



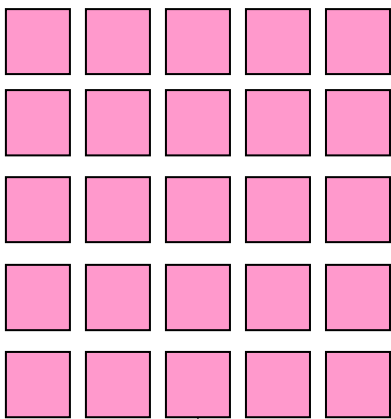
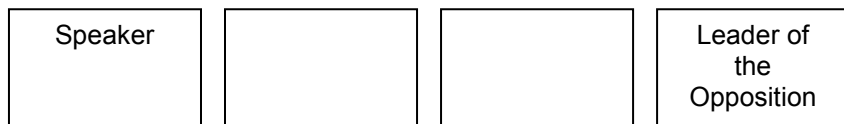
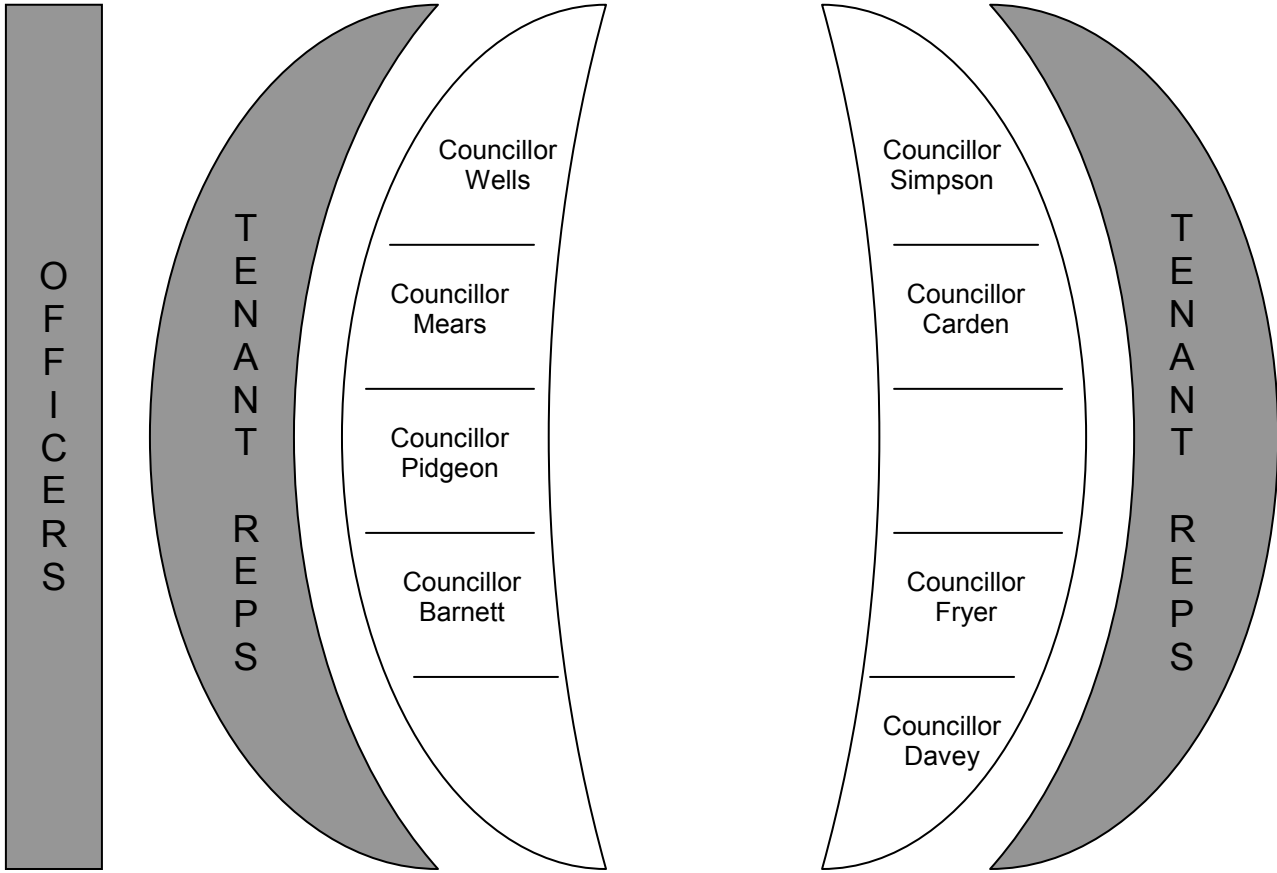
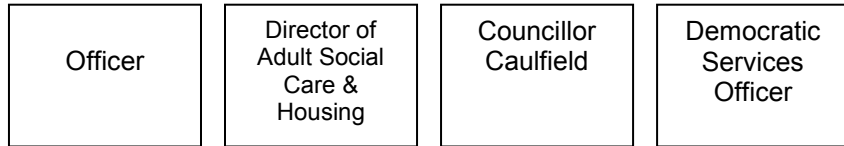
**Brighton & Hove
City Council**

Housing Management Consultative Committee

Title:	Housing Management Consultative Committee
Date:	12 October 2009
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

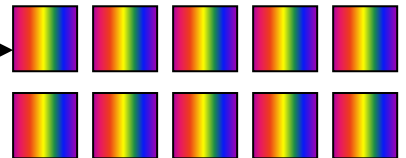
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Democratic Services: Meeting Layout



Public Seating

Members in Attendance



Press



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

Vacancy, Tenant Disability Network

AGENDA

16. 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.

17. MINUTES OF THE PREVIOUS MEETING

1 - 10

Minutes of the meeting held on 22 June 2009 (copy attached).

18. CHAIRMAN'S COMMUNICATIONS

19. CALLOVER

20. PETITIONS

No petitions have been received by date of publication.

21. PUBLIC QUESTIONS

11 - 12

(The closing date for receipt of public questions is 12 noon on Monday 5 October 2009)

(copy attached).

22. DEPUTATIONS

(The closing date for receipt of deputations is 12 noon on Monday 5 October 2009)

No deputations received by date of publication.

23. LETTERS FROM COUNCILLORS

No letters have been received.

24. WRITTEN QUESTIONS FROM COUNCILLORS

No written questions have been received.

25. USE OF GENERAL CONSENTS TO LEASE PROPERTIES TO BRIGHTON & HOVE SEASIDE COMMUNITIES HOMES 13 - 30

Extract from the proceedings of the Cabinet Meeting held on 17 September 2009 (copy attached).

(a) Report of the Director of Adult Social Care & Housing (copy attached). There will be a presentation with slides on this report.

Contact Officer: Martin Reid Tel: 29-3321
Ward Affected: All Wards;

26. HOUSING REVENUE ACCOUNT 2008/09 FINAL OUTTURN AND FORECAST OUTTURN FOR 2008/09 AS AT MONTH 4 31 - 38

Report of Director of Adult Social Care & Housing (copy attached).

Contact Officer: Sue Chapman Tel: 29-3105
Ward Affected: All Wards;

27. HOUSING STRATEGY 2009-2014: HEALTHY HOMES, HEALTHY LIVES, HEALTHY CITY 39 - 52

Report of Director of Adult Social Care & Housing (copy attached). There will be a presentation on this report.

Contact Officer: Andy Staniford Tel: 29-3159
Ward Affected: All Wards;

28. GROUNDS MAINTENANCE REVIEW 53 - 56

Report of Director of Adult Social Care & Housing (copy attached).

Contact Officer: Robert Keelan Tel: 29-3261
Ward Affected: All Wards;

29. HOUSING MANAGEMENT PERFORMANCE REPORT (QUARTER 1) 57 - 68

Report of Director of Adult Social Care & Housing (copy attached).

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

Ward Affected: All Wards;

30. HOUSING MANAGEMENT CUSTOMER ACCESS REVIEW 69 - 74

Report of Director of Adult Social Care & Housing (copy attached).

Contact Officer: Sam Smith Tel: 01273 291383

Ward Affected: All Wards;

31. PROCUREMENT OF CONTRACT FOR THE MANAGEMENT & MAINTENANCE OF LAUNDRY FACILITIES FOR COUNCIL MANAGED HOMES 75 - 80

Report of Director of Adult Social Care & Housing (copy attached). There will be a presentation from Linda King and Faith Matyszak on this item.

Contact Officer: Martin Booty Tel: 01273 293806

Ward Affected: All Wards;

32. LOCAL LETTINGS PLANS - LETTINGS RESTRICTED TO PERSONS OVER 50 YEARS OF AGE & BUNGALOWS 81 - 86

Report of Director of Adult Social Care & Housing (copy attached).

Contact Officer: Helen Clarkmead Tel: 293350

Ward Affected: All Wards;

33. DISCUSSION PAPER ON PROPOSED FINANCIAL INCLUSION STRATEGY 87 - 94

Report of Director of Adult Social Care & Housing (copy attached).

Contact Officer: Lynn Yule Tel: 01273 294447

Ward Affected: All Wards;

34. TURNING THE TIDE 95 - 178

Report of Director of Adult Social Care & Housing (copy attached).

Contact Officer: Emma Gilbert Tel: 291704

Ward Affected: All Wards;

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

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

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

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

Date of Publication - Friday, 2 October 2009

HOUSING MANAGEMENT CONSULTATIVE COMMITTEE

Agenda Item 17
Brighton & Hove City Council

BRIGHTON & HOVE CITY COUNCIL

HOUSING MANAGEMENT CONSULTATIVE COMMITTEE

3.00pm 22 JUNE 2009

COUNCIL CHAMBER, HOVE TOWN HALL

MINUTES

Present: Councillors Caulfield (Chairman); Barnett, Carden, Fryer, Mears, Pidgeon, Simpson (Opposition Spokesperson), Wells and Randall

Tenant Representatives: Muriel Briault (Leaseholder Action Group), Chris El-Shabba (Brighton East Area Housing Management Panel), Stewart Gover (North & East Area Housing Management Panel), Sue Hansen (Tenant Disability Network), Ted Harman (Brighton East Area Housing Management Panel), Chris Kift (Central Area Housing Management Panel), John Melson (Hi Rise Action Group), Beryl Snelling (Central Area Housing Management Panel) and Tom Whiting (Sheltered Housing Action Group)

PART ONE

1. PROCEDURAL BUSINESS

1A Declarations of Substitute Members

- 1.1 Councillor Bill Randall for Councillor Ian Davey.
- 1.2 Jean Davis noted that she was in attendance to support Beryl Snelling and would not be taking part in the meeting.

1B Declarations of Interests

- 1.3 Councillor Geoff Wells declared a personal interest in agenda item 10 as a Committee Member of Woodingdean Swimming Pool, which is repaired and maintained by Mears Limited.
- 1.4 Ted Harman and Councillors Randall, Simpson and Wells declared a personal interest as Board Members of the Housing Local Delivery Vehicle (LDV).

1C Exclusion of the Press and Public

- 1.5 In accordance with section 100A(4) of the Local Government Act 1972, it was considered whether the press and public should be excluded from the meeting during

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

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

2. MINUTES OF THE PREVIOUS MEETING

2.1 **RESOLVED** – That the minutes of the meeting held on 24 March 2009 be approved and signed by the Chairman.

3. CHAIRMAN'S COMMUNICATIONS

3.1 The Chairman gave an update on joint tenancies. She noted that the Council are not currently able to grant joint tenancies to existing sole tenants who have a new partner. This is equally applicable to heterosexual married couples, people who have entered a civil partnership and cohabitees of the same or opposite genders. A report on this issue is due to be presented to the Committee later in the year following further consultation with tenants.

4. CALLOVER

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

4.2 **RESOLVED** - That item numbers 10, 12, 13 and 14 be reserved for debate and determination.

5. PETITIONS

5.1 The Chairman noted that no petitions had been submitted for the meeting.

6. PUBLIC QUESTIONS

6.1 The Chairman noted that no public questions had been submitted prior to the meeting.

6.2 Stewart Gover made the following public question:

“The Chair will recall that, at the recent meeting of the North Area EBD Group of Elected Tenant Representatives, there was a presentation of the ‘status-quo’ of the proceedings regarding the LDV project and the now famous letter from a Civil Servant that quoted a ‘failed ballot’, which has infuriated both the tenants and the administration. I should like the Leader of the Council to know that the North Area stand firmly behind her in her rebuttal of that comment but feel obliged to remind the Chair of the question which was raised from several representatives concerning the costs to the public purse thus far of the preparation of the submission for approval by the Secretary of State, vis-à-vis Price Waterhouse Cooper, Trows and Hamlin and the secretarial costs incurred by the Council officers and their clerks in the work, including stationery and postage. Also the

costs incurred in the travelling expenses to other areas in pursuit of information regarding such a project.

It should be noted that in a few weeks time I shall inspect the corporate seal of accounts for 2008/09 and will, of course, have sight of these costs for that financial period, providing that the District Auditor had sight of them first!"

The Director of Adult Social Care & Housing replied that she would contact Stewart Gover with a full response.

7. DEPUTATIONS

7.1 The Chairman noted that no deputations had been submitted for the meeting.

8. LETTERS FROM COUNCILLORS

8.1 The Chairman noted that no letters from Councillors had been submitted for the meeting.

9. WRITTEN QUESTIONS FROM COUNCILLORS

9.1 The Chairman noted that no written questions from Councillors had been submitted for the meeting.

10. HOUSING REPAIRS REFURBISHMENT AND IMPROVEMENT STRATEGIC PARTNERSHIP RECOMMENDATIONS REPORT

10.1 The Committee considered a report of the Director of Adult Social Care & Housing that detailed the procurement process and outcome for a 10 Year Housing Repairs, Refurbishment and Improvement Strategic Partnership and sought approval to award the contract (for copy see minute book).

10.2 The Chairman invited the Asset Management Panel to give a presentation to the Committee on their involvement in the evaluation of the submitted bids.

10.3 Councillor Mears clarified that she has no connection with the company Mears Limited.

10.4 John Melson commented that the evaluation of bidders should include the conduct of the workmen on site and noted that he had recently witnessed some scaffolders shouting and using offensive language.

10.5 Councillor Randall thanked the Panel for their thorough presentation. He noted that there was some still dispute regarding the transfer of staff and asked to be kept informed on this issue. He also suggested that, as a highly important issue and the Council's largest piece of contract work, this decision should go before full Council for consideration, rather than Cabinet.

10.6 Stewart Gover congratulated Mears Limited on having built a successful company and, on behalf of the North Area, gave his support for the assessment process and for the

recommendation for Mears Limited as the preferred bidder. He also noted that Mears Limited do not employ scaffolders.

- 10.7 Councillor Wells commented that Mears Limited had a proven track record on working in partnership with the Council. He stated that he was impressed by the company's community regeneration work such as the recruitment of apprentices. He thanked officers and the Asset Management Panel for their work on this item.
- 10.8 Councillor Simpson noted that this issue was of huge long-term importance to the Council and fundamental to the wellbeing of tenants and congratulated the Asset Management Panel on their hard work. She expressed disappointment that the in-house option had not been successful and expressed concern regarding the TUPE transfer of staff, noting that this must be managed in a sensitive and supportive manner.

Councillor Simpson went on to comment that the performance of Mears Limited had not always been excellent but that it had improved greatly over the last 12 months. She was pleased to note that the company was proposing to introduce 5 posts for Clerks of Works. She concluded that standards must be maintained over the 10 year term of the contract to ensure a quality service for tenants and value for money for the Council.

- 10.9 Councillor Mears highlighted the importance of the contents and wording of the final contract with the approved partner, including effective break clauses and penalties, to ensure that the Council is in a positive position to maintain continuity in the standard of service for tenant's homes.
- 10.10 John Melson commented that he had no objection to the noise made by workmen but rather the content of their language. He noted that Asset Management Panel had done a very good job in their assessment of the bidders but asked that the Council work to ensure that the approved partner does not become complacent with time. He also commented that he did not think it was necessary for the decision to be put to full Council.
- 10.11 Councillor Fryer reiterated Councillor Randall's suggestion that the recommendation be put to full Council to strengthen the decision. She also expressed disappointment that it had not been possible to pursue an in-house option.

- 10.12 **RESOLVED** – That, having considered the information and the reasons set out in the report, the Housing Management Consultative Committee accepted the following recommendation:

That Housing Management Consultative Committee recommend to Cabinet to:

- (1) Approve the selection of Mears Limited for the Repairs, Refurbishment and Improvement Strategic Partnership contract covering the whole city.
- (2) Authorise the Director of Adult Social Care & Housing in consultation with the Director of Finance & Resources and the Cabinet Member for Housing to develop and implement a partnering contract over time to deliver the target pricing framework as outlined in 3.11.4 to 3.11.9 of this report.

- (3) Authorise the Director of Adult Social Care & Housing in consultation with the Cabinet Member for Housing to take all steps necessary or incidental to the implementation of recommendations 2.1 and 2.2 including those necessary to effect the commencement of this contract on 1 April 2010, to run for up to ten years, and any staffing issues associated with the proposals.

11. HOUSING REVENUE ACCOUNT BUDGET 2009/10 REDUCTION IN RENT INCREASES

- 11.1 The Committee considered a report of the Director of Adult Social Care & Housing and the Director of Finance & Resources that provided information on the Housing Revenue Account Budget 2009/10 and the reduced rent increases in line with the Government's revised Subsidy Determination.
- 11.2 **RESOLVED** – That the report be noted.

12. AUDIT COMMISSION - ADVICE & ASSISTANCE VISIT

- 12.1 The Committee considered a report of the Director of Adult Social Care & Housing that set out the results of the advice and support work provided by the Audit Commission during March 2009 and an action plan to take forward their recommendations.
- 12.2 Councillor Fryer commented that the appendices to the report contained a high number of acronyms and abbreviations, which made the information difficult to understand. The Chairman clarified that the documents which formed the appendices had been produced by the Audit Commission but that this comment would be relayed to them.
- 12.3 Councillor Fryer referred to the 'areas for improvement' relating to 'Diversity' listed on page 48 of the agenda and noted that these highlighted to the Council how it must work to promote engagement of a wider tenant base.
- 12.4 The Assistant Director of Housing Management explained that the recommendations from the Audit Commission would be addressed through the Residents Involvement Strategy, currently being developed by the Tenant Compact Monitoring Group and through the overall Housing Improvement Programme.
- 12.5 The Chairman thanked the Housing Manager for her work on this report and noted that there were no unexpected areas for improvement raised by the Audit Commission.
- 12.6 **RESOLVED**
- (1) That the contents of the report be noted;
- (2) That the action plan to meet the recommendations arising from the Audit Commission visit during March 2009 be endorsed.

13. LOCAL LETTINGS PLAN FOR SHELTERED HOUSING

- 13.1 The Committee considered a report of the Director of Adult Social Care & Housing that outlined the proposed Local Lettings Plan for Sheltered Housing with the aim of making

more efficient use of the Council's housing stock and improving support for vulnerable people.

- 13.2 Tom Whiting referred to paragraph 3.5 of the report and recent problems with anti-social behaviour. He commented that these are often linked to residents with high medical needs and asked for greater support to be provided.
- 13.3 Councillor Wells asked for clarification on what happens to residents who are excluded from Council housing because of a history of anti-social behaviour. The Head of Housing Management replied that the Council will not knowingly house residents with a background of anti-social behaviour. The Assistant Director of Housing Management added that the Council will support them to meet their housing needs in other ways, for example by advising on the wider range of housing options available.
- 13.4 Beryl Snelling queried the proposal to allow 2 bedroom Sheltered Housing properties to be let to tenants with a live-in carer under 60. She suggested that if these residents already benefited from a dedicated carer the benefits of Sheltered Housing would add little to this.
- 13.5 Stewart Gover was pleased to note the upcoming proposal to rehouse the six residents remaining at Ainsworth House and thereby release the property for a more valuable purpose.
- 13.6 Councillor Randall commented that tenants may live as long as 40 years within a Sheltered Housing property and therefore should receive continual support and ongoing assessment of their changing needs throughout their tenancy. He queried whether the proposals in the report would also apply to Housing Association properties.
- 13.7 Councillor Mears gave a brief update on the position regarding the Anchor Trust Sheltered Housing property in Saltdean. She expressed concern regarding the company's proposal with regard to that scheme, noting that there were currently 4 residents aged over 90 living at the property, and informed the Committee that officers are currently working on this issue.
- 13.8 Chris Kift was pleased to note that at a recent meeting of HomeMove and the Choice Based Lettings team it was agreed that a Registered Nurse will now sit on the Assessment Panel.
- 13.9 **RESOLVED** – That, having considered the information and the reasons set out in the report, the Housing Management Consultative Committee recommend to the Cabinet Member for Housing that:
- (1) The proposed Local Lettings Plan for Brighton and Hove City Council Sheltered Housing is adopted;
 - (2) That when allocating vacant Brighton and Hove City Council sheltered housing units, priority is firstly given to BHCC sheltered housing tenants who need to move within the same scheme and secondly to existing BHCC sheltered housing tenants who need to move to another scheme. Where a flat has significant disabled adaptations, the incoming tenant must be in need of these. This would apply with up to 30 units of sheltered accommodation in the 12

months following implementation, after which a review will take place. The review would include equality impact assessment of this local lettings policy.

- (3) That where there are no bids for two bedroom sheltered housing from eligible households assessed as needing two bedrooms then the unit can be offered to qualifying two person households with an assessed need for one bedroom. Where no such households bid, then the unit may be offered to a single person eligible for sheltered housing.
- (4) That the restriction preventing letting of sheltered flats to people with resident younger carers is removed. A sole tenancy would be offered to the person who is eligible for sheltered housing.
- (5) That a new process of assessment to better ensure risk is appropriately managed, that support needs of new residents can be met fully and promote greater balance of support need within and between schemes, is introduced in September 2009.

14. LOCAL LETTINGS PLANS - GENERAL STOCK

- 14.1 The Committee considered a report of the Director of Adult Social Care & Housing which proposed a pilot Local Lettings Plan with the aim of making more efficient use of the Council's general housing stock
- 14.2 The Chairman thanked officers for their report and the work put into the consultation exercise, noting that the proposed changes to the lettings practice and policy, if implemented, would be reviewed in 12 months to ensure there are no unforeseen negative effects.
- 14.3 Stewart Gover felt that the proposals in recommendations (1), (2) and (4) were superb but expressed concern that recommendation (3), regarding a proposal to let a proportion of homes to working families on low incomes, was highly discriminatory and a breach of human rights.

The Chairman clarified that the intention of the proposal was to encourage uptake by working tenants, with the aim of improving the overall community mix, not to exclude non-working tenants.

The Senior Lawyer clarified that, as the proposal was time limited, it did not constitute a breach of Human Rights legislation.

- 14.4 Councillor Fryer suggested that Tarner be included in the list of areas for the pilot application of the proposal at recommendation (3). She also commented that, if the pilot proved successful, the scheme should be rolled out to include 2 bedroom flats as well as houses.
- 14.5 Chris Kift gave his support for the proposals in the report and felt that recommendation (3) would help to create a 'mixing pot' of different backgrounds within housing communities. He was also pleased to note the proposal to allow priority for tenants wishing to move within their current block, as set out in recommendation (4).

- 14.6 Councillor Simpson commented that, given the potential benefits of the proposal, she supported the pilot scheme set out at recommendation (3) and asked whether this would also apply to Housing Associations. The Chairman replied that other Registered Social Landlords have their own Local Lettings Plans which often include similar policies regarding working families.
- 14.7 John Melson expressed reservations about reaching the target in recommendation (3) of 25% but supported the principle of building more sustainable communities and suggested that the proposal should apply to all areas and also be extended to 2 bedroom flats if successful.
- 14.8 Councillor Randall commented that the offer of a new tenancy agreement can be linked to an offer of support into work and suggested that the Council could do more to maximise the use of housing tenancies as a gateway to employment and educational opportunities.
- 14.9 Councillor Mears expressed support for the pilot proposals and reiterated the aim to create a mixed community.
- 14.10 John Melson raised concerns regarding housing children in high rise blocks and suggested that the Council should undertake a safety audit on this issue. He also commented that the effects of anti-social behaviour can often be exasperated by structural issues, such as poor noise insulation. He felt that there was still more work to be done on the Local Lettings Plan to allow greater flexibility.
- 14.11 The Assistant Director of Housing Management noted that, as a result of private tenancies or growing families, some children already live as part of families in high rise blocks, but welcomed the suggestion of a safety audit. In relation to noise issues, he noted that the Council was working to address this through an improved induction process for new tenants and greater enforcement of tenancy agreements.
- 14.12 Chris Kift noted that the tenancy agreement had recently been rewritten and, if properly adhered to and enforced, problems such as noise transfer between properties, should be greatly reduced.
- 14.13 The Chairman offered her thanks, on behalf of the Committee, to the officers involved in this piece of work.
- 14.14 **RESOLVED** – That, having considered the information and the reasons set out in the report, the Housing Management Consultative Committee recommend to the Cabinet Member for Housing that:
- (1) That the restrictions favouring households without young children are removed. Where problems associated with child density exist in a specific block or estate, then temporary Local Lettings Plans of up to 12 months may be agreed by the Cabinet Member for Housing. The impact of this will be reviewed after 12 months operation.
 - (2) That all restrictions preventing letting of one bedroom property to single people are removed. This policy, no longer implemented, still formally applies to a few blocks and therefore should be formally revoked.

- (3) That a pilot Local Lettings Plan of 12 months duration be agreed whereby up to 25% of property with two bedrooms or more in eight key deprived areas are designated for households where at least one adult has been in paid employment for a minimum of 16 hours a week for at least three months. Mobility standard flats are excluded. The nine areas are: South Whitehawk, Central Whitehawk, North Whitehawk, Central Moulsecoomb, East Moulsecoomb, Knoll, Hangleton, Hollingdean and Tarnar (see appendix for data). This will help increase economic balance within the most deprived communities where few people work and benefit dependency is viewed as the norm.
- (4) That a pilot Local Lettings Plan over a 12 month period be agreed whereby up to 20 ground and first floor flats are identified as lets where preference will be given to tenants in the same block who need to move to a lower floor to meet needs associated with lessening mobility and/or for personal safety as part of a Personal Evacuation Plan. Mobility standard flats are excluded unless the transferring tenant has a specific need for that type of property. This will be reviewed after 12 months.

15. HOUSING MANAGEMENT PERFORMANCE REPORT (END OF YEAR REPORT)

- 15.1 The Committee considered a report of the Director of Adult Social Care & Housing and the Director of Finance & Resources that provided the end of year performance results for Housing Management areas of service.
- 15.2 **RESOLVED** – That the report be noted.

The meeting concluded at 4.50pm

Signed

Chairman

Dated this

day of

WRITTEN QUESTIONS FROM MEMBERS OF THE PUBLIC

The following written questions have been received from members of the public.

(a) John Melson (Chair. High Rise Action Group)

Surrender of Secure Tenancies as a Condition of Addiction Rehabilitation

A concern is raised by the above policy.

Once the Rehabilitation and Aftercare course is completed successfully why aren't the clients passported seamlessly to a new Secure Tenancy at the end of the process without the need to go through Homemove?

The security engendered by a Secure Tenancy may be a major factor in a client's ability to undertake the rehabilitation process successfully and to undermine that by putting them back into Temporary accommodation may be a contributory cause of relapse into the former, or alternative, addiction.

It appears to be a negative approach to pursue such a policy, with a potential for wastage of the time and funding already invested in the client and a potential for future loss of the client, the funding and the time involved.

Can this matter be brought as an Agenda item for discussion to HMCC please?

HOUSING MANAGEMENT CONSULTATIVE COMMITTEE

Agenda Item 25

Brighton & Hove City
Council

**EXTRACT FROM THE PROCEEDINGS OF CABINET HELD ON 17
SEPTEMBER 2009**

Subject:	Use of General Consents to Lease Properties to Brighton & Hove Seaside Communities Homes		
Date of Meeting:	12 October 2009		
Report of:	Acting Director of Strategy & Governance		
Contact Officer:	Name:	Tanya Massey	Tel: 29-1227
	E-mail:	tanya.massey@brighton-hove.gov.uk	
Wards Affected:	All		

FOR GENERAL RELEASE

CABINET

4.00PM 17 SEPTEMBER 2009

COUNCIL CHAMBER, HOVE TOWN HALL

MINUTES

Present: Councillors Mears (Chairman), Brown, Fallon-Khan, Kemble, K Norman, Simson, Smith, G Theobald and Young

Also in attendance: Councillors Mitchell (Leader of the Labour Group), Randall (Convenor of the Green Group) and Watkins (Opposition Spokesperson, Liberal Democrat)

78 USE OF GENERAL CONSENTS TO LEASE PROPERTIES TO BRIGHTON & HOVE SEASIDE COMMUNITY HOMES*

78.1 The Cabinet considered a report of the Director of Adult Social Care & Housing seeking approval for consultation with the Housing Management Consultative Committee (HMCC) and Brighton & Hove Seaside Community Homes (the LDV) on exploring the potential use of an alternative means of achieving consent to lease up to 499 empty Housing Revenue Account (HRA) properties from Brighton & Hove City Council (BHCC) to Brighton & Hove Seaside Community Homes (BHSC) (for copy see minute book).

78.2 The Chairman was pleased to report that a funder for the project had been found since the agenda had been published and that the Director of Adult Social Care & Housing would make information available to all Groups.

78.3 In response to questions from Councillor Mitchell the following comments were made:

- The alternative means of achieving the required consents were being twin-tracked with the original route; the Council was still awaiting response from the Secretary of State and it was important to pursue other options to meet tenant aspirations.
- Funding would be recalculated for financing the new route, but little change was expected.
- The identified funder would support either route and was being kept involved.
- There was sufficient demand from persons with a 'special need' for the alternative route to work, and it was not thought that this would restrict the LDVs activities.
- The Council was currently investigating the possibility of leasing properties to the LDV and then back to the Council through the new route.

78.4 The Head of Law confirmed that as the full Council had already given consent to the application for the disposal of the properties; this was an executive function and therefore did not require approval by the full Council, but further decisions would come back to the Cabinet for consideration.

78.5 Councillor Randall stated that if the proposals were successful there would be many benefits for tenants, but that it was vital that the Council was assured of the legal soundness of the alternative route.

78.6 The Chairman stated that this was the only scheme that would be raising money to be reinvested into the housing stock and restated the importance of consulting tenants throughout the process. She added that the Council was eager for the issue of consents to be resolved.

78.7 **RESOLVED** - That, having considered the information and the reasons set out in the report, the Cabinet accepted the following recommendations:

- (1) That consultation takes place with the Housing Management Consultative Committee and Brighton & Hove Seaside Community Homes on the use of general consent A5.4.1 of the General Housing Consents 2005 to lease to Brighton and Hove Seaside Community Homes the 106 Housing Revenue Account (HRA) dwellings approved for leasing by Full Council on 9 October 2008 and such other Housing Revenue Account dwellings (up to a maximum of 499 in total, including the 106 properties) within a five year period that satisfy the criteria previously agreed by Cabinet and Council.

- (2) That the delegation of power by Cabinet and Council (24 September 2008 & 9 October 2008 respectively) to make decisions on the inclusion of individual properties to the Director of Adult Social Care & Housing, in consultation with the Cabinet Member for Housing, be noted.
- (3) That the powers already delegated be confirmed and, for the avoidance of doubt, the Director of Adult Social Care and Housing, after consultation with the Cabinet Member for Housing, be authorised to take all steps necessary, incidental or conducive, to the achievement and implementation of the proposals in 2.1 above.
- (4) That it be agreed that the issue regarding funding options and any decision associated with that remain delegated to the Cabinet Committee consisting of the Leader, the Cabinet Member for Housing and the Cabinet member for Finance.

Subject:	Use of General Consents to Lease Properties to Brighton & Hove Seaside Community Homes		
Date of Meeting:	17 September 2009		
Report of:	Director of Adult Social Care & Housing		
Contact Officer:	Name: Martin Reid	Tel: 29-3321	
	E-mail: martin.reid@brighton-hove.gov.uk		
Key Decision:	No		
Wards Affected:	All		

FOR GENERAL RELEASE**1. SUMMARY AND POLICY CONTEXT:**

- 1.1 Following unanimous support from Housing Management Consultative Committee after extensive tenant consultation, and with cross party support, Cabinet in September 2008 approved the creation of a Local Delivery Vehicle (LDV) to obtain best value from empty Housing Revenue Account assets requiring reinvestment by leasing up to 499 empty properties over five years to the LDV in order to raise additional investment to improve council housing stock. Meeting the Decent Homes Standard and tenant aspirations for improvements to their homes is a key city-wide priority, reflected in Community Strategy for Brighton & Hove, as a key performance indicator in the Local Area Agreement and subject to audit as part of Comprehensive Area Assessment.
- 1.2 This paper seeks Cabinet approval for consultation with Housing Management Consultative Committee (HMCC) and Brighton & Hove Seaside Community Homes (the LDV) on exploring the potential use of an alternative means of achieving consent to lease up to 499 empty Housing Revenue Account (HRA) properties from Brighton & Hove City Council (BHCC) to Brighton & Hove Seaside Community Homes (BHSCH). The paper also seeks approval to consider the financial implications should use of this alternative general consent option be available to the Council. It is proposed that this option is explored in addition to the existing application for express consent from the Secretary of State to lease properties to BHSCH already submitted to Communities & Local Government. We do not propose to incur any additional costs exploring this potential option prior to consultation with HMCC and BHSCH.
- 1.3 To date Brighton & Hove City Council (BHCC) has proceeded solely upon the legally advised and preferred route of seeking express consent from the Secretary of State for leasing of the properties to Brighton & Hove Seaside Community Homes (BHSCH). Legal advice and financial modelling on Stage 1 and Stage 2 reports, papers to Housing Management Consultative Committee (HMCC), Cabinet and Council and recommendations agreed have reflected this advice.
- 1.4 An application to Communities & Local Government (CLG) for express consent from the Secretary of State to lease up to 499 HRA properties from BHCC to

BHSCH was made on 13 February 2009. In response to this application (letter dated 7 May 2009) CLG advised that:

‘At present, on the basis of what we have been provided so far, we would be minded to recommend to the Secretary of State that she withholds consent, but do not wish to take this next formal step in the process without giving you the opportunity to re-consider your proposal.’

