeting was just an update and not a formal meeting. Therefore the normal access to information rules did not apply. Councillor Allen expressed the view that the discussion on the LDV should have been at a formal meeting of the HMCC. John Melson concurred.

59.2 **RESOLVED** – That the minutes of the meeting held on 17 December 2009 be approved and signed by the Chairman.

60. CHAIRMAN'S COMMUNICATIONS

Local Lettings Scheme

60.1 The Chairman explained that residents had expressed concern the local lettings scheme was not working as they would wish. The Chairman had asked the Assistant Director, Housing Management to investigate this matter and ensure that tenants received the service that had been agreed at a previous HMCC meeting.

Joy Hollister

60.2 The Chairman explained that Joy Hollister, Director of Adult Social Care & Housing was leaving the council. As a result, there would be changes at director level. Scott Marshall would become the Director of Housing, Culture and Enterprise.

Grounds Maintenance

60.3 The Cabinet Member reported that good progress continued to be made on the review of the Grounds Maintenance service.

60.4 Meetings had been held with Estates Service Monitoring Group before Christmas and in January. The group had been enthusiastic about being involved in the project and were working to develop a service to meet the needs and aspirations of residents.

60.5 The group would be:

- reviewing the current service,

- looking at how other housing organisations provide their service, and
- developing a specification for the new service.

They would also work with city parks to explore new and innovative ways of maintaining the council's green spaces (such as opportunities for conservation, wild flower planting, food growing and allotments)

60.6 A detailed report would be brought to a future meeting.

Mobility Scooter Policy Update

60.7 The Cabinet Member reported that officers were working with a focus group of tenants to develop a mobility scooter policy. This would be presented to the next HMCC on 29 March 2010.

60.8 The Fire Authority had said that mobility scooters must not be stored or charged in common parts of buildings. As a landlord, the council needed to respond to this important safety advice, but also work with residents to find alternative solutions for those who use scooters.

60.9 A scoping exercise was being undertaken by Community Wardens to identify where mobility scooters are currently being stored in common parts. Where residents already have mobility scooters, solutions would be sought on a block by block basis, including site specific risk assessment.

60.10 Robert Keelan, Housing Manager, was leading this work.

Choice Based Lettings

60.11 The Cabinet Member informed members that she was proposing a review of the Choice Based Lettings system, with a view to moving away from it. She suggested that a working group of tenants was set up to investigate what was happening in other local authorities.

60.12 Members welcomed the Chairman's proposals and there was general agreement that Choice Based Lettings were not working. Councillor Mears suggested that this matter be discussed under Chairman's Communications at the Area Panels and that facilities be set up for voting on the issue.

60.13 The Assistant Director, Housing Management explained that a limited number of local authorities were not using Choice Based Lettings, although the majority are. Locally it was important to look at how the council can make best use of all the housing available, including the private rented sector.

61. CALLOVER

61.1 The Chairman asked the Committee to consider which items listed on the agenda it wished to debate and determine in full.

61.2 **RESOLVED** - That all items be reserved for debate and determination.

62. PETITIONS

62.1 There were none.

63. PUBLIC QUESTIONS

63.1 There were none.

64. DEPUTATIONS

64.1 There were none.

65. LETTERS FROM COUNCILLORS

65.1 There were none.

66. WRITTEN QUESTIONS FROM COUNCILLORS

66.1 There were none.

67. HOUSING REVENUE ACCOUNT BUDGET 2010/11

- 67.1 The Committee considered a report of the Director of Adult Social Care & Housing and Director of Finance & Resources which presented the Housing Revenue Account Forecast Outturn for 2009/10 as at month 6 and the proposed Budget for 2010/11 as required by the Local Government and Housing Act 1989. Members were required to consider the budget proposals including changes to rents, fees and charges as well as savings and service pressures.
- 67.2 Councillor Mears drew attention to paragraph 3.10 and expressed concern that the overall subsidy position was an increase in "Negative Subsidy" (the transfer of resources to the government) of £1.590 million to £3.321 million. Councillor Mears stressed that this was money that should be spent on housing stock.
- 67.3 Stewart Gover suggested that a strong letter be sent to the government about the issue of the increase in "Negative Subsidy" to £3.321 million.
- 67.4 Chris Kift expressed concern about the rise in heating costs, particularly in Whitehawk. He complained about the overheating of St James House and stressed that tenants were paying for this service. There was a need for better insulation.
- 67.5 The Assistant Director Housing Management reported that heating costs were higher in blocks with gas central heating following a 53% increase in the gas contract in 2008. This contract would be ending soon. Officers would need to ensure there was better value for money with the contract in future. Meanwhile, there were proposals for overcladding blocks in Whitehawk with high heating costs. A project group would look at funding opportunities via the Community Energy Savings Programme.
- 67.6 **RESOLVED** – (1) That Cabinet be requested to recommend Council to:

- (a) Approve the budget for 2010/11 as shown in Appendix 1.
 - (b) Approve individual rent increases and decreases in line with rent restructuring principles as determined by the Government.
 - (c) Approve the changes to fees and charges as detailed in paragraph 3.14 to 3.23 of the report.
- (2) That a letter be sent to central government about the issue of “negative subsidy”.

68. HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME 2010 - 2013

- 68.1 The Committee considered a report of the Director of Adult Social Care & Housing and the Director of Finance & Resources that sought approval for the 2010/11 capital programme and provided a provisional capital programme for the following two years, 2011/12 & 2012/13, for the Housing Revenue Account (HRA). The report took into consideration the latest resources available and investment priorities.
- 68.2 The council’s Housing Revenue Account (HRA) related to the council’s landlord duties in respect of approximately 12,300 properties and 2,230 leasehold properties.
- 68.3 Stewart Gover stated that he had not been aware that the council were funding the use of the Super Centre for the use of Mears Limited. He referred to the Estate Development Budget and stated that £88,000 worth of EDB work had not been carried out. He asked why tenants in the north area had been given new doors or kitchens, while EDB money had not been used for redecoration. Chris Kift expressed similar concerns about the EDB.
- 68.4 The Chairman explained that the Super Centre would be used for a number of purposes, including a training academy for trade apprentices. Mears Limited would be based there. Planning permission was being sought for change of use. The Chairman agreed that there were general concerns about the EDB and these needed to be investigated before the next round of area panels.
- 68.5 The Assistant Director, Housing Management stated that changes and improvements needed to be made with the EDB. Officers would work closely with Mears to obtain best value. There would be an improved programme next year.
- 68.6 Ted Harman mentioned that there had been a three year EDB backlog. He asked if Mears would guarantee to do the work when they took over. The Chairman stated that it would be helpful for officers to look at the last three years of EDB work and see what work had been carried out and what work was yet to be completed.
- 68.7 Beverley Weaver asked when there would be a local office for the West area. The Chairman replied that once the Super Centre was up and running, there would be discussions with tenants about a local base for the West area.
- 68.8 Councillor Mears informed the Committee that the executive summary relating to the Mears contract would soon be available. This explained the contract and highlighted tenant’s concerns.

68.9 **RESOLVED** - That Cabinet be recommended to approve the capital programme budget of £23.975 million and financing for 2010/11 as set out in paragraph 3.7 of the report.

69. HOUSING MANAGEMENT CUSTOMER ACCESS REVIEW

69.1 The Committee considered an update report on the review of customer access arrangements for the Housing Management Service and presented 'broad principles' for taking the work forward. The Housing Management division provided a range of services to the residents of council managed properties in Brighton & Hove. Customers currently accessed services through a number of different channels (e.g. face to face, telephone, email, website etc) and through a range of teams (e.g. housing offices, income management and repairs desk), as set out in Appendix 1 of the report. Reviewing customer access and developing a strategy for the future was a key project in the Housing Management Improvement Programme 2009-2012.

69.2 John Melson made the point that some front line services were improving but stressed that the response time from back room staff needed to be improved. Queries were taking a long time to be answered. Action needed to be taken when staff first received queries.

69.3 Chris Kift mentioned that when phoning the council, the auto response came on too quickly and after 20 minutes the phone went dead. People were fed up waiting for a response. He felt that too many calls were being channelled through the 292929 number, and that there should be more use of officer's direct line numbers.

69.4 The Chairman said these points would be taken on board. She mentioned that there was also a need to look at facilities that would enable people to report online. The IT system would improve under the Mears contract.

69.5 John Melson mentioned that he had had emails unanswered from two years ago. It was up to officers to take action. He considered that a standard STD number should be used for repairs. Ted Harman spoke of problems he had experienced when trying to get his boiler repaired. He had taken 20 minutes to have his initial call answered. The boiler had broken down a second time two months later. The Chairman asked for these comments to be taken on board.

69.6 The Senior Projects Manager assured the Committee that he would take these comments on board and would look at the system as a whole.

69.7 David Murtagh mentioned a practice whereby officers were issuing separate orders for work not carried out. Contractors were sometimes being paid 2 or 3 times for the same job. The Head of Repairs and Maintenance stated that this practice was unacceptable and would be dealt with.

69.8 **RESOLVED** - That the Cabinet Member for Housing be recommended to approve that:
(1) the customer access review work to date be noted, and the next steps be agreed.
(2) the "Broad Principles" detailed in points 3.6 to 3.27 of the report be approved.

70. FOOD GROWING ON COUNCIL LAND

- 70.1 The Committee considered a report of the Director of Adult Social Care & Housing which explained that Councillor Mears had requested the report at Sustainability Cabinet Committee on 8 May 2009 to explore issues around food growing on council housing land in relation to the Citywide four year project 'Harvest Brighton & Hove' (Brighton & Hove Food Partnership) which aimed to extend food growing and consumption of local food in the city.
- 70.2 Chris Kift informed the Committee that the Bristol estate had been the first to have a community allotment. He mentioned that it had not been permitted to sell produce from the allotment at a local market and asked if this could change.
- 70.3 The Head of Housing Management (Brighton East) explained that selling produce from city allotments was not allowed. However, if people were using council land and had an abundance of produce, there were schemes in place to enable produce to be offered to shops and restaurants in the city, in return for funds, which could be used for buying seeds and equipment. Volunteers could also be paid with produce.
- 70.4 Stewart Gover raised the issue of neglected gardens and suggested that when people were allocated council housing they should be asked if they needed the garden. If they did not require use of the garden, then it could be offered to other tenants to use. The Chairman asked the Head of Housing Management to pass this comment on to the relevant officers.
- 70.5 Members all welcomed the scheme and agreed they would like to be kept updated.
- 70.6 **RESOLVED** - That the contents of the report be noted as an update on work within the council to encourage local food growing.

The meeting concluded at 4.30pm

Signed

Chairman

Dated this

day of

HOUSING MANAGEMENT CONSULTATIVE COMMITTEE

Agenda Item 80

Brighton & Hove City Council

Subject:	Housing Management Financial Inclusion Strategy (Consultation Draft)		
Date of Meeting:	29 March 2010		
Report of:	Director of Housing, Culture & Enterprise		
Contact Officer:	Name:	Lynn Yule	Tel: 29-3240
	E-mail:	Lynn.yule@brighton-hove.gov.uk	
Wards Affected:	All		

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 This report updates Housing Management Consultative Committee on the development of the Financial Inclusion Strategy.

