





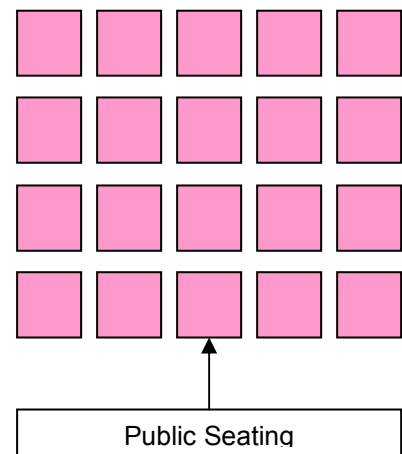
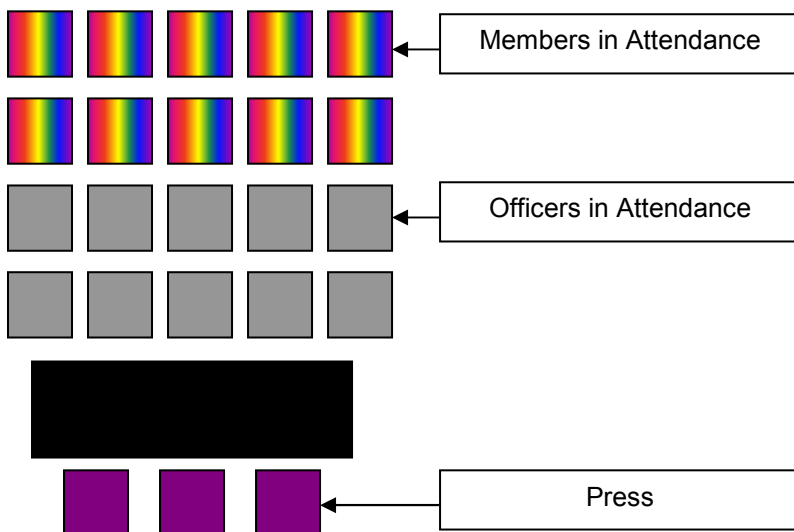
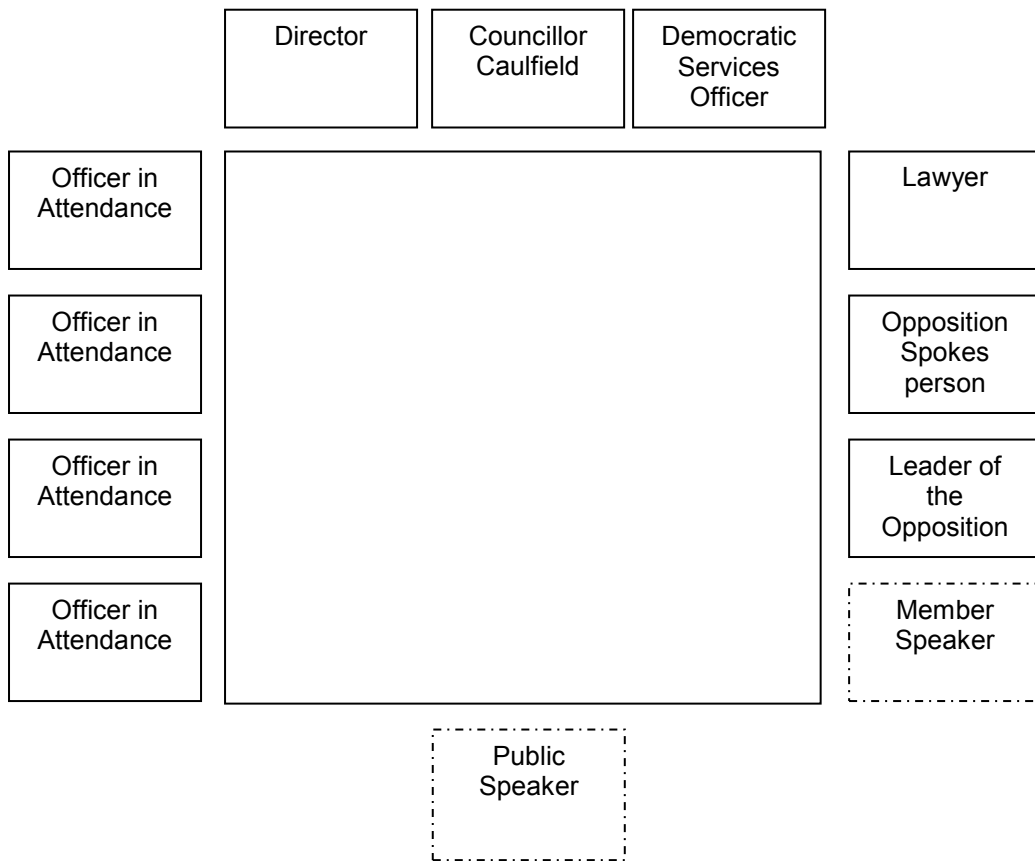
**Brighton & Hove
City Council**