- 1.5 The Director of Adult Social Care & Housing provided a comprehensive response to the points outlined in the CLG letter of 7 May on the 26 June 2009. To date, no reply has been received from CLG to this letter.
- 1.6 Given the current position regarding the Council’s application for express consent from the Secretary of State, the fact we are in active negotiation with potential funders, and the critical nature of this proposal to meeting city-wide, corporate and strategic housing priorities and tenant aspirations for investment in their homes, this paper seeks authorisation to consult on use of general consents to lease as a potential alternative route should either of the following apply:
 - Secretary of State consent for BHCC to lease HRA properties to BHSCH is refused.
 - Secretary of State consent for BHCC to lease HRA properties to BHSCH is delayed to such an extent as to be impractical in terms of project timetable and achieving project priorities.

2. RECOMMENDATIONS:

- 2.1 That Cabinet agrees to consult with Housing Management Consultative Committee and Brighton & Hove Seaside Community Homes on the use of general consent A5.4.1 of the General Housing Consents 2005 to lease to Brighton and Hove Seaside Community Homes the 106 Housing Revenue Account (HRA) dwellings approved for leasing by Full Council on 9 October 2008 and such other Housing Revenue Account dwellings (up to a maximum of 499 in total, including the 106 properties) within a five year period that satisfy the criteria previously agreed by Cabinet and Council.
- 2.2 That Cabinet notes that Cabinet and Council (24 September 2008 & 9 October 2008 respectively) delegated the power to make decisions on the inclusion of individual properties to the Director of Adult Social Care and Housing after consulting with the Cabinet Member for Housing.
- 2.3 That Cabinet confirms the powers already delegated and, for the avoidance of doubt authorises the Director of Adult Social Care and Housing, after consultation with the Cabinet Member for Housing, to take all steps necessary, incidental or conducive to the achievement and implementation of the proposals in 2.1 above.
- 2.4 That Cabinet agrees that the issue regarding funding options and any decision associated with that remain delegated to the Cabinet Committee consisting of the Leader, the Cabinet Member for Housing and the Cabinet member for Finance.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 The Council intends to lease vacant properties to the Local Delivery Vehicle (LDV), Brighton and Hove Seaside Community Homes, which are presently held for housing purposes under Part II of the Housing Act 1985. Under Section 32 of the Housing Act 1985 the Council has the power to dispose of the land held for housing purposes on a leasehold (or indeed freehold) basis, but for the purposes outlined in the reports to Cabinet and Council, not without the consent of the Secretary of State. Consent may be express (i.e. granted on a specific application to the Secretary of State) or general (i.e. automatically granted to all authorities with no need for an application.)
- 3.2 Given the nature of the proposals, including the assumed “client base” and following legal advice received, the project has proceeded on the basis of express consent from the Secretary of State being applied for and achieved.
- 3.3 Unless any of the general consents (contained in the Consent for Disposal Part II Dwelling Houses 2005) apply, the specific consent of the Secretary of State will be required for any disposal.
- 3.4 Cabinet Meeting on 24 September 2008 approved the setting up of the proposed LDV to deliver key strategic housing and corporate priorities and generate funding for investment in the HRA to improve council homes and assist the council in meeting the Decent Homes Standard. Reducing the percentage of non-decent council homes is a key element in the Improving Housing & Affordability section of the Community Strategy and one of the key performance indicators in Brighton & Hove’s Local Area Agreement. The project modelled is based upon leasing up to 499 properties from the council to the LDV over a 5 year period. A key parameter is that there should be no freehold transfer. The original model as it stands (with tenants of the LDV not restricted to people with special needs) means consent is required from the Secretary of State to lease properties to any LDV. Full Council needed to resolve to make an application to the Secretary of State for consent to lease the properties to the LDV.
- 3.5 In light of the above considerations and advice received, Cabinet agreed recommendations, including the following:
- That Cabinet recommend to Full Council that it authorises the making of an application to the Secretary of State for consent to lease to the LDV (with vacant possession for a period of up to 125 years) the 106 Housing Revenue Account dwellings listed in the schedule in Part 2 of this agenda (exempt under paragraphs 1, 2 and 3 of schedule 12A to the Local Government Act 1972 (as amended)) under the requirements of s32 Housing Act 1985 and any additional application necessary or incidental to the granting of such leases or under any other relevant legislation.
 - That Cabinet recommend to Full Council that it authorises the making of an application to the Secretary of State for consent to lease to the LDV (with vacant possession) for a period of up to 125 years such other Housing Revenue Account dwellings, in addition to those listed in the schedule above (up to a maximum of 499 in total, including those covered under 2.7 above, within a five year period) that satisfy the criteria referred to in paragraph 3.4.9

of this report. For the avoidance of doubt Cabinet and Council delegate the power to make decisions on the inclusion of individual properties to the Director of Adult Social Care and Housing after consulting with the Cabinet Member for Housing.

- 3.6 The Director of Adult Social Care & Housing, after consultation with the Cabinet Member for Housing was authorised to implement the proposals with the issue of funding options delegated to a Cabinet Committee consisting of the Leader and the Cabinet Members for Housing and Finance. An application for express consent to lease from the Secretary of State was pursued on basis described in 3.5.
- 3.7 Following detailed discussion and information sharing with CLG and GOSE an application was made (on 13 February 2009) to CLG for consent from the Secretary of State to lease up to 499 vacant HRA properties over 5 years from the Council to BHSCH.
- 3.8 In response to this application (letter dated 7 May 2009) CLG have advised that:
- ‘At present, on the basis of what we have been provided so far, we would be minded to recommend to the Secretary of State that she withholds consent, but do not wish to take this next formal step in the process without giving you the opportunity to re-consider your proposal.’
- 3.9 CLG set out their main areas of concern and advised:
- ‘We will wait for further written evidence answering our concerns before putting your consent requests and our recommendations to the Secretary of State’.
- 3.10 The Director of Adult Social Care & Housing provided a comprehensive response and evidence addressing the concerns outlined in the CLG letter of 7 May on the 26 June 2009. To date no reply has been received from CLG to this letter.
- 3.11 In the meantime the project has continued to progress. BHSCH Board has been meeting regularly since December 2008. BHSCH has been constituted since March 2009, has elected a Chairman and is currently in the process of appointing its fourth and final independent board member to serve alongside existing independent, Council and tenant board members. BHSCH meets regularly and has set up sub groups to provide a detailed focus on legal, financial and property aspects of the project. BHSCH and the Council have been working closely on finalisation of legal agreements and have been in positive negotiations with potential funders and with the VAT Inspectors regarding the setting up of a VAT shelter. The Council have been finalising preparation of properties to lease to the Company in consultation with BHSCH property sub-group members. Tenant Area Panels have received regular feedback on progress from BHSCH tenant board members.
- 3.12 Should the current negotiations with potential funders prove successful and a funding option be agreed at Cabinet Committee, lack of consent to lease properties from the Council to BHSCH would remain a key outstanding project risk with the potential to compromise delivery of the core project objective of raising investment to help improve council tenants homes.

- 3.13 In light of this risk this report seeks authorisation to consult Housing Management Consultative Committee and consider the financial implications of exploring an alternative route of using general, in addition to the current express consent route, should either of the following apply:
- Secretary of State consent for BHCC to lease HRA properties to BHSCH is refused.
 - Secretary of State consent for BHCC to lease HRA properties to BHSCH is delayed to such an extent as to be impractical in terms of project timetable and achieving project priorities.

Background Information on Use of General Consents

- 3.14 Disposal of dwelling houses by local authorities is covered by s32 of the Housing Act 1985 relates. This requires the express consent of the Secretary of State for each disposal unless any of the general consents contained in The Consent for the Disposal of Part II Dwelling Houses 2005 apply. Many of the general consents cannot apply to this project as they relate to RSLs or disposal for owner occupation or to sitting tenants.
- 3.15 However, there may be one possible applicable consent under paragraph A5.4.1 of the general consent. Under this paragraph:

‘A local authority may, subject to the provisions of this consent , dispose of a dwelling house to any person (the ‘acquirer’) for the best consideration that can be reasonably obtained, where:

“A. the acquirer intends to use the dwelling house as housing accommodation or occupation by persons who have a special need arising from disablement, past or present dependence on alcohol or drugs, past or present mental disorder, or fear of domestic violence.”

“B. the dwelling house is vacant or the subject of a lease previously granted by the authority to the acquirer.”

- 3.16 Current advice is that whether or not general consent applies will need to be considered in light of the facts for each proposed disposal.
- 3.17 The basis on which Cabinet is being asked to approve consultation on potential use of this option is that the client group the Council proposes to nominate to BHSCH for housing consists of many households owed a housing duty by the Council by virtue of a special need outlined within paragraph A5.4.1 of the general consent.
- 3.18 In relying upon consent related to occupation of properties leased to BHSCH by persons who have a ‘special need’ we will need to consider the practical demand for accommodation from these special needs groups. In addition, we will need to consult with BHSCH to consider whether BHCC reliance upon any use of this designation for consent to lease properties will limit the range of activity of BHSCH under its constitution and impact upon the business plan and the value of the company in terms of impact upon management costs from groups who may require more care and support.

- 3.19 Consideration will also need to be given to the financial implications should this general consents route be followed. In particular, consideration of: the requirement to achieve a valuation at 'best consideration that can reasonably be obtained'; implications on ability to lend under the prudential borrowing route; and ability to use leaseback leases to maximise cap and threshold rents. As outlined above, it is not proposed to incur additional costs on exploration use of this consent option prior to consultation with HMCC and BHSCH.

4. OTHER MATTERS FOR CONSIDERATION

Cabinet Approval

- 4.1 The existing authorisation from Cabinet is not sufficient to follow the general consents route as it is based on a number of legal and financial assumptions which will not apply under the general consent option. Following consultation with Housing Management Consultative Committee and BHSCH and consideration of financial implications, any decision on this would therefore need to go back to full Cabinet. Cabinet Committee as currently set up is only charged with discussion of funding options and its authority does not extend to enabling it to approve a different scheme. However, the consent of full Council will not be needed as Council has already given consent to dispose.
- 4.2 Should a decision go back to Cabinet following consultation and detailed financial consideration, it is proposed that Cabinet agrees the principle of proceeding on the basis of general consent and authorise the Director, after consulting the Cabinet Member for Housing to implement the proposals.

Business Case

- 4.3 As detailed above consideration will need to be given to whether use of general consents has any impact on business case assumptions around income, expenditure, demand. Further to this, consideration may need to be given as to whether use of the 'special needs' general consent impacts upon the client group housed by the BHSCH.

5. CONSULTATION

- 5.1 The recommendation of this report seeks permission to consult Housing Management Consultative Committee on the potential use of the general consent route. BHSCH Company Board will also be involved in consultation on and detailed consideration of financial and other potential implications of use of the of the general consent option.

6. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 6.1 The financial implications are covered in the body of the report. Further resources will be required to complete the work on the LDV under either consent scenario and that Cabinet approval for this will be sought at the appropriate time.

Finance Officer Consulted: Mark Ireland

Date: 07/09/09

Legal Implications:

- 6.2 The use of general consent A5.4.1 is subject to a number of restrictions and these need to be carefully considered before any decision to proceed under that consent. The terms of the lease will need to be revised to ensure that they are consistent with the intended use for people with special needs. Council will have access to specialist external advice to ensure that all aspects are legally compliant.

Lawyer Consulted:

Abraham Ghebre-Ghiorghis

Date: 07/08/09

Equalities Implications:

- 6.3 The Council proposes to contract with BHSCCH to provide settled accommodation for households with particular needs including physical and learning disability. An equality impact assessment of the project is underway.

Sustainability Implications:

- 6.4 The proposal to set up a company to raise investment to improve council homes through leasing properties to BHSCCH enables access to funding to refurbish properties and meet strategic housing needs, would contribute to achieving council priorities to address sustainability as an integral part of all service delivery and contribute to the Sustainable Development Strategy.

Crime & Disorder Implications:

- 6.5 There are no implications for crime and disorder .

Risk & Opportunity Management Implications:

- 6.6 The Council has set up and maintains a risk register highlighting risks and how they might be allayed for all aspects of the project. Key risks and risk mitigation have been identified in previous reports. In setting out the risks below it should be noted there are risks in not taking forward this project, which include:

- Ability to meet the Decent Homes Standard within an acceptable time frame
- Future cost of lack of investment in the council stock
- Failure to secure a stable supply of housing for those to whom the council has a housing duty.

Corporate / Citywide Implications:

- 6.7 The proposal for the Council to lease properties to BHSCCH to raise investment in Council homes and access to funding to refurbish up to 499 properties in need of investment supports the following council corporate priorities:

- Protect the environment whilst growing the economy;
- Make better use of public money
- Reduce inequality by improving opportunities.

- 6.8 The contribution of this proposal to the objectives of the Local Area Agreement is outlined in paragraph 3.2.11 of the report to Cabinet on 24 September 2008.
- 6.9 Securing additional funding to meet Decent Homes Standard and carry out improvements to the council's stock in consultation with tenants and leaseholders is a key element to achieve a viable 30 year HRA business plan.

7. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 7.1 The report seeks permission to consult HMCC & BHSCH on evaluation of using general consent to lease empty HRA properties to BHSCH as a potential alternative option to the pursuit of the existing preferred option of seeking express consent to lease from the Secretary of State.

8. REASONS FOR REPORT RECOMMENDATIONS

- 8.1 The report recommends consultation with HMCC & BHSCH and consideration of financial implications of use of general consent for the Council to lease homes to BHSCH as a potential alternative option should permission to lease sought from the Secretary of State not be forthcoming or delayed to such an extent that it is impractical in terms of achieving project timetable and the necessary investment in improving council homes.

SUPPORTING DOCUMENTATION

Appendices:

- 1. Response of the Director of Adult Social Care & Housing to CLG

Documents in Members' Rooms

None

Background Documents

None

Stephen Biddulph
Department for Communities &
Local Government
Zone 1/A2
Eland House
Bressenden Place
London SW1E 5DU

Date: 25 June 2009
Our Reference: JH/mhw
Your Reference:
Direct Line: (01273) 295035

Dear Mr Biddulph

Thank you for your letter dated 7th May sent in response to our application for consent (submitted 13 February 2009) to lease up to 499 empty HRA homes from Brighton and Hove City Council (BHCC) to Brighton and Hove Seaside Community Homes (BHSC) over a period of 5 years.

We were disappointed that you have not been able at this point to place our request in front of the Minister with a positive recommendation but welcome the opportunity to review the concerns that you have raised and to jointly work towards eliminating any fundamental difficulties with this project.

(1) Value for Money

You raise the issue of value for money and that of disposals at an under value. I note your concern, and for this reason would like to shortly provide you with a detailed response having first examined this issue more closely.

(2) Securing Private Funding

In your first point you state that the 'proposal does not appear deliverable from a fundamental perspective'. As you are aware seeking private funding has always been the preferred funding option for this proposal. I am pleased to inform you that we are currently in active talks with three financial institutions on funding for the project. While the availability of private funding may be seen as a market not a project issue, our financial advisors have confirmed that the level of interest currently being shown is consistent with interest shown by banks on other PFI/PPP type proposals and as you will appreciate negotiations with banks that involve lending to a third party (in this case the LDV) take time and require a considerable amount of information exchange. In the current financial climate the process is taking even longer. The council will continue this process of securing private sector funding on competitive terms.

Although private funding is not finalised we would hope that officers would consider giving consent prior to private sector funding being obtained. We would hope that

officers in the department can consider all the other issues which relate to the scheme and working in dialogue with the Council reach a point where the scheme has support in principle with formal consent awaiting finalisation both of private funding and the documentation.

(3) A Prudent Approach

The second key issue raised in your letter is concerned with balance sheet treatment. The prudential capital system the issue of on/off balance sheet is no longer a factor. The prudential system is predicated on the council's view on affordability, sustainability and prudence of any capital investment decisions and these are the considerations the council will take into account throughout the project. The council has already opened discussions with the Audit Commission and their initial view is that the LDV will be "an Entity" (as defined by accounting principles) and will be accounted for as either an "Associate" or "Subsidiary" company in the council's Statement of Accounts. Discussions will continue with the Audit Commission and as the legal agreements between the council and LDV are finalised the accounting treatment will be reviewed. If you consider that whether it is on or off balance sheet has to be a key issue that enables or prevents consent from being given, (and given the financial freedoms allowed Councils following 2003 Act we are not sure why this should be a defining issue) we might be willing to say that we will ensure that it is formally signed off as off balance sheet.

(4) Maximum Rent Use of Existing Homes

In your third point you raise the issue of loss of social housing stock and the protection afforded to tenants by registration with the TSA. Brighton & Hove can provide assurance of no net loss of affordable homes. The homes we propose to lease to the BHSC are currently uninhabitable and in need of refurbishment. The Council will retain 100%, nomination rights to these homes when they are brought back into use in order to meet housing need. In addition, the Council working with the HCA and our housing association partners have a very successful new build development programme that on average delivers 230 new affordable homes in the City each year. Our partnership out-turn figure 2008/09 is 232 new affordable homes and we are projecting a similar figure next year based on our existing development pipeline. 499 empty homes in need of refurbishment leased to BHSC over 5 years equates to 4% of the existing Council housing stock and should be seen in the context of annual turnover of approaching 800 re-lets per year. In light of this we can confirm no project net loss of social housing stock in Brighton & Hove as a result of our proposals. In addition BHSC are seeking to extend its activities by developing and regenerating areas to increase and contribute to the existing development pipeline of additional affordable homes in Brighton & Hove.

(5) Registering with the TSA

We are not seeking to 'deny tenants in Brighton the protection the TSA offers'. Our proposals have proceeded on the basis that BHSCCH win contract landlord services back to the Council, which will be registered with the TSA. Neither the Council nor BHSCCH have ruled out approaching the TSA for registration at some point in the future. The TSA has yet to settle its registration criteria, and the BHSCCH will be very happy to enter into dialogue with the TSA as appropriate. BHSCCH will offer tenants a high standard of service with supporting policies and performance standards that reflect their aspirations. Any help the TSA can give BHSCCH in achieving their aspirations will be very welcome.

(6) Ending Benefit Dependency

Your fourth point reflects concerns about perpetuating a benefit dependency culture. The Council's allocation policy allows for transfer from temporary accommodation to social housing dwellings where tenants in temporary accommodation obtain work. Such tenants obtain priority for allocation of a social housing dwelling at social housing rents to avoid concerns about benefit dependency. The local housing allowance or housing benefit to which tenants would be entitled would be related to the provision of adequate housing for the person entitled to the benefit.

The Council's out-perform our National Indicator Set (156) target for reducing numbers of households living in temporary accommodation with a reduction to 372 households against a target of 385 for 08/09, from a baseline of 498. We have a target to reduce the number of households in temporary accommodation to 333 by 2010 and have developed our approach to ensure that sufficient support is available for households to manage and sustain new tenancies and prevent the cycle of re-entry back into temporary accommodation.

(7) Tackling Worklessness

In addition to our success in reducing the number of households living in temporary accommodation, we operate a successful Integrated Support Pathway to give vulnerable people a comprehensive package of support to enable them to move through homelessness and temporary accommodation services into employment and independent living.

Essential to the success of the Pathway was the commissioning of a dedicated Work and Learning Service which working alongside 35 homeless projects covering 150 people to achieve the following results:

- a 85% progression rate into further work or learning activity/meaningful occupation
- a 55% progression rate into mainstream learning/training
- a 47% rate into employment for those people completing the work placement programme.

- an increase from 40% to 85% for completion of Accredited Life Skills Programmes.

For people in temporary accommodation we successfully operate an incentivised pathway into employment and the private rented sector – the Stepping In Project. We have also commissioned the Homeless Psychology Project and Behavioural Support Team to support clients with issues of motivation and to overcome the negative behaviours and attitudes that lead to repeat homelessness.

In addition, we operate additional support services to support the transition into employment, education & training and independent living, including:

- | | |
|-------------------------------|--|
| ▪ Job Coaching | ▪ Support into College |
| ▪ Job Network | ▪ Links into external job support networks |
| ▪ Career Counselling | ▪ Business Link |
| ▪ Working Support Service | ▪ Services/Social Enterprise Network |
| ▪ BAOH Tracking for 18 Months | ▪ Strong links with Volunteering Agencies |
| ▪ Peer to Peer Service | |
| ▪ Peer Learner Programme | |

(8) Taking account of benefit changes

We are pleased to have received notification of DWP changes to the homeless ‘cap and threshold’ system. We were aware of and had identified potential risk of these forthcoming changes and had factored the potential impact into our modelling. We now welcome the certainty of the final arrangements being announced and will be considering the impact upon our modelling. This removes a significant project risk. From our initial consideration we note that while there is a negative impact on one bed properties, there is a positive impact for us on all other property sizes. We also note that the management fee used for authorities outside London is £60 per week, higher than any management fee we have proposed in our initial modelling.

(9) Schemes which enable settled homes

We were not intending at any time to suggest that our scheme was the same to that of Newham's Local Space. We were simply using that as an example of one of a number of schemes which are intended to improve the quality of temporary housing and produce settled homes. We wanted to be clear that the properties that we wish to lease to BHSCH are currently nearly all in a unsatisfactory state, some are actually empty and uninhabitable and the project produces enough money for them to be brought up to a proper standard so that the vulnerable client groups which BHSCH would house can be adequately housed. BHSCH is not simply going to house those who are homeless but also people with physical and learning disabilities to whom the Council has long-term duties to secure proper homes

(10) Improving tenant's living standards

As previously stated I would like to continue to work with your department at removing the difficulties that have been outlined in your letter of the 7th May which I have been able to begin to address in this response. We are keen to improve the living standards of our tenants and have developed this project in light of the government green paper which gives a commitment to increase government support for schemes which use rental income to repay borrowing and in doing so can utilise the lease premiums in order to invest in our retained housing stock to meet the Decent Homes standard and our tenants aspirations

(11) Tenant Support for BHSC

Brighton & Hove rejected a housing stock transfer with a 77% no vote. However they have actively endorsed the LDV project as a sound way of bringing empty homes back into use and generating additional premiums that can be used to improve social housing stock. We wish to work with you to achieve this goal. The proposals have all party political support.

(11) Funding decent Homes Standards

Finally, we need to restate that the proposal is primarily to raise investment to enable the council to bridge some of our investment gap to meet Decent Homes. This is being done in conjunction with a major re-procurement exercise which is seeking very significant savings to the HRA Business Plan through entering into long term partnering arrangements with contractors. We would welcome a discussion with the HCA and your selves to establish how they can help us with our proposals. I am sure we all share the same goals of improving the lives of living conditions of the Brighton & Hove's tenants and future tenants.

Given the importance of this proposal to the council's decent homes programme and its tenants we would appreciate your urgent and considered attention to our proposals. We would like to invite you to Brighton to view some of the properties we have been discussing and to clarify further points of issue so positive progress can be made.

Yours sincerely

Joy Hollister
Director
Adult Social Care & Housing

HOUSING MANAGEMENT CONSULTATIVE COMMITTEE

Agenda Item 26
Brighton & Hove City Council

Subject:	Housing Revenue Account 2008/09 Final Outturn and Forecast Outturn for 2009/10 as at month 4		
Date of Meeting:	12 October 2009		
Report of:	Director of Adult Social Care and Housing		
Contact Officer:	Name: Sue Chapman	Tel: 29-3105	
	E-mail: sue.chapman@brighton-hove.gov.uk		
Key Decision:	No		
Wards Affected:	All		

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 This report informs the meeting of the Housing Revenue Account (HRA) 2008/09 final outturn and the forecast outturn for 2009/10 as at Month 4.

2. RECOMMENDATIONS:

- (1) That the Housing Management Consultative Committee note the final outturn for the HRA for 2008/09 was an underspending of £0.445 million compared to the budgeted deficit of £0.250 million. This represents a variance of 0.95% of the gross revenue budget of £47 million. General HRA revenue reserves have reduced by £1.747 million to £3.902 million as at 31 March 2009.
- (2) That the Housing Management Consultative Committee note the forecast position for 2009/10 as at Month 4, which is an overspend of £0.089 million.

3. RELEVANT BACKGROUND INFORMATION

3.1 FINAL OUTTURN 2008/09:

The 2008/09 outturn is a net underspend of £0.445 million, compared to budget as shown in Appendix 1. The main variances are described below:

- The Employees budget underspent by £0.544 million due to vacancy management pending reviews to be implemented as part of the Housing Management Improvement Programme, including a £0.060 million provision for the implementation of single status.

- Overall Repairs underspent by £0.002 million, which although not significant, the following variances are included within this figure:
 - There was an underspend of £0.210 million in the responsive repairs budget (3.75% of total £5.6 million budget). This saving has been delivered through the open book process, which enabled the close management of larger responsive repairs and collaborative working with partners to improve the diagnosis of repairs and performance on job completion times. These savings were in addition to those already built into the 2008/09 base budget.
 - The empty property repair budget overspent by £0.332 million. The overspend was due to an increase in the average cost of repair per property from £2,300 to £2,600 compared to the previous year.
 - Repairs and Maintenance expenditure of Temporary Accommodation properties exceeded the annual budget by £0.035 million.
 - An underspend on service contracts of £0.167 million due to the continuation of existing contracts which have a lower specification than the new proposed contracts, which had been budgeted for.

- The other premises outturn was an overspend of £0.242 million. Approximately £0.130 million was due to the utility provider issuing correct billing going back to 2004/05 for outstanding gas bills at Leach Court. The remaining overspend is due to the short cold spell at the beginning of the year increasing consumption to a greater level than forecast.

- The underspend reported under Supplies & Services is due mainly to a reduction in the contribution to the bad debt provision of £0.123 million resulting from a reduction in level of tenants arrears at the end of the financial year. Also, a reduction in the use of consultants in respect of inspections to gas installation works resulted in an underspend of £0.094 million.

- The Revenue Contribution to Capital was increased by £0.096 million to finance increased expenditure in the capital programme.

- Rental income for dwellings overachieved against the budget by £0.063 million due to lower than anticipated Right to Buy sales during the year.

- The income budget for service charges overachieved by £0.057 million in respect of leaseholder service charges, due to costs for recharging being greater than anticipated at budget setting.

- The Other Recharges & Interest income underachieved by £0.156 million. This was partly due to a reduction of staff time chargeable to capital schemes as a result of less works being capitalised i.e. now being carried out as revenue expenditure, together with the reprofiling of some of the capital budget into 2009/10. The forecast under achievement of income also includes £0.056 million reduction of fees reclaimed from RTB sales income, this is offset by reduced expenditure under the Supplies & Services heading.

3.2 FORECAST OUTTURN 2008/09 AS AT MONTH 4

The forecast outturn for 2009/10 as at Month 4 is an overspend of £0.089 million as shown in Appendix 2. The main variances are explained below:

- The forecast underspend on Employees is £0.518 million due to the anticipated pay award being lower than budgeted for and vacancy management continuing to be a major factor pending the Housing Management improvement programme.
- Repairs Service contracts are projected to underspend by £0.069 million due to the new service contracts being implemented later than expected.
- A reduction in the contribution to the bad debt provision of £0.050 million compared to the budget is forecast. The actual provision is calculated and made at the end of the financial year based on the amount of arrears at that time with regular monitoring taking place during the year.
- The Revenue Contribution to the Capital programme has been increased by £0.140 million to fund refurbishment works on 6 major empty properties.
- The current economic situation has led to a change in the corporate policy towards treasury management. In order to substantially reduce its exposure to risk, the council has prematurely repaid some £57 million of debt. This early repayment has also benefited the council by reducing capital financing costs of which the HRA has seen a reduction of £0.525 million, (i.e. £0.613 million capital financing costs net of £0.088 million interest reduction shown under other income). However, for the HRA, due to the complexities of the subsidy system, there is also an increase of £0.912 million Housing subsidy payable to central government resulting in a net overspend of £0.387 million. The council is monitoring the financial markets and, when there are signs that the markets are returning to a more stable and secure outlook, these interim measures will be withdrawn and new borrowing will be raised. If and when this happens the negative impact on the HRA will be revised.

- Service Charges -The amount the council charges its leaseholders of sold council flats for major works is projected to under achieve by £0.075 million at month 4. However, as capital schemes have now been finalised, it will now be possible to bill leaseholders in this financial year which will enable an almost break even position to be reported in future.
- Dwellings rents are likely to underachieve by £0.080m due to Temporary Accommodation properties being held vacant pending conversion of shared facilities.

3.3. FORECAST RESERVES AS AT 31 MARCH 2010

The HRA revenue reserves as at 31 March 2009 reduced by £1.747 million to £3.902 million. During 2008/09 £1.386 million was allocated to fund the 2008/09 capital programme (as approved at Housing Committee on 27 March 2008), a further £0.250 million was allocated to fund the energy contract prices increases (as approved at Cabinet on 18 September 2008) and £0.556 million costs for single status were paid from reserves. The forecast overspend of £0.089 million for 2009/10 will reduce the projected reserves as at 31 March 2010 to £3.813 million which is £1.413 million above the recommended minimum level of reserves of £2.4 million above. The £1.413 million will be required to fund further costs of Single Status, TUPE and mobilisation costs of the new long term partnering contract.

The HRA revenue reserves are shown below:

REVENUE RESERVES	General Reserves £'000
Balance at 1 April 2008	5,649
Contribution to reserves 2008/09	445
Transfer from reserves to fund:	
Electricity Contract price increase	(250)
2008/09 Capital Budget	(1,386)
Equal pay instalments	(556)
Balance at 31 March 2009	3,902
Forecast Contribution from reserves 2009/10	(89)
Projected Reserves at 31 March 2010	3,813

4. CONSULTATION

- 4.1 The purpose of this report is to advise of the final outturn for 2008/09 and forecast outturn for 2009/10 and therefore there has been no external consultation.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 Financial implications are in the main body of the report

Finance Officer Consulted: Sue Chapman Date: 14 September 2009

Legal Implications:

- 5.2 The Council is obliged to keep a separate Housing Revenue Account by virtue of the Local Government & Housing Act 1989.

Lawyer Consulted: Liz Woodley Date: 16 September 2009

Equalities Implications:

- 5.3 There are no equalities implications arising from this report.

Sustainability Implications:

- 5.4 There are no environmental implications arising from this report

Crime & Disorder Implications:

- 5.5 There are no direct implications for crime and disorder.

Risk and Opportunity Management Implications:

- 5.6 Risk assessments have allowed the council to allocate its resources appropriately.

Corporate / Citywide Implications:

- 5.7 There are no corporate or citywide implications arising from this report.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 There are no alternative options for this report.

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 To consult tenants and members of the final outturn position of the HRA for 2008/09 and forecast outturn for 2009/10.

SUPPORTING DOCUMENTATION

Appendices:

1. Final Outturn 2008/09
2. Forecast Outturn 2009/10

Documents In Members' Rooms

1. None

APPENDIX 1 - Final Outturn 2008/09			
Housing Revenue Account	Budget 2008/09 £'000	Outturn 2008/09 £'000	Variance 2008/09 £'000
Employees	9,043	8,499	(544)
Premises			
Repairs - response repairs & empty properties	7,649	7,806	157
- service contracts	2,779	2,612	(167)
- programme repairs	1,469	1,477	8
Other premises	2,923	3,165	242
	14,820	15,060	240
Transport	159	177	18
Supplies & Services			
Contribution to Bad Debt Provision	300	177	(123)
Other supplies & services	1,701	1,575	(126)
	2,001	1,752	(249)
Support Services	2,300	2,267	(33)
Revenue contribution to capital	2,242	2,338	96
Capital financing costs	4,941	4,897	(44)
Government Subsidy Payable	11,494	11,539	45
Total Expenditure	47,000	46,529	471
Income			
Dwellings rents (net of empty properties)	(40,478)	(40,541)	(63)
Car parking/garages rents (net)	(757)	(709)	48
Commercial Rents	(452)	(494)	(42)
Service Charges – tenants & leaseholders	(3,428)	(3,485)	(57)
Supporting People charges	(550)	(566)	(16)
Other income & recharges	(1,085)	(929)	156
Total Income	(46,750)	(46,724)	26
Total Deficit / (Surplus)	250	(195)	(445)

Note that figures in brackets (-) are underspends

APPENDIX 2 - Forecast Outturn 2009/10			
Housing Revenue Account	Budget 2009/10 £'000	Forecast at Month 4 2009/10 £'000	Variance at Month 4 2009/10 £'000
Employees	9,266	8,748	(518)
Premises			
Repairs - response repairs & empty properties	7,342	7,342	0
- service contracts	2,910	2,841	(69)
- programme repairs	476	476	0
Other premises	3,038	3,047	9
	13,766	13,706	(60)
Transport	187	187	0
Supplies & Services			
Contribution to Bad Debt Provision	308	258	(50)
Other supplies & services	1,618	1,661	43
	1,926	1,919	(7)
Support Services	2,251	2,232	(19)
Revenue contribution to capital	5,034	5,174	140
Capital financing costs	4,356	3,743	(613)
Government Subsidy Payable	11,083	11,995	912
Total Expenditure	47,869	47,704	(165)
Income			
Dwellings rents (net of empty properties)	(41,168)	(41,084)	84
Car parking/garages rents (net)	(727)	(712)	(15)
Commercial Rents	(495)	(495)	0
Service Charges – tenants & leaseholders	(3,861)	(3,782)	79
Supporting People charges	(564)	(544)	20
Other income & recharges	(1,054)	(968)	86
Total Income	(47,869)	(47,615)	254
Total Deficit / (Surplus)	0	89	89

Note that figures in brackets (-) are underspends

Housing Management Consultative Committee

- (11/11/09) Housing Cabinet
- (12/11/09) Cabinet
- (17/11/09) Strategic Housing Partnership
- (15/12/09) Local Strategic Partnership

Agenda Item 27

Brighton & Hove City Council

Subject:	Housing Strategy 2009-2014: healthy homes, healthy lives, healthy city		
Date of Meeting:	12 October 2009		
Report of:	Joy Hollister, Director of Adult Social Care & Housing		
Contact Officer:	Name: Andy Staniford	Tel: 29-3159	
	Housing Strategy Manager		
	E-mail: andy.staniford@brighton-hove.gov.uk		
Key Decision:	Yes	Forward Plan No: HSG11674 / CAB11460	
Wards Affected:	All		

FOR GENERAL RELEASE

1 page summaries of the draft strategies are attached. Copies of the full strategies are available at: <http://www.brighton-hove.gov.uk/index.cfm?request=c1188834>

1. SUMMARY AND POLICY CONTEXT:

- 1.1 This report follows on from the report to Housing Management Consultative Committee of June 2008 and summarises the development of the city's new Housing Strategy and strategies relating to Older People and the city's LGBT (Lesbian, Gay, Bisexual and Trans) communities and seeks their endorsement.