2. RECOMMENDATIONS:

- (1) That the Housing Management Consultative Committee notes and comments on the consultation draft of the Financial Inclusion strategy attached at Appendix 1.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 Financial exclusion amongst residents affects our performance as a landlord. It has a direct impact on our business, affecting rent arrears and rent collection costs, void losses, evictions, failed tenancies and homelessness, anti-social behaviour, customer satisfaction, efficiency and value for money.
- 3.2 The Audit Commission inspection regime, through the KLOEs (Key Lines of Enquiry) sets specific expectations of an 'excellent' landlord service in relation to promoting financial inclusion.

- 3.3 In March 2009 the Audit Commission completed an advice and assistance visit and recognised the need for a financial inclusion strategy. The Housing Revenue Account Service Improvement Plan takes forward the recommendations made by the Audit Commission by including in its core strategic priorities the development of an effective financial inclusion strategy.
- 3.4 The Housing Management financial inclusion strategy has close links with other projects in the Housing Improvement Programme, particularly initiatives aimed at tackling social inclusion and promoting social mobility.
- 3.5 The strategy aims to address the interrelated issues experienced by financially excluded residents in Brighton & Hove.

4. CONSULTATION

- 4.1 Residents have been involved in the development of the strategy through the Housing Income Management Monitoring Group.
- 4.2 A discussion paper was presented to the Adult Social Care & Housing Overview & Scrutiny Committee on 3 September 2009 and the proposals were welcomed by Members.
- 4.3 A stakeholder event was held on 24 September 2009 to raise awareness of the issues surrounding financial exclusion. The event was attended by The Mayor, local residents, council officers, community sector professionals and key organisations active in the field of financial inclusion.
- 4.4 The Chartered Institute of Housing Financial Inclusion Advisor and the Department of Work & Pensions Financial Inclusion Champions have commented on the strategy and are working with us to assist us to achieve our aims.
- 4.5 The ASSG (Advice Services Strategy Group) has been consulted to ensure strong links with the independent advice sector.
- 4.6 The Financial Inclusion Project Group has informed the development of the strategy and will oversee its implementation.
- 4.7 Consultation will not end with the publication of the strategy, but will be part of an ongoing process, involving residents and stakeholders throughout the life of the strategy, helping us to monitor its implementation and review our services.

- 4.8 We will be using the consultation period to develop a SMART action plan for the strategy and will bring the final draft to a future HMCC, with a particular focus on embedding financial inclusion work across the division and ensuring appropriate links with the Housing Strategy and other strategies such as the Turning the Tide pilot.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 The costs of developing the Financial Inclusion Strategy will come from existing resources within the 2009/10 Housing Revenue Account budget. Once the Financial Inclusion Strategy is developed any financial implications arising will be reported to the appropriate committee prior to implementation.

Finance Officer Consulted: Monica Brooks, Principal Accountant, 8 March 2010

Legal Implications:

- 5.2 We must be aware that any advice given is accurate and timely. Inaccurate or wrong information may lead to the Council being held responsible for the consequences, where we give information directly. Where we make referrals to outside agencies on a contractual basis, then we will have to keep this under review – monitoring any complaints about that agency, to ensure that the information they give is accurate and timely. If complaints are received we should investigate that with the provider and take appropriate steps. It is not considered at this stage that any individual's Human Rights are adversely affected by the proposal.

Lawyer Consulted: Simon Court, Senior Lawyer, 8 March 2010

Equalities Implications:

- 5.3 The strategy will promote social housing as a platform for reducing inequality and creating opportunity. An equalities impact assessment will be undertaken before the strategy is published.

Sustainability Implications:

- 5.4 Encouraging fuel efficiency and recycling and reducing the wasted resources that arise from tenancy abandonment will contribute to the UK's Sustainable Development Strategy.

Crime & Disorder Implications:

- 5.5 Tackling financial exclusion will help to reduce illegal money lending activities.

Risk and Opportunity Management Implications:

- 5.6 Financial exclusion affects communities and neighbourhoods and can be a significant barrier to employment and enterprise.

Corporate / Citywide Implications:

- 5.7 Increasing the economic viability of employment and enterprise will require a holistic approach to workforce integration that incorporates housing, childcare, education, health, employment and greater access to financial inclusion services.

SUPPORTING DOCUMENTATION

Appendices:

- 1. Financial Inclusion Strategy (Consultation Draft)

Documents In Members' Rooms

- 1. None

Background Documents

- 1. None



**Brighton & Hove
City Council**

Housing Management Financial Inclusion Strategy (Consultation Draft)

Supporting residents who face financial difficulties

Brighton and Hove City Council is committed to

- providing our residents with the knowledge and skills they need to make informed and effective financial choices
- providing access to affordable credit and banking, appropriate financial products and free face-to-face advice

Background Information

What is financial inclusion?

'Financial inclusion is when citizens have access to appropriate financial products and services *and* the opportunity, ability and confidence (and appropriate support and advice) to make informed decisions about their financial circumstances as would be regarded as a minimum to organise their finances in society effectively.'

Citizens Advice/Institute for Public Policy Research definition of financial inclusion

Who is affected by financial exclusion?

The Department for Work and Pensions estimates that 2.8 million people are financially excluded and that 60% - 70% of these are social housing tenants.

Brighton and Hove contains some of the most deprived areas in England, particularly East Brighton, Queens Park and Moulsecoomb and Bevendean wards. 8% of the city's neighbourhoods are amongst the most deprived 10% in England. The majority of residents in these areas are social housing tenants and it is estimated that 60%-70% of those who experience financial exclusion live in this type of accommodation.

Some groups are particularly at risk of financial exclusion and they include a proportion of the city's Bangladeshi and Black African population who are concentrated in the most deprived areas and people with mental health issues who are disproportionately represented within social housing.

Children in low income families are even more concentrated in the deprived areas and many of these children have special educational needs. This problem is acute in the Eastern areas of Brighton and Hove. Nearly a quarter of the city's children live in out of work households mainly headed by women.

Disability and incapacity benefit levels are high across the city. More than 50% of all working age people on benefit claim as a result of incapacity. Disabled children are at greater risk of living in poverty. Nearly 20% of all people over 60 receive disability related benefits.

In 2008 a STATUS survey of a randomly selected sample of 3000 tenants found that:

- 61.3% of respondents reported a long term illness
- 43.5% of respondents were over 60 years of age
- 25.5% of respondents were working in full or part time employment
- The majority of respondents were White British (92.4%), 1% of respondents were Asian, 1.4% Black and 1.4% from mixed backgrounds

Finally, there are a significant number of people with multiple needs living in social housing with over two thirds of households experiencing at least two indicators of inequality, i.e. income, benefits dependency, health, crime and environment.

A key component in reducing inequality is to tailor services and resources to target certain communities and areas. Financial inclusion initiatives can help promote equality by providing our residents with the knowledge and skills they need to make informed and effective financial choices and by providing access to affordable credit and banking, appropriate financial products and free face-to-face advice.

Key to the success of this strategy will be identifying and targeting groups that may be hard to reach and those groups that have difficulty taking up offers of help and assistance, e.g. people experiencing mental health problems, those whose first language is not English and those with complex and multiple needs.

What does financial exclusion mean for our residents living in social housing?

Financial exclusion can mean:

- no bank account
- low household income
- debt, including rent arrears
- no access to money advice
- no savings
- no access to affordable credit
- no insurance
- fuel poverty
- limited financial awareness
- lack of confidence, aspiration, mobility

People who are financially excluded are less likely to be in work and may find it difficult to obtain and hold down employment

What are the possible impacts of financial exclusion?

Ill-health, relationship breakdown and loss of employment can be brought about by debt and low household income.

In 2006 the Ministry of Justice estimated that the average cost of social welfare problems over the previous 3.5 years to individuals, health and other public services was at least £13 billion. Debt problems and financial exclusion contribute significantly to this figure.

Financial exclusion amongst residents affects our performance as a landlord. It has a direct impact on our business, affecting rent arrears and rent collection costs, void losses, evictions, failed tenancies and homelessness, anti-social behaviour, customer satisfaction, efficiency and value for money.

What are we doing now to reduce financial exclusion?

We have already made good progress towards promoting financial inclusion for our residents through a number of services and initiatives:

Money Advice

Since April 2006 we have funded a CAB (Citizens Advice Bureau) Adviser to provide money advice for tenants with rent arrears. Many tenants in arrears have multiple debts and the adviser's role includes renegotiating payments with other creditors, including door step lenders. The adviser works with tenants for approximately six months, making housing costs a priority in their budgeting. Tenants in financial difficulty are encouraged to take advantage of this service.

eBenefits

In September 2008 we introduced eBenefits, an on-line claims system. This service prevents arrears by reducing the time it takes to process claims. To date the time taken to assess claims has reduced from 25 days to 6 days. The majority of our tenants (75%) now receive housing benefit and the Benefit Service is the largest single source of payments into our rent accounts.

Housing Pre-action Advice Scheme

Since January 2009 we have participated in the Housing Pre-action Advice Scheme (Rent Arrears) pilot set up by the Ministry of Justice. The project is managed in partnership with Brighton County Court and BHT (Brighton Housing Trust) and aims to avoid possession action and prevent evictions and homelessness. Tenants who are due to be summonsed are invited by Brighton County Court to attend an appointment with a BHT adviser to resolved any housing benefit issues and/or agree a repayment plan.

Financial Inclusion Health Check

In January 2009 we introduced financial inclusion health checks for all new tenants, covering:

- bank accounts
- benefits advice
- free debt and money advice
- free internet access
- affordable credit & savings
- low cost insurance
- low cost furniture
- energy efficiency
- financial capability

In addition, we are working with the Financial Inclusion Champions to influence the banks regarding the provision of free cash points in the most deprived areas. This work was initiated following feedback from Moulsecoomb and Bevendean residents.

What do we want to do next?

We want to facilitate a range of initiatives that will have an impact on poverty by providing access to a wide range of services.

Key Objectives

1. Develop a workforce committed to eliminating financial exclusion

To achieve this objective we will:

- Launch this strategy
- Train front line staff to recognise when a customer is at risk of financial exclusion so they are able to refer them for appropriate advice and support

2. Assist our residents to make informed and effective financial choices

To achieve this objective we will:

- Take a proactive approach to financial inclusion and actively promote independent advice services to all residents
- Improve the quality and range of information available to residents and make this available in a variety of ways, e.g. website, Homing In, posters etc

3. Ensure that financial inclusion initiatives are applied prior to and throughout the tenancy process

To achieve this objective we will:

- Ensure that prospective tenants are aware of the costs of maintaining a tenancy and are offered financial advice and assistance prior to bidding for a property
- Offer financial health checks to all new and existing tenants and signpost them to a range of service providers

4. Maximise housing and welfare benefit take-up

To achieve this objective we will:

- Continue to fast-track housing benefit claims for tenants by offering eBenefits appointments at a variety of locations, including tenants' homes
- Run a series of targeted benefit take-up campaigns

5. Promote and encourage the take up of basic bank accounts

To achieve this objective we will:

- Promote the benefits that a bank account can offer and provide information about the different bank accounts available
- Assist residents who may find it difficult to open a bank account

6. Promote the council's Home Contents Insurance Scheme

To achieve this objective we will:

- Make sure tenants are aware of the importance of having insurance cover
- Promote the council's low cost insurance scheme

7. Promote and support the work of the Brighton and East Sussex Credit Union

To achieve this objective we will:

- Promote the Credit Union as a source of affordable credit and an accessible place to save
- Help to increase the membership of the Credit Union by encouraging residents and council staff to join

8. Promote and support the work of the Illegal Money Lending Team

To achieve this objective we will:

- Train front line staff to recognise when residents may be using illegal money lenders
- Provide access to appropriate advice and affordable credit for residents with debt problems

9. Work in partnership with residents and other key organisations active in the field of financial inclusion

To achieve this objective we will:

- Involve residents and stakeholders in monitoring and reviewing our services to ensure continuous improvement
- Ensure that links with the Chartered Institute of Housing Financial Inclusion Advisor, the Department of Work & Pensions Financial Inclusion Champions and other partner organisations are maintained

and developed so we are able to utilise their expertise and specialist knowledge to achieve our goals

Equality and Diversity

We will use this strategy to promote social housing as a platform for reducing inequality and creating opportunity.