Cabinet Member Meeting

Title:	Housing Cabinet Member Meeting
Date:	12 November 2008
Time:	4.00pm
Venue	Committee Room 1, Hove Town Hall
Members:	Councillor: Caulfield (Cabinet Member)
Contact:	Martin Warren Senior Democratic Services Officer 01273 291058 martin.warren@brighton-hove.gov.uk

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Democratic Services: Meeting Layout



AGENDA

50. PROCEDURAL BUSINESS

- (a) 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.
- (b) 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 the category under which the information disclosed in the report is exempt from disclosure and therefore not available to the public.

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

51. MINUTES OF THE PREVIOUS MEETING

1 - 8

Minutes of the meeting held on 10th September 2008 (copy attached)

52. CABINET MEMBER'S COMMUNICATIONS

53. ITEMS RESERVED FOR DISCUSSION

- (a) Items reserved by the Cabinet Member
- (b) Items reserved by the Opposition Spokesperson
- (c) Items reserved by Members, with the agreement of the Cabinet Member.

NOTE: Public Questions, Written Questions from Councillors, Petitions, Deputations, Letters from Councillors and Notices of Motion will be reserved automatically.

54. PUBLIC QUESTIONS

(The closing date for receipt of public questions is 12 noon on 5th November)

No public questions have been received as of 4th November

HOUSING CABINET MEMBER MEETING

55. WRITTEN QUESTIONS FROM COUNCILLORS

No questions have been received

56. DEPUTATIONS

9 - 10

To receive a deputation from 'Co-operative Housing in Brighton & Hove' concerning the draft Housing Strategy 2009-13 (copy attached)

57. PETITIONS

58. LETTERS FROM COUNCILLORS

No letters have been received.

59. NOTICES OF MOTIONS REFERRED FROM COUNCIL

No Notices of Motion have been received.

60. MATTERS REFERRED FOR RECONSIDERATION

No matters have been referred.

61. REPORTS FROM OVERVIEW & SCRUTINY COMMITTEES

No reports have been received.