2. RECOMMENDATIONS:

- (1) To endorse the Housing Strategy 2009-2014: healthy homes, healthy lives, healthy city and related sub-strategies, the Older People's Housing Strategy 2009-2014 and the LGBT People's Housing Strategy 2009-2014.
- (2) To recognise the extensive good practice and stakeholder engagement demonstrated during the development of these strategies.
- (3) To recognise that minor changes may be made to these strategies during their approval process to ensure they reflect the latest national and local strategic context. Significant changes would require Director approval.

3. RELEVANT BACKGROUND INFORMATION:

3.1 Our last housing strategy was developed in 2001 and updated in 2004. The development of our new housing strategy began in 2007.

3.2 To ensure our services are working together as effectively as possible, the development of the new housing strategy has been the springboard for a larger strategy development and consultation review covering 8 key strategies:

Overarching Housing Strategy

- Housing Strategy 2009-2014: healthy homes, healthy lives, healthy city
- Older People's Housing Strategy 2009
- LGBT People's Housing Strategy 2009
- BME People's Housing Strategy (to be further developed into 2010)

Core Strategies

- Supporting People 5-year Strategy 2008
- Homelessness Strategy 2008

Homelessness Sub Strategies

- Single Homeless Strategy 2009
- Temporary Accommodation Strategy 2008

3.3 This report is focused on the overarching Housing Strategy and the specialist strategies relating to Older People and the city's LGBT communities that are being developed in recognition of the particular needs faced by these groups.

3.4 The Homelessness Strategy, Supporting People Strategy Review and Temporary Accommodation Strategy were approved at Housing Cabinet in March 2008 with the Single Homeless Strategy being approved in May 2009. A BME People's Housing Strategy will be further developed during 2009/10.

3.5 We recognise that housing plays an important part of all aspects of people's lives, particularly health and wellbeing. To support the new strategy NHS Brighton & Hove carried out a Health Impact Assessment on the city's housing needs. The results of this assessment are helping us to ensure that our strategy and action plans contribute to improving the health and wellbeing of local people.

3.6 In addition, we have been working in partnership with Adult Social Care and the Primary Care Trust (NHS Brighton & Hove) to develop and launch a joint Physical Disabilities Commissioning Strategy 2009 for the city and are currently involved in the development of both the joint Working Age Mental Health Commissioning Strategy and Healthy City Strategy.

- 3.7 Oversight of the strategy development process has been by the Strategic Housing Partnership of the Local Strategic Partnership which has been acting as the Project Board.
- 3.8 Subject to agreement, the Housing Strategy 2009-2014: healthy homes, healthy lives, healthy city and accompanying sub-strategies will ultimately be submitted for approval to the Local Strategic Partnership (planned for 15 December 2009) and will become a key component of the refreshed Community Strategy.
- 3.9 1 page summaries of the final draft strategies are attached as appendices. Copies of the full documents and executive summaries are available at: <http://www.brighton-hove.gov.uk/index.cfm?request=c1188834>

4. CONSULTATION:

- 4.1 Our strategies have been developed in stages to maximise opportunities for local people, advocacy groups, partner organisations, staff and other stakeholders to engage in the process.
- 4.2 The first round of consultation was undertaken over 3 months in summer 2007. The consultation was shaped around a Briefing Pack developed to highlight key areas of housing need to provide stakeholders with relevant information to help facilitate discussion. This pack was available on the council website and throughout the city in libraries and other public places. It was also sent out to many stakeholders, voluntary organisations and residents.
- 4.3 To support this consultation we also organised a 2 day Consultation Fair that included a Saturday, officers went out into the community, attended social functions, service user groups meetings and other events. Where possible we also linked in with other research and consultation being carried out across the city, such as the groundbreaking *Count Me In Too!* research looking at the needs and aspirations of the city's LGBT population.
- 4.4 In winter 2007/08 we published strategy frameworks outlining the proposed key priorities and actions for the Housing Strategy, Older People's Housing Strategy, BME Housing Strategy and LGBT Housing Strategy. These priorities and actions were developed from the Consultation Briefing Pack and findings of the first round of consultation. Consultation on the strategy frameworks together is being used to help develop the draft strategies and action plans.
- 4.5 Groups we set up to support the development of the specialist strategies:
- Older People's Cross Sector Housing & Support Working Group
 - LGBT Housing & Support Working Group
- These groups are made up of representatives from a wide range of support and advocacy groups, the community and voluntary sector, the Primary Care Trust and the local authority. Whilst these groups have been instigated and facilitated by the local authority, they are led by our stakeholders.

- 4.6 These groups have reviewed each stage of the strategy development process and made many valuable contributions to our strategic priorities, action plan and equality impact assessment. We hope that these groups will have an ongoing input into monitoring and review once the strategies are published.
- 4.7 We are working with the BME communities to explore the potential for a similar group to be a critical champion of the BME Housing Strategy. This work is planned for development in 2009 and 2010.
- 4.8 Sub groups of the Strategic Housing Partnership have been looking at the role of housing co-ops and the issues around student housing. The findings of these groups are helping to inform the strategies.
- 4.9 In tandem with the strategy development process, a number of Chairman's Focus Groups have been set up to consider key issues affecting the council's social housing stock and impacting on the lives of tenants. These groups are looking at a number of issues such as sheltered housing, adaptations and allocations which are also helping to inform the draft housing strategies.
- 4.10 The draft Housing Strategy, Older People's Housing Strategy and LGBT Housing Strategy were published at the end of 2008 for a final 3-month round of stakeholder consultation. The drafts were published on the website and on the websites of community partners such as Spectrum, and officers once more visited a number of stakeholder groups, residents groups and community meetings in order to get a wide range of views on the drafts.
- 4.11 A Stakeholder Event was organised to gather officers in the relevant Council services, such as Adult Social Care, Housing Management and Community Safety, to discuss issues from the draft strategies and help draft and 'own' actions for their own services. This event was attended by members, officers, and community sector professionals, and co-facilitated by the Chairs of the two Housing & Support Working Groups.
- 4.12 The strategy development has been reviewed by Adult Social Care & Housing Overview and Scrutiny Committee on 26 June 2008 and 5 March 2009 which commended the level of stakeholder engagement:

11.8 Several members noted that they were in general strongly supportive of the high degree of public and stakeholder consultation relating to the development of this strategy. Officers responsible for shaping the strategy were also praised for ensuring that public views genuinely contributed to the development of the strategy rather than being ex post facto.

Minutes, Adult Social Care & Housing Overview and Scrutiny Committee, 26 June 2008

70.4 RESOLVED – That the department be congratulated for their good work and good practice.

- 4.13 We do not want consultation to end with the publication of our strategies, but would like it to be a part of an ongoing process, involving local people and other stakeholders throughout the life of the strategies helping us to monitor its implementation and review our services. This approach has led to recognition of this model of consultation by the Office of the Third Sector; the report by Involve, 'Better together: improving consultation with the third sector' cites this consultation as an example of national best practice.

5. RECOGNISING GOOD PRACTICE:

- 5.1 The stakeholder focussed approach and joint work with health to develop the Housing Strategy has been recognised as good practice nationally and internationally:

- **Audit Commission (Apr 2008)**
National study scoping exercise: Improving performance through a strategic approach to housing,
- **World Health Organisation (Oct 2008)**
Seminar / Case Study, WHO Healthy Cities International Conference, Croatia
- **Housing Quality Network (Nov 2008)**
Case Study, Understanding the Public Health Agenda
- **Office of the Third Sector (Nov 2008)**
Research project looking at effective and innovative consultation with the third sector
- **UK Public Health Association (Mar 2009)**
Parallel Session / Case Study, 17th UKPHA Annual Public Health Forum
- **The Duty to Involve: Making it Work (Apr 2009)**
Good practice guide produced by the Community Development Foundation on behalf of the CLG
- **Housing Quality Network (Apr 2009)**
Incorporating Equalities & Diversity into the Housing Strategy, HQN Diversity Seminar
- **Edith Kahn Memorial Lecture (Apr 2009)**
Good practice provided by CLG to support Lecture by Hazel Blears to the Community Service Volunteers

- **Northern Housing Consortium (Jun 2009)**
Health & housing workshop, NHC Annual Conference, 'Making Places: Shaping Lives'
- **Housing Quality Network (Jun 2009)**
Health & housing seminar, 'World class commissioning in housing'

6. FINANCIAL & OTHER IMPLICATIONS:

6.1 **Financial Implications:** *[Mike Bentley, Accountant, 17 August 2009]*

There are no direct financial implications arising from the recommendations made in this report. However the final strategies will have strong links to the budget strategy across Adult Social Care & Housing.

6.2 **Legal Implications:** *[Liz Woodley, Lawyer, 21 August 2009]*

The Council is not statutorily required to have a Housing Strategy, although most local housing authorities produce one for their areas. It is not considered that any individual's human rights are adversely affected by the report's recommendations.

6.3 **Equalities Implications:**

An equality impact assessment has been carried out on each strategy during its development, with the strategy containing a summary of the assessment. Additional Equality Impact Assessments will be required as the strategy action plans are implemented over the next few years. Below is a summary of our approach to each of the 6 equality strands:

- **Race:** BME Housing Strategy in development
- **Disability:** Strategy Statement on Physical Disabilities incorporated in Housing Strategy and Older People's Housing Strategy. Disability of all kinds, including physical disability, learning disability and mental health issues, are also a key feature of the Supporting People and Learning Disability Housing Strategies
- **Gender and gender identity:** Actions from the Gender Equality Scheme have been fed into the strategic development process. Gender Identity is also a key feature of the LGBT Housing Strategy.
- **Age:** Older People's Housing Strategy. Youth Homelessness Strategy developed in 2007. Supporting People Strategy links to older people's services, youth homelessness services, and action to fund LGBT support worker for young people at risk
- **Religion / Belief:** The BME Housing Strategy to be further developed during 2009/10 includes community safety objectives which also cover religion and belief.
- **Sexual Orientation:** LGBT Housing Strategy

Equality Impact Assessment Summaries are publically available at:
<http://www.brighton-hove.gov.uk/index.cfm?request=c1200096>

6.4 Sustainability Implications:

Housing is one of the 12 key objectives of the council's Sustainability Strategy which aims ***to ensure that everyone has access to decent, affordable housing that meets their needs***. The Housing Strategy 2009-2013 and related specialist strategies support this aim.

6.5 Crime & Disorder Implications:

Ensuring appropriate housing and support is essential in helping to reduce antisocial behaviour and other crime and also to support the victims of crime. Specific actions within the LGBT and BME housing strategies recognise hate crime and aim to support victims and help develop safer communities.

6.6 Risk and Opportunity Management Implications:

The current economic climate brings with it the risks of increased levels of home repossessions, increased numbers of empty homes, increased overcrowding, reduced access to equity funding for maintenance and improvements and reduced levels of house building. This could increase pressures relating to homelessness, housing support and community cohesion. A robust housing strategy is essential to help mitigate these risks and resultant budgetary pressures.

6.7 Corporate / Citywide Implications:

Housing is a fundamental aspect of people's wellbeing affecting the daily lives of 250,000 residents in Brighton & Hove. Poor or inappropriate housing has a direct impact on the ability of residents to maintain their independence – this has implications for social care, education and the health. 22,000 households in the city have someone with a support need and vulnerability affects 1 in 5 households. Housing also has a significant impact on the economy. Before the downturn, the housing stock was valued at approximately £26bn with homes worth more than £1bn sold in a year with around a further £1bn being spent on maintenance, rents, mortgages and other associated housing costs. Our housing aims support the priorities and aims of the 2020 Community Strategy.

SUPPORTING DOCUMENTATION

Appendices:

1. Housing Strategy 2009-2014: 1 page summary
2. Older People's Housing Strategy 2009-2014: 1 page summary
3. LGBT People's Housing Strategy 2009-2014: 1 page summary

Copies of the full strategies are available at:

<http://www.brighton-hove.gov.uk/index.cfm?request=c1188834>

Documents In Members' Rooms:

None

Background Documents:

Available at: <http://www.brighton-hove.gov.uk/index.cfm?request=c1188834>

1. Final Draft Housing Strategy 2009-2014, October 2009
2. Final Draft Older People's Housing Strategy, October 2009
3. Final Draft LGBT People's Housing Strategy, October 2009

4. Draft Housing Strategy 2008-2013, October 2008
5. Draft Older People's Housing Strategy, October 2008
6. Draft LGBT People's Housing Strategy, October 2008

7. Draft Housing Strategy Framework, December 2007
8. Draft Older People's Housing Strategy Framework, December 2007
9. Draft BME People's Housing Strategy Framework, December 2007
10. Draft LGBT People's Housing Strategy Framework, December 2007

11. Housing Strategy 2008: Consultation Briefing Pack, May 2007

Available at: <http://www.brighton-hove.gov.uk/index.cfm?request=c1200096>

12. Equality Impact Assessment Summary: Housing Strategy 2009-2014
13. Equality Impact Assessment Summary: Older People's Housing Strategy
14. Equality Impact Assessment Summary: LGBT People's Housing Strategy

Housing Strategy 2009-2014

healthy homes, healthy lives, healthy city 1 page summary

*Enabling healthy homes, healthy lives and a healthy city
that reduces inequality and offers independence,
choice and a high quality of life*

Our Strategic Priorities

The citywide housing strategy has 3 overall priorities that reflect the basic housing needs of the city:

- **Strategic Priority 1:**
Improving housing supply
- **Strategic Priority 2:**
Improving housing quality
- **Strategic Priority 3:**
Improving housing support

Our Strategic Principles

The Housing Strategy identifies and subscribes to 6 fundamental principles that underpin all of the work we do:

- A healthy city
- Reducing inequality
- Improving neighbourhoods
- Accountability to local people
- Value for money
- Partnership working

LGBT (Lesbian Gay Bisexual and Trans) People's Housing Strategy

1 page summary

*Enabling healthy homes, healthy lives and a healthy city
that reduces inequality and offers independence,
choice and a high quality of life*

Our Strategic Objectives

The objectives of this strategy are specific to the needs of LGBT people but also support the wider Housing Strategy:

Objective 1 Plan and provide accessible, welcoming and safe housing and support services that are responsive to the needs of LGBT people and promote their health and well-being

Objective 2 Plan and provide housing and support services that contribute to LGBT community safety and challenge harassment, discrimination and hate crime

Objective 3 Plan and provide housing and support services in consultation with the LGBT community

Older People's Housing Strategy

1 page summary

*Enabling healthy homes, healthy lives and a healthy city
that reduces inequality and offers independence,
choice and a high quality of life*

Our Strategic Objectives

The objectives of this strategy are specific to the needs of older people but also support the wider Housing Strategy:

Objective 1 Make sure older people are able to access a mix of high quality housing suitable for their changing needs and aspirations

Objective 2 Make sure older people are supported to sustain their independence as members of the wider community

Objective 3 Make sure older people are able to access services and become involved in service development and decisions which affect them

HOUSING MANAGEMENT CONSULTATIVE COMMITTEE

Agenda Item 28

Brighton & Hove City Council

Subject: Grounds Maintenance Review
Date of Meeting: 12 October 2009
Report of: Director of Adult Social Care & Housing
Contact Officer: Name: Robert Keelan Tel: 29-3261
E-mail: Robert.Keelan@brighton-hove.gov.uk
Key Decision: No
Wards Affected: All

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 To propose a review of our current grounds maintenance arrangements with the aim of creating quality spaces in which people want to live and can be proud, and which others will respect.
- 1.2 To work with the Estates Service Monitoring Group to bring recommendations on future delivery of the grounds maintenance service on housing management owned land.

2. RECOMMENDATIONS:

- (1) That the Housing Management Consultative Committee endorse the proposal to carry out a review of our current grounds maintenance arrangements.
- (2) That the Housing Management Consultative Committee endorses the proposal for the Estates Service Monitoring Group to undertake this work with officers.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS.

- 3.1 We are aiming to become a 3 star service and to do so we must satisfy our residents and the audit commission that we keep our estate grounds clean, tidy and attractive by working closely with service users, other departments and external agencies.

3.2 We currently have a grounds maintenance contract provided by City Parks who have provided the service since 2004. The level of service provision varies across the city and the contract specification has not been amended since 2004. We need to review whether the specification meets the current needs and aspirations of residents. We want to find out from residents what they think of the current service and whether we need to change our approach to the management of our green spaces and communal areas.

3.3 It is proposed that a project officer will work alongside the Estates Service Monitoring Group to:

- Consider the objectives for the grounds maintenance service.
- Review the level of service residents would like.
- Review how other housing organisations provide their service and achieve value for money.
- Prepare a specification for future service delivery of our grounds maintenance service.
- Make proposals for future contract and performance management of the grounds maintenance service on housing management land.
- Work with City Parks to explore innovative ways of maintaining the grounds (e.g. opportunities for conservation, wild flower planting, food growing and allotments)

The group will also involve and work in partnership with City Parks to review the service.

3.4 The driver for this change is value for money, allowing residents to have a greater say on what the grounds maintenance service is and where they want it to be to meet their aspirations.

4. CONSULTATION

4.1 It is proposed that this project will be undertaken with the Estates Services Monitoring Group which consists of two representatives from each of the four area panel areas, a leaseholder and a high rise action group member. The Estates Service Monitoring Group has taken the lead in reviewing estate based issues such as the cleaning service and it seems appropriate to extend its remit into wider estate based issues.

4.2 In line with other chairman focus groups this would be a time limited piece of work and we will bring a preliminary update back to Housing Management Consultative Committee in December 2009.

4.3 In Autumn 2009 we will be carrying out a tenant satisfaction survey which will be sent to a number of randomly selected tenants. Through this survey we will seek views on our current grounds maintenance service and feedback will be passed to the Estates Service Monitoring Group to consider in their proposals.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

5.1 The 2009/10 Housing Revenue Account Budget includes £388,810 for Grounds Maintenance, of which £319,640 is for the main contract with City Parks and the remaining £69,170 for trees and garden maintenance works outside the main contract. The amount recovered through service charges for Grounds Maintenance is currently budgeted for at £189,150 for Tenants and £57,600 for Leaseholders.

5.1.1 When carrying out the review the working group will need to consider the financial implications of any changes to the current service in respect of charges to the Housing Revenue Account Budget and the Grounds Maintenance service charge income received from Tenants and Leaseholders living in blocks of flats.

Finance Officer Consulted: Susie Allen

Date: 30/09/09

Legal Implications:

5.2 There are no direct legal or Human Rights Act implications arising out of the report's recommendation to review the existing grounds maintenance arrangements

Lawyer Consulted: Liz Woodley

Date: 14/09/09

Equalities Implications:

5.3 Research suggests that there is a strong correlation between economic and environmental deprivation and poorer communities tend to live in more polluted, less green locations. Residents of social housing are therefore more likely to live in areas of poor environmental quality (Neighbourhoods Green (2004) *Decent homes, Decent spaces*). In order to minimise any negative impacts throughout the city an equalities impact assessment will be undertaken during this review.

Sustainability Implications:

5.4 This project supports the council's sustainability strategy and clear environmental benefits could be gained from the development of a new specification including reducing the cities carbon footprint and protecting and enhancing nature conservation interest within the city.

Crime & Disorder Implications:

- 5.5 Through the development of a new specification there is the opportunity to ensure that issues of community safety are considered in the design and maintenance of green spaces and communal areas.

Risk and Opportunity Management Implications:

None

Corporate / Citywide Implications:

- 5.7 The development of a new specification for the delivery of our grounds maintenance service will have citywide implications for council tenants and leaseholders.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 Continue with the existing grounds maintenance contract specification. However this is not recommended as the specification does not provide a consistent level of service provision throughout the city and does not allow us to have a service which reflects the priorities and aspirations of residents.

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 To consult and seek endorsement from members of the Housing Management Consultative Committee on the proposal for a review of the grounds maintenance service. To seek endorsement on the recommendation that the Estates Service Monitoring Group undertake this work with officers.

SUPPORTING DOCUMENTATION

Appendices:

None

Documents In Members' Rooms

None

Background Documents

1. Neighbourhoods Green - *Decent Homes, Decent Spaces (2004)*

HOUSING MANAGEMENT CONSULTATIVE COMMITTEE

Agenda Item 29

Brighton & Hove City Council

Subject:	Housing Management Performance Report (Quarter 1)		
Date of Meeting:	12 October 2009		
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 Quarter one report for Housing Management Performance for the year 2009-2010.
- 1.2 This report continues the new style of presentation and comparative benchmarking outlined in the end of year report presented previously to Housing management Consultative Committee

2. RECOMMENDATIONS:

- 2.1 That Housing Management Consultative Committee comment on the contents of this report.
- 2.2 That Housing Management Consultative Committee comment on any changes or additional information they would like to see in future reports

3. RELEVANT BACKGROUND INFORMATION

3.1.0 Rent Collection and Current Arrears

Indicator	Past Performance 07/08	End of Year Performance 08/09	First Quarter 09/10	Top 25% of Performing Authorities Figures 1 st Quarter	Future Targets	
					09/10	10/11
BV66a Rent Collection	97.75%	98.16%	98.16%	HouseMark Major Cities Benchmarking: Upper Quartile 96.95% Stock Retained Benchmarking: Upper Quartile 94.78%	98.50%	98.68%
BV66a Rent Collection (Central housing area)	98.21%	98.35%	98.43%	n.a.	98.79%	99.03%
BV66a Rent Collection (East housing area)	97.08%	97.73%	97.78%	n.a.	97.99%	98.13%
BV66a Rent Collection (North housing area)	98.08%	98.35%	98.30%	n.a.	98.66%	98.82%
BV66a Rent Collection (west housing area)	98.09%	98.43%	98.36%	n.a.	98.88%	99.12%
BV66a Rent Collection (Temporary Acc.)	93.8%	97.07%	97.10%	n.a.	96.95%	96.95%
BV66b Those with arrears of more than 7 weeks	7.85%	6.40%	5.64%	HouseMark Major Cities Benchmarking: Upper Quartile 4.56	4.96%	4.13%

Indicator	Past Performance 07/08	End of Year Performance 08/09	First Quarter 09/10	Top 25% of Performing Authorities Figures 1 st Quarter	Future Targets	
					09/10	10/11
BV66c The NOSP figure	26.66%	30.35%	5.82%	HouseMark Major Cities Benchmarking: Upper Quartile 2.84	26.46%	23.80%
BV66d The Eviction Figure (% tenants evicted for rent arrears)	0.18%	0.16%	0.02%	HouseMark Major Cities Benchmarking: Upper Quartile 0.05	< than 35 evictions per annum: 0.29%	
% rent lost due to voids	1.28%	1.33%	1.10%	n.a.	To be set	
Total former tenant arrears (Inclusive of Temporary Accommodation)	£828,161 (£987,231k)	£784,753 (£972,732k)	£812,001 (£1,002,339)	n.a.	To be set	
% Collection rate for former tenant arrears	18.55	28.70	4.57	RIEN	To be set	
% of Write Offs for former tenant arrears	38.93%	18.66%	0.04%	n.a.	To be set	
Total recharge debt	£70,729	£95,884	£97,345	n.a.	£125,484	
% collection rate for recharges	27.90	31.26%	6.68%	n.a.	35%	
% Leaseholder recovery rate	72%	80%	63%	n.a.	82%	To be set
% Leaseholder Recovery Rate on Recoverable arrears	89%	90%	Not collected quarterly yet	n.a.	90%	To be set

- 3.1.1 The collection rate forecast at the end of June 2009 remains at 98.16%. As the figures used to calculate this indicator include the 09/10 rents before the rent reductions, this is an estimate only. An accurate forecast will be available before the end of the financial year.
- 3.1.2 While the percentage of tenants with more than seven weeks arrears may appear high at 5.64%, this indicator is also affected by rent down-rating. The estimated result compares with the 1st Quarter 08/09 performance of 6.62%.
- 3.1.3 Between April and June 09 the number of tenants served with a Notice of Seeking Possession (Nosp) was 172 compared to 252 during the same period in 08/09. The introduction of eBenefits which has reduced the time taken to assess Housing Benefit claims from 25 days to 6 days has allowed for more effective administration of new customer accounts earlier in the tenancy.
- 3.1.4 The number of households evicted for rent arrears in the 1st Quarter 09/10 was 3.
- 3.2.0 Former Tenant Arrears
 - 3.2.1 Of the 57 organisations that submitted data to the Rent Income Excellence Network (RIEN) the average collection rate for former tenant arrears in 08/09 was 9.12%. A collection rate of 28.70% placed Brighton and Hove in the upper quartile. New reporting will enable us to set even more challenging targets for the future.
- 3.3.0 Recharges
 - 3.3.1. Whilst the majority of recharges are applied to former tenants there is no current definition for benchmarking groups to compare the collection rates for this area of work. The collection rate at the end of the first quarter is 6.68%. With the current policies and focus the Income Management team are confident that they will reach the end of year target of 35%
- 3.4.0 % Leaseholder recovery rate on gross debt
 - 3.4.1 The gross arrears figures look at historic debt and the total amount of leaseholder bills at the end of the 1st quarter. The gross arrears can include amounts billed but not yet due, and debts where payment arrangements have been agreed over a period of time. Whilst analysis needs to take into account the fluctuations throughout the year (due to interim charges being raised on 1 April each year, and actual charges for the previous period), the service charge collection rates of gross areas are 63% as opposed to 57% collection rate at the end of the 1st quarter for 2008/09.
- 3.5.0 % Leaseholder recoverable arrears
 - 3.5.1 The method of 'Recoverable arrears' seeks to omit debts where payment arrangements or charging orders have been made, those that are formally in

dispute, or where legal recovery action is being taken. This is only reported annually at the moment, although we are working on a method to enable reporting quarterly.

3.6.0 Empty Property Turnaround Time

Indicator	Past Performance 07/08	End of Year Performance 08/09	First Quarter 09/10	Top 25% of Performing Authorities 1 st Quarter Figures	Future Targets	
					09/10	10/11
BV212 average re-let times in days (all properties)	31	28	29	HouseMark Major Cities Benchmarking: Upper Quartile 31.05 Stock Retained Benchmarking: Upper Quartile 25.98	26	24
General needs	29	25	26	n.a.	26	24
Sheltered	39	38	42	n.a.	26	24

3.6.1 Performance on empty property turnaround at 29 days for the first quarter is below the projected year end target of 26 days.

3.6.2 As the table shows, the time taken to let sheltered properties has been longer than our performance the previous two years. Regrettably, 16 of the 43 (37%) sheltered properties let in the first three months of this year were refused 3 or more times, with one being refused nine times. The process of letting sheltered properties does generally take longer than our general needs stock, particularly as we are more sensitive to the longer timescales new tenants often need to arrange assistance with their move.

3.6.3 We are working with the Older Person's Housing Team to arrange open days for applicants potentially interested in sheltered property to come along and see what the schemes are like and learn more about what they have to offer. This will hopefully enable future bids to be better targeted at the schemes in which future tenants have some interest.

3.6.4 The Lettings Team continues to explore possibilities for providing a more efficient yet customer focussed service, and has been comparing processes and learning lessons from higher performing organisations. Currently the team are carrying out a gap analysis of its performance in order to identify key areas for focus over the coming months.

3.7.0 Stock investment and asset management – Performance Quarter One

Stock investment and asset management - Performance 2009/10	Past Performance 07/08	End of Year Performance 08/09	First Quarter 09/10	Top 25% of Performing Authorities Figures 1 st Quarter	Future Targets	
					09/10	10/11
Emergency Repairs Completed in time	88.36 %	96.8 % 98.48 % (Mears) 94.49 % (Kier)	99.15% 99.79 % (Mears) 98.22 % (Kier)	HouseMark Major Cities Benchmarking: Upper Quartile 99.59%	99 %	**
No of Emergency Repairs completed	8,299	7,755 4,414 (Mears) 3,341 (Kier)	1645 969 (Mears) 676 (Kier)	n.a	n.a.	**
Urgent Repairs Completed in time	87.40 %	92.53 % 95.35 % (Mears) 89.18 % (Kier)	97.43% 100% (Mears) 94.31 % (Kier)	HouseMark Major Cities Benchmarking: Upper Quartile 99.30%	98 %	**
No of Urgent Repairs completed	8,938	4,391 2,388 (Mears) 2,005 (Kier)	740 406 (Mears) 334 (Kier)	n.a.	n.a.	**
Routine Repairs Completed within target time	88.63 %	96.01 % 97.86 % (Mears) 93.53 % (Kier)	99.08% 99.78 % (Mears) 97.97 % (Kier)	HouseMark Major Cities Benchmarking: Upper Quartile 97.14%	98 %	**
No of Routine Repairs completed	13,892	19,697 11,305 (Mears) 8,419 (Kier)	5107 3133 (Mears) 1974 (Kier)	n.a.	n.a.	**

Stock investment and asset management - Performance 2009/10	Past Performance 07/08	End of Year Performance 08/09	First Quarter 09/10	Top 25% of Performing Authorities Figures 1 st Quarter	Future Targets	
					09/10	10/11
BV72 Right to Repair orders completed within target time	n.a.	96.87 %	98.99 %	HouseMark Major Cities Benchmarking: Upper Quartile 98.23% Stock Retained Benchmarking: Upper Quartile 98.70%	97 %	**
BV73 Ave time to complete routine repairs	16 days	15 days	13 days	HouseMark Major Cities Benchmarking: Upper Quartile 10.92 Stock Retained Benchmarking: Upper Quartile 9.95	14 days	**
RR5 % of appointments kept	98.11%	98.4%		n.a.	99%	**
NI158 % of council homes that are non-decent	56.65 %	48.89%	42.84%	HouseMark Major Cities Benchmarking: Upper Quartile 10.01% Stock Retained Benchmarking: Upper Quartile 2.46%	36%	**
BV63 - Energy Efficiency (SAP Rating)	75.4	75.9	76	HouseMark Major Cities Benchmarking: Upper Quartile 73.50 Stock Retained Benchmarking: Upper Quartile 71.75	76.5*	**
LPI G3 Citywide % of	99.06%	99.61%	99.79	HouseMark Major Cities	100	**

Stock investment and asset management - Performance 2009/10	Past Performance 07/08	End of Year Performance 08/09	First Quarter 09/10	Top 25% of Performing Authorities Figures 1 st Quarter	Future Targets	
					09/10	10/11
stock with up to date gas safety certificates				Benchmarking: Upper Quartile 100	%	
Mears Area	98.91%	99.49 %	99.79	n.a.	100 %	**
PH Jones Area	99.27%	99.78 %	99.8	n.a.	100 %	**
*Using 2001 SAP formula. This remains the formula in current use.						
**Targets will be set in conjunction with the new repairs and maintenance contract.						

3.7.1 Responsive repairs

The performance on completion of repairs in time continues to be above target for Emergency and Routine repairs and slightly below target for Urgent repairs. Mears performance is above target for all three priorities and work is ongoing with Kier to improve performance against these indicators. Brighton & Hove City Council is involved establishing clear monitoring of any jobs that are over target and Kier are focusing on improving monitoring processes for the completion of jobs.

3.7.2 Decent Homes & SAP

The capital programme for 2009/2010 has already delivered improvement in decent homes with the door, boiler, kitchen and bathroom programmes having a positive impact this year. It is estimated that the programmes undertaken this year will improve decency to housing stock by approximately 10%. The definition for this indicator has recently been changed so tenant refusals are no longer excluded from the decent homes figures. Thus, the impact of the change is to continue to count homes as “non decent” where tenants have, as within their right, refused improvements.

3.7.3 Gas servicing

Brighton & Hove City Council, Mears and PH Jones continue to deliver consistently good performance in this area with 99.79% of properties having a current gas safety certificate. There are a total of 24 properties with an overdue safety certificate; all of these have been referred to BHCC by the constructors. Currently there are no properties with safety checks more than one year overdue. Subsequently, the status of the 24 properties is known and procedures are in place to ensure that all properties are appropriately certified.