We are currently working to build up profiles about our service users so we can use this information to develop the services outlined in this strategy to meet the diverse needs of our communities.

We will try to ensure that our services meet the different needs of our residents by involving communities in identifying their needs and making sure they are met.

We want to make sure there is maximum take-up of the services aimed at reducing financial exclusion by all communities, particularly those groups facing disadvantage or discrimination.

Impact of this strategy

It is hoped that this strategy will have the following impact:

For our residents:

- easier access to bank accounts
- debt advice when they need it in the format that suits their needs
- improved knowledge/understanding of available financial products/services
- improved access to affordable credit and reduced reliance on doorstep lenders
- ability to maintain their tenancy by prioritising rent payments
- increased confidence to access/use financial products/services
- increased take up of home contents insurance

For the organisation:

- reduced rent arrears levels
- reduced income collection costs
- increased use of more efficient collection methods
- reduced number of court actions/evictions due to rent arrears
- reduced number of abandoned properties/failed tenancies
- reduced tenancy turnover/reduced void costs
- increased levels of customer satisfaction

Monitoring our progress

A project group has been established to oversee the implementation of this strategy and monitor our progress.

The project group will inform the future development of this strategy and will ensure that we continue to work together with our partners to eliminate financial exclusion.

Future Review

This strategy will be reviewed by the project group in December 2010 although amendments and revisions will be made in the interim as necessary.

DRAFT

HOUSING MANAGEMENT CONSULTATIVE COMMITTEE

Agenda Item 81

Brighton & Hove City Council

Subject: Tenant Services Authority arrangements for regulating the council's landlord services

Date of Meeting: 29 March 2010

Report of: Director of Housing, Culture & Enterprise

Contact Officer: Name: Carol Jenkins Tel: 29-3832
E-mail: Carol.jenkins@brighton-hove.gov.uk

Key Decision: No

Wards Affected: All

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 The Tenant Services Authority (TSA) will become the regulator of the council's landlord services from 1 April 2010 when, subject to the Secretary of State making a formal Direction, it becomes responsible for regulating all social housing landlords including local authorities. After formal consultation, the TSA published its regulatory framework and standards for landlords on 16 March 2010.
- 1.2 This report outlines the content of the regulatory framework for social housing in England from April 2010 for noting by the Committee.

2. RECOMMENDATIONS:

- 2.1 (1) That the Housing Management Consultative Committee note the contents of this report.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 The TSA was created under the 2008 Housing and Regeneration Act as an independent regulator of providers of social housing (known as 'registered providers'). Its objectives include ensuring:
- that actual or potential tenants of social housing have an appropriate degree of (a) choice, and (b) protection;
 - that tenants of social housing have the opportunity to be involved in its management; and
 - that registered providers of social housing perform their functions efficiently, effectively and economically.

The TSA aims to ensure tenants are able to be involved in decisions that affect them, their homes and neighbourhoods and to protect tenants if their landlord performs poorly. Its model for regulating landlords is one where tenants are at the heart of shaping, influencing and monitoring the services they receive. This 'co-regulation' model sees landlords self-regulating involving their tenants, with the TSA intervening on an exception basis where landlords fail to improve.

- 3.2 The TSA's powers cover tenants of low-cost rented accommodation and low-cost home ownership, though not leaseholders. This reflects government's view that leaseholders have a degree of choice to move out of social housing (unlike most tenants) and are protected by other regulations and legislation. However, the TSA considers the improvements its regulation will have for tenants are likely to have positive 'spill over' effects for leaseholders and it also encourages providers to include leaseholders and other residents in their involvement strategies.
- 3.3 The TSA took over the regulation of housing associations in December 2008. From 1 April 2010, government intends the TSA to become responsible for supervising all social housing landlords, including councils which own housing stock. It proposes to issue a statutory instrument putting the relevant powers in place and to make a Direction to include local authorities under the TSA's regulatory powers, in line with the recommendations of the independent Cave review of social housing regulation in 2007. The aim is to ensure tenants receive an equally good service, no matter who their landlord happens to be.
- 3.4 At the centre of how the TSA will regulate social housing landlords are six TSA standards which providers must meet. These describe the outcomes landlords must deliver and the TSA's specific expectations about how providers will achieve those outcomes. They are not intended, however, to prescribe detailed processes landlords should follow. The TSA considers the primary focus for discussions on service delivery and improvement should be between landlords and their tenants rather than between the regulator and the provider. So providers must involve their tenants in deciding how to meet the outcomes for each standard and offer tenants the opportunity to agree 'local offers' on service delivery that reflect local priorities. A summary of the TSA's standards and required outcomes for them is at Appendix 1.
- 3.5 The standards on governance and financial viability will not apply to local authorities as the Audit Commission already has responsibility for overseeing these aspects of councils' performance and different legislation and regulations apply. The TSA has committed to working with the Audit Commission in regulating council landlords and supporting the Local Performance Framework. It intends to minimise the additional burden on council landlords by making best use of information landlords already have available.
- 3.6 The TSA states that responsibility for meeting the standards lies with the boards and councillors that govern landlords' service delivery. As part of the co-regulation approach, it expects honest and robust self-assessment that is evidence based, using external validation, independent audit and peer review where appropriate. Tenant scrutiny is also a key part of the co-regulation model and landlords must support tenants to build their capacity to make co-regulation effective.

3.7 Providers will be required by 1 October each year to publish a report for their tenants (and shared with the TSA) on how they are meeting the TSA standards, including their local offers. These annual reports should:

- assess how they are currently meeting the standards, including how they measure our compliance
- note any gaps and improvement plans
- include their offer to tenants against the standards over the next year, including local service offers
- refer to how the provider has gained assurance on the outcomes reported, including how tenants have been involved in scrutinising performance and, where appropriate, use of external validation, peer review and benchmarking
- detail how tenants have been involved in producing and scrutinising the report.

The first report should include plans for developing locally tailored offers or provide a progress update for their tenants. The TSA will make annual reports publicly available to improve transparency and promote continuous improvement.

3.8 All providers must meet the TSA's standards and the service delivery standards require landlords to deliver the commitments they make in their annual report. Where providers do not meet the standards or deliver the performance outcomes promised to tenants the TSA expects there initially to be a dialogue to support the landlord's self-improvement. If that is insufficient, the TSA will have a range of intervention and enforcement powers to investigate further and ensure that services to tenants are improved to meet the standards. For councils, those powers would include collecting information; arranging an Audit Commission inspection or survey; directing an inquiry or extraordinary audit; appointing advisors; enforcement notices; directing a tender or transfer of management; directing the Homes and Communities Agency not to invest; placing restrictions on disposals or transfers of property; appointing advisers to a local authority and censuring a local authority officer or agent during or following an inquiry. The TSA undertakes to take a proportionate and generally graduated approach in exercising its powers, seeking first to agree the way forward with the landlord and consider any remedial strategies or voluntary undertakings the provider proposes.

3.9 Housing Management officers have already analysed the division's current performance against the draft standards proposed in the consultation document, including any actions in business plans. A thorough analysis will now be undertaken against the final TSA standards. The quality of accommodation section of the Home standard states registered providers shall ensure that tenants' homes meet the Decent Homes Standard by 31 December 2010 and continue to maintain their homes to at least this standard after this date. The recently agreed 3 year capital programme for the council's stock will achieve decency by the end of 2013. However, the TSA may agree an extension to the December 2010 date where this is reasonable and will make a judgement about the extent to which availability of public funds, for council providers in particular, is the primary or exclusive grounds for the inability to comply with the standard. As well as producing the required reports and plans, the council will ensure that the resident involvement strategy which is currently in course of development with the Tenant Compact Monitoring Group meets all the TSA's requirements.

4. CONSULTATION

- 4.1 The TSA's formal consultation on its proposed regulatory framework was reported to the Committee in December 2009.
- 4.2 A copy of the summary formal consultation document was sent to all council tenant and resident associations for information and comment. All council tenants and leaseholders were informed of the development of the TSA's proposals through *Homing In* newsletters, including contact details for the TSA for more information and to have their say.
- 4.3 Staff from both Housing Management and Housing Strategy divisions were informed of the proposals through internal briefings and invited to comment on them.
- 4.4 All council members were informed of the consultation and invited to comment.
- 4.5 The council sought the views of housing association representatives on the consultation documents at the Social Landlords Forum meeting in January 2010.
- 4.6 The comments of the Committee were collated with those received from all stakeholders and summarised in a response to the consultation circulated at the meeting of the Housing Management Consultative Committee in February.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 Any financial implications arising from the new regulatory framework will be included in the monthly targeted budget monitoring forecast for 2010/11 and considered in future HRA budget setting.'

Finance Officer Consulted: Monica Brooks

Date: 17/03/10

Legal Implications:

- 5.2 Sections 192 to 269 of the Housing and Regeneration Act 2008 confer upon the Tenant Services Authority extensive regulatory and enforcement powers in relation to social housing. The report briefly mentions some of them. The new standards referred to in the report have been set under Sections 193 and 194, which empower the Authority to set standards for registered providers as to the nature, extent and quality of accommodation, facilities or services provided in connection with social housing and management of financial affairs. In exercising this power the Authority was required to have regard to the desirability of registered providers being free to choose how to provide services and conduct business. No individuals human rights are adversely affected by the report's recommendation

Lawyer Consulted:

Liz Woodley

Date: 17/3/10

Equalities Implications:

- 5.3 The TSA's Tenant Involvement and Empowerment standard will require registered providers to understand and respond to the diverse needs of tenants in meeting all of the standards. This states registered providers shall treat all tenants with fairness and respect and demonstrate that they understand the different needs of their tenants, including in relation to the seven equality strands and tenants with additional support needs.

Sustainability Implications:

- 5.4 The proposed TSA standards promote the use of engagement and partnership with tenants to support sustainable communities. The Neighbourhood and Community standard includes a requirement for registered providers to co-operate with relevant partners to help promote social, environmental and economic well being in the areas where they own properties.

Crime & Disorder Implications:

- 5.5 The Neighbourhood and Community standard will require registered providers to work in partnership with other public agencies to prevent and tackle anti-social behaviour in the neighbourhoods where they own homes.

Risk and Opportunity Management Implications:

- 5.6 Risks of not meeting the TSA's standards are set out in paragraph 3.8 of this report.