62. REPORT OF THE HOUSING MANAGEMENT CONSULTATIVE COMMITTEE - 23RD SEPTEMBER 2008

11 - 18

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

Contact Officer: Martin Warren

Tel: 01273 291058

Ward Affected: All Wards

63. LEARNING DISABILITY COMMISSIONING STRATEGY

19 - 94

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

Contact Officer: Diana Bernhardt

Tel: 292363

Ward Affected: All Wards

64. REVIEW OF LEARNING DISABILITY DAY SERVICES

95 - 114

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

Contact Officer: Naomi Cox

Tel: 295813

Ward Affected: All Wards

HOUSING CABINET MEMBER MEETING

65. HOUSING REVENUE ACCOUNT 2007 / 08 FINAL OUTTURN AND FORECAST OUTTURN FOR 2008 / 09 **115 - 124**

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

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

Ward Affected: All Wards

66. VALUE FOR MONEY REVIEW OF HOUSING SERVICES **125 - 156**

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

Contact Officer: Nick Hibberd *Tel:* 293756

Ward Affected: All Wards

67. DRAFT SERVICE IMPROVEMENT PLAN FOR THE HOUSING REVENUE ACCOUNT 2009-2012 **157 - 188**

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

Contact Officer: Nick Hibberd *Tel:* 293756

Ward Affected: All Wards

68. HOUSING MANAGEMENT PERFORMANCE REPORT **189 - 214**

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

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

Ward Affected: All Wards

69. DELIVERY OF SUPPORT SERVICES FOR COUNCIL SHELTERED HOUSING TENANTS **215 - 232**

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

Contact Officer: Helen Clarkmead *Tel:* 293250

Ward Affected: East Brighton; Goldsmid;
Hangleton & Knoll;
Hanover & Elm Grove;
Hollingbury & Stanmer;
Moulsecoomb &
Bevendean; North
Portslade; Patcham;
Queen's Park; South
Portslade; St Peter's &
North Laine; Westbourne;
Wish;

HOUSING CABINET MEMBER MEETING

70. ESTATE SERVICES REVIEW: CLEANING SERVICE FOR GENERAL NEEDS COUNCIL HOUSING **233 - 246**

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

Contact Officer: Hilary Edgar

Tel: 293354

Ward Affected: All Wards

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

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

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

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

For further details and general enquiries about this meeting contact Martin Warren, (01273 291058, email martin.warren@brighton-hove.gov.uk) or email democratic.services@brighton-hove.gov.uk

Date of Publication - Tuesday, 4 November 2008

BRIGHTON & HOVE CITY COUNCIL
HOUSING CABINET MEMBER MEETING
4.00pm 10 SEPTEMBER 2008
COMMITTEE ROOM 1, HOVE TOWN HALL

MINUTES

Present: Councillor Caulfield (Cabinet Member)

Also in attendance: Councillor Simpson (Opposition Spokesperson)

PART ONE

32. PROCEDURAL BUSINESS

32a Declarations of Interests

32a.1 There were none.

32b Exclusion of Press and Public

32b.1 The Committee 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 Schedule 12A, Part 5A, Section 100A(4) or 100 1 of the Local Government Act 1972 (as amended).

32b.2 **RESOLVED** - That the press and public be not excluded from the meeting.

33. MINUTES OF THE PREVIOUS MEETING

33.1 **RESOLVED** – That the minutes of the meeting held on the 22 July be approved as a correct record.

34. CABINET MEMBER'S COMMUNICATIONS

34.1 The Cabinet Member explained that briefing sessions for tenants and Tenant Representatives were being held on the 17th and 19th of September. The sessions would provide information about progress on the Governments Green Paper and the development of the 'local delivery vehicle' for housing management.

34.2 The Opposition Spokesperson noted that individual briefing sessions could be arranged for those Councillors unable to attend the pre-arranged Member briefings.

34.3 The Cabinet Member noted recent problems with a lift at Leach Court. She had visited the scheme earlier in the day and had been advised that the lift would be repaired by the 18th September.

35. ITEMS RESERVED FOR DISCUSSION

35.1 **RESOLVED** – That with the exception of the items reserved (and marked with an asterisk), the recommendations and resolutions contained therein be approved and adopted without debate.

36. PUBLIC QUESTIONS

There were none.

37. WRITTEN QUESTIONS FROM COUNCILLORS

There were none.

38. DEPUTATIONS

There were none.

39. PETITIONS

There were none.

40. LETTERS FROM COUNCILLORS

There were none.

41. NOTICES OF MOTIONS REFERRED FROM COUNCIL

There were none.

42. MATTERS REFERRED FOR RECONSIDERATION

There were none.

**43. MINUTES OF THE HOUSING MANAGEMENT CONSULTATIVE COMMITTEE 22
JULY 2008**

43.1 The meeting considered for information, the minutes of the Housing Management Consultative Committee as held on 22 July 2008 (for copy see minute book).

43.2 **RESOLVED** – That the minutes of the Housing Management Consultative Committee, 22 July 2008 be noted.