3.8.0 Estates Service

Indicator	Past Performance 07/08	End of Year Performance 08/09	First Quarter 09/10	Top 25% of Performing Authorities 1 st Quarter Figures	Future Targets	
					09/10	10/11
Completion of cleaning tasks	87	96%	92%	n.a.*	98%	98.5%
Bulk refuse removal Targets met within timescale	95%	Emergency 77% Routine 84%	Emergency n.a Routine 95%	n.a.*	E 100% R 95%	E 100% R 96%
Graffiti removal Targets met within timescale	95%	Emergency 100% Routine 88%	61%	n.a.*	E 100% R 95%	E 100% R 96%
* Work will take place with HouseMark in the coming year to develop comparative figures						

3.8.1 The Estates Service is in the process of implementing a cleaning service based on site based cleaners, as recommended by this committee in November 2008. All high rise buildings now have a dedicated cleaner, and plans are well advanced to have the rest of the changes in place by September 2009. A report will be presented to the autumn round of Area Panels updating residents on the changes to the Estates Service, arising from the November 2008 report.

3.8.2 There has been a slight dip in the number of cleaning tasks completed this quarter. This is mainly due to the number of bank holidays in the period and the need to accommodate the work due on these days throughout the rest of the period.

3.8.3 For the first 2 months of this quarter the Estates Service graffiti removal vehicle was not operational due to the long term illness of a member of staff. During this period, graffiti removal work was passed to the repair contractors. Some of the non urgent work in May was left until the graffiti removal van was operational in June. This meant that it was not possible to achieve the target

removal times for these jobs. However, all jobs that were raised in June were carried out within target.

3.8.4 Formal staff consultation on changes to the Estates Service has recently finished. As part of these changes, the Mobile Wardens will now be trained to remove graffiti to ensure that graffiti removal work can be provided in the event of staff illness.

3.9.0 Anti-social Behaviour

Indicator	Past Performance 07/08	End of Year Performance 08/09	First Quarter 09/10	Top 25% of Performing Authorities 1 st Quarter Figures	Future Targets	
					09/10	10/11
% of Introductory Tenants reported to be involved in anti-social behaviour	As requested by a tenant representative this is a new performance indicator for 08/09	15.51% 548 lets in the year 85 cases	Work is ongoing to improve the data on a quarterly basis to supplement the annual figure	Figure not recorded by other authorities in this way	12%	
Number of ASB complaints closed due to no further action required and/or the case being resolved	951	826		n.a.*	n.a.*	
Number of evictions	12	7		n.a.*	n.a.*	
*Area currently under development with HouseMark						

3.9.1 This is a new target requested by HMCC previously. A project is in place to enhance our information system in order to present our data in a reliable and comprehensive format which will include retrospective figures.

3.9.2 It is the aim of the Anti social behaviour and tenancy sustainment teams to work with people to change their behaviour and sustain tenancies, avoiding eviction wherever possible. This is why the eviction target decreases.
However, in serious cases, in order to protect other residents, it is sometimes unavoidable.

- 3.9.3 Officers are challenging and working to change the behaviour of, all introductory tenants reported as being involved in anti social behaviour. If anti social behaviour continues, then steps are taken to end the introductory tenancy.
- 3.9.4 Further targets will be confirmed as work with HouseMark around anti social behaviour performance management progresses.

4. CONSULTATION

- 4.1 Following the presentation to Housing Management Consultative Committee, this report will be presented at the next available round of Area Panels. In addition it will be provided, as appropriate, to the customer lead working groups involved with reviewing performance, policy and future prospects across the service.

5. FINANCIAL & OTHER IMPLICATIONS:

- 5.1 Most performance measures discussed in this report have financial implications which will be included in the Targeted Budget Management (TBM) forecast. For example, any improvement in turnaround times or reductions in empty property numbers increases the amount of rent collected. Similarly an increase in energy efficiency will result in a reduction in outgoings. Improvements in performance will, in general, lead to more resources being available for tenants' services in the future.

Finance Officer Consulted: Susie Allen Date: 15 September 2009

Legal Implications:

- 5.2 There are none.

Lawyer consulted: Liz Woodley Date: 15 September 2009

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

HOUSING MANAGEMENT CONSULTATIVE COMMITTEE

Agenda Item 30
Brighton & Hove City Council

Subject: Housing Management Customer Access Review
Date of Meeting: 12 October 2009
Report of: Director of Adult Social Care & Housing
Contact Officer: Name: Sam Smith Tel: 29-1383
E-mail: sam.smith@brighton-hove.gov.uk
Key Decision: No
Wards Affected: All

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 This report informs Housing Management Consultative Committee of the review of customer access arrangements for the Housing Management Service.
- 1.2 The Housing Management division provides a range of services to the residents of council managed properties in Brighton & Hove. Our customers currently access 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). Reviewing customer access and developing a strategy for the future is a key project in the Housing Management Improvement Programme 2009-2012.

2. RECOMMENDATIONS:

That the Housing Management Consultative Committee:

- 2.1 (1) note the customer access review work to date and agree the next steps.
- 2.2 (2) approve the resident involvement in the Customer Access Review as detailed in paragraph 4.1 and 4.2

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

What are we doing?

- 3.1 The Housing Management Service Improvement Plan presents a programme for managing and maintaining council housing over the next three years. It has been developed with the overall objective of achieving excellent housing management services for council tenants and leaseholders in Brighton & Hove. A key priority in the Improvement Plan is

to 'Improve services to an excellent standard, with residents at the heart of everything we do'. The central action to achieve this is to work with residents to develop a new Customer Access Strategy for the Housing Management service.

- 3.2 The Customer Access Review is being led by Andrew Willard (Project Officer) with the support of staff within Housing Management. The project involves an analysis of previous work undertaken to improve customer access, a review of current arrangements, and the development of an improved customer access model and strategy for the service.
- 3.3 The corporate Customer Access Programme Board has agreed to support Housing Management's work by providing specialist support to undertake an analysis of customer access within the division. This work will look at the customer journey (i.e. what happens when a resident contacts the council to request a service) with a focus on improving the experience of customers accessing the services.

Why are we doing it?

- 3.4 Current customer access arrangements for Housing Management involve a number of teams and are provided from several offices. The most popular method of contacting Housing Management is by telephone and there are currently several different telephone numbers for different teams within the division and no call routing system. The services provided and details of location and enquiry types are broken down in a table in Appendix 1.
- 3.5 The 2008 'Status Survey' of residents found that 72% were satisfied with the overall service provided by the council. When asked specifically about customer service 72% found staff helpful and 81% found it easy to get hold of the right person. The costs for the service are high when compared to other councils and social landlords at £17.11 per week per property for 2008/09.

What are we hoping to achieve?

- 3.6 We are aiming to produce a new Customer Access Strategy for Housing Management which will detail proposals for improving access to the services provided by Housing Management. This should include:
 - Improving the experience of customers when contacting a Housing Management service
 - Understanding what really matters to residents and making sure the service delivers this
 - Quicker resolution of enquiries, requests and complaints
 - Getting service requests right first time
 - Making it easier to contact the team required
 - Making improvements to telephone access
 - Improve satisfaction by making improvements that matter
 - Look at different ways for residents to access our services

Next Steps

- 3.7 The timetable for completing the review process is as follows:
- Completion of review and analysis – November 2009
 - Development of Strategy – November to December 2009
 - Special meetings of Area Panels – December 2009
 - Housing Management Consultative Committee – February 2010
 - Housing Cabinet Member Meeting – March 2010
 - Implementation – from February 2010

4. CONSULTATION

- 4.1 Residents need to be fully involved in the development of a new customer access strategy through Area Panels. A 'Mystery Shopping' exercise is being developed with residents trained to contact the variety of Housing Management services and feedback on their experiences. It is proposed that a special meeting of each Area Panel is held to receive feedback from the 'Mystery Shoppers' and consider issues raised by the customer access reviews. The Customer Access Strategy and recommendations from these meetings will be reported back to Housing Management Consultative Committee.
- 4.2 Staff will be involved throughout the review process and consulted about any resulting changes that affect them.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 The costs of carrying out the review of Customer Access are included within existing budgets.

It is too early in the process to identify future savings or service pressures which may result from the recommendations of the review. Therefore, any future savings or service pressures will be reported as part of the Customer Access Strategy at a Housing Management Consultative Committee in the new year.

Finance Officer: Sue Chapman

Date: 17 September 2009

Legal Implications:

- 5.2 Under the Housing Act 1985 the council has a general power to manage its housing stock. The development of a Customer Access Strategy as outlined in the report is incidental to that power. It is not considered that any individual's human rights will be adversely affected by the proposals

Equalities Implications:

- 5.3 It is important that equalities implications are considered in the development of a new Customer Access Strategy and an Equalities Impact Assessment will be undertaken. Changing and improving customer access arrangements has the potential to affect those with disabilities and others who can find it difficult to access services. The needs of people for whom English is not a first language should also be considered.

Sustainability Implications:

- 5.4 Sustainability implications of any changes to customer access need to be considered. This should include potential to reduce the service's carbon emissions and increase the use of access channels with the lowest environmental impact.

Crime & Disorder Implications:

- 5.5 Freeing up Housing Officer's time by improving customer access processes and arrangements has the potential to enable them spend more time out on estates which may reduce crime and the fear of crime.

Risk & Opportunity Management Implications:

- 5.6 A risk analysis will be undertaken on the new strategy to identify key risks and their mitigation.

Corporate / Citywide Implications:

- 5.7 Changes and improvements to customer access arrangements in Housing Management need to be considered in a corporate context. The close links between this project and the second phase of the corporate Value for Money programme will enable the outcomes of this work to be coordinated with corporate developments. The review process and outcomes will be used as a case study to help other council services to improve their customer access arrangements.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 The review of customer access will consider different options for the future customer access arrangements for Housing Management.
- 6.2 If the review was not undertaken arrangements would remain in their current state which is not always effective, efficient or meeting all customers needs.

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 To inform HMCC and gain support for the review of customer access and development of new strategy.

- 7.2 To gain approval for continued resident involvement via the 'Mystery Shoppers' and special meetings of Area Housing Panels.

SUPPORTING DOCUMENTATION

Appendices:

1. Table detailing current customer access arrangements for Housing Management.

Documents in Members' Rooms

None.

Background Documents

None

Current Customer Access arrangements in Housing Management

Team	Services provided
Housing Offices (Five offices covering different geographical areas - taking telephone, face to face and email enquiries)	<ul style="list-style-type: none"> • General Housing Management enquires • Transfer requests • Complaints about noise/anti-social behaviour etc. • Rent payments
Repairs Desk (Based in Bartholomew House - taking telephone and email enquiries)	<ul style="list-style-type: none"> • Repair requests • Repair progress request • Planned maintenance enquiries
Whitehawk Repairs Base (Local office staffed by Mears – Face to face and telephone enquiries)	<ul style="list-style-type: none"> • Pilot scheme with local office where residents in Whitehawk can report and discuss repairs issues
Income Management Team (Based in Bartholomew House - taking telephone and email enquiries)	<ul style="list-style-type: none"> • Rent arrears enquires • Requests for support or advice about rent account and finances
Sheltered Housing (Wardens and central team based in schemes and Oxford Street Housing Office – telephone and face to face)	<ul style="list-style-type: none"> • Wardens deal with day-today issues • Central team deal with transfer requests and other issues which can't resolved on local level
Lettings Team (Based at Manor Road Housing Office – taking telephone, face to face and email enquiries)	<ul style="list-style-type: none"> • Request and enquiries about let viewing properties and moving
Car Park & Garages Team (Based at Lavender Street Housing Office – taking telephone, face to face and email enquiries)	<ul style="list-style-type: none"> • Requests for car parking spaces and garages • Repairs • Accounts and arrears • Related issues e.g. enforcement
Estate Services Team (Based in Hollingdean Depot – take referrals from Housing Offices and repairs Desk; also direct referrals from the public, mostly by phone)	<ul style="list-style-type: none"> • Lock changes • Emergency break-ins • Minor repairs • Estate improvements

HOUSING MANAGEMENT CONSULTATIVE COMMITTEE

Agenda Item 31

Brighton & Hove City Council

Subject:	Procurement of contract for the management & maintenance of laundry facilities for council managed homes		
Date of Meeting:	12 October 2009		
Report of:	Director of Adult Social Care & Housing		
Contact Officer:	Name:	Martin Booty	Tel: 29-3806
	E-mail:	Martin.booty@brighton-hove.gov.uk	
Key Decision:	Yes	Forward Plan No.	
Wards Affected:	All		

FOR GENERAL RELEASE.

1. SUMMARY AND POLICY CONTEXT:

- 1.1 A procurement process has been entered into whereby tenders were sought from service providers in relation to a contract for the management & maintenance of laundries facilities in both sheltered and non-sheltered housing. This matter was previously reported to the Housing Management Sub- Committee in January 2006 at which time it was agreed that a further report be prepared once the procurement process was complete.
- 1.2 Following an evaluation of the tenders received, it is proposed that a contract be entered into with the preferred supplier, PHS Laundryserv, for a period of five years, starting 31 December 2009, with a possible extension of two years.

2. RECOMMENDATIONS:

That the Housing Management Consultative Committee recommends that the Cabinet Member for Housing:

- (1) recommends that the tender submitted by PHS Laundryserv for the management & maintenance of laundry facilities for sheltered and non-sheltered housing be accepted.
- (2) authorises the Director of Adult Social Care & Housing to amend the service charges for sheltered housing to reflect the new laundry service from 31 December 2009

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

- 3.1 The present arrangements for the management & maintenance of laundry facilities are in need of review as they are not sustainable. Investment in the laundry service is required and a clear structure within which to operate the service is needed.
- 3.2 Following a report to the Housing Management Sub-Committee in January 2006/7 a number of largely unused laundry rooms were decommissioned as being no longer viable and in some cases, unsafe. It was also agreed to seek tenders for the management & maintenance of the remaining locations, with the work being guided by the Laundry Facilities Working Group (LFWG).
- 3.3 As part of their tender, PHS Laundryserv will remove all existing appliances and replace these with new washing machines and tumble driers.
- 3.4 There will be a charge for the appliances installed in sheltered accommodation. The cost of this can be recovered from sheltered residents by way of a service charge of approx. £1.26 per week and this is eligible for Housing Benefit of which approximately 80% of sheltered residents claim. Sheltered tenants are not currently charged for this service and this contract will result in a new charge. Although as sheltered housing residents will not be charged for each use, they will benefit from the facilities without a financial penalty attached to those who may have a medical need for frequent use.
- 3.5 The contractor will also supply equipment to non-sheltered locations but at no cost to the council on account of the fact they will collect and retain income from the coin-op mechanisms to each appliance. Although the contractor will keep this money for the first two years, future years' income will be shared, with a rebate of 30% payable to the council in years three to five. The contractor will be responsible for repair and maintenance costs.

4. CONSULTATION

- 4.1 The review of the laundries has long been guided by the tenant-led LFWG comprising tenant representatives from Area Panels, the High Rise Action Group and the Sheltered Housing Action Group.
- 4.2 Two nominees from the LFWG participated fully in the contract evaluation process, including the bidders' presentations and subsequent questioning of the prospective service providers. The LFWG subsequently met and supported the bid submitted by PHS Laundryserv as offering good value for money.
- 4.3 The timetable for the procurement process did not allow for a detailed report to be submitted to the September cycle of the Area Panels and to ensure that residents associations were apprised of the outcome, the chairs & secretaries of each association have been written to and advised as to the main points of the proposed new arrangements for the laundry service.
- 4.4 As the preferred supplier is not proposing to charge for appliances installed in non-sheltered locations, there will be no costs to recoup from leaseholders. As a

result, formal consultation arrangements do not have to be put in place with long lessees.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications

- 5.1 The provision and the annual servicing and maintenance of the new machines installed at sheltered sites will be recovered by a new service charge to sheltered residents. The service charge which is eligible for Housing Benefit will be £1.26 per flat per week. Charges for non-sheltered locations will be £2.50 per wash and £1.00 per dry.
- 5.2 The provision and servicing and maintenance of new machines will be self financing with income provided either to the council through service charges or to the contractor through individual wash charges. It is anticipated that the new contract will provide savings compared to current costs in the region of £25,000 per annum. It is difficult to accurately assess these savings as it is not known how much usage may increase which will directly increase costs for electricity and water. Any savings will be included within the 2010/11 HRA budget

Finance Officer Consulted: Monica Brooks, Principal Accountant
Date: 14 September 2009

Legal Implications:

- 5.3 There are no specific contractual/procurement issues arising from the report. The final contract must be compliant with the Council's contract standing orders. The Council must take the Human Rights Act into account in making decisions but it is not considered that any individual's Human Rights Act rights would be adversely affected by the recommendation in this report.

Lawyer Consulted: Liz Woodley, Senior Lawyer Date: 14 September 2009

Equalities Implications:

- 5.4 Not all residents have access to laundry facilities; however the proposed contract will provide new equipment in the vast majority of cases, including all sheltered schemes where there are currently laundry rooms.
- 5.5 Residents of sheltered schemes may in some cases have additional requirements and to this end, each washing machine will have a sluice programme and residents will pay a weekly service charge rather than pay on a coin-op basis as will non-sheltered residents. This will ensure that residents with frequent laundry requirements are not penalised.

Sustainability Implications:

- 5.6 The preferred supplier intends to replace all existing appliances with new equipment. New washing machines are all more energy efficient and also consume less water than current equipment. The driers will each have sensors to detect when clothes are dry and will cease automatically, thus saving energy. Although the new appliances will be more energy efficient, improved facilities could lead to greater use and therefore we will carefully monitor energy costs to establish costs/usage patterns.

Crime & Disorder Implications:

- 5.7 From time to time there have been incidents when laundry appliances are vandalised as a result of damage to the coin-op mechanisms. The preferred supplier is keen to promote a 'SmartCard' system whereby reusable cards can be programmed to provide a cashless means of accessing laundry rooms and the appliances themselves, thus removing the risk of theft related crime.

Risk and Opportunity Management Implications:

- 5.8 The existing contract for the maintenance and servicing of laundry equipment has been extended but expires on 31 December 2009. It is necessary therefore to re-tender to ensure an uninterrupted service to residents continues.

Corporate / Citywide Implications:

- 5.9 The proposal to enter into a contract for the management & maintenance of laundry facilities supports the corporate priority 'Better use of public money' on account of the fact that if the cost charged by the contractor for the equipment is recouped from residents of sheltered housing then the contract will be cost neutral to the HRA, thus representing a saving to residents.
- 5.10 The proposal will also support the priority 'Reduce inequality by increasing opportunity' through ensuring that residents continue to have access to sustainable arrangements for laundry requirements at reasonable cost.

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 As an alternative to seeking tenders from experienced service providers, additional funding could be sought from the Housing Revenue Account (HRA). However, the cost of running the laundry facilities already far exceeds the income. As a consequence the service can only be run at a loss to the HRA and much of the cost therefore falls to all tenants including those who do not benefit from laundry services within their block/estate.
- 6.2 As existing appliances age, they will need to be replaced and current financial provision is unlikely to keep pace with the level of replacements required in future years.

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 It is necessary to re-tender the contract for servicing and repairing laundry equipment to council managed homes.
- 7.2 New arrangements for the funding and management of the laundries are also required to ensure the service is provided in a sustainable manner. The tender from PHS Laundryserv represents good value for money and provide a sound methodology for the future management & maintenance of laundry.

SUPPORTING DOCUMENTATION

Appendices:

None

Documents In Members' Rooms

None

Background Documents

1. Management & maintenance of Council Owned Laundry Facilities – Contract no. 820. Evaluation by Corporate Procurement

HOUSING MANAGEMENT CONSULTATIVE COMMITTEE

Agenda Item 32

Brighton & Hove City Council

Subject:	Local Lettings Plans – Lettings restricted to persons over 50 years of age and bungalows.		
Date of Meeting:	12 October 2009		
Report of:	Director of Adult Social Care and Housing		
Contact Officer:	Name:	Helen Clarkmead	Tel: 293350
	E-mail:	Helen.clarkmead@brighton-hove.gov.uk	
Wards Affected:	All		

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 The council has to regularly review, and formally adopt Local Lettings Plans in order to be legally compliant and ensure that the plans meet the council's stated objectives.
A requirement of the council's Allocations and Adaptations Policy, as approved by the Cabinet Member for Housing on 11 March 2009, is that all Local Lettings arrangements currently practiced by Brighton and Hove City Council in respect of its permanent council housing stock are reviewed to assure legal compliance and alignment with current policy objectives. Current arrangements were reviewed, and new proposals considered. There has been extensive stakeholder consultation, the outcome of which is included in the report.
- 1.2 A local authority may implement a Local Lettings Plan [LLP] to make better use of housing stock or to meet other local need. Authorities must demonstrate a need for the LLP that cannot reasonably be met through alternative measures and regularly review both need for, and effectiveness of, the LLP. However, authorities must ensure that allocation should demonstrate 'reasonable preference' to those groups defined as having priority in section 167 (2) of the 1996 Housing Act (amended by the Homelessness Act 2002). Moreover, authorities must not discriminate either directly or indirectly on any equality grounds. Each LLP should be monitored to ensure it meets the original aims and objectives.
- 1.3 The council currently operates a practice of letting flats in some blocks only to people aged fifty years or older. The council's current practice is not conversant with the legislative requirements in terms of justifying need or review. Some practices are not compliant with current equalities requirements.
- 1.4 A review considered the fitness for purpose of existing practice in respect of meeting council objectivities, lawfulness and against current equalities standards. Essentially, are the plans actually needed, do they deliver what is expected, are they fair and lawful.

2. RECOMMENDATIONS:

2.1 That the Housing Management Consultative Committee recommends to the Cabinet Member for Housing the following:

- (1) That the restrictions limiting letting flats in Livingstone House, Philip Court, Ardingly Court, Nettleton Court, Dudeney Lodge and Hampshire Court to people aged over 50 years is confirmed as council policy and adopted as a Local Lettings Plan. That this excludes adapted and mobility standard property which, in the interest of disability equality, is available to people of any age with that specific need. That this is reviewed in 2012.
- (2) That flats in Robert Lodge are offered with priority to people over 50, but in the event of there being no eligible bidders of that age, may be let to younger tenants.
- (3) That bungalows meeting the council's housing mobility standards will be available to people of any age with that specific mobility need.
- (4) That bungalows that do not meet the needs of people in mobility groups 1, 2 or 3 are let with priority to households releasing 3 and 2 bedroom houses and 3 bedroom flats.
- (5) That a feasibility study, focused around community consultation, takes place in order to assess the viability of expanding the 50 plus local lettings plan to include Kingsway, Clarke Court, Malthouse Court and other suitable blocks. This would report to Housing Management Consultative Committee in December 2009. HMCC are invited to propose blocks for inclusion in this study.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

3.1 Reviewing number of blocks where lettings are restricted to people aged 50 years or older:

3.1.1 The objectives of the review in regard to properties with current restrictions were as follows:

- a) to comply with the legal requirement to review restrictions
- b) to review the practices against meeting the council's objectives
- c) to review the restrictive practice within the context of choice based lettings
- d) to review the current practice against current equalities standards

3.1.2 There are 460 units of property within the council's general needs housing stock where lettings are restricted to people aged 50 years or older. This represents 3.73% of the council's general needs stock. Many of these flats are suitable for people with impaired mobility, and current practice is potentially discriminatory against people with mobility related housing needs aged under 50 years.

3.1.3 Over 50's general stock listed by block

Block	Bedsits	One bed flats	Two bed flats	total
Ardingly Court	0	41	0	41
Dudeney	0	85	0	85
Hampshire Court	20	72	22	114
Livingstone House	0	28	10	38
Nettleton	0	80	0	80
Philip Court	6	27	12	45
Robert Lodge	0	24	33	57
Total	26	357	77	460

Each block has the following number of leaseholders:

Block	Leaseholders
Ardingly Court	7
Dudeney	2
Hampshire Court	30
Livingstone House	16
Nettleton	7
Philip Court	16
Robert Lodge	13

3.1.4 The council wishes to increase the number of blocks designated for tenants aged over 50 years. These blocks are generally popular with tenants, especially so with people seeking to down size from family housing. However, this needs to be balanced against equalities requirements and ensuring that the housing designated for people over 50 is suitable.

3.1.5 There are equalities implications in age restrictive lettings plans, and unreasonable restriction leaves the council open to challenge. The equalities impact of the local lettings plan would be mitigated by lifting the age restriction in respect of mobility standard units, thereby allowing people of any age with specific mobility related housing needs to bid for suitable property in blocks generally designated for people over 50.

3.1.6 There have been instances where private tenants of leaseholders have been prevented from bidding for an identical council flat in the same block as they are under 50. This has been the subject of formal complaint and may leave the council vulnerable to future challenge.

3.1.7 Robert Lodge is currently designated as an over 50s block. However there are high levels of under occupation, and the 2 bedroom flats in this block above the ground floor are difficult to let. This results in long periods where flats are empty with a negative impact on the key empty property letting time performance indicator, and rent loss for the council. Therefore, it is recommended that, if

there are no bids for a flat here from people over 50, then the council is permitted to let to younger tenants.

3.1.8 It should be noted that age restrictions cannot lawfully be applied upon sale of a property. Therefore, leaseholders and their tenants may be of any age. Blocks where there are a high proportion of leaseholders may have more residents who are under 50.

3.1.9 It is not permissible to refuse a mutual exchange application on the basis of an age restrictive lettings policy. Some tenants may, therefore, be under 50 years of age.

3.1.10 Consultation with residents:

Livingstone House. Members of the residents association said they were not even aware that such a policy existed due to the exemption of leaseholders and other groups from the age restriction. There were no strong views expressed as to future lettings policy for the block.

Dudeney and Nettleton. Some members of the residents association did express concern that anti social behaviour seemed to be on the increase. However, in detailed discussions with representatives it was agreed that those problems could not be linked to age. Many residents expressed strong views that the flats are small and not suitable for families and that noise transmission can be a problem. They feel residents over 50 are unlikely to become parents, generally make less noise than younger people, and on that basis expressed a preference that the blocks remain designated for people over 50.

Robert Lodge. Residents accept there is a need to address the under occupation and hard to let issues, but have concerns about noise transmission within the block. The recommendation for this block is that flats are advertised with priority to people over 50, but giving the council flexibility to let to younger people if, as has been the case recently, there are no bids from people of this age for a property.

Ardingly Court. A detailed submission was received from the Secretary about the need to preserve the established community this block. Further representations were made to councillors stating why change would unsettle the local community.

Philip Court. Residents expressed very strong opposition to any change and made clear that they would like this to remain a block designated for people aged over 50 years.

Hampshire Court. A residents meeting was attended with 30 residents, where strong feelings were expressed in support of retaining the over 50s restriction.

Malthouse Court Residents have asked that consideration be given to designating that block for over 50s. This will be addressed as part of the feasibility study reporting back to HMCC in December 2009.

3.2 One bedroom bungalows

3.2.1 The council has 137 one bedroom bungalows. A formal local lettings plan has not been adopted by the council in respect of these properties, but custom and practice has evolved over time to favour letting these to older people. The council needs to agree and adopt a formal local lettings plan in respect of these properties.

3.2.2 Some bungalows are adapted for the use of people with restricted mobility, or are otherwise easily accessible for people with mobility 1/2/3 needs. As there

are relatively few properties in city that meet the needs of people with specific mobility related housing requirements, it is proposed that bungalows that meet the requirements of people assessed as needing mobility 1/2/3 accommodation are let to people with those needs regardless of their age. Therefore, every one bed bungalow that is to be advertised in *Homemove* magazine will be assessed for mobility status if such an assessment has not already taken place. To do otherwise would be potentially discriminatory against disabled people aged under 50 who would have fewer housing options.

- 3.2.3 Bungalows are attractive to many people who wish to downsize in order to release family houses but do not want to live in a block of flats. In order to release more family houses, and help the council make best use of stock, it is proposed that bungalows that do not meet mobility 1/2/3 requirements are advertised with priority to people releasing three or two bedroom houses or three bedroom ground floor flats. These tenants are likely to be older, most will be over 50.

4. CONSULTATION

- 4.1 A wide of range of consultation is has been undertaken about all the recommendations. Tenants, Homeseekers and community interest groups were consulted. In addition, many community groups were asked to submit opinions. Our Registered Social Landlord partners were consulted. There was extensive dialogue with other departments within the authority. Consultation outcome, and responses to concerns raised, is contained within the body of the report.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 5.1 " There are no direct financial implications from the recommendations in this report. The changes to the LLP will be made within the existing 2009/10 Housing Revenue Account Budget. "

Finance Officer Consulted: Susie Allen

Date: 02/06/2009

Legal Implications:

- 5.2 By virtue of section 169 Housing Act 1996, the Communities Secretary is entitled to issue guidance to local housing authorities in connection with the exercise of their powers under Part VI of the Housing Act 1996 - allocation of housing accommodation. Local Authorities are required to have regard to this guidance when exercising their allocation functions. In pursuance of this section, in August 2008 CLG issued a guide entitled, "Allocation of Accommodation: Choice Based Lettings - Code of Guidance for Local Housing Authorities." The guidance includes a section on local lettings policies. The recommendations in the report are compatible with that section."

Lawyer Consulted:

Liz Woodley

Date: 29/05/2009

Equalities Implications:

- 5.3 An Equalities Impact Assessment has been completed in respect of these recommendations. To summarise the findings;
There are equalities implications in preventing people bidding for specific property purely on the basis of age. This disadvantages younger people whose housing options are restricted. This is magnified in the case of disabled people

with specific mobility relating housing needs, who could be prevented from bidding for one of the few suitable properties for them on the basis of their age. To mitigate any negative impact, it is proposed that flats and bungalows meeting the council's mobility standard are exempted from age restriction and available to people of any age who have been formally assessed by the council as needing that specific type of accommodation.

Sustainability Implications:

5.4 There are none.

Crime & Disorder Implications:

5.5 There are none

Risk and Opportunity Management Implications:

5.6 There is a risk of challenge from people who are prevented from bidding for property on grounds of their age. Restrictive lettings may impair the council's ability to make best use of housing stock in order to meet citywide housing need. However, over 50s blocks and bungalows are popular with tenants seeking to downsize from family homes and greater availability of this type of housing may enable the release of more larger family units and help the council make best use of its stock. As the number of units designated for people over 50 forms less than 4% of the council's general stock, any negative equality impact is not significant.

Corporate / Citywide Implications:

5.7 There are none

SUPPORTING DOCUMENTATION

Appendix: There are none

Documents In Members' Rooms There are none

Background Documents

1. The council's Housing Allocations Policy as adopted by the Council at Cabinet Member for Housing Meeting 11 March 2009.

HOUSING MANAGEMENT CONSULTATIVE COMMITTEE

Agenda Item 33
Brighton & Hove City Council

Subject: Discussion Paper on Proposed Financial Inclusion Strategy

Date of Meeting: 12 October 2009

Report of: Director of Adult Social Care & Housing

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 is focused on the development of a Financial Inclusion Strategy, for residents of Council Housing, that will contribute to the aims and objectives contained within the Housing Revenue Account Service Improvement Plan 2009 – 2012.
- 1.2 Specifically, the strategy will address the interrelated issues experienced by financially excluded residents in Brighton & Hove.

2. RECOMMENDATIONS:

That Members of Housing Management Consultative Committee comment on the report and note the involvement of the Income Management Monitoring Group in the development of the strategy.

3. RELEVANT BACKGROUND INFORMATION:

- 3.1 A 2003 Citizens Advice/Institute for Public Policy Research report provided the following definition of 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.'
- 3.2 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.
- 3.3 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

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

3.5 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.

What are we doing?

3.6 Key to eliminating financial exclusion is a financial inclusion strategy which has at its heart a focus on supporting customers who face financial difficulties.

3.7 As social landlords we are in a prime position to identify those who are financially excluded and provide the necessary advice and support to help them towards financial inclusion.

3.8 The overall aim of our financial inclusion strategy is to assist our residents in a variety of ways to ensure that they are not financially disadvantaged.

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

3.10 By promoting financial inclusion and incorporating financial awareness initiatives into our services, we aim to encourage residents to manage their day to day finances and plan for a secure financial future.

Building on our current good practice

3.11 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 part 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 we have carried out more than 450 eBenefits interviews and 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. Each month six 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

Why are we doing it?

- 3.12 Firstly, financial exclusion amongst tenants 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.

- 3.13 Secondly, 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:
- provision of appropriate debt management advice
 - proactive signposting to agencies that can help maximise income
 - effective liaison/planning with other agencies to maximise income
 - promotion of ‘take-up’ campaigns
 - evidence of sustaining tenancies
- 3.14 Finally, in March 2009 the Audit Commission completed an advice and assistance visit which included looking at income management arrangements. While acknowledging the initiatives already in place to address financial inclusion issues, the need for a financial inclusion strategy to strengthen the approach to income management was recognised.
- 3.15 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 which makes it clear how the council aims to reduce inequality and maximise income for tenants.
- 3.16 The financial inclusion strategy will have close links with other projects in the Housing Improvement Programme, particularly initiatives aimed at tackling social inclusion and promoting social mobility.

Proposed scope of the strategy

- 3.17 The financial inclusion strategy will be applied throughout the tenancy process and will set out how the council intends to assist residents to access money management advice and ethical financial services to maximise their income.
- 3.18 The strategy will outline the council’s approach to tackling financial exclusion amongst residents through initiatives that will have an impact on reducing poverty by providing access to a wide range of services.

Some of the likely outputs/outcomes

- 3.19 It is hoped that the 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

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

How the strategy will be developed

- 3.20 A financial inclusion project group has been established to inform the development of the strategy and oversee its implementation.
- 3.21 The overall success of the strategy will be dependent on establishing partnership agreements with key organisations active in the field of financial inclusion.
- 3.22 The project group will ensure that links are established with partner organisations so we are able to utilise their expertise and specialist knowledge to achieve our goals.
- 3.23 The ASSG (Advice Services Strategy Group) will be used to ensure strong links with the independent advice sector.