Corporate / Citywide Implications:

- 5.7 In regulating the councils' landlord function the TSA has committed to work closely with the Audit Commission to avoid any overlap or duplication, for example in the Commission's role in Comprehensive Area Assessments (CAA). It states it will also help support the Audit Commission in its CAA role, for example by providing information it has on how providers generally in an area contribute to local outcomes. The TSA states its standards are designed to support the principles of the Local Performance Framework and the independent role of the Audit Commission in respect of local authorities' governance, financial management and approach to value for money.
- 5.8 Although the TSA does not have specific powers to set standards for governance and viability for local authority providers, if through its work it had reason to be concerned there may be an issue with a council landlord's governance and/or financial management it would refer the matter to the Audit Commission.

SUPPORTING DOCUMENTATION

Appendices:

1. Tenant Services Authority standards and required outcomes

Documents In Members' Rooms

None

Background Documents

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

http://www.tenantservicesauthority.org/upload/pdf/Regulatory_framework_for_social_housing_in_England_from_2010.pdf

Tenant Services Authority arrangements for regulating the council's landlord services

Appendix 1: TSA standards and required outcomes

Tenant involvement and empowerment standard

1 Customer service, choice and complaints

Registered providers shall:

- provide choices, information and communication that is appropriate to the diverse needs of their tenants in the delivery of all standards
- have an approach to complaints that is clear, simple and accessible that ensures that complaints are resolved promptly, politely and fairly

2 Involvement and empowerment

Registered providers shall support co-regulation with their tenants by:

- offering all tenants a wide range of opportunities to be involved in the management of their housing, including the ability to influence strategic priorities, the formulation of housing-related policies and the delivery of housing-related services
- consulting with their tenants and acting reasonably in providing them with opportunities to agree local offers for service delivery
- providing tenants with a range of opportunities to influence how providers meet all the TSA's standards, and to scrutinise their performance against all standards and in the development of the annual report
- providing support to tenants to build their capacity to be more effectively involved

3 Understanding and responding to the diverse needs of tenants

Registered providers shall:

- treat all tenants with fairness and respect
- demonstrate that they understand the different needs of their tenants, including in relation to the seven equality strands and tenants with additional support needs

Registered providers shall set out in an annual report for tenants how they are meeting these obligations and how they intend to meet them in the future. The provider shall then meet the commitments it has made to its tenants.

Registered providers shall take the obligations of the Tenant Involvement and Empowerment Standard into account in setting out how they are meeting and intend to meet all the other TSA standards.

Home standard

1 Quality of accommodation

Registered providers shall:

- ensure that tenants' homes meet the standard set out in section 5 of the Government's Decent Homes Guidance by 31 December 2010 and continue to maintain their homes to at least this standard after this date
- meet the standards of design and quality that applied when the home was built, and were required as a condition of publicly funded financial assistance, if these standards are higher than the Decent Homes Standard
- in agreeing a local offer, ensure that it is set at a level not less than these standards and have regard to section 6 of the Government's Decent Homes Guidance

2 Repairs and maintenance

Registered providers shall:

- provide a cost-effective repairs and maintenance service to homes and communal areas that responds to the needs of, and offers choices to, tenants, and has the objective of completing repairs and improvements 'right first time'
- meet all applicable statutory requirements that provide for the health and safety of the occupants in their homes

Registered providers shall set out in an annual report for tenants how they are meeting these obligations and how they intend to meet them in the future. The provider shall then meet the commitments it has made to its tenants.

Tenancy standard

1 Allocations

Registered providers shall let their homes in a fair, transparent and efficient way. They shall take into account the housing needs and aspirations of tenants and potential tenants. They shall demonstrate how they:

- make the best use of available housing
- are compatible with the purpose of the housing

- contribute to local authorities' strategic housing function and sustainable communities

There should be clear application, decision-making and appeals processes.

2 Rents

The rent standard is based on the government's direction to the TSA which only applies to providers that are not councils. The government has indicated that it intends to direct the TSA in relation to a rent standard that applies to local authority providers at a later date.

3 Tenure

Registered providers shall offer and issue the most secure form of tenure compatible with the purpose of the housing and the sustainability of the community. They shall meet all applicable statutory and legal requirements in relation to the form and use of tenancy agreements

Registered providers shall set out in an annual report for tenants how they are meeting these obligations and how they intend to meet them in the future. The provider shall then meet the commitments it has made to its tenants.

Neighbourhood and community standard

1 Neighbourhood management

Registered providers shall keep the neighbourhood and communal areas associated with the homes that they own clean and safe. They shall work in partnership with their tenants and other providers and public bodies where it is effective to do so.

2 Local area co-operation

Registered providers shall co-operate with relevant partners to help promote social, environmental and economic wellbeing in the areas where they own properties.

3 Anti-social behaviour

Registered providers shall work in partnership with other public agencies to prevent and tackle anti-social behaviour in the neighbourhoods where they own homes.

Registered providers shall set out in an annual report for tenants how they are meeting these obligations and how they intend to meet them in the future. The provider shall then meet the commitments it has made to its tenants.

Value for money standard

1 Value for money

In meeting all TSA standards, including their local offers, registered providers shall have a comprehensive approach to managing their resources to provide cost-effective, efficient, quality services and homes to meet tenants' and potential tenants' needs.

Registered providers shall set out in an annual report for tenants how they are meeting these obligations and how they intend to meet them in the future. The provider shall then meet the commitments it has made to its tenants.

Governance and financial viability standard

This standard requiring registered providers to have effective governance arrangements and to manage their resources effectively to ensure their viability is maintained does not apply to local authority landlords as there are different arrangements for regulation of these areas.

Housing Management Consultative Committee

Agenda Item 82

Brighton & Hove City Council

Subject: Review of Choice Based Lettings
Date of Meeting: 29th March 2010
Report of: Director of Housing, Culture & Enterprise
Contact Officer: Name: **Sylvia Peckham** Tel: **29-3318**
E-mail: Sylvia.peckham@brighton-hove.gov.uk
Wards Affected: All

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 The purpose of this report is to set out the scope of the Review of Choice Based Lettings.
- 1.2 A major review of the current Housing Register Allocations Policy was undertaken and approved by cabinet on 20th January 2009. However, Tenants have expressed dissatisfaction at the Choice Based Letting system by which properties are allocated. It is agreed that the area of Choice Based Lettings and systems for allocating accommodation therefore be subject to a fundamental review.
- 1.3 Following consultation, a final report will be prepared for HMCC and Housing Cabinet setting out recommendations.

2. RECOMMENDATIONS:

- 2.1 That the Housing Management Consultative Committee (HMCC) notes the scope of the review and the timetable to achieve this.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 At the Housing Management Consultative Committee on 8th February 2010 the Chairman announced the creation of a tenant led focus group to Review Choice Based Lettings.
- 3.2 This report sets out the scope of the review. At the first meeting of the focus group timescales for reporting and finalising the review will be agreed.
- 3.3 The review will be led by a focus group which will comprise tenant representatives from BHCC. Two tenant representatives have been elected from

each of the four Area panels and a representative will also be elected from the High Rise Action Group and the Sheltered Housing Action Group.

- 3.4 The focus group will work with the Head of Temporary Accommodation & Allocations to determine priority outcomes to be delivered by the Allocation policy for the city having regard to the priority and preferences set out in Housing Act 1996 Part 6 and having regard to the relevant Code of Guidance.
- 3.5 The group will also explore the platform for delivering the allocation of accommodation, which is currently Choice Based Lettings.
- 3.6 The group will formulate recommendations which will be subject to wider Consultation with the City and subject to Equality Impact Assessment.

4. CONSULTATION

- 4.1 Not applicable at this time

5. FINANCIAL & OTHER IMPLICATIONS:

5.1 Financial Implications:

The review of Choice Based Lettings will be carried out from within existing resources and therefore there are no financial implications at this stage.

Finance Officer Consulted: Sue Chapman Date: 16.03.10

5.2 Legal Implications:

By virtue of section 167 of the Housing Act 1996 the Council is required to have an allocation scheme for determining priorities and as to the procedure to be followed in allocating housing accommodation. The scheme must include a statement as to the Council's policy on offering people who are to be allocated accommodation a choice of accommodation, or the opportunity to express preferences about the accommodation to be allocated to them. Choice Based Lettings is the Council's allocation scheme for the purposes of section 167. In exercising its functions in relation to the allocation of housing accommodation, the Council is required to have regard to the guidance issued by the Secretary of State. Guidance issued in August 2008 includes the following statement, " In the Secretary of State's view, all housing authorities should adopt an allocation scheme which offers a choice of accommodation and she has set a target for all housing authorities to have done so by 2010. " There is nothing to prevent the Council from reviewing its allocation scheme, but any proposals arising from the review must have proper regard to the legislative framework. It is not considered that any individual's Human Rights will be adversely affected by the proposal to review Choice Based Lettings.

Lawyer Consulted: Liz Woodley

Date: 11.03.10

5.3 Equalities Implications:

Any policy or strategy development arising from the work reported above will be subject to a full Equalities Impact Assessment.

5.4 Sustainability Implications:

There are no sustainability implications arising directly from this report. Housing is one of the 12 key objectives in the Council's Sustainability Strategy which aims 'to ensure that everyone has access to decent affordable housing that meets their needs'.

5.5 Crime & Disorder Implications:

There are no direct implications arising from this report.

5.6 Risk and Opportunity Management Implications:

Any policy or strategy development work arising from the work of the Focus Group will be undertaken with due regard to appropriate risk assessment requirements.

5.7 Corporate / Citywide Implications:

The work of this Focus Group reflects the priorities and aims of the 2020 Community Strategy and Council's strategic goals of improving housing in the City and ensuring that residents have a healthy living environment.

SUPPORTING DOCUMENTATION

Background Documents

None

Subject:	Social Inclusion Pilot – Interim Report		
Date of Meeting:	29.3.10		
Report of:	Director of Housing, Culture & Enterprise		
Contact Officer:	Name:	Emma Gilbert	Tel: 291704
	E-mail:	emma.gilbert@brighton-hove.gov.uk	
Key Decision:	No		
Wards Affected:	All		

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 The draft Social Exclusion Strategy – “*Turning the Tide*” outlines the aims and objectives to address anti-social behaviour, intergenerational social exclusion and quality of life experience for residents in social housing living in areas of multiple deprivation in Brighton and Hove. To do this the strategy adopts a robust parallel approach of support and enforcement in order to “turn the tide” by addressing behaviours that impact negatively on individuals, families and the community. (see **Appendix 1** for more detailed brief)
- 1.2 The Strategy is a work in progress, currently at the second draft stage. Comments/feedback from key stakeholders, partners and council tenants will be sought before presenting a final draft to Cabinet for approval/agreement later this financial year.
- 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, Homelessness and Single Homeless 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.

2. RECOMMENDATIONS:

- 2.1 To note the progress/achievements in Quarter One of the Social Inclusion Pilot

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 the 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 of communities, substance misuse, parenting skills and familial relationships, strategy needs to take a long term view.

3.1.2 The Pilot proposes 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.

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.

3.3 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 living in Moulsecoomb, Bevendean, Coldean, Bates Estate and Saunders Park. Following the evaluation of the pilot the longer term aim will be to adopt this model on a city-wide basis.