44. HOUSING MANAGEMENT LIFT CONDITION REPORT *

44.1 The Cabinet Member considered a report of the Director of Adult Social Care & Housing seeking approval to tender for a long term agreement for the maintenance, repair and refurbishment of all HRA lifts, including stair and through floor lifts as well as any future lifts added to the portfolio, and to give delegated authority to award said contract to the best value supplier following a formal OJEU tender in accordance with Contract Standing Order CSO 9.1 (for copy see minute book).

44.2 Councillor Simpson noted that it had not been possible to consult as fully with Tenant Representatives as before in procuring this agreement.

44.3 Officers commented that the original scheme had been subject to extensive tenant consultation. However, the project had been delayed due to a hiatus bought about by the need to analyse overall asset management. Tenants and Tenant Representatives would be involved throughout the life of the contract.

44.4 The Cabinet Member noted that Leaseholders would be consulted as part of the council's statutory duties.

44.5 **RESOLVED** - (1) That the recommendation to tender for a long term agreement (9 years) for the maintenance, repair and refurbishment of all HRA lifts, be approved.

(2) That the Director of Adult Social Care & Housing be given delegated powers to approve the award of the contract for the repair, maintenance and refurbishment of the HRA lifts, following financial due diligence and cost comparisons of the tenders offered under OJEU, following consultation with the Cabinet Member for Housing.

45. TV AERIAL INSTALLATIONS

45.1 The Cabinet Member considered a report of the Director of Adult Social Care & Housing seeking approval to tender for a 20 year leasing contract to supply and maintain new digital IRS aerial system to all HRA blocks with existing communal aerials and to give delegated authority to the Director of Adult Social Care & Housing to award said contract (for copy see minute book).

45.2 **RESOLVED** – (1) That the recommendation to tender for a 20 year citywide contract to lease and maintain an IRS (integrated reception system) digital aerial systems with a secondary system for foreign language channels for all HRA blocks with existing communal aerial systems, be approved.

(2) That the Director of Adult Social Care & Housing be given delegated powers under CSO 9.1 to approve the award of the contract for the such a system, following financial due diligence and cost comparisons of the tenders offered under an OJEU tendering process, following consultation with the Cabinet Member for Housing.

46. DOOR ENTRY SYSTEMS, CCTV AND ALARMS

46.1 The Cabinet Member considered a report of the Director of Adult Social Care & Housing seeking approval to tender a contract for service repair and provision of Door entry systems, Closed circuit TV and Alarm systems (Low Voltage Electronic Security Systems) to Housing Revenue Account ('HRA') properties and to give delegated authority to the Director of Adult Social Care and Housing to award the same (for copy see minute book).

46.2 **RESOLVED** – (1) That the director of Adult Social Care and Housing be instructed to procure a term contract for the service repair and provision of Door Entry Systems, CCTV and Alarm Systems.

(2) That the Director of Adult Social Care & Housing be given delegated powers to approve the award of a 10 year contract for Door Entry Systems, CCTV and Alarm Systems to HRA properties, following financial due diligence and cost comparisons of tenders and in consultation with the Cabinet Member for Housing.

47. EXPENDITURE OF THE 2007/2008 PRIVATE SECTOR HOUSING RENEWAL GRANT ALLOCATION AND AMENDMENTS TO THE COUNCIL'S HOUSING RENEWAL ASSISTANCE POLICY *

47.1 The Cabinet Member considered a report of the Director of Adult Social Care & Housing seeking approval for: a) expenditure of the council's share of the 2008/09 Private Sector Housing Renewal Grant allocation to the Brighton & Hove and East Sussex Together (BEST) local authority consortium in accordance with the provisions of the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002;

b) distribution of the remainder of this allocation to the council's BEST partner authorities in East Sussex, and

c) amendments to the council's Housing Renewal Assistance Policy (for copy see minute book).

47.2 The Cabinet Member and Opposition Member welcomed the report, noting the amount of funding that had been attracted and the partnership working that officers had undertaken.

47.3 The Opposition Spokesperson was reassured that any changes to the scheme would be included in the outturn report presented to future Cabinet Member Meetings.

47.4 The meeting debated whether it would be likely that properties falling within the proposed 'local delivery vehicle' would be able to benefit from similar grants. Officers concluded that this was most unlikely as the council would still own the freehold of the properties.