4. CONSULTATION

- 4.1 The project group will ensure that public views genuinely contribute to the development of the strategy by maximising opportunities for residents, staff and stakeholders to engage in the process.
- 4.2 Residents will also be involved in the development of the strategy through the Housing Income Management Monitoring Group.
- 4.3 To support the consultation a stakeholder event was held on 24 September 2009 to discuss and inform issues from the draft strategy. The event was attended by officers and community sector professionals.
- 4.4 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.
- 4.5 This discussion paper was presented to the Adult Social Care & Housing Overview & Scrutiny Committee on 3 September and the proposals were welcomed by Members.

4.6 The final strategy will be brought back to Housing Management Consultative Committee.

5. FINANCIAL & OTHER IMPLICATIONS:

5.1 Financial Implications: [Monica Brooks, Principal Accountant, 22 July 2009]
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.

5.2 Legal Implications: [Liz Woodley, Senior Lawyer, 22 July 2009]
The report provides details of proposals for the development of a Financial Inclusion Strategy. The consultation process should ensure that all parties/organisations likely to have an interest in or be affected by the proposed implementation of the strategy are included in that process, that there is ample time for responses and measures are in place to enable those under disability to participate fully and equally in providing their views. It is not considered at this stage that any individual's Human Rights are adversely affected by the proposal.

5.3 Equalities Implications:
The strategy will promote social housing as a platform for reducing inequality and creating opportunity. An equalities impact assessment will be undertaken on the draft Strategy.

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

5.5 Crime & Disorder Implications:
Tackling financial exclusion will help to reduce illegal money lending activities.

5.6 Risk and Opportunity Management Implications:
Financial exclusion affects communities and neighbourhoods and can be a significant barrier to employment and enterprise.

5.7 Corporate / Citywide Implications:
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 Project Plan

Documents In Members' Rooms

1. None

Background Documents

1. None

Appendix 1: Financial Inclusion Strategy Project Plan

Task no.	Task details	Lead officer/s	Start date	End date
1	Research existing financial inclusion strategies/initiatives/best practice	Yule/Baker/Williams	01/04/09	Completed
2	Meet with CIH FI Adviser	Yule/Williams	02/06/09	Completed
3	Consult with HIMG	Yule/Baker/Williams	29/06/09	Completed
4	Arrange initial project board meeting	Yule/Williams	24/07/09	Completed
5	ASCHOSC discussion paper	Lynn Yule	03/09/09	Completed
6	Organise stakeholder event	Yule/Baker/Williams	01/06/09	Completed
7	Undertake scoping exercise	Yule/Williams	In progress	12/10/09
8	Review draft strategy with HIMG	Yule/Baker/Williams	In progress	12/10/09
9	HMCC discussion paper	Lynn Yule	In progress	12/10/09
10	Complete and evaluate draft strategy	Yule/Baker/Williams	In progress	30/10/09
11	Complete equality impact assessment	Yule/Williams	In progress	30/10/09
12	Review equality impact assessment	Yule/Williams	01/11/09	30/11/09
13	Amend strategy according to outcome of ASCHOSC/Stakeholder Event/HIMG/HMCC	Yule/Baker/Williams	01/11/09	30/11/09
14	Launch and implement strategy	Yule/Baker/Williams		Dec 09

HOUSING MANAGEMENT CONSULTATIVE COMMITTEE

Agenda Item 34

Brighton & Hove City Council

Subject:	“Turning the Tide”		
Date of Meeting:	12 October 2009		
Report of:	Director of Adult Social Care and Housing		
Contact Officer:	Name:	Emma Gilbert	Tel: 291704
	E-mail:	emma.gilbert@brighton-hove.gov.uk	
Key Decision:	No		
Wards Affected:	All		

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 The draft Social Exclusion Strategy – “*Turning the Tide*” outlines the aims and objectives to address anti-social behaviour, intergenerational social exclusion and quality of life experience for residents in social housing living in areas of multiple deprivation in Brighton and Hove. To do this the strategy adopts a robust parallel approach of support and enforcement in order to “turn the tide” by addressing behaviours that impact negatively on individuals, families and the community. (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 *Turning the Tide* is one of the targeted interventions being led by the Council to address the needs of specific groups of vulnerable residents with multiple and complex needs. Strong links to other initiatives such as the Family Pathfinder and the Family Intervention Projects have already been established as part of the development and forward delivery of the strategy, to ensure that it complements the work of these initiatives and to avoid duplication.

2. RECOMMENDATIONS:

- 2.1 (1) to agree the launch for the Turning the Tide Pilot in Moulsecoomb and Bevendean to be led by Housing Strategy with the relevant staffing resources

- (2) for a series of tenant/resident focus groups to run in the pilot area to look at the key themes and identify priorities for the local community

- (3) that the financial implications be noted

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.

- 3.2.2 In the latest tenant 'STATUS' survey, respondents indicated that the impact of anti-social behaviour on the neighbourhood is listed as the main priority for council tenants after repairs/maintenance and standard of housing, with over 1 in 5 respondents saying they had reported incidence of anti-social behaviour to the authority as their landlord in the last year.

3.3 Scope

- 3.3.1 The Pilot area has been identified as Moulsecoomb and Bevendean given the high concentration of social housing and levels of multiple deprivation, social exclusion and attendant anti-social behaviour within this area. 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 will commence from 1st October 2009 and last for a period of 9 months with an evaluation being completed by July 2010. Performance will be measured in order to demonstrate the effectiveness and impact of the interventions with milestones, outcomes and targets agreed prior to commencement of service delivery.

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 As such, it is proposed that the strategic governance of the Pilot is led by the Turning the Tide Project Group, with management of the Pilot being led by Housing Strategy. Service will be jointly delivered through Housing Needs and Social Inclusion and Housing Management. The proposed Pilot Structure and related services can be seen in **Appendix 2**.

3.4.3 The benefits that Housing Needs and Social Inclusion bring to the Pilot are:

- Housing Needs and Social Inclusion have established innovative targeted intervention approaches which are nationally recognised and have placed Brighton and Hove firmly as a leader in this field.
- Established Prevention ethos – proactive approach to identifying vulnerable and socially excluded residents and provision of a range of early interventions to sustain independent living
- Established Assertive Outreach Model - using a proactive and persistent approach to counteract non-engagement, using a balance of support and enforcement and intensive inter-agency working to achieve positive outcomes
- Established Holistic Assessment of Needs - Housing support staff have been trained to carry out holistic assessment of needs and ongoing Support Action Plans and take the lead role in delivery/management of the individual support plan.
- Established referral pathways for treatment services and assertive approach to numbers into treatment
- Established referral pathways into work, training and employment

3.4.4. Evidence of delivery can be seen through:

- A history of strong partnership working with well-established joint working practises and protocols
- Improving access to services by co-locating a wide range of services to enable clients to seek advice and support across a range of issues

- Experience of achieving behavioural change supported through psychological interventions such as Motivational Interviewing techniques, Brief Solution Focused Therapy and Cognitive Behavioural Therapy
- Nationally recognised approaches to address the work, training and employment skills of vulnerable and deeply excluded people with dedicated Services.
- Housing Strategy are implementing targeted approaches to address overcrowding and under-occupancy, and making the private rented sector more accessible in order to address housing need.

3.5 Model for Delivery

- 3.5.1 The *Turning the Tide* draft Strategy outlines 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 interventions needed. **Appendix 3** outlines the Support offer.
- 3.5.2 The initial or universal level of support will be offered by the current 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. It is anticipated that Housing Officers will provide the initial alert/referral for a higher level of support through an enhanced tenancy check process.
- 3.5.3 The Enhanced and Intensive levels of support and enforcement will be delivered by the creation of a *Social Inclusion Team*. This team will be 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:
- Set up a multi-agency approach to ensure a co-ordinated response to tackling social exclusion, including a re-focus of existing forums in order to prioritise shared aims and objectives
 - To take a robust and assertive approach 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 in the community;
 - To implement the *Universal Support Offer* – focussing interventions on targeted client groups prioritised in terms of risk factors, using a balance of support and enforcement
 - Provide a range of community interventions and to maximise opportunities to order to improve aspirations and ensure that tenants

meet their responsibilities and improve the life chances for themselves, their families and the community. These will include:

A series of themed tenant focus groups; Community Clear-up days; Community drug and alcohol audits; launch of Community Payback scheme; launch of Youth Crime Prevention reparations work; launch of ASB Surgeries/drop-ins; targeted drop-ins for overcrowding/under-occupancy/housing options/housing benefit; launch of Quick Guide to Housing Services booklet; development of work and learning opportunities within the community including social enterprise development; self-employment/small business advice; mobilisation of the Mears contract and development of training and employment opportunities linked to the Supercentre; co-ordination of community and FE provision to meet the needs of the community; targeted outreach work to engage the community in work and learning; holiday learning activities; development of Male Role Models to provide positive support to young men in the community with a focus on crime and anti-social behaviour prevention; Individual Household budgets for one-off interventions such as adaptations to ease overcrowding; provide access to the internet for households for homework, job search, social networking, distance learning etc; arrange a series of workshop events on ASB, employment and learning, neighbourliness etc.

- 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
- To benchmark levels of exclusion and anti-social behaviour throughout the life of the strategy, using the Pilot period to ascertain initial performance on a range of soft and hard outcomes. These will include:

Hard Outcomes:

Improved access to services through targeted intervention for vulnerable tenants and households engaging in anti-social behaviour
Prevention of homelessness through tenancy sustainment

Reductions in harmful, criminal or anti-social behaviour

Prevention/early intervention in youth crime/anti-social behaviour

Reduction in the perception of anti-social behaviour

Number of referrals into FIP, FIT and TYS – positive/negative outcomes

Number of households/individuals receiving ASBO's, ABC's, parenting orders etc

Number of households/individuals evicted as a result of anti-social behaviour

Reparations work in the community

Increased numbers into treatment services

Increased take up in early years provision, parenting skills, parenting groups, childcare

Preventing children or Young People becoming 'looked after' or excluded from education

Increased numbers into learning, training and employment

Reduction in out of work benefit claimants

Number of households receiving a financial health check/advice and guidance session from Income Management Team
Number of households being helped to address their Housing Needs eg number of households being assisted by the Overcrowding officer/ Under-Occupancy officer/Housing Options Workforce Development

Soft Outcomes:

Improvement in levels of engagement at individual, family and community level
Self-reported improvement in family relationships
Self reported improved parenting skills
Self- reported improvements in health and well-being of children, parents, and individuals
Self-reported uptake of contraception and sexual health services
Reduction in numbers of teenage pregnancies
Reduction in substance and alcohol misuse
Self-reported improvements in behaviour/anger management in young men/reduction in violent incidents
Self-reported raising of aspirations and confidence/self-esteem
Improved social networks for individuals, families and children
Engagement in learning, skills and employment
Development of social enterprise
Improvements to home environments and communities
Increase in the number of households accessing the internet
Increased community engagement
Co-ordination/Improved links between services across sectors
Positive impact on the community
Increased service user involvement and participation

3.7 Pilot Costings

3.7.1 Appendix 3 identifies the team structure, expected partners and proposed services needed to meet the strategic aims and objectives of the Pilot. The majority of these services will be provided by existing resources/services/agencies but in some cases additional funding is required to increase capacity.

3.7.2 The Community Interventions Budget (focus groups, estate clean up days, Community Audits etc), role model co-ordinator, project administrator and the Individual Household Budgets are new resources which will require additional funding as outlined in the Pilot budget.

Appendix 4 identifies the overall budget of £172k in addition to existing resources for initial set up and ongoing costs for the Pilot area in 2009/10.

3.7.3 To widen out the focus and include non-council social tenants in the initiative would require additional resources and funding from RSL partners.

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:

The 'Turning the Tide' pilot is estimated to cost approximately £172,000 for 2009/10. This pilot supports outcomes which will benefit both the Children's and Young People Trust and Adult Social Care and Housing directorates. The 2009/10 HRA (Housing Revenue Account) budget includes £72,000 towards the project and a further £100,000 is required from the General Fund. The general fund will need to consider allocating £100,000 to this project as part of Targeted Budget Management.

Funding for 2010/11 will be considered as part of the 2010/11 Budget process for both the HRA and General Fund.

Finance Officer Consulted: Sue Chapman

Date: 27.8.09

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: 25.8.09

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 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 agree the launch of the Turning the Tide Pilot in order to implement the strategic aims and objectives of the draft Social Exclusion Strategy.

SUPPORTING DOCUMENTATION

Appendices:

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

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 - Draft

Draft Social Exclusion Strategy 2009-2014

Tackling Social Exclusion in Brighton and Hove



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Foreword

This strategy outlines the Authority's aims and objectives to address anti-social behaviour, intergenerational social exclusion and quality of life experience for our 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** 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**.

Our residents voted in 2007 to keep the council as their landlord. Our Housing Strategy and Service Improvement 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.

We propose to offer all our tenants support to achieve their potential, whether it is a single intervention or a longer term package of support measures. We will differentiate the offer to provide a varied menu of options for our tenants, so that those who are able to, can meet their own housing and support needs, manage their homes and get access to a range of services that will help them meet their aspirations.

This will enable us to focus resources more effectively on those who need greater support to make better lives for themselves and their children - but support must be matched with responsibility, and we will expect commitment from our residents to improve their situations.

Our relationship with our residents underpins everything we do. They have an active role to play in creating a better community for everybody. We have committed to deliver real improvements on the issues that are most important to our tenants - decent housing; clean and safe neighbourhoods; dealing with anti-social behaviour; tenant involvement, providing appropriate support, and consistently high level and responsive services.

In return, we will expect them to raise their aspirations and capabilities, and take up the opportunities made available to them in order to ensure fairer life chances and better outcomes for themselves, their families and the community.

I am very much looking forward to the challenges ahead.

Councillor Maria Caulfield
Cabinet Member for Housing

Introduction

The purpose of this strategy is to outline our commitment and the specific actions that we will take over the next five years to address the social exclusion and attendant anti-social behaviour that is experienced by a considerable number of residents in the city of Brighton & Hove.

The development and delivery of a **Social Exclusion Action Plan** is one of the actions in the **Housing Management Service Improvement Plan** - which aims to “promote social housing as a platform for reducing inequality and creating opportunity”.

This document sets out our strategic aims and the priority actions we are committing to meet in each area of work, and how we will deliver them.

The Strategy aims to:

- Set out the authority’s aims and objectives as a social landlord in tackling social exclusion and anti-social behaviour;
- Outline our priorities and the actions we will take with our partners, residents and key stakeholders to deliver our objectives, using a dual approach of **support** and **enforcement**
- Integrate with the city’s Housing Strategy, Housing Improvement Plan and wider corporate objectives to place council housing at the centre of a strategic approach to reducing inequality and promoting community well-being.
- Outline the role social housing should play now and in the future to improve peoples life chances, underpin social cohesion, and contribute to sustainable mixed income communities in Brighton & Hove.

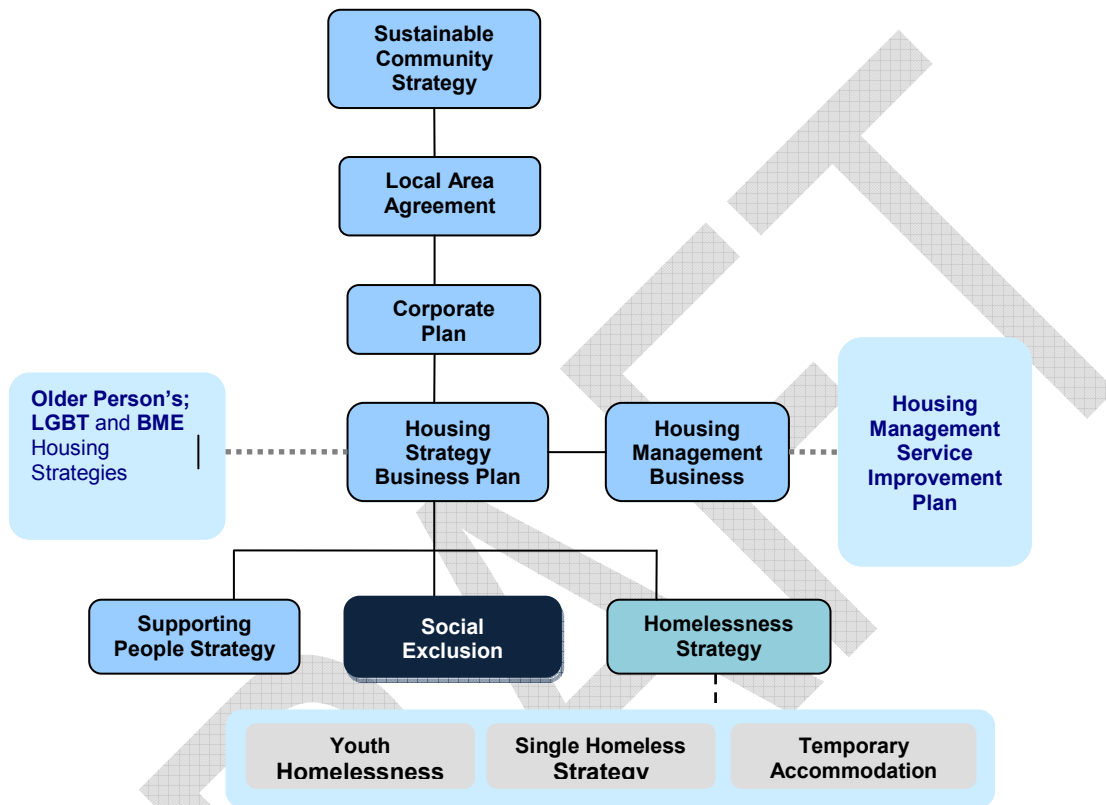
The Strategy has three parts:

Part 1 places the Strategy in context and sets our vision and key objectives for addressing social exclusion and anti-social behaviour in areas of multiple deprivation within the city.

Part 2 sets out our priorities for the next five years, the actions we will take to achieve these and the success criteria we will use to judge how well we have achieved them.

Part 3 considers how we will deliver the objectives in the Strategy in partnership with key stakeholders through the Social Exclusion Steering Group.

Strategic Context



Local Strategic Priorities

We recognise that our Strategic aims must address national and regional objectives, and also the needs and aspirations of the city. It is important that the 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 and our strategic housing priorities to ensure we are effectively meeting the needs of the city:

The Strategy reflects 6 of 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.

Meeting Brighton & Hove City Council's priorities:

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

Meeting our strategic housing priorities:

The citywide **Housing Strategy** has three overall priorities reflecting the basic housing needs of the city:

- **Improving housing supply.** Making sure that the city has the right type of housing to meet the needs of residents
- **Improving housing quality.** Making sure that residents are able to live in decent homes suitable for their needs.
- **Improving housing support.** Making sure residents are supported to maintain their independence.

We follow the six underlying principles for the Housing Strategy in everything we do:

- **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

Meeting our residents' priorities

Our relationship with our residents underpins everything we do. They have an active role to play in creating a better community for everybody – their input and involvement is essential to ensuring long term sustainable outcomes that will “Turn the Tide” and promote social housing as “a platform for reducing inequality and creating opportunity”.

We have committed to deliver real improvements on the issues that are most important to our tenants - decent housing; clean and safe neighbourhoods; dealing with anti-social behaviour; providing appropriate support and consistently high level and responsive services.

In return, we will expect them to raise their aspirations, capabilities, and take up the opportunities made available in order to ensure fairer life chances and better outcomes for themselves, their families and the community.

Involving our residents

Listening to our residents is fundamental to our way of working. This Strategy has been developed following a consultation process involving residents. As part of the development process we have engaged with residents in the following ways:

- Consultation and involvement process in the development and delivery of the Housing Management Service Improvement Plan
- Tenant Status Survey 2008
- Consultation Exercise

Improving resident involvement

We aim to adopt a range of different approaches, with different levels and styles of involvement. As the Landlord we aim to:

- Actively canvas the views of service users, and stakeholders, including the traditionally hard-to-reach groups and use them to review or improve services.
- involve our tenants in a range of activities that influence, major decisions that affect the service
- Show that consultation and involvement always begins at an early stage and that service user views are taken into account before all key decisions are made.
- Treat resident involvement as an integrated and important element of the service, designed for the convenience of the service user and not the organisation.
- Ensure that our service users feel confident that their input will be valued and acted upon.
- Be clear about the purposes of involving residents and should evaluate outcomes against these objectives;
- Offer residents a menu of opportunities to get involved;
- Have a range of mechanisms in place that allow service users to participate effectively, in a way and level that suits them, in the design, management and performance of housing services.

The Strategy in context – links to National Policy

Tackling social exclusion is a key national theme with the government's aims outlined in **Reaching Out – An Action Plan on Social Exclusion - 2006**; **Reaching Out – Think Family – Social Exclusion Task Force 2007**; the **Public Service Agreement for Socially Excluded Adults (PSA 16)**; and the White paper **New Opportunities - Fair chances for the Future – Jan 2009**. Relevant discussion papers also include **Breakthrough Britain – Ending the costs of Social Breakdown – Social Justice Policy Group 2007**; **Getting on getting ahead – trends in social mobility Dec 2008**.

The **Respect Agenda** outlines the role and responsibilities of social landlords in reducing crime and disorder.

The new **Housing & Regeneration Act 2008** takes forward the recommendations made by Professor Martin Cave in his report **Every tenant matters: A review of social housing regulation** published in 2007. The Act has three main elements:

- to make it easier for local authorities to build new council homes to meet local needs
- to create the Homes & Communities Agency that will focus on the delivery of new affordable housing and work to regenerate run down areas.
- to set up a social housing regulator (the Tenant Services Authority) that will ensure providers improve standards and give tenants a greater say in the management of their homes.

Building on the success of **Family Intervention Projects**, the Act also introduced the use of **Family Intervention Tenancies** as a tool for local authorities and social landlords to use in dealing with households engaging in persistent anti-social behaviour.

Alongside the Act, the government is carrying out a review of council housing finances and a **Housing Reform Green Paper** is also anticipated at the end of the year which is expected to link housing services to economic dependence and social mobility.

The new **Welfare Reform Bill** focuses on helping people get back into work. This builds upon the work of the Hills Review, **Ends and Means: The future roles of social housing in England** that was published in 2007. Hills recognised the problem of high levels of worklessness in social housing and the need to retain tenants with mixed incomes.

The **Leitch Review: World Class Skills 2007** looks at the skills needs of the nation now and in the future and how we are going to meet the skills challenge. The DWP/DIUS paper **Work Skills 2008** and **Realising Potential Feb 2009** outline the government's plans to ensure that lack of skills isn't a barrier to employment, and that the acquisition of skills and qualifications continues when people are in work so they can progress.

The 2007 Green Paper **Homes for the Future** and the Department of Health's 2006 White Paper **Our Health, Our Care, Our Say** and 2007 concordat on adult social care **Putting People First**. These documents are also feeding into the forthcoming social care Green Paper and new Independent Living Strategy. All of these strategic documents want to support people to live independently in the community though the provision of personalised self directed support.

Social Exclusion and Anti-Social Behaviour in Brighton & Hove

Brighton & Hove is an overtly prosperous and successful city with a population of over a quarter of a million residents¹ living in approximately 115,000 households² with 10.3% of these renting properties from the local authority³.

The city has a tradition of nurturing diversity, with significant in-migration and a thriving LGBT community.

Diversity in Brighton and Hove: “15% of the city’s residents were born outside England, well above national and regional levels. The population of black and minority ethnic (BME) groups is estimated to have increased by 35% between 2001 and 2004 (compared to 13% nationally). 20% of all births in 2005 were to mothers born outside the UK. The city ranks among the 10% of local authorities for migrant worker registrations – 5,000 in 2005/06 and 4,500 in 2006/07. There is a growing Lesbian, Gay, Bisexual and Transgender (LGBT) population (latest estimate, 35,000)’.

Developing Appropriate Strategies for Reducing Inequality in Brighton and Hove - Phase 2 Addressing the challenge - Oxford Consultants for Social Inclusion - (OCSI) and EDuce Ltd

It has a comparably healthy economy that supports new enterprise. The number of VAT registered businesses in the city grew by one third from 1995-2005 and 30,000 new jobs were created⁴. The city is working to address the challenges and issues related to skills deficits and the local employment market over the next three years⁵ co-ordinated through the City Employment and Skills Plan, Economic Development Plan and Adult Learning Strategy⁶. Additionally, a citywide Social Enterprise Strategy⁷ has also been launched to support growth and development in this area.

The impact of the recent recession has seen an increase in unemployment and the failure of some businesses. Locally Brighton and Hove has seen a 46% increase in unemployment compared to 68% nationally, and the number of businesses failing is up by 59% on last year.

The City’s route out of recession is to “sustain, retrain and gain” through the provision of a package of support and training to help get businesses through the downturn; help the newly unemployed back into work quickly, and continue to focus on preparing those furthest from the labour market for employment in the upturn; and continuing the ongoing work towards meeting the city’s employment goal through business development, social enterprise, job creation, and training opportunities through procurement practises.

The city benefits from a thriving third sector of approximately 1400 separate community and voluntary organisations⁸ which support the Local Authority’s statutory functions, increase opportunities for joint working and enable the development of creative solutions to the challenges faced by the city.

¹ ONS Mid 2006 Population Estimates

² 2001 Census Briefing Four: Housing

³ Ibid

⁴ Developing Appropriate Strategies for Reducing Inequality in Brighton and Hove. Phase 1 Identifying the challenge; Oxford Consultants for Social Inclusion (OCSI) and EDuce Ltd

⁵ For further information please see the City Employment & Skills Plan 2007.

⁶ Adult Learning Strategy 2007-2010

⁷ Social Enterprise Strategy Oct 2008

⁸ Brighton & Hove Community and Voluntary Sector Forum Development Plan 2007 –2011

There are hugely positive aspects to living in our city by the sea but there are also numerous and complex challenges that the council and the city's residents face, with a significant proportion of residents who experience social exclusion, inequality, deprivation and whose lives are affected by anti-social behaviour⁹. These issues were highlighted by the **Reducing Inequalities Review**¹⁰ and we have used the review to inform our strategic direction and the solutions which we propose to introduce to address these areas of concern.

What is Social Exclusion?

'Social exclusion' and 'social inclusion' are terms used to describe the degree to which individuals, groups or communities are 'included' in mainstream society. The Social Exclusion Task Force describes exclusion as:

"...about more than income or poverty, a short-hand term for what can happen when people or areas have a combination of linked problems, such as unemployment, discrimination, poor skills, low incomes, poor housing, high crime and family breakdown. These problems are linked and mutually reinforcing. Social exclusion is an extreme consequence of what happens when people do not get a fair deal throughout their lives, often because of disadvantage they face at birth, and this disadvantage can be transmitted from one generation to the next."

The **Reducing Inequalities Review** examined a wide range of data related to Brighton & Hove and its communities – both geographic and those bound together by interest. Analysis of this data was to determine the impact and efficacy of the different ways of working that have been employed in these areas so far, and to provide guidance as to where and how future initiatives should concentrate their efforts.

The Review found that:

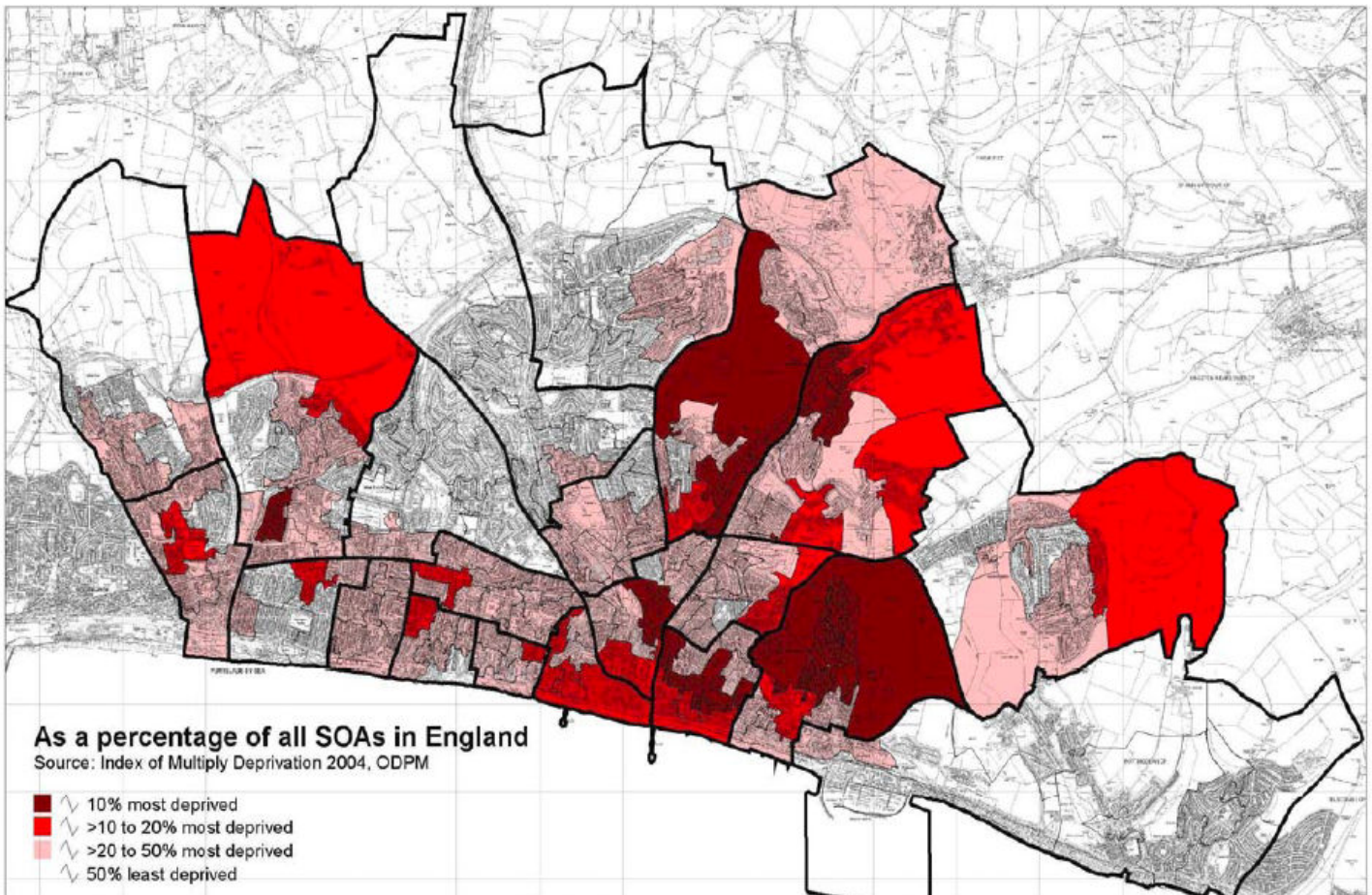
- *'Inequality in Brighton & Hove is about **both deprived places and deprived people***
- *There is a significant group across the city with **multiple needs** – concentrated in the **most deprived areas***
- *Census data identifies a significant group of 1,500 households where people are experiencing **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)'*

⁹ For further information about terminology used within report please refer to the glossary of terms.

¹⁰ A two phase report commissioned by the City Council and the 2020 partnership to guide improvements in how the city should address inequality frequently cited within this document - [Developing Appropriate Strategies for Reducing Inequality in Brighton and Hove. Phase 1 & 2](#) - Oxford Consultants for Social Inclusion (OCSI) and EDuce Ltd)

In its examination of the city’s most deprived geographic areas the Review highlights the ten ‘Tier One Priority Areas’, but points out that pockets of deprivation also exist at more local levels or “Super Output” and “Area Output” level.

Index of Multiply Deprivation 2004: Overall deprivation



The map shows whereabouts these particular areas are situated within the city and demonstrates the range of deprivation citywide.

The review found that whilst the majority of ‘deprived people’ do not live in the ‘deprived areas’, those experiencing **multiple deprivation** do tend to live in the City’s most deprived areas¹¹. This term relates to the ‘Indices of Multiple Deprivation’, which ‘combines a number of indicators, chosen to cover a range of economic, social and housing issues, into a single deprivation score for each small area in England. This allows each area to be ranked relative to one another according to their level of deprivation’¹².

In addition, the most deprived areas in the city also have the highest concentration of social housing.

¹¹ Brighton & Hove Local Area Agreement 2008 -2011

¹² CLG [Indices of Deprivation](http://www.communities.gov.uk/communities/neighbourhoodrenewal/deprivation/) website- <http://www.communities.gov.uk/communities/neighbourhoodrenewal/deprivation/>

*“Analysis by the Social Exclusion Task Force....shows that around **2% of families** in Britain experience five or more of the basket of disadvantages listed...**No parent in the family is in work; Family lives in poor quality or overcrowded housing; no parent has any qualifications; Mother has mental health problems; At least one parent has a longstanding limiting illness, disability or infirmity; Family has low income (below 60% of the median); or family cannot afford a number of food and clothing items”***

*“There is a greater concentration of families with multiple problems in deprived areas, although even in the most deprived areas, only one in twenty families experience five or more of the basket of disadvantages. The analysis can help us to understand which types of family are at greater risk of experiencing multiple disadvantage.... these are **families living in social housing, families where the mother’s main language is not english, lone parent families, and families with a young mother”***

Reaching Out – An Action Plan on Social Exclusion – 2007

It is in these areas of multiple deprivation and social housing in Brighton & Hove that we will concentrate our strategy and resources, working with residents living in the Authority’s Housing stock.

Concentrating on those most at risk of experiencing multiple factors of deprivation is our first priority. However, the longer-term plan is to provide all our tenants in council housing with a universal offer of support 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.

*The time is right to reposition social housing as a support mechanism rather than a terminal destination
- Breakthrough Britain, Social Justice Policy Group*

“Support should be matched with responsibility – we will provide support, but they will support themselves in return” – James Parnell, Minister for DWP Feb 2009

What is Social Mobility?