3.3.2 The pilot commenced in late October 2009 and is due to last for a period of 9 months - completing in July 2010. Performance will be measured in order to demonstrate the effectiveness and impact of the interventions with a full evaluation being completed by September 2010.

3.4 Governance

3.4.1 The joint ownership of this strategy across Housing Management and Housing Strategy demonstrates the commitment to build upon the 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 is led by the Turning the Tide Management Group, with management of the Pilot being led by Housing Strategy. The operational services are jointly delivered through Housing Needs and Social Inclusion and Housing Management. The Pilot Structure and related services can be seen in **Diagram B (Appendix One)**.

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. **Diagram A (Appendix One)** outlines the Support offer.

- 3.5.2 The initial or universal level of support is offered 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. Given the resource issues relating to Housing Officers and the large caseloads they carry, it is not practicable for them to carry out in-depth “support” or to change their remit in terms of tenancy management. Housing Officers, Housing Management Advisers and Community Wardens will provide the initial alert/referral for a higher level of support through an enhanced tenancy check process and risk factor indicator list.

- 3.5.3 The Enhanced and Intensive levels of support and enforcement will be delivered 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 is wider than the pilot area - all of the authority’s tenants will benefit from the re-focused approach to addressing anti social behaviour and tenancy sustainment. This measure will provide a consistent citywide approach in all housing offices, 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.

This team is managed by Housing Needs and Social Inclusion in their role as the housing support arm of the directorate.

3.6 Pilot Outcomes

- 3.6.1 During the Pilot period the key focus of delivery will be to 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
- Set up a multi-agency approach to ensure 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 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 both individuals and the community, and to measure the effectiveness of interventions
- To provide a range of community interventions and to maximise opportunities in order to improve aspirations and ensure that tenants meet their responsibilities and improve the life chances for themselves, their families and the community.

The interventions include 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

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

3.7 Progress/Achievements in Quarter One of the Pilot

3.7.1 The primary focus of the pilot initially has been to identify and implement systemic change in the way Housing delivers its landlord functions. This has included:

- Re-clarification of the roles, remit, referral procedures and team thresholds of housing management staff to ensure consistent delivery of the Universal Support Offer for council tenants
- Re-focus for specialist teams and introduction of key performance indicators and case management procedures
- Ensuring a consistent and robust approach as a landlord to tackling anti-social behaviour citywide

- Benchmarking and increased reporting against key performance indicators citywide
- Upskilling housing management staff to be able to provide signposting and advice to tenants across a broader range of issues
- Piloting the “surgery approach” to dealing with tenant enquiries at housing offices to re-dress the current 80/20 split of housing officer time between office based/community based. Housing Management Advisors are now dealing with 95% of enquiries themselves with the remainder being passed onto Housing Officers to resolve. This has improved the level of “First time right” responses for customers and freed up Housing officer time to carry out tenancy checks, estate inspections and other key landlord functions
- Enhancing the tenancy check process and introducing a Risk Factor Indicator list to act as an alert or trigger to a support need/intervention or tenancy management issue
- Working with other services and teams such as Homemove, the Lettings Team and Supported Housing providers to implement the Risk Factor Indicator List with new tenants to trigger an early intervention by Housing Management Staff to prevent tenancy failure or negative behaviours impacting on other tenants/residents
- Introduction of a small prevention fund to enable housing staff to provide one-off interventions/solutions to council tenants to benefit tenancy sustainment and alleviate issues that impact on the community eg rubbish removal etc
- Improving access to other services/agencies, identifying and seeking solutions to overcome blockages and barriers
- Working to increase the uptake of the Overcrowding and Under-Occupancy initiatives with tenants
- Publicising the aims and objectives of the Pilot with tenants, partners/agencies/services and forums to identify shared aims and objectives and improve joint-working – including co-location of services
- Consultation with tenants about improving feedback and performance on Housing and Estate Services - Setting up a new Housing and Estates Forum in the pilot area to monitor and feedback on performance of estate inspections, estate services and cleaning, grounds maintenance, repairs and planned maintenance, Estates Development Budget, and providing links to other council services eg Highways, Cityclean, Cityparks and Environmental Health.
- Developing the “Rate your Estate” initiative and training up a cohort of Resident Assessors to participate in a rolling programme of Estate Inspections (April onwards)
- Building the capacity of local TA/RA groups to work strategically and maximise opportunities for their local areas through funding applications, joint bids, co-ordinating a programme of clean-up days; helping to increase participation, co-ordinating the work of the Community Payback Team into the Pilot area to carry out works identified by the tenants;
- Working with Brighton University to co-ordinate student volunteering in the area, raising awareness of services/agencies 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; social enterprise developments for recycling of white goods and furniture,

catering and buildings management; the Community Challenge funding, and training up a cohort of Resident Inspectors for the repairs service; and Resident Energy Advisors;

- Ensuring links to Housing Management key priorities such as the Tenants Services Authority Framework, the Customer Access Review; achieving “Excellent” rating as an authority for our housing services

3.7.2 Focus for Quarter Two

The priorities for the next quarter are:

- Continue to concentrate on the delivery of Housing Management Services, with successful initiatives being rolled out to other housing offices from April 2010
- Amend Housing Management Policies and Procedures to reflect changes
- Improving resident participation and involvement
- Implementing the “Rate Your Estate” initiative and the Housing and Estates Forum; improving reporting information around estate inspections (“Traffic light system”) repairs/maintenance to include profiling; use of EDB; use of website to publish results etc
- Rolling programme of Resident Assessor Training and increased resident participation in estate inspections including a “youth” group
- Develop/deliver the Resident Repairs Inspector role with Mears and the Resident Energy Adviser Role with City College/Mears
- Embedding processes to achieve accreditation for Housemark, Kitemark and ensure compliance with quality assurance frameworks such as the Tenant Services Authority Framework
- Developing/improving customer information and feedback mechanisms
- Ongoing benchmarking of levels of social exclusion and deprivation
- Ongoing staff training and development to ensure staff have the capability to deliver a broader service to tenants
- Continue to improve access to services and overcome blockages/barriers through joint working, effective partnership working and communication
- Improving communication, marketing and publicity
- Delivering the targeted community interventions outlined previously in 3.6.1, and measuring performance and impact of the additional services eg: work and learning outreach; health and early years’ outreach; Positive role model co-ordinator; victim/witness support; overcrowding/under-occupancy support; FIP worker
- Identifying other community interventions that will impact positively on the community, households and individuals and improve life chances
- Continuing involvement in financial inclusion work such as loan sharking; financial inclusion champions, financial health checks, access to debt advice
- Social Enterprise development with Mears
- Community Challenge Fund/CSR agenda - Mears
- Maximising Education, training and employment opportunities
- Targeted ASB perception work with the community including joint training and awareness raising work with the Community Safety Team
- Developing green initiatives in the pilot areas eg “adopt a garden” scheme

4. CONSULTATION

- 4.1 Using the Community Engagement Framework, there will be a detailed consultation process with key stakeholders, partners and council tenants through a range of activities to include focus groups, workshop sessions, consultation events at tenant and resident fora, steering groups, working groups, communities of interest, and other relevant forums including the BHCC website.
- 4.2 Feedback from the consultation process will help to form the final draft of the Strategy.

5. FINANCIAL & OTHER IMPLICATIONS:

5.1 Financial Implications:

- 5.1.1 The Housing Revenue Account Budget for Turning the Tide for 2010/11 is £487,000 which includes the existing budget for the Anti Social Behaviour Housing Officers and Tenancy Support Team who work with tenants on a citywide basis - not just the pilot area. The additional resources include matchfunding for a dedicated Family Intervention Project Worker to work with council tenants citywide; 2.5FTE additional posts within the Social Inclusion Team, and the Turning the Tide Project Manager and Project Worker; a small prevention fund and the housing management related community interventions eg the Housing and Estates Forum; Rate your Estate; Resident Assessor Training etc.
- 5.1.2 To widen out the focus and include non-council social tenants in the initiative would require additional resources and funding from RSL partners.
- 5.1.3 The targeted Work and Learning outreach is being funded out of £30,000 LABGI funding

Finance Officer Consulted: Sue Chapman

Date: 17.03.10

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 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 response 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:

Simon Court

Date: 17.03.10

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.

An Equalities Impact Assessment will be carried out as part of the Pilot evaluation and also on the draft Strategy prior to submission to Cabinet.

Sustainability Implications:

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

Crime & Disorder Implications:

- 5.5 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 targets in this area.

Risk and Opportunity Management Implications:

- 5.6 There are no significant risks attached to the proposals in this report

Corporate / Citywide Implications:

- 5.7 The draft Social Exclusion Strategy links into and reflects the key priorities within the 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 to ensure we are effectively meeting the needs of the city.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 None considered

7. REASONS FOR REPORT RECOMMENDATIONS

7.1 To provide an Interim update on the progress of Turning the Tide

SUPPORTING DOCUMENTATION

Appendices:

1. Brief on Turning the Tide – draft Social Exclusion Strategy
2. Pilot Structure and services
3. Support Offer for Tenants

Documents In Members' Rooms

1. None.

Background Documents

1. Reducing Inequalities Review in Brighton and Hove (OCSI and Educe 2007)
2. Reaching Out – An Action Plan on Social Exclusion (SETF 2006)
3. Reaching Out – Think Family (SETF 2007)
4. PSA 16 – Socially Excluded Adults – (SETF 2008)
5. New Opportunities – Fair Chances for the Future – (White Paper 2009)
6. Getting on Getting Ahead – (Cabinet Office – Dec 2008)
7. Breakthrough Britain – (Social Justice Policy Group 2007)
8. Hills Review Ends and Means – the future of social housing (2007)
9. Cave report – Every Tenant Matters (2007)
10. Homes for the Future – Green Paper (2007)
11. Housing and Regeneration Act (2008)
12. Housing Reform Green Paper (2009)
13. Welfare reform Bill (2009)
14. Leitch Review – (2007)
15. Work Skills DWP/DIUS (2008)
16. Gregg Review – DWP (2009)

Turning the Tide

Tackling Social Exclusion and anti-social behaviour in Brighton and Hove

Turning the Tide – Draft Social Exclusion Strategy

Background

The draft strategy outlines the Authority's aims and objectives to address anti-social behaviour, intergenerational social exclusion and quality of life experience for council residents living in areas of multiple deprivation in Brighton and Hove, using a balance of support and enforcement to address behaviours that impact negatively on individuals, families and the community.

It has been developed in response to the findings of the **Reducing Inequalities Review 2007** carried out in Brighton and Hove, as well as meeting national and local priorities, and forms part of the work stream to address **diversity, equality and sustainability** outlined in the **Housing Improvement Programme 2009-2012**.

The Reducing Inequalities Review found that:

- *'Inequality in Brighton & Hove is about **both deprived places and deprived people***
- *There is a significant group across the city with **multiple needs** – concentrated in the **most deprived areas***
- *Census data identifies a significant group of 1,500 households where people are experiencing **multiple disadvantage** across the city, with more than 25% in the most deprived 10% of neighbourhoods*
- *There is a significant number of people with multiple needs living in **social housing** (with over **two-thirds** of households experiencing at least two out of the following dimensions of inequality: income, benefits dependency, health, crime and environment).'*

We know that the levels and concentration of social exclusion, multiple deprivation and attendant anti-social behaviour within Brighton and Hove are higher within areas of social housing. It is in these areas of **multiple deprivation** and **social housing** that we will

concentrate our strategy and resources, working with residents who are living in the authority's housing stock.