47.5 **RESOLVED** – (1) That the following be approved:

- 1 Expenditure within Brighton & Hove of £2,776,000 of the 2008/09 BEST Housing Renewal Grant allocation in accordance with the council's Housing Renewal Assistance Policy (as amended), with provision to carry over any part of this amount to the following and/or future financial years;
 - 2 Such expenditure to be targeted on the various forms of assistance identified as Policy Tools in the Council's Housing Renewal Assistance Policy, and/or in accordance with the approved Home Safety and Security initiative and other relevant approved programmes;
 - 3 Payment of the remaining £2,397,000 of the £5,173,000 Housing Renewal Grant allocated for the 2008/09 Brighton & Hove East Sussex Together (BEST) programme to the five East Sussex authorities in accordance with an agreed distribution profile.
 - 4 Expenditure of £440,000 of Brighton & Hove's 2008/09 BEST Housing Renewal Grant allocation as a 40% local authority contribution to match fund the government's contribution towards Disabled Facilities Grants or other relevant works under the Regulatory Reform (Housing Assistance) (England and Wales) Order 2002 and expenditure of the £660,000 government contribution to this programme.
- (2) That the following amendments to the council's current Private Sector Housing Renewal Assistance Policy be approved.
- 5 Eligibility for Decent Homes Assistance and Decent Homes Loans to be extended to include provision for the repair or replacement of any building component that is in a condition of substantial disrepair, and/or provision of one or more of the 'modern facilities and services' specified in the Decent Homes Standard in accordance with the provisions set out in this report;
 - 6 The maximum limit on Decent Homes Assistance to be increased from £25,000 to £50,000 (or 50% of the equity, whichever is the lesser);
 - 7 Amendment of the required minimum period for ownership and occupation by the applicant prior to the date of application from one year to six months for the purpose of Decent Homes Assistance and Decent Homes Loans;
 - 8 The maximum limit on Decent Homes Loans to be increased from £15,000 to £20,000 and the minimum age requirement for Interest Only and Interest Roll-up Loans to be set at 60, with provision for amendment in accordance with any future changes to the relevant lending criteria;
 - 9 Eligibility for Common Parts Assistance and Common Parts Loans to be extended to cover the cost of appropriate repairs or replacement of any key component(s) of the common parts of the building that is(are) in a condition of substantial disrepair in accordance with the provisions set out in this report;
 - 10 Amendment of the required minimum period for ownership and occupation by the applicant prior to the date of application from one year to six months for the purpose of Common Parts Assistance and Common Parts Loans;
 - 11 The maximum limit on Common Parts Loans to be increased from £15,000 to £20,000 and the minimum age requirement for Interest Only and Interest Roll-up Loans to be set

at 60, with provision for amendment in accordance with any future changes to the relevant lending criteria;

- 12 The levels of grant available through Empty Properties Assistance to be increased in accordance with the provisions as set out in this report;
- 13 Removal of the eligibility deadline for HMO Licensing Grants to enable landlords who have purchased licensable properties since the original deadline to be eligible for an HMO Licensing Grant;
- 14 Extension of the scope of HMO Licensing Grants to enable the provision of amenities beyond the council's HMO Licensing Standards in relevant cases, and provision for the maximum limit of grant to be increased appropriately to facilitate this;
- 15 Amendment of the Landlords Minor Heating Grant to include provision of grant-aided energy efficient central heating as an incentive to landlords served with improvement notices not to install inefficient electric heating systems;
- 16 Amendment of the Landlords Minor Heating Grant to include installation of a gas supply and meter in cases when this is necessary and to increase the maximum level of grant to cover the reasonable cost of such works.
- 17 Amendment of the Landlords Minor Heating Grant to enable accredited landlords to obtain assistance for the replacement of old or defective central heating boilers.
- 18 Amendment to the HMO Energy Innovation Grant scheme to extend it to all relevant licensed HMOs;
- 19 A new Temporary Accommodation Energy Innovation Grant to provide assistance for energy efficiency measures in private sector properties used as temporary accommodation for homeless households;
- 20 A new Temporary Accommodation Adaptations Grant to be created to provide assistance towards the cost of including wheelchair accessibility and/or other appropriate adaptations to properties leased to the council for the accommodation of homeless households;
- 21 Amendment to the Disabled Facilities Assistance scheme to widen the scope of assistance provided in accordance with the provisions as set out in this report;
- 22 The maximum limit on Disabled Facilities Assistance to be increased from £25,000 to £50,000(or 50% of the equity, whichever is the lesser)
- 23 Amendment of the Occupiers Minor Adaptations Grant to enable certain types of straightforward adaptations to be carried under this scheme (subject to confirmation of changes to relevant funding arrangements);
- 24 Provision for the payment of Land Registry search fees from Housing Renewal funding;
- 25 Provision for an allocation of up to £20,000 per year during the period 2008/2011 for marketing and promotion of the various forms of Housing Renewal Assistance in the Housing Renewal Policy.
- 26 Provision for future amendment of the Housing Renewal Assistance Policy to be delegated to the Assistant Director of Housing in consultation with the Cabinet Member for Housing.