A simple definition of social mobility is “chances for progression within an individual’s lifetime”. A person’s social background makes a difference to the goals they are able to achieve in life. There are four key factors that will impact on a person’s life chances and define their prospects¹³

- *The care and development of children in their early years*
- *The quality and level of attainment of education at school*
- *Post 16 training and education - pathways into employment*
- *Building the skills at work to help people progress*

Social mobility is used as an indicator to measure upward (and downward) progression for both individuals and groups within society.

In terms of society, negative effects on social mobility have emerged such as cultures of worklessness, anti-social behaviour and drug abuse. A lack of positive role models, peer pressure, poor social networks, poverty of ambition and risk aversion are also barriers to social mobility.

¹³ Factors Influencing Social Mobility – DWP 2007

“Many areas of social housing are blighted by fractured families, worklessness, educational failure, addictions, serious personal debt, anti-social behaviour and crime.

Too many tenants find themselves on estates where welfare dependency is a way of life, cut off from job opportunities, social networks and wealth the rest of society enjoys” Ian Duncan Smith – June 2008

There are 2 core aspects to social mobility that sit at the heart of current national policy:¹⁴

- *Ensuring there are better jobs for each successive generation, so our children can do better than us*
- *Making sure that there are fairer chances, so that everyone has the opportunity to access those jobs in line with their potential, regardless of social background*

Whilst social mobility is defined in terms of employment outcomes, making these outcomes better and fairer will improve many other aspects of people’s lives and will address some of the risk factors associated with multiple deprivation, providing a route out of poverty and social exclusion.

What is Anti-Social Behaviour?

A minority of residents in areas of multiple deprivation are responsible for anti-social behaviour, but its impact is significant in relation to the wider community and the direct costs and unaccounted resources associated with managing these tenancies and associated neighbourhood impact.

In law anti-social behaviour is defined under the Crime and Disorder Act 1998 as "behaviour which causes or is likely to cause harassment, alarm and distress". In everyday life anti-social behaviour can have an extremely negative impact on individuals and communities going about their lawful business. Anti-social behaviour comes in many forms and can sometimes be unintentional. In other circumstances it can be directed and intentional.

The wholesale costs of anti-social behaviour are difficult to quantify, as families who behave anti-socially typically draw upon a wide range of services and resources. Many ‘costs’ associated with anti-social behaviour go unaccounted, including the impact upon other residents’ health, safety and life experiences.

Models which can assist us in making informed decisions about how we deploy resources related to dealing with anti-social behaviour do exist and we will be utilising these in the development and performance monitoring of our services. For the purposes of this strategy we have examined cost models associated with innovative services which deal with anti-social behaviour in a housing context. In particular the Dundee Families Project (DFP), which commenced in 1996 and delivers both outreach and core residential services to households who would otherwise be evicted from social housing for anti-social behaviour.

¹⁴ Getting on, Getting Ahead – Cabinet Office Strategy Unit 2008

Estimates have been made that housing staff spend between 5 and 40 per cent of their time dealing with neighbour complaints (Scottish Office, 1998).

In Brighton and Hove it is estimated that approximately X% of a Housing Officer’s time is spent dealing with incidents of anti-social behaviour related to the management of our tenancies each year. In addition many other council officers and partners are routinely involved in dealing with a family who is behaving anti-socially.

The 2001 review of the DFP divides costs to the social landlord in dealing with anti-social behaviour into direct, indirect and societal costs – as shown in the chart below:

Direct Costs to Landlord	Housing staff spent time dealing with neighbour complaints by Housing Officers, Area Managers, Senior Staff and Caretakers.
	Costs of ongoing initiatives and ongoing costs associated with these.
Additional Direct Costs	Legal costs for advice, interdicts, eviction action.
	Costs of repairs for vandalism and graffiti.
	Staff time of homeless and allocation staff in dealing with requests for transfer.
Indirect Costs	Loss of rental income due to additional voids.
	Voids, security and repairs.
	Reduction of desirability of property (reduced market value/reduction in demand).
	Diversions of staff time from other work.
Societal Costs	Increase in staff stress-related illness from work.
	Costs to disputants and other residents.
	Costs to other departments/agencies, including Police, Social Work, Environmental Health and Courts.
	Decrease in Social Cohesion and loss of informal social control.

The DFP Review points out that eviction processes can be slow, expensive and can simply act to displace rather than tackle the ‘problem’.

In Brighton & Hove approximately X is spent annually on dealing with the legalities of sanctions and evictions to move people out of our housing stock as a direct result of anti-social behaviour and we do not currently quantify the number of households who choose to leave an area for this reason, thereby exacerbating the ‘population churn’¹⁵ effect highlighted within the Reducing Inequalities Review.

The DFP Review provides two case studies which do quantify some of the costs, and thereby savings, associated with working with two groups of families, one in an outreach capacity in their own home and the other within a residential setting on a dispersed tenancy.

¹⁵ The [Reducing Inequalities Review](#) describes population churn as the process whereby a community’s function is affected adversely by settled, employed and often older people leaving an area for one that they see as more desirable and are replaced by less settled, workless and often deprived population groups.

Core (Residential) Case Study	Dispersed (Outreach) Case Study
The following assumptions were made with respect to these cases. If the 2 core cases (involving 8 children) had not been supported by the DFP, both families would have been evicted, 3 children would have been placed in a residential school (or children's unit) for one year and 5 children would have been placed in foster care for one year. Both families would present as homeless. After a period of one year, none of the families would experience any other difficulties.	The following assumptions were made with respect to these cases. The 9 cases involve 26 children. Five out of every 9 dispersed/outreach cases, which are not supported by the DFP, result in the family being evicted, and a homeless presentation being made. Two children are placed in a residential school for one year, 6 children are placed in foster care for one year. Four cases require no intervention whatsoever. There are no additional costs, such as those that may be incurred by the Police and the Reporter.
Costs:	Costs:
Eviction process: £ 21,400 Homeless presentations: £ 3,800 Residential school: £156,000 Foster care: £ 52,000 Total Illustrative Cost: £233,200	Eviction process: £ 53,500 Homeless presentations: £ 9,500 Residential school: £104,000 Foster care: £ 62,400 Total Illustrative Cost: £229,400

Considerable work has been undertaken over the last 10 years to address anti-social behaviour through interdisciplinary teams and initiatives. We aim to build upon examples of good practice and to work with the relevant teams to achieve our objectives.

Anti-social behaviour is expensive – it is estimated to cost the public £3.4 billion a year.....It is in the interest of all of us to ensure that the small minority of families who are responsible for a high proportion of problems, radically change their behaviour. It is also in the interest of the households themselves to be helped or forced to take help so that they, and especially their children, can take up opportunities that others enjoy’.

Reaching Out: An Action Plan on Social Exclusion – Social Exclusion Task Force 2007

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.

It draws from recommendations within the **Reducing Inequalities Review** and it builds upon successful evidenced based practice within both Brighton & Hove and nationally.

It addresses the main thematic concerns raised by the review and other key local and national strategic agenda around **Social Exclusion, Reducing Inequality and Anti-Social Behaviour**.

It demonstrates how Housing Management and Housing Need & Social Inclusion will work with communities, individuals, and families who live in the target areas with a view to maximising resources and sustaining action and effect into the future. To do this the strategy adopts a robust parallel approach of **support and enforcement** to ‘turn the tide’.

Levels and causes of Social Exclusion in Brighton & Hove

The **Reducing Inequalities Review** notes ‘a significant group of 1,500 households experiencing multiple disadvantage across the City, with more than 25% in the most deprived 10% of neighbourhoods’.

The measures of multiple disadvantage referred to are:

- **Employment inequality:**
Every member of the household aged 16-74 who is not a fulltime student is either unemployed or permanently sick
- **Education inequality:**
No member of the household aged 16 to pensionable age has at least 5 GCSEs (grade A- C) or equivalent, and no member of the household aged 16-18 is in full-time education
- **Health and disability inequality:**
Any member of the household has general health 'not good' in the year before Census (2001), or has a limiting long term illness
- **Housing:**
The household's accommodation is either overcrowded (occupancy indicator is -1 or less); or is in a shared dwelling; or does not have sole use of bath/shower and toilet; or has no central heating¹⁶.

From this data we estimate that in the top 20% most deprived neighbourhoods we could be working with approximately 750 households experiencing multiple deprivation and disadvantage.

The review also cites the **Brighton & Hove Housing Tenants Status Survey (2006)** which ‘highlights living conditions of those in social accommodation by focusing on five types of inequality: income, dependence on state benefits, poor health, crime and poor living environment’

The Survey identifies that more than 61% of the households have an income below £10,400 p.a.; 57% of the families receive some type of state benefits ...nearly 53% of the households have problems related to poor health.

Crime and living environment problems are experienced by roughly one quarter of the survey respondents.

The level of those with multiple needs in the survey is high: more than 68% of the households are experiencing at least two of the above inequalities. Multiple needs are driven by health, income and reliance on state benefits - Among the households with multiple needs, 81% rely on state benefits and have low income; 78%

¹⁶ Developing Appropriate Strategies for Reducing Inequality in Brighton and Hove. Phase 1 Identifying the challenge & Phase 2 Oxford Consultants for Social Inclusion (OCSI) and EDuce Ltd

depending on state benefits have health problems; 73% have both poor health and low income.’

The chart below demonstrates the complexity of issues which contribute towards Social Exclusion in Brighton & Hove:

Complexity of Social Exclusion in Brighton & Hove	
<ul style="list-style-type: none"> • Access to Learning Opportunities • Access to multiple services • Anti-social Behaviour • Benefit Dependency • BME Groups • Community Function and Aspiration Levels • Crime and Disorder • Disability • Homelessness • Housing Need • Incapacity Benefit Claimant Levels • Intergenerational and Child Poverty 	<ul style="list-style-type: none"> • LGBT Community • Lone Parents • Low Income • Mental Health • Multi-agency/Cross Sector Working • Multiple and Complex Need • Older People • Physical Health • Substance Misuse • Worklessness • Young People at Risk • Young People NEET

The housing needs of our tenants; quality of their accommodation; the environment in which they live; their social networks; level of aspirations for themselves and their families; their experience of the way in which we manage their properties, communicate and involve them in decision making processes, and hold them accountable are inextricably linked to the areas of exclusion, deprivation and anti-social behaviour listed above. The complexities of these issues are further compounded if they are ‘intergenerational’.

This strategy provides an opportunity for us to involve and listen to our tenants and to work with the most deprived communities to effect change.

What have we done so far?

In Brighton & Hove considerable work has been undertaken to address social exclusion and deprivation across many of the City Council’s directorates and involving multiple community partners, stakeholders and third sector providers. Work has been concentrated within particular areas geographically i.e. – **New Deal for Communities** and **Neighbourhood Renewal Areas**, and citywide with specific communities of interest.

The City’s ongoing commitment to address the risk factors of social exclusion and deprivation can be clearly seen in the local and national performance indicators selected for the Brighton and Hove Local Area Agreement 2008-2011¹⁷.

In addition to the targets aimed at tackling the multiple factors of deprivation around worklessness, health, housing and children/young peoples’ services, the Local Authority has taken on the National Child Poverty indicator NI 116 in its LAA with 1 % year on year reduction in number of children living in households in receipt of workless benefits 2008-2011

¹⁷ for more information please see the Local Area Agreement 2008-2011 available to download from www.brighton-hove.gov.uk

Within the LAA the Authority has also incorporated a target for take up of the Childcare Element of the Working Tax Credit With a target 2% year on year 2008-2011 increase from the current baseline of 21%

The Local Authority is one of only 50 to sign the Every Disabled Child Matters Charter

The LA has signed up to a Local Employment Partnership agreement with JCP and is implementing an assisted programme of entry to LA posts for local residents with a low level of skills.

The City Employment and Skills Plan has created a framework for incorporating strategic economic and skills targets into the work of the Local Authority and its partners in the 2020 Community Sustainability Partnership.

Working Neighbourhood funding and Skilled for Health have been linked to deliver a range of employment and skills opportunities for disadvantaged residents in community based settings.

The City's innovation continues to be profiled through a range of high visibility pilots such as the Intensive Family Intervention Project; Family Pathfinder Project; the Child Poverty Pilot for Teenage Parents; the Prevention of Offender Accommodation Loss; the Adult Advancement and Careers Service; a pilot authority for the FSA 'Parent's Guide to Money; ESF/ LSC SE Adult Learning SO1 Project to support adults to access learning opportunities in community settings to improve their skills, confidence, self-esteem and future employment prospects; and the Family Learning Impact Fund Project that provides a rolling programme of courses in targeted schools and Children's Centres to ensure that the neediest families can engage in learning activities.

As part of the City's aims to reduce crime and improve safety, the Local Area Agreement includes NI 17 that measures the "perceptions of anti-social behaviour" as a key performance indicator; and in regard to low level anti-social behaviour - NI 195 – "Improved street and environmental cleanliness/levels of graffiti.

This Strategy seeks to draw together the expertise that has been gained in working with our communities across all sectors within our city; and to develop a more cohesive, outcome focused and tailored package for council residents who are continuing to experience deprivation, suffer the effects of anti-social behaviour, and live with intergenerational poverty and exclusion.

Related Achievements in Housing Services

The ownership of this strategy across Housing Management, Housing Need and Social Inclusion demonstrates our commitment to build upon our successes 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.

Homelessness and Social Inclusion

Our continued approach to tackling rough sleeping and repeat homelessness is to work in partnership to provide a holistic package of support that addresses the complex needs of homeless people and provides clear progression routes into social and economic independence, and is the basis for delivering our objectives within the **Homelessness Strategy 2008-2013** and the **Single Homeless Strategy 2009-2014**.

Our innovative approaches are nationally recognised and have been the precursor or test bed for a variety of local and national initiatives and pilots that have proven to be successful in addressing issues of inequality and exclusion, and place Brighton and Hove firmly as a leader in this field.

This Strategy specifically aims to build on the successes we have seen in taking a holistic approach to address the multiple factors of deprivation that these communities of interest experience using both **support and enforcement** mechanisms to achieve positive outcomes.

Reductions in Rough Sleeping

Brighton & Hove City Council were highlighted in the recent Government Policy Briefing on Rough Sleeping, as being particularly successful at reducing rough sleeping - having reduced rough sleeping by 82% in the last 6 years.

Alongside the launch of the Integrated Support Pathway which increased the allocation rights for rough sleepers into supported housing accommodation, the assertive outreach work by the city's Rough Sleepers Street Services Team has been key to the successful reduction in levels of rough sleeping in the city.

Successful Joint Working and Assertive Outreach

The Rough Sleepers Street Services Team is just one example of effective joint working with a third sector commissioned service. The team adopt an **assertive outreach model in partnership with the police**, and all relevant services in the voluntary and community sector, resulting in improved information sharing, rapid assessment of rough sleepers, the targeting of hotspot areas, and a balance between **support and enforcement**. A multi-agency forum meets regularly to ensure a co-ordinated approach to managing cases, and joint working by key agencies is also co-ordinated to reconnect and relocate people.

Action to reduce Street Based Anti-Social Behaviour

Our work in this area has won the city trailblazer status, with successful joint police and street outreach patrols, agreed levels of enforcement and increased access to services. Partnership work in the city is strong in this area, with regular forums that include representatives from key agencies such as the specialist outreach teams for rough sleepers and anti-social behaviour, the Community Safety Team and the Police, all working together to reduce the numbers of people committing street-based anti-social behaviour.

Community engagement is carried out through the various Local Action Teams, Neighbourhood Action Groups and Joint Action Groups, as well as citywide initiatives such as the "Not in my Neighbourhood" week-long event in November 2008.

Statistics collected by the Community Safety Team shows a reduction in the number of people who perceive anti-social behaviour as a problem in their community from 46% of people in 2003 to 36% in 2006.

Brighton & Hove has a history of attracting visitors to the city. Prior to the commencement of the Tackling Begging & Street Drinking Partnership in October 2003, the city had high levels of begging and areas of consistent street drinkers in the city centre. Since March 2004 the numbers of people begging has been closely monitored, not rising above 13 on any one day across the city, with an average of 6 since August 2005.

Reducing the numbers of street drinkers has not followed in line with the targets set, but the city now has a template that key partners can follow to disrupt and intervene where a 'street drinking school' is becoming established. This work follows the approach adopted at Norfolk Square to overcome issues of street drinking and begging, which focused on a combination of support and enforcement delivered by police and outreach workers and will continue into the future.

The multi-agency Single Homeless Partnership and the local Police Street Team have also developed protocols to facilitate third party reporting of serious incidents to the Police, a Community Responsibility Protocol covering "doorstep management" of anti-social behaviour to minimise impact on the community; and operate an Incident Notification Procedure throughout services.

The model of Assertive Outreach – coupling enforcement with support – and intensive interagency working is the approach that we will adopt within our Strategy to address Social Exclusion and Anti-Social Behaviour in areas of Council Housing Stock.

Development and launch of the 'Integrated Support Pathway'

Through the Supporting People Programme and Single Homeless Strategy 2002-2007 we led on the development and launch of the **Integrated Support Pathway** for single homeless, rough sleepers, young people at risk and ex-offenders. These are some of the most excluded groups in society, often presenting with multiple and complex need and repeated, or 'revolving door', use of a range of local services.

Launched in February 2007, the Pathway combines a **cross-sector multi-agency co-ordinated approach** to support provision for this vulnerable group with performance management of commissioned services. The pathway forms a structure of support and accommodation services which enables people to move towards greater independence, with move-on to the next 'Band' of support as a key part of support planning at all levels.

The pathway links with Housing Need and other relevant departments and agencies. Many of the services that form the pathway focus on behaviour change as a means to achieving long-term life-style and aspiration-level changes. Service user feedback has been very positive on having a clearer pathway towards more independent living.

Work and Learning as an integral element of the support and resettlement process

The Work and Learning Service works with homeless and insecurely housed people to address their basic skills, life skills and works skills needs, and provide progression into, and support to sustain, mainstream learning, skills and employment. Working with approximately 35 projects across the city, Work and Learning Services have achieved the following results with homeless people within the Pathway:

improvements and/or qualifications in basic skills and life skills; increased confidence, motivation, self-esteem; higher levels of engagement with support agencies; an 80% progression into learning/meaningful activity; a 55% progression rate into mainstream learning/training; increased employability; and a 47% rate into employment for those completing the work placement programme.

This has provided a basis for positive move-on into more independent living which we help to sustain with our job coaching service, job mentoring, working support service, floating support and peer support service. We recently received a National Award from the Quality Improvement Agency, for our provision in response to learners' needs.

We have trained 60 frontline staff across a number of organisations in basic skills awareness and assessments, supporting adult learners, embedding basic skills, and run a rolling programme of training for link workers.

In 2008 we introduced a Peer Learner mentor programme and have trained 20 peer mentors who will support other people with their literacy and numeracy needs. In addition to their work placement programme, Business Action On Homelessness has trained 25 job coaches across the city and provides "buddy" training to all employers offering placements.

Addressing skills, training and employment issues is integral to our approach to tackle the social exclusion experienced by many of our council tenants. It also sits at the heart of the 'rights and responsibilities' agenda and welfare reforms.

"Whole Systems approach"

Following a comprehensive consultation process and the Inequalities Review, a key priority is to improve access to services. Consequently we are working to co-locate services on single sites to improve accessibility, and to improve signposting to services at other key locations within the community. We have a Youth Advice Centre in West Street, that combines, housing, health, counselling, substance misuse, sexual health and employment and training services.

In addition, we successfully bid for and received £950,000 capital funding from the Government's Places for Change Programme for two major re-developments at First Base Day Centre and Palace Place.

First Base will house a multi-functional service aimed at single homeless people and rough sleepers for initial engagement with health, mental health and other agencies, relocation services, IAG, welfare and benefits, housing advice sessions, social activities, a café style training kitchen and social enterprise, and meaningful occupation/work and learning through a range of groups and practical skills.

The redevelopment of Palace Place will provide a Skills and Support Centre delivering a range of move on support, learning, skills/qualifications and training; ICT suite and internet access, employment support, in work benefits advice and job search support, work placement programme and pre-employment opportunities, as well as a range of in-reach services from key agencies in the city.

Other services located at the Centre will be housing options; support to access private rented sector accommodation, the Homeless Psychology Service (Behaviour Support Team) and the PCT's Community Health Trainers.

As part of the DIUS/DWP Work Skills Agenda, Brighton and Hove have been awarded the South East Region's Adult Advancement and Careers Service Pilot. The central hub for this service will be located at Palace Place, bringing a range of work and learning IAG services and networks/partners to the centre, as well as DWP/LSC funded provision such as Pathways to Work and Flexible New Deal providers.

Improvements to Move-on

We have linked engagement with work and learning to move-on incentives such as the 'Special Scheme Rules' for priority banding under our Choice Based Lettings Scheme, to facilitate successful move-on into social housing. To improve access to the private rented sector we have launched a 'Move-On Toolkit' for service users and housing providers, and are developing an incentivised pathway into employment and private rented sector accommodation. We have introduced a Rent Guarantee Scheme, and a Rent Deposit Scheme, and have a Private Sector Working Group developing links with private sector landlords.

Homeless Life Coaching Team

There is a growing recognition that psychological factors such as low confidence, problems managing stress, and de-motivation are often barriers to successful resettlement and causes of repeat homelessness. Brighton & Hove is the first local authority in the country to commission a specialist Homeless Life Coaching Team to tackle this. The service works in partnership with the city's housing support providers to address the emotional and psychological problems that can prevent people from keeping their accommodation. It aims to:

- reduce incidents of repeat homelessness in Brighton and Hove
- empower service users to find new ways of understanding and changing any behavioural patterns which place them at risk of being unsuccessful in acquiring and/or maintaining a tenancy
- improve the efficacy and consistency of the resettlement support delivered to service users across the city

It does this by providing short-term focused help using psychological approaches to individuals at risk of repeat homelessness to identify and try out strategies for changing tenancy-threatening behaviour patterns; and providing training, consultation, and a good practice website for local supported housing practitioners to help them understand and apply psychological approaches to enhance the effectiveness of their support.

The team has attracted national interest and prompted a visit from Hilary Armstrong (Minister for Social Exclusion) and members of the Government's Social Exclusion Unit in 2007.

Housing Need

The delivery of Brighton & Hove's **Homelessness Strategy 2002-2007** has led to improved quality of place and better outcomes for people in our City who are homeless or in housing need.

- Statutory Homelessness acceptances have reduced by 50% since 2003/04.
- The use of temporary accommodation has reduced by over 25% since 31 December 2004.
- We have ended the use of bed and breakfast accommodation for families and 16/17 year olds except in an emergency
- For every household that is accepted as homeless, a further 7 households are prevented from becoming homeless by the Housing Options Service.

Housing Options

In 2006, we extended the housing options approach by re-focusing into specialist teams with Housing Options Officers providing specialist responses to specific causes of homelessness. Developing these services has improved integration with health, CYPT and social care and has also built the competencies and skills of staff in their specialist areas.

Youth Homelessness Strategy 2007-2010

Through Brighton & Hove's Youth Homelessness Strategy 2007-2010, we have begun to develop integrated approaches to tackling youth homelessness, in partnership with the Children & Young People's Trust. We have developed a 'one-stop' or 'whole systems' approach to service delivery for 16-17 year olds, with the Young Peoples' Housing Advice Centre providing a central hub of services. Staff from both Adult Social Care and the Children & Young People's Trust are co-located within our Housing Options Service to ensure the seamless assessment of households with social care needs, particularly intentionally homeless households and vulnerable young people.

We have developed a more consistent and integrated approach to housing and support assessments and will be implementing the CYPT's Common Assessment Framework as part of the joint assessment process when it comes into use in April 2009.

Choice-Based Lettings

Aimed at 'rebalancing' communities, over the last few years our Choice Based Lettings scheme, 'Homemove', has allowed households on the Housing Register to state an interest and 'bid' for the social housing available for rent. Choice Based Lettings has evolved since its conception and now incorporates a mobility rating that indicates whether an available property is suitable for a wheelchair user or someone with limited mobility. To ensure the best use of our housing stock, we are developing an 'Accessible Housing Register' and we have an officer who is working with people wanting to downsize or release an adapted home they no longer need.

Changes to Housing Policy

Housing Management Policy has been adjusted to avoid concentrating homeless people in social and privately rented housing in East Brighton. Previously the area had received over 50% of homeless households allocated housing in the city. This has led to improvement on all housing indicators in successive household surveys and a reduction in the proportion of council houses becoming empty each year.

Achievements in Housing Management

Redesigning the Estates Service

The Estates Service is designed to provide a high quality, pro-active, consistent and fully accountable service to all residents. The service aims to make all estates safer and cleaner places to live, and improve quality of life. Every estate has its own dedicated full-time Community Warden, backed up by teams of Estates Assistants and fast response Mobile Estates Warden teams.

The Community Wardens act as 'good neighbours' and are on hand to deal quickly with minor repairs and any problems created by anti-social behaviour. The Estates Assistant teams are spearheading the much improved and updated cleaning schedule, and the familiar and much appreciated Mobile Estates Warden teams now operate across the whole city.

Tenant and leaseholder representatives worked with council staff and union representatives on the review group to ensure that the improved service met everyone's needs.

Swallow Court

Following resident involvement to look at improving services, a new initiative was launched at Swallow Court in February 2009 that provides a joint local base for repairs staff, the Police, council staff and tenant and resident representatives for the Whitehawk and Manor Farm areas. The co-location of services at this site is aimed at streamlining services and improving response times and puts tenants and leaseholders in direct contact with the repairs contractors and PCSO's. The project has also linked in with 2 local schools, with project staff volunteering in reading programmes, and contractors Mears, bought £500 worth of books for each school.

Tenancy Sustainment Team (TST)

The TST officers work on a time limited, intensive intervention basis with people who are at risk of losing their homes and finding it difficult to manage their tenancy. Clients include people with mental and physical health problems, substance users, people who need to address anger management, elderly vulnerable tenants, very young and socially isolated residents. Most are on a low income, many are long term workless and without support networks. Housing Officers refer a tenant to the team with details of current issues and desired outcomes.

The Tenancy Sustainment Officer assigned to the case undertakes a needs assessment, refers for ongoing support and arranges one off or time limited interventions - for example a deep clean of a property where this is presenting health risks. Successes include referrals for detoxification and rehabilitation, engaging people with a variety of adult social care services, employment training, education and forging links with social and health promotion activities. Clients are set, and supported to meet, clear, manageable, improvement targets. Were it not for the intervention of Tenancy Sustainment Officers, it is estimated around 50 vulnerable adults would suffer tenancy breakdown and become homeless from council stock per annum.

Anti-Social Behaviour Housing Officers (ASBHOs)

ASBHOs aim to support people to change their behaviour and avoid losing their tenancy. The majority of the teams' clients have a complex range of needs and are socially excluded. Many are long term workless. Work includes referral for assistance with substance misuse issues, parenting support, anger management, education, employment and training. Children and young people are involved with diversionary activities. Positive interventions may be formalised through an Acceptable Behaviour Contract, Parenting or Individual Support Order.

Brighton and Hove's Crime and Disorder Reduction Partnership (CDRP) has piloted the **Family Intervention Project (FIP)** who work in partnership with social landlords and the local authority in delivering outreach based intensive behaviour support interventions to address anti-social behaviour. The Project works with families at risk of losing their homes due to constant anti-social behaviour, where there are also social services, criminality, health and/or education issues are referred for case worked intensive intervention and support.

The package is tailored to each family, but may include anger management, parenting skills, employment training, addressing substance use, getting children back into education, family therapy and sponsoring a diversionary activity for children. The team has worked with some of the most challenging families in the city, including those with multiple complex needs and successfully prevented both homelessness and the reception of children into care. Families are often offered a fresh start in another neighbourhood on successful completion of the programme, and feedback indicates a high level of success in terms of both outcome and eventual client satisfaction.

The effectiveness of this approach is well documented, with successful behavioural change and cessation of anti-social behaviour being achieved in approximately 80% of cases. The government recently announced its aims to extend the number of **FIP's** nationally, as part of the White paper – "**New Opportunities: Fair chances for the Future**" Jan 2008.

Building on the success of **FIPs**, and the work of projects such as the Dundee Family Project, the **Housing and Regeneration Act 2008** introduced **Family Intervention Tenancies (FITs)**, which have become available for use by Registered Social Landlords and Local Authorities from January 2009. These tenancies are designed for use where intensive support is being delivered to households who have been removed from their original property and accommodated in dispersed accommodation or purpose-built units to help maximise the success of such support.

The introduction of **Family Intervention Tenancies** will further enhance the opportunities to address persistent anti-social behaviour in this way, making it easier to remove the household from their original accommodation into a dispersed tenancy for the period of the programme. Failure to make the required behavioural changes and continued anti-social behaviour will lead to eviction and will effect any future applications to social housing.

Households are only referred into FIP or FIT services if they are threatened with eviction as a result of anti-social behaviour.

Housing Management and Housing Strategy are partners with the Crime Reduction and Disorder Partnership in the **Family Intervention Project** and **Family Intervention Tenancies**. Using these tools will be key to delivering our objectives for tackling anti-social behaviour.

The Sheltered Housing Service

This service engages with often isolated, vulnerable older people. Scheme Managers carry out regular needs assessments, and link residents to appropriate statutory and voluntary services. The service hosts regular health promotion events and a minimum of one social activity at each scheme every week to combat social isolation. Scheme Managers ensure people claim all the benefits to which they are entitled in order to maximise income.

Housing Officers and Housing Management Advisors

The teams offer low key advice and assistance to people facing social exclusion - this can include advice about employment training, addressing substance misuse, information about community mental health resources and help with budgeting. Housing Officers are engaged in multi agency working, attend case conferences and work with health visitors, education, Sure Start and mental health services to ensure residents receive the full range of appropriate services.

Housing Income Management Team

The Housing Income Management Team has a service contract with Brighton & Hove Citizen's Advice Bureau to provide comprehensive money advice to council tenants who are in rent arrears and who may be at risk of losing their home. The team makes direct referrals which ensure an appointment for comprehensive money advice within 10 days. The specialist advice includes budgeting, restructuring debts and liaising with creditors to reduce interest payments, welfare benefit checks, accessing grant funding and income maximisation. The overall aim is to ensure housing related debts are cleared.

For 2007/08:

- £5,167 of unsecured debts were written off by companies.
- £44,732 of overall debt was restructured.
- £3,312 of grants were awarded.
- £10,352 of additional benefits were secured.
- £32.997 of housing related debt was brought into a repayment arrangement.

Accessible Housing Officer Role

As a direct result of consultation with the adaptations and allocations tenant working groups we have used existing resources to fund recruitment of an Accessible Housing Officer who has been in post since January 2008. The Accessible Housing Officer remit is to improve the way in which accessible and adapted properties are advertised and let in the City. This is being achieved by:

- Improving our understanding of the access needs of everybody on the Joint Housing Register;
- Undertaking an audit of Council-owned housing stock in terms of their accessibility and feasibility for adaptation;
- Providing a more equal service for disabled applicants within Homemove through more informative advertising and prioritised allocation for mobility properties.

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 Guiding Principles

In recognition of the broad similarities in our long-term aims, the guiding principles that we have adopted are shared with the **Homelessness Strategy 2008-2013** and the **Single Homeless Strategy 2009-2014**, and underpin all aspects of our work to reduce social exclusion, anti-social behaviour and inequality in Brighton and Hove:

- **Prevention** – promoting life change through early supportive intervention and preventative action
- **Integration** – a lifelong, holistic approach
- **Empowerment** – a personalised service with rights and responsibilities
- **Engagement** – active community, service user and stakeholder engagement
- **Sustainability** – providing sustainable solutions that promote value for money and innovation, and challenge under performance

Towards 2013 – Key themes

The work outlined within this 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, that 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.

The key themes for the city's Social Exclusion Strategy as we progress towards 2013 enable us to set a course for actions, which are evidenced based and which collectively over time will effect change in the city's most deprived communities. Our themes and objectives mirror the local priorities of both the **Corporate Plan 2008 -2011** and the **2020 Sustainable Community Strategy**.

Turning the Tide – our Strategic Objectives

- 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

Part Two – The Strategy

This part of the document demonstrates what we know and the steps we will take to meet our strategic objectives.

We have drawn up a list of 'Priority Outcomes'. This list will form the basis for consultation with users of our service, local residents, professionals and community groups and will sit at the heart of the Social Exclusion Strategy to ensure that we achieve our 6 core objectives.

The detailed actions and strategic developments we will take can be seen in the Action Plan

Social Exclusion and Anti-Social Behaviour

What do we know?

- Inequality in Brighton & Hove is about both deprived places and deprived people.
- There are significant groups across the city with multiple needs and these are concentrated in the most deprived areas.
- We know where the highest concentrations of multiple deprivation exist in the city and that these are largely concentrated in areas of social housing.
- Worklessness across Brighton & Hove is a key issue with 13,000 people on Incapacity Benefit and up to 17,000 on Job Seekers Allowance over the course of 2007.
- Those with low skills are being squeezed out of the labour market.
- Disabled groups face significant barriers in the city.
- Those with mental health issues face additional barriers with approximately 50% of people on Incapacity Benefit in comparison to 40% in other small cities.
- Many groups are struggling to access affordable housing.
- Approximately 650 young people are NEET within the city.
- Young adults are at particular risk in the city
- Alcohol and drug misuse is a persistent issue.
- The city has a higher proportion of children living in lone parent households than the region and England and 91% of lone parents in Brighton & Hove are women.
- There are significant areas of health inequality within the city. Young adults are at particular risk in the city.
- More than 61% of the households living in social housing across the city have an income below £10,400 p.a.
- Child poverty is relatively concentrated in the eastern parts of Brighton and Hove. In seven SOAs: three in East Brighton, two in Moulsecoomb and Bevendean and one each in Hollingbury and Stanmer and Queen's Park where more than half of children are living in out-of-work households.
- Children in low income families and with Special Educational Needs (SEN) are concentrated in the most deprived areas to a greater degree: nearly half of all children in families characterised by *both* low income and children with SEN live in the most deprived 20% of areas.