The strategy is a work in progress, currently at the second draft stage. Comments/feedback from key stakeholders, partners and council tenants will be sought before presenting a final draft to cabinet for approval/agreement later in the year.

Outcomes

Whilst the focus of this strategy is geographic in terms of concentrating on areas of council housing stock, in targeting the resources identified by our objectives and priorities and using a dual approach to tackling anti-social behaviour – **support with enforcement** – this strategy will benefit the wider community of Brighton & Hove and reduce long-term costs associated with housing management and anti-social behaviour.

Over the lifetime of this Strategy we would expect to see a range of positive outcomes including:

- Reductions in harmful, criminal or anti-social behaviour
- Prevention of homelessness through tenancy sustainment
- Improving access to support services
- Improvement in levels of engagement at individual, family and community level
- Improvement in family relationships
- Improved parenting skills
- Increased take up in early years provision, parenting skills, parenting groups, childcare
- Improved health and well-being of children and parents, and individuals
- Preventing children or Young People becoming 'looked after' or excluded from education
- Improved contraception and sexual health
- Reduction in teenage pregnancy
- Addressing issues of substance and alcohol misuse
- Raising aspirations and confidence/self-esteem
- Improved social networks for individuals, families and children
- Engagement in learning, skills and employment
- Increased numbers into employment
- Reduction in out of work benefit claimants
- Reduction in Child Poverty
- Development of social enterprise
- Improvements to home environments and communities
- Increased community engagement

Other indicators of success will include:

- Co-ordination of services
- Improved links between services across sectors
- Wide-ranging systemic changes
- Quantifiable savings to specific budget areas as a result of interventions
- Value for money
- Workforce Development
- Positive impact on the community
- Increased service user involvement and participation

The work outlined within this draft strategy is not designed to be a short-term measure. We recognise that when trying to address issues that include entrenched poverty, intergenerational worklessness, the mental and physical health of communities, substance misuse, anti-social behaviour, parenting skills and familial relationships, strategy needs to take a long term view.

The challenge is to bring examples of good practice, multi-agency working, and community involvement together to create opportunities for the development of new enterprises and partnerships and deliver on shared aims and objectives. This strategy facilitates this and focuses on:

- **Addressing inequalities** - Dealing with the complex issues of entrenched and intergenerational poverty and inequality, working to resolve issues which impact upon whole-neighbourhood experiences and to propagate good practice.
- **Robust management of anti-social behaviour** - within council housing stock and the city's most deprived geographic areas
- **Early intervention** – both in terms of 'intervention' of behaviour that is problematic to communities as soon as it is recognised as an issue; and in terms of helping residents and communities to support and care for themselves, their families and vulnerable people.
- **Creating opportunities for Change** - Provision of opportunities to access holistic behaviour change programmes which support the whole family, sustain tenancies, improve communities and therefore create efficiencies in housing and neighbourhood management.
- **Joint working** - with local communities, individuals, third sector providers and other partner agencies and to both simplify and increase accessibility to services, particularly for those in multiple need.
- **Increasing aspirations** – in relation to what people and communities expect to experience when living within the city's 'most deprived communities', education and skills, worklessness, health, substance misuse, management of anti-social behaviour, creating opportunities for Social Enterprise, and their own role in effecting change.

Drivers

The draft Social Exclusion Strategy reflects a number of national policy drivers focusing on social exclusion, housing, anti-social behaviour, worklessness and welfare reform.

The key national policy drivers include

- *Reaching Out – An Action Plan on Social Exclusion* – Social Exclusion Task Force 2006
- *Breakthrough Britain – Ending the costs of Social Breakdown* – the Social Justice Policy Group 2007;
- the new *Welfare Reform Bill*;
- the *Hills Review, Ends and Means: The future roles of social housing in England 2007*,
- the *Respect Agenda*.

It is important that the draft Social Exclusion Strategy links into and reflects the key priorities within the *2020 Sustainable Community Strategy*, the *Local Area Agreement*, the *Council's Corporate Plan*, the *City Employment and Skills Plan* and our strategic housing priorities to ensure we are effectively meeting the needs of the city.

The Strategy reflects:

6 of the 8 key priority areas in the *2020 Sustainable Community Strategy*:

- Promoting enterprise and learning
- Reducing crime and improving safety
- Improving health and wellbeing
- Strengthening communities and involving people
- Improving housing and affordability
- Providing quality services

The five key strands of the *Local Area Agreement 2008-2011*:

- Provide personalised services and solutions for all who need them
- Empower people and communities, whether they identify themselves through shared interests or a shared sense of place
- Build a strong, sustainable economy
- Reduce people's vulnerability through prevention and early intervention

- Provide seamless services.

The priorities in *Brighton & Hove City Council's Corporate Plan 2008-2011*:

- protect the environment while growing the economy
- make better use of public money
- reduce inequality by increasing opportunity
- fair enforcement of the law
- open and effective city leadership

In addition, the draft strategy adopts the six underlying principles of the Housing Strategy 2008-2013:

- **A healthy city.** Making sure our services improve the quality of residents' lives
- **Reducing inequality.** Making sure our services are welcoming and responsive to the needs of our communities
- **Improving neighbourhoods.** Making sure our services contribute to creating safe sustainable communities
- **Accountability to local people.** Making sure local people are involved in decisions about the services that affect them
- **Value for money.** Making sure our services are efficient and provide maximum impact
- **Partnership working.** Making sure we work with all those who can help improve the quality of life in the city

The outcomes to tackle employment and skills will feed into the *City Employment and Skills Plan* objectives to increase the number of people with labour market disadvantage accessing and remaining in employment, and the *LAA* targets for reducing number of people on working age benefits (NI 152), increasing the number of adults with a level 2 qualification (NI163).

Methods

Our Vision:

“To ensure our tenants improve their life chances in order to achieve better outcomes for themselves, their families and the community; to overcome barriers to social inclusion; and to address attendant anti-social behaviour in a consistent and sustainable way, using a balance of support and enforcement”

Our Strategic Objectives

We have identified the following 6 core objectives to enable us to meet our strategic aims:

- Objective One:** Develop a robust cross-sector partnership approach to reduce Social Exclusion and Anti-Social Behaviour
- Objective Two:** Increase opportunities and engagement in learning, skills and employment
- Objective Three:** Increase life chances for families by improving uptake of early years provision
- Objective Four:** Create sustainable and efficient solutions to prevent the breakdown of tenancies and its impact on communities
- Objective Five:** Improve the health and well-being of communities
- Objective Six:** Increase community involvement, aspirations and social enterprise opportunities

Meeting the needs of our Tenants

The **Housing Strategy 2008-2013** identifies the overarching headline housing issues that the council and its partners are working to address. To consider specific priority areas for council tenants, the **Housing Management Service Improvement Plan 2009-2012** has been produced to look at how we will meet our responsibilities as a landlord over the next three years, our longer-term business planning, and to achieve excellence in our delivery of Housing Management Services.

The Plan outlines our clear commitment to providing quality homes, our hope that each tenant will have a home that's right for them in a neighbourhood that is safe and well maintained, and that our services are responsive, excellent and good value.

Our additional aspiration as a social landlord is that our homes, our services and the security of a council tenancy gives our tenants the means to improve their life chances and those of their families, enabling them to achieve their full potential and providing real opportunities for change.

From the review data we estimate that in the top 20% most deprived neighbourhoods we could be working with approximately 1500 households experiencing multiple deprivation and disadvantage.

We know that in order to address multiple or complex needs we need to design services to be accessible and responsive to those in multiple need. We need to ensure simplicity of access; personalised support; and for services to be available at the earliest opportunity when we have any indication that individuals, households or communities are experiencing or be at risk of deprivation or anti-social behaviour.

Concentrating on those most at risk of experiencing multiple factors of deprivation and anti-social behaviour is our first priority. But we also want to ensure that we support all our tenants to meet their potential, in order to improve the life chances of the individual, their families and the community.

Proposed service offer

We want to provide a **universal offer of support** to all our council tenants to ensure that they can fully meet their aspirations and potential, with a particular emphasis on gaining skills and employment in order to provide a platform for social mobility.

We also want to provide a **differentiated offer** to meet the varying levels of need amongst our tenants ranging from a single intervention to longer term packages of support – **Diagram A** outlines the Support Offer.

We are proposing to introduce a new way of working with our tenants through the provision of **Social Inclusion Teams**, and through the creation of a **multi-agency case work forum**

to ensure services work together to address the wide ranging and complex needs of individuals, families and the community. We propose to carry out a range of community interventions and build capacity within existing services to deliver the priority actions identified in the strategy.

Diagram B outlines the partners, the proposed Social Inclusion Teams and the additional services/capacity identified to meet the aims and objectives of the strategy.

Considerable work has been undertaken over the last 10 years to address anti-social behaviour through interdisciplinary teams and initiatives. We aim to build on examples of good practise and work with the relevant teams to ensure early intervention and appropriate action in dealing with incidents of anti-social behaviour. The Social Inclusion Team will utilise the range of enforcement tools available, working closely with key partners to ensure a sustainable reduction in the levels of anti-social behaviour.

It was agreed at HMCC and Housing cabinet to **pilot** this new approach within the geographical area covered by Selsfield Drive Housing Office with high levels of deprivation and social housing, with our longer term aim being to adopt this model on a city-wide basis.

The pilot will start in October 2009 and last for a period of approximately 9 months with an evaluation being completed by autumn 2010.

Performance will be measured on agreed key indicators of success, milestones and outcomes, in order to demonstrate the effectiveness and impact of the interventions.