27 It is recommended that the Cabinet Member for Housing approves 1 October 2008 as the commencement date for all of the amendments to the Housing Renewal Assistance Policy specified in this report.

48. CONSULTATION DRAFT: HOUSING STRATEGY 2008-2013: HEALTHY HOMES, HEALTHY LIVES, HEALTHY CITY (INCORPORATING THE DRAFT OLDER PEOPLE'S HOUSING STRATEGY AND DRAFT LGBT PEOPLE'S HOUSING STRATEGY *

48.1 The Cabinet Member considered a report of the Director of Adult Social Care and Housing that sought approval for consultation on the Housing Strategy and specialist housing strategies relating to Older People and the city's LGBT (Lesbian, Gay, Bisexual and Trans) communities.

48.2 The Cabinet Member noted that the draft strategies had been welcomed by the Adult Social Care & Housing Overview and Scrutiny Committee. The Sheltered Housing Action Group had also considered and welcomed the draft strategy for Older People.

48.3 The Opposition Spokesperson welcomed the draft strategies, noting advice from Officers and assurances from the Cabinet Member that any substantial amendments would be reported back to the Cabinet Member Meeting.

48.4 **RESOLVED** – (1) That the consultation drafts of the Housing Strategy 2008-2013 (Appendix 1) incorporating the draft Older People's Housing Strategy (Appendix 2) and draft LGBT People's Housing Strategy (Appendix 3) be approved.

(2) That delegated authority for the Assistant Director of Housing and the Housing Strategy Manager to carry out minor amendments to the draft strategies prior to publication be approved. (Any substantial changes will be agreed jointly with the Cabinet Member)

49. LEARNING DISABILITY SHORT BREAKS POLICY

49.1 The Cabinet Member for Housing considered a report of the Director of Adult Social Care & Housing that sought co-approval of recommendations endorsed in January 2008 by the Adult Social Care Committee in regard to; the Short Breaks Policy and the use of a short breaks assessment.

49.2 **RESOLVED** – (1) That the short breaks policy and assessment tool be approved.

(2) That the short breaks policy be implemented from the beginning of October 2008.

The meeting concluded at 4.40pm

Signed

Chair

Dated this

day of

HOUSING CABINET MEMBER MEETING

Agenda Item 56

Brighton & Hove City Council

Subject: Deputation
Date of Meeting: 12 November 2008
Report of: Director of Strategy & Governance
Contact Officer: Name: Martin Warren Tel: 29-1058
E-mail: martin.warren@brighton-hove.gov.uk
Key Decision: No
Wards Affected: All

56 To receive the following Deputation presented by Co-operative Housing in Brighton & Hove;

Deputation concerning draft Housing Strategy 2009-13

CHIBAH represents the interests of housing co-operatives in Brighton & Hove. There is a tide of cross party support for co-operative housing and a national Commission is investigating its value in empowering and revitalising local communities. Information about the Commission can be found at <http://www.ccmh.coop/>

CHIBAH has been meeting with council officers and RSLs for nearly three years looking at ways in which co-operative housing can be developed. We attach an outline case for your information.