'Adults living chaotic lives are often in contact with multiple agencies, with each person costing statutory services tens of thousands of pounds every year. Individual agencies sometimes miss those who have multiple needs, and may fail to look holistically at the individual.....Evidence has also demonstrated that individuals from the most disadvantaged backgrounds are at a greatly increased risk of the most acute combinations of problems' - Reaching Out: An Action Plan on Social Exclusion– Social Exclusion Task Force 2007

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 deprivation or anti-social behaviour.

*We must do more to promote multi-agency working to address multiple problems. We must ensure that services are incentivised to work around the individual, as opposed to individuals working around the service. And it must be clear that individuals have a right to take up the opportunities that are available, but also that alongside rights come responsibilities’ - **Reaching Out: An Action Plan on Social Exclusion** – Social Exclusion Task Force 2007*

To do this we need to make sure that we are accessible, ensure we are communicating effectively and to use cross sector partners’ expertise. We know that we need to be able to work with communities to address entrenched deprivation and to increase aspirations, particularly those related to work and learning.

We know that a small number of households are the cause of anti-social behaviour within our housing stock and that this impacts upon wider communities. We know that these households draw upon considerable resources – cross sector and cross directorate.

Housing Management and Housing Need & Social Inclusion are well placed to deliver co-ordinated services to this group, **with the lever of continued housing as a considerable motivating force or “carrot” for behaviour change**. We know that everyone has the right not to experience anti-social behaviour within their community and that we all have a responsibility to deal with this problem as it arises.

*To truly tackle disadvantage and build a dynamic, prosperous and socially just society, we must offer the support and challenge needed to tackle anti-social behaviour, and its causes, and ensure that we all pass on decent values and standards of behaviour to our children. Where people feel confident, safe and supported, they will be able to come together with others in their neighbourhood to build trust, share values and agree what is acceptable behaviour’ – **The Respect Action Plan: Respect Task Force 2006***

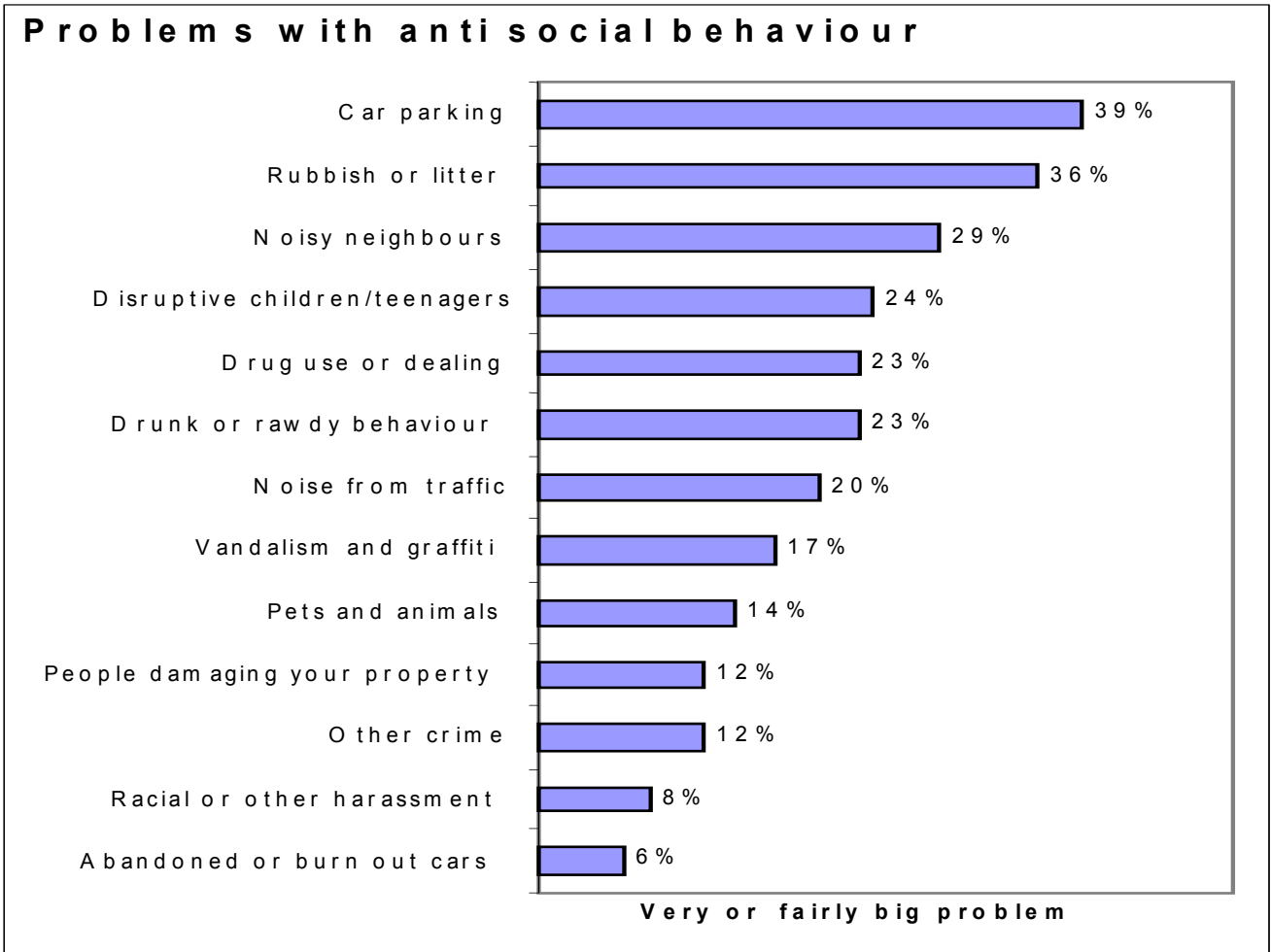
Anti-Social Behaviour

What do we know

The ‘neighbourhood’ is the focus for many residents’ concerns about anti-social behaviour and crime.

Anti-social behaviour is the third most important issue to council tenants, following repairs and maintenance (1) and standard of home (2).

In the most recent Tenant Status Survey, tenants ranked the following problems of anti-social behaviour accordingly:



Nearly 1 in 5 respondents to the survey said they had reported incidence of anti-social behaviour to their landlord in the last 12 months.

- Crime across the city of Brighton & Hove is disproportionately committed by children and young adults.
- In 2002/03 just under two-thirds (64%) of all offenders in the city were aged 30 or under. Of these, nearly half were children and young adults aged under 20.
- Teenagers are recorded more frequently as victims and offenders across a number of crime types.
- The number of first time entrants to the criminal justice system in 2006/07 was nearly 500; a 37% increase on the previous year. The need to concentrate efforts on children and young people is further supported by the fact that over half of interventions by the Anti-Social Behaviour Team are directed towards young people.
- Youth disorder increased by 4% in 2006/2007 compared with the previous year.

- Overall measure of perceived ASB showed an improvement from 46% to 36% of people believing that ASB was a problem.
- Brighton & Hove residents perceive all the above measures of ASB, except for teenagers hanging around, more unfavourably than the average of the CDRP benchmarking group.
- There were just over 15,000 incidents of social disorder recorded by the police in 2006/07 ... this had risen by 1.5% from the previous year.
- A third of total social disorder incidents were youth disorder ... this rose by 15% in 2006/07 compared to 2005/06.
- Numbers of beggars counted over the last 12 months have been 6 or fewer, except for the most recent count in July when 11 were counted.
- Street drinkers have reduced... numbers are still considerable with 37 recorded in July 2007 ...the target hasn't been achieved.
- In 2006/07 there were 16 ASBOs, 23 ASB injunctions and 62 ABCs issued in the city. ASB casework was carried out on 297 ASB reports in 2006/07.

We know that early intervention is effective and that a dual approach of **support and enforcement** has been successful with the most 'hard to reach' socially excluded groups in the city.

Our strategic developments mirror the guiding principles of **Reaching Out: An Action Plan on Social Exclusion** the priority actions of the Government's **PSA for Socially Excluded Adults** and the **Respect Standard for Housing Management Agenda** core commitments.

What are we going to do:

Objective One: Develop a robust partnership approach to reduce Social Exclusion and Anti-Social Behaviour

Priority	Action	Success criteria
Priority 1: Develop a whole-systems multi-agency approach, agencies to work closely together and to have clear joint working arrangements	(i)Ensure that strategic objectives and targets are integrated with other relevant strategy areas	<ul style="list-style-type: none"> • Strategies show linked objectives and shared performance indicators <ul style="list-style-type: none"> - Particular focus on Housing Management Service Improvement Plan 2009-2012 – Equality, Diversity and Sustainability Work Stream • Joint protocols and linked working agreements in place internally with relevant directorates and sections, and external partners • Governance structures developed to oversee strategic developments – to include service user fora
	(ii)Develop commissioning arrangements for strategic developments	<ul style="list-style-type: none"> • Commissioning process established • Performance criteria established <ul style="list-style-type: none"> - Focus on Customer Service, performance in relation to enforcement and support mechanisms and reductions in exclusion and anti-social behaviour • Performance and contract management structures in place <ul style="list-style-type: none"> - To include 75% of all front line staff ICS accredited by 2010 - Housing Management to achieve the Government's

		Customer Service Excellence Standard during 2009
<p>Priority 2: Establish strategic delivery agencies/services</p>	<p>(i) Strategic Developments commissioned or reconfigured</p>	<ul style="list-style-type: none"> • Project Manager recruited • Access to Information Systems/portals, databases co-ordinated • ‘Community Wardens’ post reconfigured to provide low level support • Housing Officer’s role in providing early intervention and support • ‘Community Intervention Teams’ commissioned and operational in all identified localities • ‘Social Exclusion Enforcement Teams’ established and operational in all identified localities • ‘Social Exclusion Case Work Forum’ established and operational in all identified localities • ‘Personalised/Individualised Support Budgets’ established and administration systems in place • Partnership working and referral routes with the CDRP Family Intervention Project and Family Intervention Tenancies established and operational • Community Audits’ commissioned in all identified localities • Budget for Spot purchase of parental/relationship training/mediation identified • Work and Learning and Social Enterprise services commissioned • Links to /role of Targeted Youth Support Service (TYSS) established • Links to Information officers and services in Children’s Centres, and Sure Start services both in reach and outreach (including HV’s, Midwives, parental engagement workers, parental advisors) • Links to/role of outreach services eg Gateway Workers, Family Learning Teams, CRI SMS/Alcohol workers in East Brighton, DIP workers and Acquisitive Crime Team in Turner • Links to Substance misuse and alcohol services • Role of Community Health Trainers and identification of costs • Links to Choice-based Lettings, Allocations Teams, area Housing Offices, CYPT services and Hubs and all relevant systems established • Contracts/Service Level Agreements established • Effective outcomes monitoring to be developed in relation to each area of service delivered from Social Exclusion Teams and Services • e.g. Measures of behaviour change, Health Outcomes, Engagement in Work and Learning activities, reductions in anti-social behaviour <p><i>* services are based on existing level or resources – increasing current capacity will require additional funding</i></p>
	<p>(ii) Commence service delivery</p>	<ul style="list-style-type: none"> • 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

		<ul style="list-style-type: none"> • Improved social networks for individuals, families and children • Engagement in learning, skills and employment • Development of social enterprise • Improvements to home environments and communities • Increased community engagement <p>Other indicators of success will include:</p> <ul style="list-style-type: none"> • 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
<p>Priority 3: Sustain and develop existing provisions which address Social Exclusion and tackle anti-social behaviour</p>	<p>(i) All customer facing Housing Management staff to be trained in enhanced Housing Options approach in 2009 to tackle overcrowding and well-being issues</p>	<ul style="list-style-type: none"> • Reductions in overcrowding against established baseline • 80% of customers' enquiries can be dealt with at first point of contact by specialist, highly trained and accredited teams • Referrals to appropriate services against established base line • Customer satisfaction feedback
	<p>(ii) Support and develop existing provision</p>	<ul style="list-style-type: none"> • Work with Housing Strategy to maintain an 'accessible properties register' • Introduce the Sheltered Housing Assessment Co-ordinator role to maximise best use of sheltered housing • Provide adaptations and support to households and their carers • Adoption of recommendations from LGBT Housing Strategy, Older People's Housing Strategy and Black & Minority Ethnic People's Housing Strategy • Establish Equalities Database to inform pilot for predictive risk modelling • Work as a partner on the 'Think Family' Pathfinder and reduce parental evictions against established base line • Work as a partner in the Family Intervention Tenancy and Family Intervention Project – include representation on the Steering Group • Work as partner in the Housing and Social Inclusion Steering Group and related working groups, case work forums, and pilots

Worklessness

What do we know?

‘Making substantial in-roads into the employment rate in the city will mean that there will need to be actions that support progress towards work for those furthest away from the labour market, as well as ones that remove barriers for those who are close to being job-ready...Working age benefit claimants are also not spread equally across the city (see Figure 3.11). The wards with the highest proportion of working age residents on benefits are East Brighton (28.2%), Queen’s Park (25.3%) and Moulsecoomb & Bevendean (21.0%). This compares with Stanford (7.8%) and Withdean (8.3%), which have the lowest proportions .

City Employment and Skills Plan 2007

We know that there are high levels of worklessness in the geographic areas with which this strategy is primarily concerned. We are aware of the wider strategic context of Employment, Education and Skills within Brighton & Hove, and that engagement in Work and Learning is a key priority both locally and nationally in addressing Social Exclusion, and can impact positively upon anti-social behaviour.

We know that there are key local concerns related to our areas which we will design services to strategically address, i.e.:

Lone Parents

- Nearly one-fifth of all lone parents across the city live in the most deprived 10% of areas in the city.
- The relatively high levels of children living in ‘out of work’ households is partly driven by a high proportion of out of work lone parent households in the city.
- Lone parents are more likely to be out of work across Brighton & Hove than elsewhere, with 57% of all lone parents across the city out of work compared with 52% across other small cities, 50% across the South East and 53% across England as a whole.
- The employment rate of male lone parents is above the employment rate of female lone parents (61% compared with 46%), and only 17% of female lone parents are in full-time employment compared with 51% of male lone parents.
- Lone parent households account for nearly 70% of all ‘out of work’ households in the city.
- Of the 3,700 lone parents on Income Support across the city only 580 received New Deal for Lone Parent Support in 2005.

Incapacity Benefit Claimants

- Illness and disability rates now excel JSA claimants by 30% as primary reasons for worklessness.
- 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.
- More than 17,000 people are receiving Disability Living Allowance or Attendance Allowance benefits; and nearly 22,000 people are providing unpaid care.

- Despite quite heavy investment in social welfare programmes to support employment and skills in the most deprived parts of the city, there are only 1,405 fewer working age welfare benefit claimants than there were seven years ago (24,985 working age welfare benefit claimants, compared with 26,390 in 2000).
- The number of people on Incapacity Benefit has actually increased over the period and a higher proportion of working age welfare benefit claimants now live in the city's two most deprived wards (East Brighton and Moulsecoomb & Bevendean) than was the case in 2000.
- Around one fifth of adults who are currently economically inactive would need to be in employment if the 80% target is to be reached. According to Freud, this would require providing intensive, individualised support for those who have been out of work for a long period, the delivery of which should be contracted to the private and voluntary sectors at a regional level and be long-term and outcome-based.
- Freud suggests that whilst the costs associated with individualised support are high, the savings to the Treasury would also be considerable (up to £9,000 for an Incapacity Benefit claimant entering employment for a year and £8,100 for a Jobseekers Allowance claimant).

Young People Not in Education Skills or Training (NEET)

- Although there has been a recent reduction in the number of young people “Not in Education, Employment or Training” (NEET) the level of 7.8% is still above the national average. This figure could well rise as the recession impacts on training and employment opportunities within the city.
- Further analysis of the relationship between other socio-economic indicators ... and NEET rates could help to identify the extent to which Brighton & Hove has a *specific* NEET problem. It appears that areas that have high employment rates and strong economies are more likely to have lower NEETs rates. This may suggest that job creation may have as influential a role in reducing NEETs as the design of personalised support packages for young people.
- NEET population as of December 2006: Two-fifths were 18 years old, two-fifths were 17 years old and one-fifth were 16 years old.
- 5% were in care or care leavers.
- 12% were registered with the Youth Offending Team.
- Nearly two-thirds of those young people NEET were identified “in transition” between school and education and employment.
- This might suggest that NEET issues across the city are overstated by the statistics, it is important to understand how people move in and out of “NEET status”..... it is not clear what happens to the “in transition” group, and whether they do in fact take-up employment or education opportunities.
- Moulsecoomb & Bevendean and East Brighton have 24% of the city's NEET population.

Intergenerational worklessness, poverty and benefit dependency

- Worklessness across Brighton & Hove is a key issue with 13,000 people on Incapacity Benefit and up to 17,000 on Job Seekers Allowance over the course of 2007.
- Those with low skills are being squeezed out of the labour market.
- Social housing tenants are slightly more likely to be unemployed (6.4% unemployment rate), than people renting in the private sector (6.2%).

- Almost 57% of the families living in social housing receive some type of state benefit.
- Brighton & Hove('s)..needs to create sufficient jobs to support its growing working age population and to ensure that a good proportion of these jobs are high value-added so that its highly qualified resident population is better deployed in more productive activities.
- The city’s workforce is not especially low skilled, its businesses are not especially small and it does not currently have an ageing population. The city needs to find the right balance between approaches that are designed to strengthen the city’s economic base, increase the supply of jobs, improve business performance and productivity, and social welfare interventions that are designed to tackle worklessness, inequality and disadvantage.
- A focus on job creation without an understanding of local circumstances could result in the benefits of economic growth and improved productivity by-passing lower skilled and disadvantaged local residents. Conversely, social welfare interventions must be undertaken with an understanding of wider strategic issues, such as working age population growth and economic under performance.

We have experience of delivering Work and Learning services successfully to socially excluded groups in Brighton & Hove - people with complex and multiple needs such as mental health issues, homelessness and substance misuse.

What are we going to do:

Objective 2: Increase opportunities and engagement in learning, skills development and employment

Priority	Action	Success criteria
Priority 4: Link with existing local ‘work and learning service’ strategy and governance structures to maximise resources and opportunities for joint work in strategic service development	(i)Ensure that strategic objectives and targets are integrated with other relevant strategy areas	<ul style="list-style-type: none"> • Strategies show linked objectives and shared performance indicators • Joint protocols and linked working agreements in place internally with relevant directorates and sections and external partners • Governance structures developed to oversee strategic developments; to include: <ul style="list-style-type: none"> - service user fora - Social Enterprise Working Group • Housing/Social Inclusion Work and Learning Manager attends appropriate fora • Work and Learning Support commissioned and linked into existing services
Priority 5: Ensure Work and Learning/Adult Learning Partnership forms integral part of ‘SET’	(i)Ensure representation of Work and Learning as integral part of SET	<ul style="list-style-type: none"> • Housing/Social Inclusion Work and Learning Manager attends or delegates attendance at SECWF • Adult Learning Partnership (ALP) Manager attends or delegates attendance at SECWF
	ii) Ensure relevant strategic links	<ul style="list-style-type: none"> • Links into City Employment and Skills Steering Group; Adult Learning Group; BHCC Worklessness Group: Adult Advancement and Careers Steering Group, Apprenticeship Strategy • Information/signposting opportunities within community settings and outreach services to ensure “every right door” approach • Links into Work and Learning hubs/networks/provision

		<ul style="list-style-type: none"> • Links into family learning and childcare provision • Links into DWP/LSC/JCP provision including in-work benefits advice/support, • Business Link services • Adult Advancement and Careers Service and Connexions • City Employment and Skills Plan • Adult Learning Strategy • Links into Housing Management “Worklessness Strategy” and Social Enterprise Strategy • Links into work, training and employment opportunities arising through procurement process for “decent homes” contractors • Tenant “check” to include section on skills, training and employment needs • Housing Options service to include links to work and learning
	(iii) Identify individual funding support for work and learning	<ul style="list-style-type: none"> • Individual budgets • Access to Information on EMA, Skills Accounts grants, and funding your learning/training • Take up of free childcare provision available to enable participation in learning and skills

Factors influencing Early Years Development

The impact of a child’s early years experience will influence and determine the subsequent life chances for that individual.

The Children’s Plan outlines the basic rights for children and young people “to have lives that are free of poverty, and enjoy good physical health and wellbeing”.

For a large percentage of families experiencing multiple factors of deprivation, these basic rights are not being met, and over X children are living in child poverty.

Some of the key issues for Brighton and Hove:

- High rates of teenage pregnancy – with increased levels of intergenerational teenage pregnancy in social housing
- Teenage Pregnancy/parenthood seen as route into social housing
- High concentration of young families in social housing – (Moulsecoomb and Bevendean in particular)
- High levels of lone parent households
- High levels of workless households
- High levels of child poverty
- Low skills and aspirations – issues of intergenerational worklessness
- Lack of basic skills, training and employment
- Low parenting skills, and issues with parent/child attachment and engagement
- Poor take up of health, contraception and sexual health services
- As with overall life expectancy, the more deprived wards of Queen’s Park, Moulsecoomb and Bevendean have the lowest healthy life expectancy at birth.

- High infant mortality rate
- Failure to address complex needs – particularly mental health, substance and alcohol misuse
- Low levels of engagement with services and activities impacting on key development of the child
- Lack of social networks for the child and parents – issues with isolation
- Housing issues such as overcrowding perceived as “root of all problems” and used as a reason for non-engagement and lack of aspiration
- Lack of affordable childcare and mistrust of provision.

As outlined previously, there are many excellent examples of work being carried out across the city to address the issues of child poverty and to improve the life chances of children and young people, reflecting the aims and actions identified in “Reach Out – Think Family” and “Ending Child Poverty – Everybody’s Business”.

Although we have good links with the CYPT and partners, we want to improve joint working and access to early years provision as part of our “whole families” approach, and have identified a number of actions that will help us to achieve this.

We are also partners in the Family Pathfinder Project and Teenage Parent Support Pilot, and will implement and disseminate good practise arising from these pilots.

What are we going to do:

Objective 3: Increase life chances for families by improving uptake of Early Years’ Provision

Priority	Action	Success criteria
Priority 6: Improve mechanisms for joint-working and information sharing between CYPT and Housing	(i) Improve links and information-sharing between CYPT, Health and Housing	<ul style="list-style-type: none"> • Ensure links to health visitors, midwives, and gp’s are maintained when taking up council tenancy or transferring • Information around early years provision included in Introductory Tenancy Pack • Information sharing/signposting of services in community settings eg FIS in housing offices, Homemove and housing information in Children Centres • Children Centre Services and Social Exclusion Teams/Housing Services to link in eg: Information Officers, parental engagement and parental advisors • Sure Start Services to link into Social Exclusion Case Work Forum • Good communication links between Housing Officers and Health Visitors established – named contacts for each area • “Whole Family” needs as part of Tenancy Check • Links with Family Pathfinder Project • Links with Teenage parent support project • Links with Community Health Trainers
	(ii) Whole family support needs to be addressed as part of differentiated support offer to tenants	Improvements in: <ul style="list-style-type: none"> • Increased engagement with health and well-being, particularly health visitors, midwives, gp’s, family planning/contraception, sexual health, mental health, substance misuse and alcohol services • Reduction in infant mortality rates • Reduction in teenage pregnancy rates (particularly

	<p>(iii) Work and Learning Support to include accessing parenting skills, child/parent groups and family learning, childcare provision and in work benefits/tax credits advice</p> <p>(iv) Individual Budgets for family interventions</p>	<p>intergenerational teenage pregnancy)</p> <ul style="list-style-type: none"> • Addressing of complex needs eg mental health, substance or alcohol misuse, domestic violence etc • Addressing attachment issues and low parenting skills • Increased engagement in parenting skills, support, advice and learning, child/parent groups • Use of children centres/Sure Start services • Development of social networks for child and parent • Improved aspirations for individuals and families • Increase in educational attainment • Reduction in school exclusions, and those becoming a “Looked After Child” • Increase in skills, numbers of parents into employment, family income, reduction in worklessness benefit claims • Take up of childcare provision and in work benefits/tax credits • Balance of work and family life • Positive outcomes of interventions and behaviour change contracts such as parenting orders, Family Intervention Project etc
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Meeting the needs of our tenants

“A progressive vision for social housing in the 21st century is one that goes beyond the supply of housing at sub-market costs, but as a means of promoting social justice, personal responsibility and independence, access to opportunities and social mobility” – Jim Bennett, Head of Policy, Housing Corporation, New Start 2008.

What do we know

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.

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.

We also want to ensure that we support all our tenants to meet their full potential, in order to improve the life chances of the individual, their families and the community.

What are we going to do:

Objective Four: Create sustainable and efficient solutions to prevent the breakdown of tenancies and its impact on communities

Priority	Action	Success criteria
Priority 7: Maximise existing and new resources through effective interagency working and links with Third Sector Providers	(i) Ensure that strategic objectives and targets are integrated with other relevant strategy areas	<ul style="list-style-type: none"> • See Priority 1 (i) • Social Exclusion Steering Group, Social Exclusion Teams and services and Social Exclusion Case Work Forum established by July 09 • Terms of Reference and Steering Group Action Plan to be developed
	(ii) Support and develop existing provision	<ul style="list-style-type: none"> • See Priority 2 (i) • See Priority 3 (ii)
Priority 8: Personalise services dealing with individuals and households in multiple need and tenancies at risk due to Anti-Social Behaviour	(i) Create Social Exclusion Team and Social Exclusion Case Work Forum	<ul style="list-style-type: none"> • See Priority 2 (i) • Effective outcomes monitoring to be developed in relation to each area of service delivered from SET/Work and Learning <ul style="list-style-type: none"> - e.g. Measures of behaviour change, Health Outcomes, Engagement in Work and Learning activities, reductions in anti-social behaviour
	(ii) Develop 'personalised/individualised budgets' for specific service delivery areas	<ul style="list-style-type: none"> • Effective outcomes monitoring to be developed in relation to each area of service delivered from SET and related services <ul style="list-style-type: none"> e.g. Measures of behaviour change, Health Outcomes, Engagement in Work and Learning activities, reductions in anti-social behaviour
Priority 9: Ensure Early Identification and responsive/timely Interventions	(I) Establish a differentiated package of support for all council tenants	<ul style="list-style-type: none"> • Development of a Universal, Enhanced and Intensive Support Offer • Skilled and Responsive Social Exclusion Teams and services operational • Links and referral routes to other services • Performance against outcomes e.g. Measures of behaviour change, Health Outcomes, Engagement in Work and Learning activities, reductions in anti-social behaviour
	(II) Develop new and build on existing mechanisms to identify those most at risk	<ul style="list-style-type: none"> • Targeted approach for those at risk of multiple deprivation • Targeted approach for anti-social behaviour using support and enforcement <ul style="list-style-type: none"> • Tenant Profiling • Predicative Risk Modelling • Tenant Check Process • Rolling Programme of Tenant Check Reviews • Pre-Tenancy Take-up Process • Induction Process for new tenants • Development of a "Hard To Reach Strategy"
	(iii) Use an assertive and conditional approach to develop aspirations and increase engagement in activities to address multiple factors of deprivation, social exclusion and anti-social behaviour	<ul style="list-style-type: none"> • Voluntary contracts of engagement with agreed outcomes and rights and responsibilities • Pro-active approach to tackling non-engagement including use of conditionality and sanctions where appropriate • Proactively challenge negative attitudes and low aspirations of both services and service users • Performance against outcomes e.g. Measures of behaviour change, Health Outcomes, Engagement in Work and Learning activities, reductions in anti-social behaviour
Priority 10: Measurable performance targets around service user engagement and involvement for all service provision	(i) Measurable targets relating to service user engagement and involvement to be integral to performance management and annual	<ul style="list-style-type: none"> • Equalities and engagement monitoring across services to inform Equalities Database and pilot for predictive risk modelling • All services to focus on delivering customer feedback as part of annual service reviews

	contract management/review	<ul style="list-style-type: none"> • Mechanisms for anonymous feedback or reporting to be used in all services – postcard schemes etc • Diversity in feedback mechanisms to accommodate languages, disabilities, preferences • Bi-Annual service user events • Service user fora • Cyclical ‘creative’ means of engagement to form part of the Social Exclusion Steering Group Work Plan – delivery through SET and other managed/commissioned services – e.g. community clean ups, community health walks, social enterprise events
Priority 11: Ensure efficiency and ‘best value’ in service commissioning and contract management	(i) Expenditure to be balanced with long-term cross-budget savings to related budget areas - anti-social behaviour, crime and disorder, housing management, legal interventions, DWP	<ul style="list-style-type: none"> • ‘Spend to save’ measures to be developed by seconded Social Exclusion Project Officer and Brighton & Hove City Council Finance Officers • ‘Spend to save’ measures to provide additional evidence to support function of the Social Exclusion Steering Group <ul style="list-style-type: none"> - Existing models - such as ‘Dundee Family Project’ cost effectiveness review - to form basis for ‘Spend to save’ measures
	(ii) Ensure tendering processes are competitive, transparent and adhere to corporate governance	<ul style="list-style-type: none"> • All service commissioning to follow B&HCC governance
	(iii) Where possible all successfully performing Social Exclusion Strategic Developments to be sustained beyond 2013 through mainstream budgets	<ul style="list-style-type: none"> • Social Exclusion Steering Group to develop Action Plan objectives related to mainstreaming of budgets by end of 2010. To be informed by: <ul style="list-style-type: none"> - Service development - Performance Management and review of outcomes - ‘Spend to save’ data

Health and wellbeing

What do we know

We know that health and well-being are affected by environmental factors and that those who experience multiple deprivation are most likely to experience ill-health and poorer well-being. We know that particular geographic areas in the city suffer a higher incidence of ill-health and that the city as a whole has high levels of both drug and alcohol related death.

We know that by providing accessible services to local communities and personalised, holistic services and support to those most in need we stand the best chance of having an impact upon the local health economy.

Physical Health

- Nearly 53% of the households (in Social Housing) have problems related to poor health.
- National findings also suggest that..(Lone Parents are) more vulnerable to long-term illness for both parent and child.
- Analysis of healthy life expectancy data..identifies a high variation in healthy life expectancy among wards. As with overall life expectancy, the more deprived wards of Queen’s Park, Moulsecoomb and Bevendean have the lowest healthy life expectancy at birth.

- In general, BME groups are less likely to experience poor health than White British group, however, sickness and disability rates among the working age population are higher for Bangladeshi ethnic minority groups than the city average.
- Other groups at greater risk of poor health include homeless (people).
- During 1994-1999 the overall standardised mortality rate for deaths from all causes for people aged less than 75 years ranged from 0.9/1000 in Westdene to 1.8/1000 in Queen's Park.
- Taking into account the different age and sex structures across the city, some wards experience twice the premature death rate of other wards.
- In both males and females there is a suggested relationship between premature mortality and deprivation: as deprivation score rises, so does mortality from coronary heart disease.
- In Brighton & Hove, there has been a significant decrease in the number of people who report that they smoke daily, from 27% in 1992 to 20% in 2003.
- This improvement however masks differences across Brighton & Hove..52% of unemployed residents smoke compared to 32% of employed residents and smoking prevalence is highest in the most deprived areas.
- In parts of East Brighton almost 50% of the adult population smoke.

Mental Health

- Those with mental health issues face additional barriers with approximately 50% of people on Incapacity Benefit in comparison to 40% in other small cities.
- Over half of those out-of-work due to long-term sickness have mental health problems.
- Brighton & Hove has one of the highest suicide rates in the country.
- A single Super Output Area in Queen's Park contains the highest levels of mental health issues across England.
- Mental illness is the primary cause of worklessness through sickness in Brighton and Hove. 6,700 people in Brighton & Hove were claiming Incapacity Benefit in November 2006 as a result of mental health disorders.
- This is the highest number of mental health claimants of any authority in the South-East.
- The extent of suicide levels among the LGBT has been explored in the Count Me in Too study across Brighton & Hove.
- In the study, just under a quarter of all respondents reported serious thoughts of suicide, with 6% having attempted suicide, in the last 5 years. Three percent had attempted suicide in the last year alone. High suicide rates among the LGBT community are likely to be associated with risk factors such as bullying and familial rejection.
- Mental illness has long been associated with deprivation and in Brighton & Hove there is a clear relationship between hospital admission as a result of mental illness and levels of deprivation in both males and females.
- The wards with the highest rates are Queen's Park and East Brighton.

Substance Misuse

- There are around a further 1,000 people with severe alcohol problems who need support to keep their homes, and many of them also have mental health problems.
- 481 people, or around 20% of the people with substance misuse problems, are living in supported accommodation at the moment.