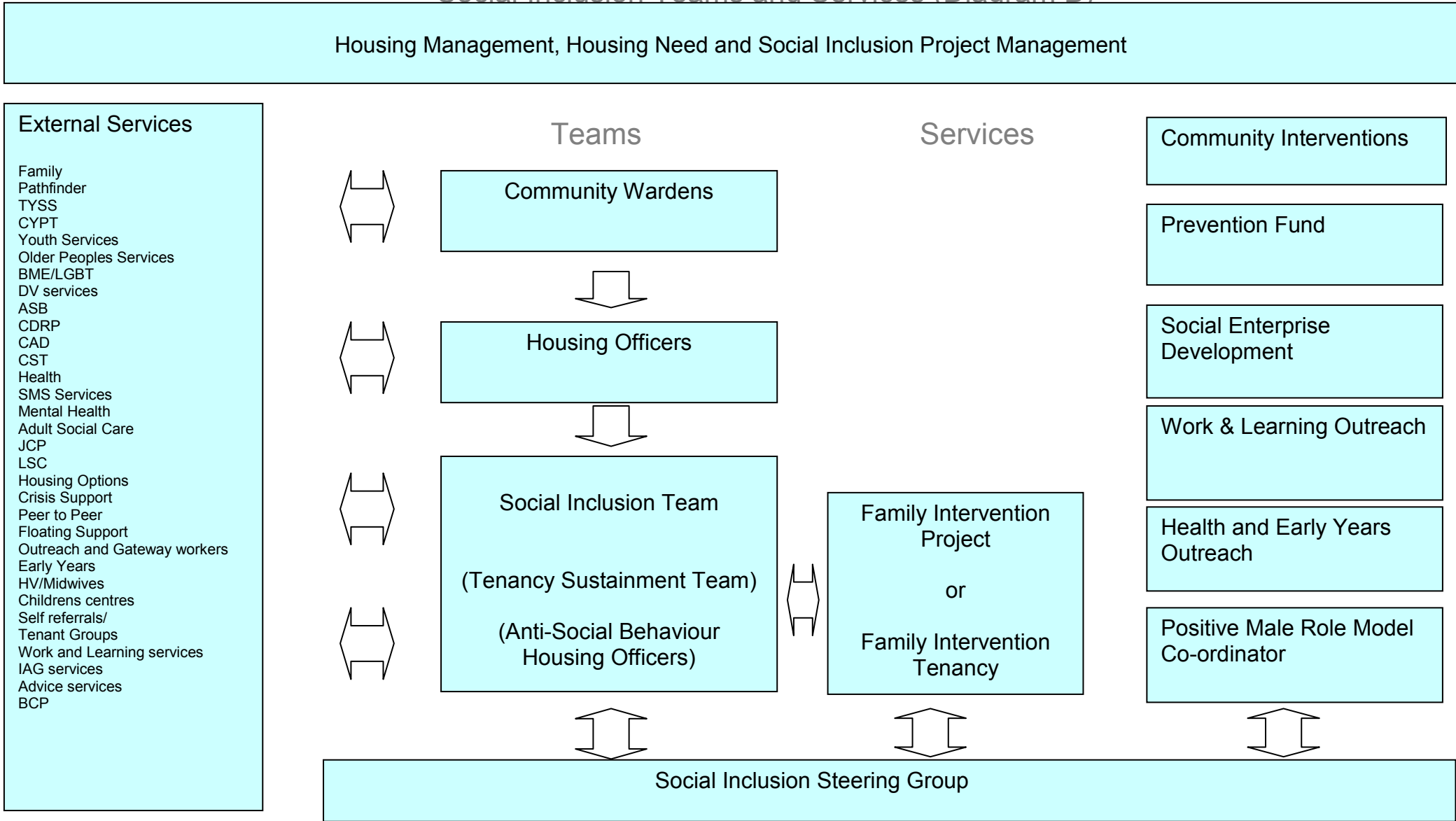
We will build upon successful evidenced based practice within Brighton & Hove and nationally, and feed into other targeted approaches within the city such as the Family Pathfinder Project, Family Intervention Projects, the Teenage Parent Support Pilot and other initiatives to address exclusion, deprivation and poverty.

Social Inclusion Service offer for residents in local authority housing

Diagram A

<p>Universal Prevention</p>	<p>Referrals:</p> <ul style="list-style-type: none"> • New tenants/households as part of induction identified through allocations and CBL • Checks/reviews as part of Introductory tenancy conditions • Existing tenants through “tenant” checks system • Referrals from agencies/support services • Self referrals • Predictive Risk Modelling 	<p>Support:</p> <ul style="list-style-type: none"> • Initial identification of need • Signposting to appropriate service • Low level support i.e. tenant checks/reviews
<p>Enhanced Targeted Intervention</p>	<ul style="list-style-type: none"> • Tenants/households identified by Social Inclusion Team or other agreed referral routes to include • ASB Team • TYSS • Housing Officers • Community Wardens • Police • Contractors • External agencies and support services 	<ul style="list-style-type: none"> • Allocation of Tenancy Sustainment Officer • Holistic Assessment of needs and support plan developed with expected outcomes and timescales • Regular casework sessions and support to access services • Focus on tenancy sustainment and reduction of anti-social behaviour • Voluntary Agreement/Contract of engagement including rights and responsibilities; and possible escalation processes/sanctions
<p>Intensive Support with Enforcement</p>	<ul style="list-style-type: none"> • Tenants/households identified by Social Inclusion Team or other agreed referral routes to include • ASB Team • TYSS • Housing Officers • Community Wardens • Police • Contractors • External agencies and support services • FIP or FIT upon successful completion of their programme as part of “re-integration package” 	<ul style="list-style-type: none"> • Allocated an Anti Social Behaviour Housing Officer • Intensive package of support and enforcement agreed and put in place. • Assertive high level support provided and casework reviewed for progress against agreed outcomes • Necessary sanctions put in place to manage persistent ASB, eg ASBO, ABC, demoted tenancy etc <p>If at risk of eviction due to asb:</p> <ul style="list-style-type: none"> • Referral to FIP or FIT • Time limited support package to re-integrate after completion of FIP/FIT

Social Inclusion Teams and Services (Diagram B)



HOUSING MANAGEMENT CONSULTATIVE COMMITTEE

Agenda Item 84

Brighton & Hove City Council

Subject:	Housing Management Performance Report (Quarter 3)		
Date of Meeting:	29th March 2010		
Report of:	Director of Adult Social Care & Housing		
Contact Officer:	Name:	John Austin Locke	Tel: 29-1008
	E-mail:	John.austin-locke@brighton-hove.gov.uk	
Key Decision:	No		
Wards Affected:	All		

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 This is the third quarter for Housing Management Performance for the financial year 2009/2010.
- 1.2 The report includes comparisons with the first and second quarter figures for this year, the end of year performance for the last financial year and targets for future years. The areas covered include key Best Value (BV) performance indicators, by which the government measure and compare our performance in key service areas.
- 1.3 The measurement of performance, the comparison with appropriate other suppliers, locally and nationally, and the inclusion of customers in reporting and deciding what performance measures are important, remains a key driving force in developing this report. The coming of the Tenant Services Authority (T.S.A.) as the national regulator for social housing will see a further evolution in performance reporting. In the coming months we will be working with representatives and customers throughout the service to develop performance measures and service standards that are robust and meaningful to customers. Key government driven measurements will remain, but it is anticipated that additional measures will support and amplify these both in terms of the quarterly report to HMCC and local reporting to area panels. The TSA require us to demonstrate how the reporting to our customers will be accomplished by 10 October 2010 and to have these measures in place by April 2011.

2. RECOMMENDATIONS:

- 2.1 That Housing Management Consultative Committee comment on the contents of this report.

3. RELEVANT BACKGROUND INFORMATION

3.1.0 Rent Collection and Current Arrears

Indicator	End of Year Performance 08/09	First Quarter 09/10	Second Quarter 09/10	Third Quarter 09/10	Top 25% of Performing Authorities Figures 2 nd Quarter	Future Targets	
						09/10	10/11
BV66a Rent Collection	98.16%	98.16%	98.27%	98.05 %	Definition under review with HouseMark	98.50%	98.68%
BV66a Rent Collection (Central housing area)	98.35%	98.43%	98.42%	98.13%	n.a.	98.79%	99.03%
BV66a Rent Collection (East housing area)	97.73%	97.78%	97.97%	97.7%	n.a.	97.99%	98.13%
BV66a Rent Collection (North housing area)	98.35%	98.30%	98.35%	98.21%	n.a.	98.66%	98.82%
BV66a Rent Collection (West housing area)	98.43%	98.36%	98.52%	98.34%	n.a.	98.88%	99.12%
BV66a Rent Collection (Temporary Acc.)	97.07%	97.10%	97.61%	98.48%	n.a.	96.95%	96.95%
BV66b Those with arrears of more than 7 weeks	6.40%	5.64%	5.51%	4.98%	HouseMark Major Cities Benchmarking: Upper Quartile 4.34%	4.96%	4.13%
BV66c The NOSP figure	30.35%	5.82%	12.31%	18.68%	HouseMark Major Cities Benchmarking: Upper Quartile 8.36%	26.46%	23.80%
BV66d The Eviction Figure (% tenants	0.16%	0.02%	0.06%	0.07%	HouseMark Major Cities Benchmarking: Upper	< than 35 evictions per annum: 0.29%	

Indicator	End of Year Performance 08/09	First Quarter 09/10	Second Quarter 09/10	Third Quarter 09/10	Top 25% of Performing Authorities Figures 2 nd Quarter	Future Targets	
						09/10	10/11
evicted for rent arrears)					Quartile 0.11%		
BV69 % rent lost due to vacant dwellings	1.33%	1.10%	1.93%	2.05%	HouseMark Major Cities Benchmarking: Upper Quartile 2.12%	To be set	
Total former tenant arrears (Inclusive of Temporary Accommodation)	£784,753 (£972,732k)	£812,001 (£1,002,339)	£819,524 £1,011,396	£800,731 £991,710	n.a.	To be set	
% Collection rate for former tenant arrears (exclusive of Temporary Accommodation)	28.70	4.57	10.24%	17.50%	RIEN	To be set	
% of Write Offs for former tenant arrears (exclusive of Temporary Accommodation)	18.66%	0.04%	1.56%	2.46%	n.a.	To be set	
Total recharge debt	£95,884	£97,345	£125,752	£163,090	n.a.	£125,484	
% collection rate for recharges	31.26%	6.68%	9.32%	13.34%	n.a.	35%	
% Leaseholder recovery rate	80%	63%	67%	77%	n.a.	82%	To be set
% Leaseholder Recovery Rate on Recoverable arrears	90%	Not collected quarterly yet	n.a.	n.a.	n.a.	90%	To be set

3.1.1 Rent Collection and Current Arrears

3.1.2 The collection rate forecast at the end of the December 09 was 98.05%. As expected, there was a dip in performance over the Christmas period, but the collection rate was still up on previous percentages collected for December. Last year the collection rate was 97.90% and the year before it was 97.11%.

3.1.3 The percentage of debtors with more than seven weeks rent arrears at the end of December 09 was 4.98%. This represents a reduction of 257 in the number of debtors since the end of the 3rd Quarter 08/09.

3.1.4 Between April and December 09 the number of tenants served with a Notice of Seeking Possession (Nosp) was 546 compared to 725 during the same period in 08/09.

3.1.5 The number of households evicted for rent arrears at the end of the 3rd Quarter 09/10 was 8. Between April and December 08 there were 15 rent arrears evictions.

3.2.0 Former Tenant Arrears

3.2.1 Former tenant arrears have reduced since the end of the 1st Quarter 09/10 resulting in a collection rate of 17.5% at the end of the December 09.

3.3.0 Recharges

3.3.1 Between April and December 09 the number of tenants who were recharged for the cost of repairs due to deliberate damage or neglect was 152. At the end of the 3rd Quarter 09/10 the recharge collection rate was 13.34%.

3.4.0 Rent loss

3.4.1 While performance for rent loss remains within the upper quartile, the third quarter figure of 2.05% is still being targeted for further improvement. The factors that have been attributable to the current increase in rent loss are an increase in the number of properties that became empty, and the number of properties that require major repairs before they are re-let. An improvement is anticipated in the next quarter.

3.5.0 Leaseholders' service charges - % collection rate on gross arrears

3.5.1 The Quarter 3 collection rate figure shows good progress towards target of 82% but is due in part to very low major works billing on 30 September. As a consequence a further major works billing round was levied on 31 January 2010 which will detrimentally affect end of the year collection rate due to the timescale remaining for collection and dispute resolution.