CHIBAH has responded to the draft Housing Strategy 2009-13, proposing ways in which a highly successful model of development in Redditch can be replicated in Brighton & Hove. We are concerned that our proposals have not been included in the draft, and that we have received no response.

The attached signatories are representatives of their respective housing co-operatives with a mandate to speak on their behalf. Helen Russell will present the Deputation.

Kind regards,

Helen Russell	Ian Munns
Chris Dornan	Mala Nathan
Victoria Paling	Mary Parnewell

BRIGHTON & HOVE CITY COUNCIL

HOUSING MANAGEMENT CONSULTATIVE COMMITTEE

3.00pm 23 SEPTEMBER 2008

COUNCIL CHAMBER, HOVE TOWN HALL

MINUTES

Present: Councillors Caulfield (Chairman); Allen, Davey, Fryer, Harmer-Strange, Mears, Simpson (Opposition Spokesperson), Simson, Wells,

Tenant Representatives: Chris El-Shabba (Brighton East Area Housing Management Panel), Stewart Gover (North & East Area Housing Management Panel), Ted Harman (Brighton East Area Housing Management Panel), Heather Hayes (North & East Area Housing Management Panel), Beryl Snelling (Central Area Housing Management Panel), Tina Urquhart (West Hove & Portslade Area Housing Management Panel), Muriel Briault (Leaseholder Action Group), Tom Whiting (Sheltered Housing Action Group) and John Melson (High Rise Action Group)

PART ONE

20. PROCEDURAL BUSINESS

20a Declarations of Substitutes

20.1 Councillor For Councillor

Pidgeon	Harmer – Strange
Randall	Fryer

20b Declarations of Interest

20.2 There were none.

20c. Exclusion of Press and Public

20.3 The Committee Considered whether the press and public should be excluded from the meeting during 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 s defined in Schedule !2A, Part 5A, Section 100A(4) or 1001 of the Local Government Act 1972 (as amended).

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

21. MINUTES OF THE PREVIOUS MEETING

21.1 Tom Whiting referred to the petition received from sheltered housing residents (Paragraph 7.1 refers), stating that this represented a 90% response rate calling on the city Council to retain the present system of Scheme Managers.

21.2 Councillor Simpson referred to Paragraph 15.7 and sought to clarify the tenure arrangements relative to the 393 properties referred to.

21.1 In response to a query from John Melson, the Assistant Director explained that information relative to the number of applicants and refusals had been collated and was available and would be included in future performance reports.

21.4 **RESOLVED** - That the minutes of the meeting held on 22 July 2008 be approved and signed by the Cabinet Member.

22. CHAIRMAN'S COMMUNICATIONS

22.1 The Chairman welcomed all present and reiterated her priorities and commitment that tenants would continue be at the heart of the service; that housing management would be a 'three-star' service and that improvements stemming from recent consultation would be on-going and evident.

22.2 **RESOLVED** - That the position be noted.

23. CALLOVER

23.1 **RESOLVED** - all items were reserved for discussion.

24. PUBLIC QUESTIONS

24.1 There were none.

25. WRITTEN QUESTIONS FROM COUNCILLORS

25.1 There were none.

26. PETITIONS

26. There were none .

27. DEPUTATIONS

27.1 There were none.

28. LETTERS FROM COUNCILLORS

28.1 There were none .

29. LOCAL DELIVERY VEHICLE

29.1 The Committee considered a report of the director of Adult Social Care and Housing relative to proposals to establish a housing Local Delivery Vehicle (LDV) (for copy see minute book).

29.2 The Director explained that following the recommendation of the Housing Management Consultative Committee (22 July 2008) and approval of the Housing Cabinet Member to proceed to the proposed development and finalisation phases of Stage 2 of the review of Housing Green Paper options, the proposal to establish LDV had been further developed and refined. The purpose in proposing the LDV was set out and it was noted that the current proposal complied with the parameters which had been set in the light of the tenants overwhelming rejection of the stock transfer proposal in 2007, namely:

- No RSL involvement;
- No freehold transfer;
- No transfer of tenanted properties; and
- Maximum transfer of 499 properties within a period of 5 years.