- We also know that people with alcohol and substance misuse problems often have other support needs.
- Of the 481 people with substance misuse problems, 38% are single homeless, 19% are ex-offenders and 14% have learning disabilities. 35% of people with substance misuse problems also had problems with their mental health. This mix of substance misuse and mental health problems – ‘dual diagnosis’ – can be difficult to treat.
- The vast majority of people living in single homeless hostels have a drug or alcohol problem but only 8% are in treatment.
- 2,300 were estimated in a 2001 study [Hickman, 2004] to be injecting drug users, giving a prevalence rate of 2% for the population aged 15-44.
- A substantial number of non-injecting problematic drug users also exists.
- The number of people entering drug treatment in Brighton & Hove has doubled between 1998/9 and 2005/6.
- During 2004/05 a total of 1,115 triage assessments were conducted.
- The age at referral ranged from 18.8 years to 57.8 years for women, and from 18.7 years to 67 years for men. This is consistent with that is thought to be an ageing treatment population within Brighton & Hove.
- The ratio of men to women has remained constant in recent years, at approximately 3:1.
- The non-white population continues to be under represented..96% of clients giving their ethnic background as white British, white Irish or other white.
- Around 6% of clients had never injected..50% of those referred being current injectors..44% reporting a previous injecting history.
- Three quarters of clients who were triaged report heroin as their main problem drug and less than 10% reported primary crack use.
- Anecdotal evidence suggests many primary heroin users are secondary crack users.
- Brighton & Hove is the local authority with the second highest level of alcohol-related deaths nationally amongst males per 100,000 population - 2001-2003 – 33 per annum.
- At least 40% of violent crime is alcohol related and over 2,000 people attend A&E each year with alcohol-related injuries or illness.
- Over the past 10 years alcohol consumption above recommended levels in Brighton & Hove has increased from 16% to 27% in adult men and from 8% to 17% in women.
- Ten percent of 14-year-old boys and 5% of 14-year-old girls in Brighton & Hove report that they drank 15 or more units of alcohol in the past week and 18% of children report that they have tried cannabis in the past month.
- The proportion of adult residents drinking more than 50 units per week has more than doubled in the past 10 years..*Health and Lifestyle Survey* (CHSS, 2003) suggested that binge drinking constitutes a significant problem in Brighton & Hove.
- Second highest concentration levels (12-15.1%) of residents self-reporting binge drinking in the city are shown to live in areas which include - Moulsecoomb, Bevendean, Queen’s Park, Hollingbury and Stanmer (Highest levels reported in Hanover/Elm Grove – 15.2-18.8%).

Disability

- Disabled groups face significant barriers in the city.
- Disabled people are particularly likely to be a victim of violent crime. A survey by the Disability Rights Commission (DRC) on hate crime among disabled groups found that almost half of those who took part in the survey had experienced verbal abuse, intimidation and/or physical attacks because of their disability.

What are we going to do:

Objective 5: Improve the health and well-being of communities

Priority	Action	Success criteria
Priority 13: Increase access to and improve information on health and wellbeing services	(i) Ensure that strategic objectives and targets are integrated with other relevant strategy areas	<ul style="list-style-type: none"> Strategies show linked objectives and shared performance indicators Joint protocols and linked working arrangements in place with internal and external partners and services
	(ii) Strategic developments in place and operational	<ul style="list-style-type: none"> Community Drug Audits commissioned and carried out annually Community Health Trainers linked into services Social Exclusion Teams and Services operational Health partners membership and involvement in the Social Exclusion Case Work Forum and Social Exclusion Steering group Universal Support Offer Targeted Interventions Information, signposting and referral pathways into health provision particularly health visitors, midwives, gp's, Substance and alcohol misuse services, sexual health and family planning, mental health services Access to new Health Information Prescriptions Service, PALS and website portal Health related targets and outcomes included in performance and contract management
	(iii) Increased access and uptake of services	<ul style="list-style-type: none"> Performance against shared health targets/outcomes

Involving the Community and increasing aspirations

We know that effective community engagement can lead to capacity building and local social enterprise developments and that these can alter the function of deprived areas.

‘Retaining higher-income tenants through high quality management, improving neighbourhood conditions and services, and diversifying the options open to them (could contribute to the development of mixed income communities). Their retention could be seen as success in making the sector genuinely one of choice, rather than as a failure of “targeting”....the income mix within an area will be changed, if the incomes and employment prospects of existing residents can be improved’ –
Ends and Means: The Future Roles of Social Housing in England – John Hills – ESRC research Centre for Analysis of Social Exclusion 2007

We know that to increase community aspirations and build opportunities for Social Enterprise we need to communicate more effectively with our tenants, leaseholders and other community members. We will promote mechanisms which engage these groups and improve holistic community access to services.

To ensure that this improvement is driven we know that we need to ensure that service user involvement is meaningful and so will adapt our engagement mechanisms, service standards and the way that we measure our own and contracted services’ performance to ensure that our success in this area is captured.

We will work with communities and also with third sector providers to promote meaningful engagement.

Considerable work has been undertaken by key teams within the city, within the geographic areas upon which this strategy concentrates and with the households that it seeks to engage with.

We know that we need to maximise existing resources through effective interagency working, by building upon links with the Third Sector and improved community engagement and customer service.

We know that considerable resources are concentrated on dealing with a number of ‘problematic’ households and that impact upon the wider community is less quantifiable than data collected around direct council officer time, legal fees etc. We know that we can increase the effectiveness of these resources through early interventions, improved joint working and the development of bespoke services to deal with particular households in a co-ordinated and robust manner.

Within **Reaching Out – An Action Plan on Social Exclusion** a local area case study demonstrates that people with ‘multiple needs have a wide range of input from statutory agencies’. Examining the services used by a sample of 36 people, annual associated costs were established to be £23,000 per annum per individual.

We will ensure the efficiency of our own developments – including the efficacy of ‘spend to save’ evidence as part of our service commissioning, project planning, pilot delivery, performance management and review.

What are we going to do:

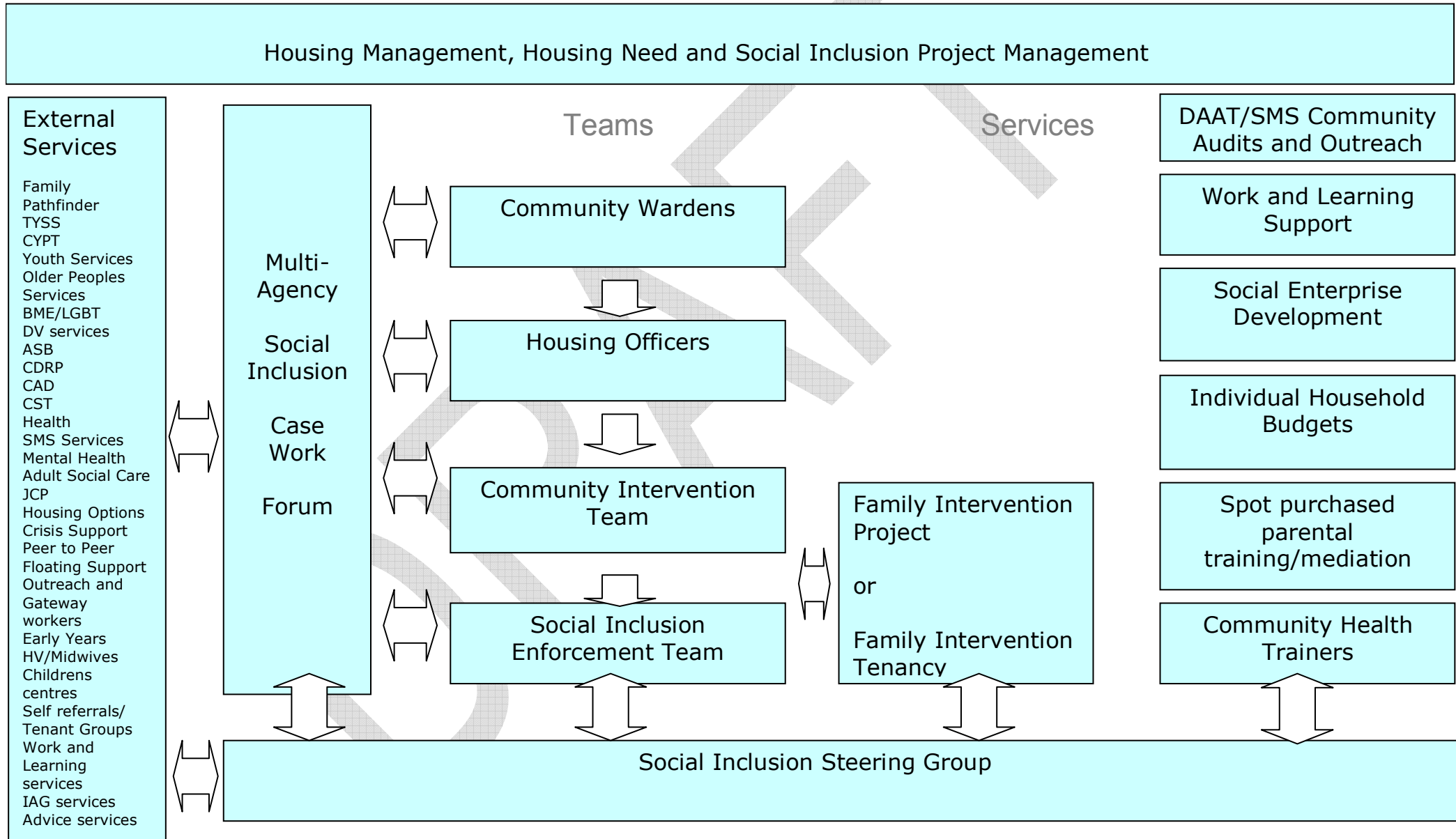
Objective 6: Increase community involvement, aspirations and Social Enterprise Opportunities

Priority	Action	Success criteria
Priority 14: Strategically promote mechanisms which engage tenants, leaseholders and community members	(i) Commission ‘Communities Against Drugs’ Audits in all target localities	<ul style="list-style-type: none"> • See Priority 2 (i) and Priority 13 (ii) • Audits undertaken annually 2009 -2013 • Audit findings inform Social Exclusion Steering Group Work Plan • Audits to inform future business plans, developments and investment plans • Audit findings to be shared across relevant directorates and stakeholders, including communities

	(ii) Develop 'personalised/individualised budgets' for specific service delivery areas	<ul style="list-style-type: none"> • See Priority 2 (i) SET • See Priority 5 (iii) Work and Learning • See Priority 6 (iv) Early Years Development • See Priority 17 (I) Social Enterprise start up funds • Effective outcomes monitoring to be developed in relation to each area of service delivered from SET and related services <ul style="list-style-type: none"> - e.g. Measures of behaviour change, Health Outcomes, Engagement in Work and Learning activities, reductions in anti-social behaviour
	(iii) Work with accessible 'Third Sector' providers to deliver key strategic functions to encourage community access	<ul style="list-style-type: none"> • Involvement /Membership of Social Exclusion Casework Forum and Social Exclusion Steering Group • Delivery of SESG Work Plan and SES Action Plan • Commission additional services and training to meet gaps in provision, and to build capacity • e.g. Measures of behaviour change, Health Outcomes, Engagement in Work and Learning activities, reductions in anti-social behaviour
Priority 15: Simplify access to customer facing services and improve service delivery	(i) Develop Universal support offer	See Priority 8 (ii)
	(ii) Improve access to information and services	<ul style="list-style-type: none"> • Improve access to information and signposting in community settings to develop "Every Right Door Approach" • Improve quality, range and capacity of "information-giving" • Number of community based/outreach workers trained in IAG Matrix Accreditation • Increased access to web- based information services such as Family Information Service; Health Information Prescriptions and Portal; City Direct Services; JCP etc • Roll out of Housing Options Approach to housing offices • Rollout of Adult Advancement and Careers Service • Increase in co-located services within key community settings • Improved links between services/directorates, and external partners
	(iii) Improve customer experience of corporate services	<ul style="list-style-type: none"> • See Priority 1 (ii) • See Priority 2 (i) • See Priority 3 (i) • Customer satisfaction surveys • Develop long-term partnership arrangements 2010/11 for maintenance and improvement of housing stock • Development of a 'right first time' response repairs service in line with Housing Management Strategic Business Plan
Priority 16: Create opportunities for Social Enterprise and changes to community function	(ii) Develop commissioning arrangements for strategic developments	<ul style="list-style-type: none"> • Overarching Social Exclusion Commissioning process established – Social Exclusion Steering Group • Performance criteria established <ul style="list-style-type: none"> - To include specific targets around Lone Parents and those in receipt of Incapacity Benefit - Engagement in adult learning and skills (accredited and non-accredited) - Measurable improvements in confidence, self-esteem and motivation - Developing and maintaining social networks - Addressing issues of worklessness - numbers in employment • Performance and contract management structures in place • 'Individualised work and learning budget' administration and suitability criteria established within corporate governance
Priority 17: Commence Service Delivery	(i) Commission city wide 'Social Enterprise Development Service (SEDS)' from Third Sector Provider	<ul style="list-style-type: none"> • Complete tender exercise for Social Enterprise Development Service by July 09 • Contract delivery and management to commence • SEDS to commence research and community engagement • SEDS Research phase to be complete within 6 months of service commencement • SEDS Capacity Building Phase to commence 6 months after

		<p>service commencement</p> <ul style="list-style-type: none"> • Monitoring of 'uptake' and engagement with services – particularly focussed on unemployed community members, Lone Parents and those in receipt of Incapacity Benefit • Role/Involvement of "Maintenance" Contractors in developing local social enterprise • 'Start up' funds awarded to Social Enterprise initiatives at the end of year one • % of returns against investment in Social Enterprises
	(ii) Commissioned 'Social Enterprise Development Service' to Establish local 'Social Enterprise Working Groups'	<ul style="list-style-type: none"> • SEDS to establish locality stakeholders • SEDS to draft and agree terms of reference in conjunction with Steering Group three months into contract delivery • SEDS to establish local work plans three months into contract delivery • SEDS to link into the City's Social Enterprise Network and Strategy • Feed into development and delivery of the Housing Management Social Enterprise Strategy
	(iii) Specialist Work and Learning providers to form integral part of SET and SECWF	<ul style="list-style-type: none"> • Housing/Social Inclusion Work and Learning services actively engage with SET and SECWF Case Load Management processes • Outreach and Gateway Teams actively engage with SET and SECWF Case Load Management processes • 'Individualised Work and Learning Budgets' established

Social Inclusion Teams and Services



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Social Inclusion Service offer for residents in local authority housing

<p>Universal</p> <p>Prevention</p>	<p>Referral</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</p> <p>Targeted Intervention</p>	<ul style="list-style-type: none"> • Tenants/households identified by Social Exclusion Case Work Forum or other agreed referral routes to include • ASB Team • TYSS • Housing Officers • Wardens • Police • Contractors • External agencies and support services 	<ul style="list-style-type: none"> • Allocation of Community Intervention Worker • 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</p> <p>Support with Enforcement</p>	<ul style="list-style-type: none"> • Tenants/households referred by the • Community Intervention Team • Social Exclusion Case Work Forum • FIP or FIT upon successful completion of their programme as part of “re-integration package” 	<ul style="list-style-type: none"> • Allocated a Social Exclusion Housing Enforcement 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 <ul style="list-style-type: none"> • Time limited support package to re-integrate after completion of FIP/FIT

Part Three – Delivering the Strategy

The strategies objectives will be delivered through a combination of the provision of services within the Local Authority's current structures and resources and third sector services.

Governance and Structures – see diagram on page 55

The Social Inclusion Steering Group (SISG)

The Social Exclusion Strategy 2008-2013 will be delivered through the Social Inclusion Steering Group. Work related to the Action Plan will be devolved through the Steering Group to in-house service providers, and through contracts to commissioned services.

The Social Inclusion Steering Group's main functions will be:

- To ensure that the objectives of the Social Exclusion Strategy and where appropriate related strategies and action plans - such as the SISG Work Plan and Housing Management Service Improvement Plan, are addressed in one multi-agency partnership approach aimed at reducing social exclusion and anti-social behaviour.
- To oversee the commissioning, scrutiny and performance management of related services.
- To report progress, achievements and outcomes against the Strategic Action Plan

The Group will be jointly chaired by the **Head of Housing Need & Social Inclusion** and the **Assistant Director of Housing Management**.

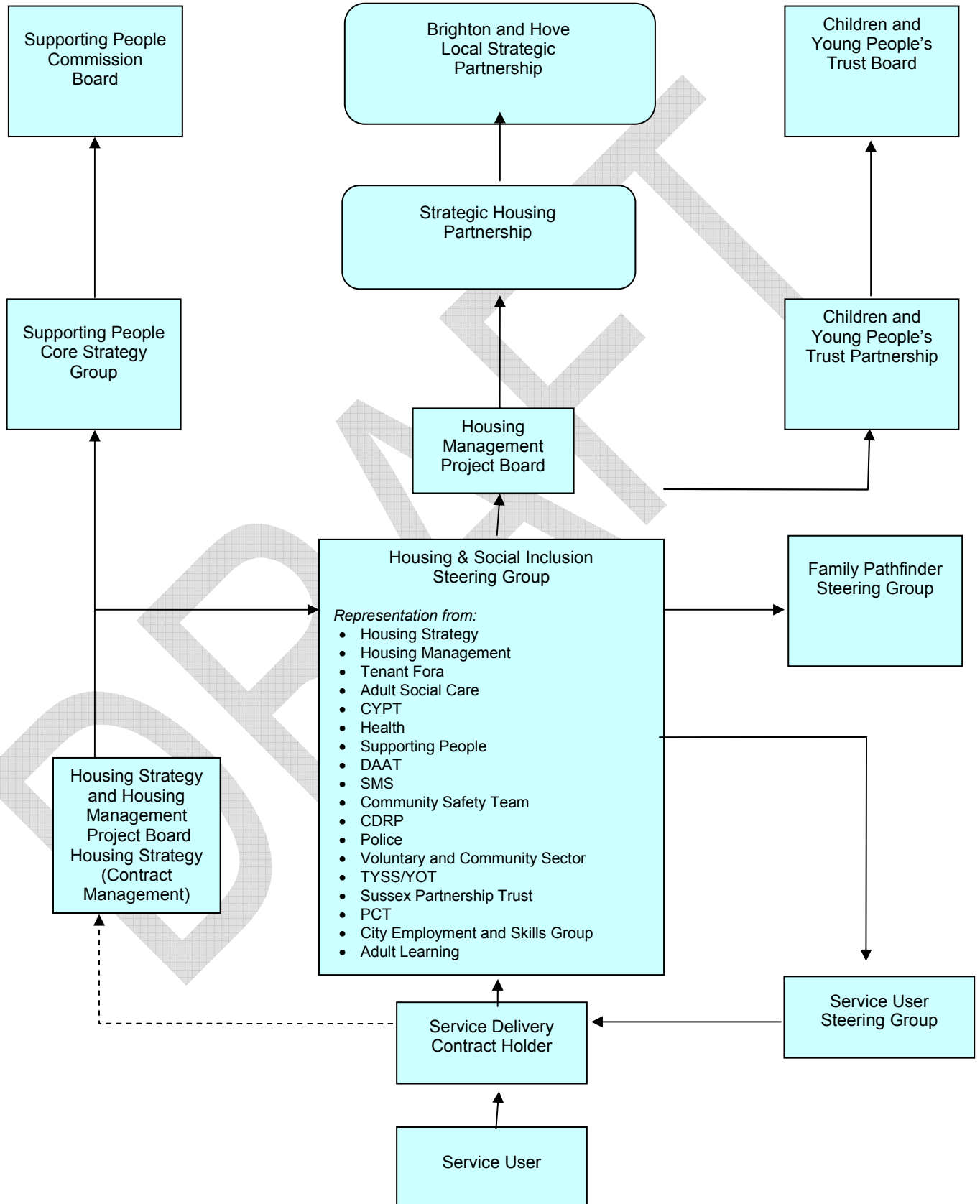
Social Inclusion Case Work Forum (SICWF) and Social Enterprise Working Group (SEWG)

The Social Inclusion Case Work Forum and the Social Enterprise Working Group will oversee specific areas of work related to the strategic action plan. These groups will both have work plans and progress will be monitored and reviewed each quarter by the Social Exclusion Steering Group.

A Project Manager will oversee development, set up and delivery, and contract/performance management of the Social Inclusion Teams (SIT) and services.

The Strategy will be reviewed annually by the Social Inclusion Steering Group, with the support of the SIT, SICWF and SEWG. The annual review will aim to provide a clear assessment of impact, progress and improvement, focussing on analysis and evaluation rather than description of process. Quarterly monitoring and the annual review will not only involve the leads for each strategic action but will also include officers and senior managers from across the council, partner agencies, and the community and voluntary sector. Contracts monitoring and reporting for individual commissioned services will be delegated to appropriate officers by the Social Inclusion Steering Group.

Brighton and Hove City Council Social Exclusion Governance Framework



Managing Resources

The Adult Social Care & Housing directorate operates according to the principles set out in the council's corporate statement on resource management. The financial strategy for the Social Exclusion Strategy is also based upon the following principles:

- Investment decisions are targeted at the extent to which work contributes to the 6 core objectives of this strategy and to better outcomes for people who are socially excluded or experiencing Anti-Social Behaviour.
- Resource decisions are based on agreed priorities and need, as outlined in the Social Exclusion Strategy and Housing Management Business Plan.
- A 'whole systems' approach to planning and commissioning and the management of risk with the aim of reducing budget pressures arising out of high cost services through more effective early intervention and prevention.

Engaging Service Users and Future Consultation

Service users must be central to the annual review of the Social Exclusion Strategy. If we are to be successful in providing the best possible response to Tenants, Leaseholders and Communities we need to know what works and to ensure that we understand the impact that services are having upon communities. For this reason we have built 'Service User Involvement/Engagement' into our performance management structures across all of the strategic developments outlined within this strategy.

In the development of this strategy we have considered the needs of the whole city and will undertake consultation, particularly with key stakeholders - tenants, leaseholders and community members - to establish that our strategic direction is sound. We understand that it is only by working with partners and residents that we will be able to determine and address the issues that matter most in the city.

The consultation process will include an Equalities Impact Assessment process.

Equality Impact Assessment Summary

The Social Exclusion Strategy sits within Objective Five of the Housing Management Service Improvement Plan. The Service Improvement Plan has been developed alongside the Housing Strategy through a staged process that has enabled us to engage with service users, services providers and the wider community and take into account their views, concerns and aspirations. To ensure that the over-arching Housing Strategy is truly inclusive we carried out an Equalities Impact Assessment to identify the positive and negative impacts our strategic objectives and actions will have on service users, staff and the community. These findings have helped shape our objectives and goals to help mitigate potential negative impacts.

Below is a summary of our approach to the 6 equality strands:

- **Race:** BME Housing Strategy in development.
- **Disability:** Strategy Statement on Physical Disabilities incorporated into the Housing Strategy and Older People's Housing Strategy. Disability of all kinds, including physical disability, learning disability and mental health issues, are also a key feature of the Supporting People and Learning Disability Housing Strategies.
- **Gender and gender identity:** Actions from the Gender Equality Scheme have been fed into the strategic development process. Gender Identity is also a key feature of the LGBT Housing Strategy.
- **Age:** Older People's Housing Strategy in development. Youth Homelessness Strategy developed in 2007. Supporting People Strategy links to older people's services, youth homelessness services and services for young people at risk.
- **Religion / Belief:** The BME Housing Strategy includes community safety objectives linked to religion and belief.
- **Sexual Orientation:** Addressing housing need relating to sexual orientation is a key feature of the LGBT Housing Strategy.

During the consultation period an equalities impact assessment on the draft Social Exclusion Strategy will be undertaken.

We would very much like your comments and feedback on this Social Exclusion Strategy.

FREEPOST RRRT-ETLH-KYSK

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DRAFT

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 Housing Enforcement 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.

Initially, we would aim to **pilot** this new approach in 2009 within a geographical area (to be determined) 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 would last for a period of approximately 6-9 months with an evaluation being completed by the end of 2009/10.

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

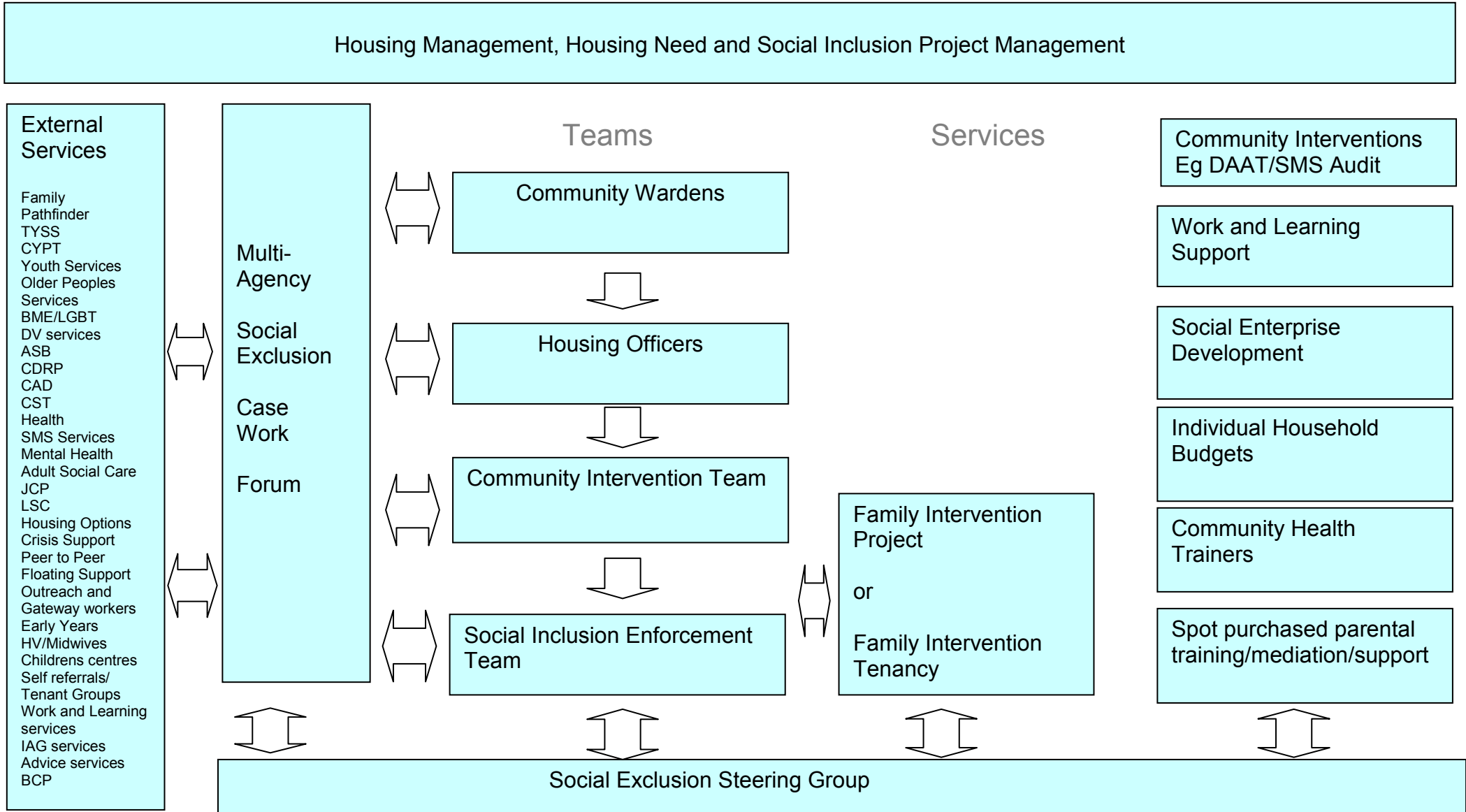
We will build upon successful evidenced based practice within Brighton & Hove and nationally, and feed into other targeted approaches within the city such as the Family Pathfinder Project, Family Intervention Projects, the Teenage Parent Support Pilot and other initiatives to address exclusion, deprivation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

Social Inclusion Service offer for residents in local authority housing

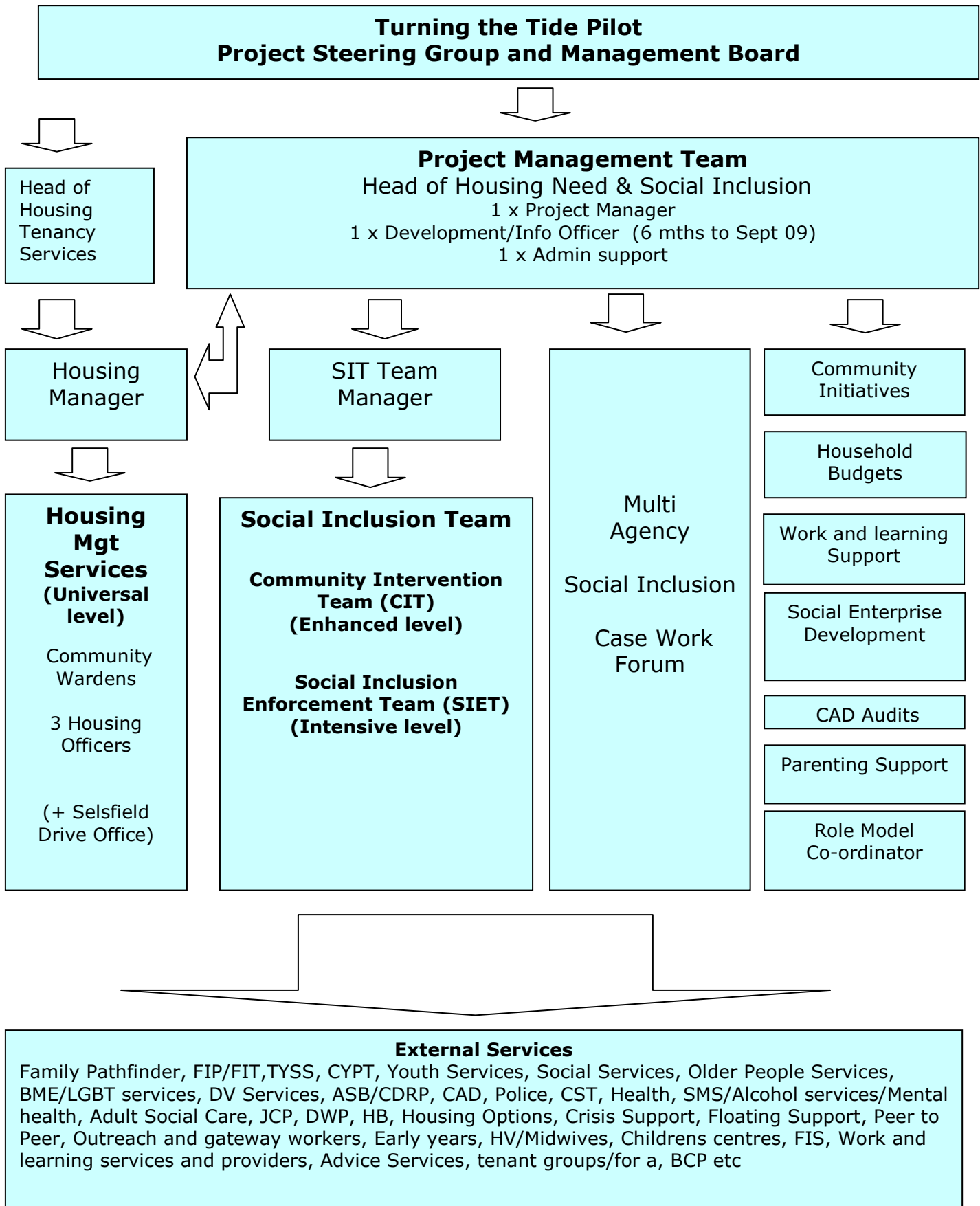
Diagram A

<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 Exclusion Case Work Forum or other agreed referral routes to include • ASB Team • TYSS • Housing Officers • Wardens • Police • Contractors • External agencies and support services 	<ul style="list-style-type: none"> • Allocation of Community Intervention Worker • 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 referred by the • Community Intervention Team • Social Exclusion Case Work Forum • FIP or FIT upon successful completion of their programme as part of “re-integration package” 	<ul style="list-style-type: none"> • Allocated a Social Exclusion Housing Enforcement 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)



Appendix 2 Turning The Tide Management Structure



Appendix 3

Social Inclusion Service offer for residents in local authority housing

<p>Universal</p> <p>Prevention</p>	<p>Referral</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</p> <p>Targeted Intervention</p>	<ul style="list-style-type: none"> • Tenants/households identified by Social Inclusion Case Work Forum or other agreed referral routes to include • ASB Team • TYSS • Housing Officers • Wardens • Police • Contractors • External agencies and support services 	<ul style="list-style-type: none"> • Allocation of Community Intervention Worker • 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</p> <p>Support with Enforcement</p>	<ul style="list-style-type: none"> • Tenants/households referred by the Community Intervention Team • EIGs • Social Inclusion Case Work Forum • FIP or FIT upon successful completion of their programme as part of “re-integration package” 	<ul style="list-style-type: none"> • Allocated a Social Inclusion Enforcement 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, NOSP 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

**Appendix 4
Turning the Tide Pilot – Budget for 09/10**

Pilot Services – 09/10 Costs	
Set Up Costs:	
Project Team	72,000
Community Initiatives	15000
CAD Community Audits	5000
Total	92,000
6 Month Costs October 09- March 2010	
Outreach work and activities to increase engagement	28250
Parenting Support	5000
Staff training and travel	5000
Male Role Model Co-ordinator	10991
Individual Household budgets	15000
Central costs/overheads	2761
Project Admin .8 FTE Scale 3	7998
Total	80,000
Grand Total	172,000

Explanation of Pilot Services:

1. Project team – development of the Draft Social Exclusion Strategy and implementation/project management of the Pilot
2. Community Initiatives eg to launch TTT including marketing/PR and to fund a range of interventions to have maximum impact on the community eg clear up days, focus groups, etc
3. Community Alcohol and drug audit to identify scale of need in pilot area
4. Individual Budgets – to fund one -off payments to improve the quality of life of residents eg bunkbeds to ease overcrowding; Computers and Internet access for households to enable children to do their homework (61% of council households do not have access to the internet)/address digital inclusion etc

5. Outreach work and activities to increase tenant engagement in work and learning
6. Parenting Support – budget to provide additional support to parents eg counselling, training etc
7. Staff Training and Travel – to meet additional training needs such as Assertive Intervention, Motivational Interviewing, Solution Focused brief therapy etc for the new Social Inclusion Team and additional travel costs
8. Male role model co-ordinator to develop and support positive role models for young men in the pilot area with a view to prevention of anti-social behaviour and youth crime
9. Social Enterprise Development Worker – to support and develop local social enterprise as a means for creating employment local opportunities (to come in 2010/11)