3.6.0 Leaseholders' service charges - % collection rate on recoverable arrears

3.6.1 There is no third quarter figure to report as this figure is a year-end figure only

3.7.0 Empty Home Turnaround Time

Indicator	End of Year Performance 08/09	First Quarter 09/10	Second Quarter 09/10	Third Quarter 09/10	Top 25% of Performing Authorities Figures 2 nd Quarter	Future Targets	
						09/10	10/11
BV212 average re-let times in days (all properties)	28	29	26	22	HouseMark Major Cities Benchmarking: Upper Quartile 26 Stock Retained Benchmarking: Upper Quartile 25.68	26	24
General needs	25	26	22	22	n.a.	26	24
Sheltered	38	42	54	26	n.a.	26	24

3.7.1 For the third quarter of 2009/10 the Lettings Team achieved an average empty home turnaround time of 22 days. This is an improvement on the first and second quarter figures of 29 days and 26 days respectively.

3.8.1 From April 2009 to the end of the third quarter, the team had achieved an overall turnaround time 26 days, letting a total of 641 properties, and hitting the annual target of 26 days. It is worth noting however, that many properties that would have otherwise been let in December remained empty for which the let date was carried forward to January. This was as a result of the Christmas period and the snow; when for example many people who had anticipated moving had to cancel their arrangements due to the impact on transport. Consequently a higher than average turnaround time for January is anticipated.

3.9.0 Stock investment and asset management – Performance Quarter Three

Indicator	End of Year Performance 08/09	First Quarter 09/10	Second Quarter 09/10	Third Quarter 09/10	Top 25% of Performing Authorities Figures 2 nd Quarter	Future Targets	
						09/10	10/11
Emergency Repairs Completed in time	96.8 % 98.48 % (Mears) 94.49 % (Kier)	99.15% 99.79 % (Mears) 98.22 % (Kier)	97.86% 99.09% (Mears) 96.24 % (Kier)	98.53% 99.73% (Mears) 96.73% (Kier)	HouseMark Major Cities Benchmarking: Upper Quartile 99.73%	99 %	
No of Emergency Repairs completed	7,755 4,414 (Mears) 3,341 (Kier)	1645 969 (Mears) 676 (Kier)	1733 989 (Mears) 744 (Kier)	1837 1102 (Mears) 735(Kier)	n.a	n.a.	
Urgent Repairs Completed in time	92.53 % 95.35 % (Mears) 89.18 % (Kier)	97.43% 100% (Mears) 94.31 % (Kier)	97.26 % 99.26% (Mears) 94.43 % (Kier)	98.02% 99.56% (Mears) 95.87% (Kier)	HouseMark Major Cities Benchmarking: Upper Quartile 98.38%	98 %	
No of Urgent Repairs completed	4,391 2,388 (Mears) 2,005 (Kier)	740 406 (Mears) 334 (Kier)	914 537 (Mears) 377 (Kier)	1163 679 (Mears) 484 (Kier)	n.a.	n.a.	**
Routine Repairs Completed within target time	96.01 % 97.86 % (Mears) 93.53 % (Kier)	99.08% 99.78 % (Mears) 97.97 % (Kier)	98.76% 99.51% (Mears) 97.57 % (Kier)	99.28% 99.84% (Mears) 98.44% (Kier)	HouseMark Major Cities Benchmarking: Upper Quartile 99.34%	98 %	**
No of Routine Repairs completed	19,697 11,305 (Mears) 8,419 (Kier)	5107 3133 (Mears) 1974 (Kier)	4687 2873 (Mears) 1814 (Kier)	4138 2469 (Mears) 1669 (Kier)	n.a.	n.a.	**
BV72 Right to Repair orders completed within target time	96.87 %	98.99 %	97.94%	98.4%	HouseMark Major Cities Benchmarking: Upper Quartile 98.68% Stock Retained Benchmarking: Upper Quartile 98.40	97 %	**

Indicator	End of Year Performance 08/09	First Quarter 09/10	Second Quarter 09/10	Third Quarter 09/10	Top 25% of Performing Authorities Figures 2 nd Quarter	Future Targets	
						09/10	10/11
BV73 Ave time to complete routine repairs	15 days	13 days	12 days	10 days	HouseMark Major Cities Benchmarking: Upper Quartile 10.38 Stock Retained Benchmarking: Upper Quartile 10.95	14 days	**
NI158 % of council homes that are non-decent	48.89%	42.84%	40.91%	37.34%	HouseMark Major Cities Benchmarking: Upper Quartile 27.34% Stock Retained Benchmarking: Upper Quartile 8%	36%	**
BV63 - Energy Efficiency (SAP Rating 2001)	75.9	76	76.1	76.2	HouseMark Major Cities Benchmarking: Upper Quartile 73.5(target) Stock Retained Benchmarking: Upper Quartile 72.9 (target)	76.5	**
LPI G3 Citywide % of stock with up to date gas safety certificates	99.61%	99.79%	99.77%	99.86	HouseMark Major Cities Benchmarking: Upper Quartile target 100	100 %	**
Mears Area	99.49 %	99.79%	99.84%	99.82%	n.a.	100 %	**
PH Jones Area	99.78 %	99.8%	99.69%	99.9%	n.a.	100 %	**

3.9.1 Responsive Repairs

3.9.2 Performance on completion of urgent and routine repairs has improved over the last quarter with targets met for both of these categories of repair. Completion of emergency repairs has improved since quarter two with 98.53% of repairs completed within 24 hours. This is slightly below the target of 99% but performance is expected to be maintained over the final quarter of 2009/2010.

3.9.3 All responsive repairs will be carried out by our new partner Mears Group Limited from April 2010. Mears performance has been strong in responsive repairs over the course of 2009/2010 and the partnership will be working to maintain and improve this level of performance over the next year.

3.9.4 Improvements have also been made in our other two indicators over quarter three, with performance on completion of right to repairs within target time improving to 98.4% and the average time to complete non-urgent repairs improving to 10 days. Both of these results are well above target and our major cities benchmarks.

3.10.0 Decent Homes and SAP

3.10.1 Capital programmes targeted to improve the quality of resident's homes have delivered a further 3.5% improvement in decency over quarter three. This is through a combination of kitchen and bathroom replacements, boiler installations, door replacements and surveys undertaken by BHCC. January is a significant month for decent homes as the age of components (kitchens, bathrooms, boilers etc.) is re-calculated, this will mean that some properties will fall out of decency. This is estimated to have a negative impact of approximately 3-4%.

3.10.2 Energy efficiency continues to be a strong area of performance for BHCC with a consistent improvement over the year. Performance the third quarter was 76.2 which is well above our Major Cities and Stock Retained benchmarks.

3.10.3 Gas

3.10.4 The percentage of homes with a current gas safety certificate remains high with excellent performance being delivered in partnership by Brighton & Hove City Council, Mears Group and PH Jones. Performance continues to improve with 99.86% of properties having a current gas safety certificate at the end of quarter three. This means that just 15 properties have an overdue service and none of these are greater than five months overdue.

3.11.0 Estates Service

Indicator	End of Year Performance 08/09	First Quarter 09/10	Second Quarter 09/10	Third Quarter 09/10	Top 25% of Performing Authorities Figures 2 nd Quarter	Future Targets	
						09/10	10/11
Completion of cleaning tasks	96%	92%	95.6%	97%	n.a.*	98%	98.5%
Bulk refuse removal Targets met within timescale	Emergency 77% Routine 84%	E n.a R 95%	E 95.83% R 98.23%	E 100% R 97%	n.a.*	E 100% R 95%	E 100% R 96%
Graffiti removal Targets met within timescale	Emergency 100% Routine 88%	61%	E 83.33% R 63.88%	E 91.7% R 83.7%	n.a.*	E 100% R 95%	E 100% R 96%

* Work will take place with HouseMark in the coming year to develop comparative figures

3.11.1 The third quarter saw the formal completion of the Chairman's working group on the Estates Service, with a celebration for members of the Estates Service Monitoring Group and staff, in December. Councillor Mears attended and presented awards to the two thirds of the cleaning staff who have passed their NVQ Level 2 in Cleaning. The remainder of the cleaning staff will be studying for this qualification in 2010.

3.11.2 One of the working group's recommendations was to appoint an Estates Service Business Manager to develop and take a strong operational lead within the service, Anette Cerabino-Read was appointed in October to this post, and started work in January. Ms Cerabino-Read has extensive experience of housing and estates management and is looking forward to further improving the performance of this service, and ensuring it meets residents' expectations.

3.11.3 Work is underway on reviewing and changing the way performance is recorded and assessed in the Estates Service, and a new framework will be introduced next year that includes residents' assessment of the services it provides.

3.11.4 The Estates Service Monitoring Group continues to meet and is now reviewing the grounds maintenance service. A report on their work will be presented later in 2010 to this committee.

3.12.0 Anti-social Behaviour

- 3.12.1 As part of the 'Turning the Tide' pilot we are currently developing new performance measures with the steering group that includes customers. The performance indicators that result from this work will follow good practice guidance issued by the Home office and the Tenant Services Authority. These measures will address issues including customer satisfaction, early intervention, multi agency working, and the reduction of the public perception of crime and anti social behaviour. Statistics have been recorded since January 2010 and we will therefore be in a position to make an initial report at the next Housing Management Consultative. Areas covered will include alcohol related incidents, litter / rubbish / fly-tipping, the number of early interventions taken and a breakdown of the legal actions undertaken.
- 3.12.2 We can confirm that the progress we have made to date includes the implementation of a system of enhanced tenancy checks to capture early indications of possible problems so that prompt investigation and action can be taken.
- 3.12.3 Further, we have also established case supervision focussed on developing progressive action plans with specific embedded targets. The intention of the targets is to establish a framework within which to firmly manage behaviour change and thereby ensure that a case moves forward towards resolution at the earliest date.
- 3.12.4 Each ASB case held by Housing Officers at Selsfield Drive or staff within the ASB and Tenancy Support teams now has a central case management record. This document is a clear summary of the case which acts as an action plan and assists in supervision and case progression.
- 3.12.5 We have increased focus on early interventions, and robust, assertive sets of actions. We continue to develop new strategies and seek legal outcome to address serious antisocial behaviour.
- 3.12.6 Finally, we have continued to develop close joint working with other agencies including the Partnership Community Safety Team, Sussex Police and Environmental Health.

4. CONSULTATION

- 4.1 Comments from HMCC are welcome.

5. FINANCIAL & OTHER IMPLICATIONS:

- 5.1 Most performance measures discussed in this report have financial implications which are included within the monthly Targeted Budget Management (TBM) forecast reports. For example, any improvement in turnaround times or a reduction in empty property numbers increases the amount of rent collected. Improvements in performance will, in general, lead to more

resources being available for tenants services in the future

Finance Officer Consulted: Susie Allen

Date: 25/02/10

Legal Implications:

5.2 There are none

Lawyer consulted: Liz Woodley

Date: 24/02/10

Equalities Implications:

5.3 Equalities implications are included within the body of the report.

Sustainability Implications:

5.4 Sustainability implications are included within the body of the report.

Risk and Opportunity Management Implications:

5.5 There are no direct risk and opportunity management implications arising from this report

Corporate / Citywide Implications:

5.6 There are no direct Corporate or Citywide implications arising from this report.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

6.1 Not applicable to this report.

7. REASONS FOR REPORT RECOMMENDATIONS

7.1 These are contained within the body of the report.

SUPPORTING DOCUMENTATION

Appendices:

None

Documents in Members' Rooms

None

Background Documents

None