29.3 A full discussion took place in respect of the various issues surrounding the proposed LDV. Councillors and tenant representatives flagged up many areas of concern which they had or on which they would require further clarification in the future. The Chairman confirmed that these issues would be taken on board and that full consultation would take place as the process rolled forward.

29.4 Having considered the report in detail Members voted unanimously in support of the concept of the LDV but also agreed that there were additional issues and recommendations which they wished to put before the specially convened meeting of Cabinet to take place on 24 September 2008.

29.5 An indicative vote was also taken from tenant representatives present. Nine were in attendance out of a possible 11 and their indicative vote was also one of unanimous support, albeit that they also raised issues which are also encompassed in the bullet points set out in (2) below.

29.6 **RESOLVED** - That the Housing Management Consultative Committee, consider and commend for approval of the Cabinet meeting to be held on 24 September 2008, the report regarding the establishment of the proposed Local Delivery Vehicle (LDV) and the granting of leases attached as Appendix 1 to the report; and

(2) The HMCC whilst supporting a proposed LDV in principle also wish to make the following recommendations and representations to Cabinet:

- That works should meet a locally set “Brighton” standard as well as decent homes standards set by the government (this to be determined as a result of further detailed consultation with tenants and those representing them in order to identify and determine their specific needs);
- Detailed information regarding the financial implications to be provided as the scheme rolls forward (this to include a detailed analysis of both the potential advantages and disadvantages of opting for charitable status);
- Regular updates to be provided (to HMCC), relative to detailed financial and other information as part of an on – going process in advance of further reports being put before the Cabinet for approval ;
- Additional meeting(s) of the HMCC to be scheduled as necessary in order to inform and facilitate this process (as referred to above);
- Details to be provided to the Area Panels as an integral part of the consultation process , their input to be fed into the HMCC meetings; ;
- Information relative to the properties involved to continue to be reported in the same manner as the first tranche (should that information not be available in the public domain ;
- Monitoring of housing supply throughout the process - Area Panels and HMCC to be informed in advance relative to this and all other relevant details as they emerge in advance of further approvals being sought by Cabinet and Council (the timeframe for this first stage in order to commence the process and to ascertain potential funding sources was accepted); and
- Whilst accepted that employment and training opportunities would arise as part of the procurement process and should be reported as such that this consideration should nonetheless form an integral part of the aims of any “company” set up as the LDV.

30. HOUSING REVENUE ACCOUNT 2007 / 2008 FINAL OUTTURN AND FORECAST OUTTURN FOR 2008 / 2009

30.1 The Committee considered a report of the Director of Adult Social Care & Housing setting out the Housing Revenue Account (HRA) 2007 / 08 final outturn and the forecast outturn for 2008 / 09 as at month 4 (for copy see minute book).

30.2 John Melson referred to the condition of a number of the windows of properties in Whitehawk and the need for the necessary remedial./ replacement work as a matter of priority. Tom Whiting, Tina Urquhart, Heather Hayes and Stewart Gover also cited other examples of works requiring urgent action and others which had been commenced or completed which in their view were less immediate. Stewart Gover and Tom Whiting referred to instances where new sturdier front doors had been fitted but which were either too heavy or the necessary adjustments had not been made to enable them to be used by those who had limited strength to open or close them.

30.3 The Chairman responded that she was aware of the instances cited and the conditions tenants were living with in some areas of the City. This situation had arisen as a result of the piecemeal approach to the carrying out of works in consequence of there being insufficient funds to carry out longer term works. It was recognised that tenants needed to be properly consulted with and involved in the process. It was intended that over the next year to 18 months the changes in the procurement process would enable an improved citywide plan to emerge.

30.4 Councillor Randall referred to the fact that a percentage of the rental income generated throughout the City was received back from central government rather than the monies collected in totality. He considered that this was unacceptable and enquired what action was being taken to seek to remedy this. He also considered that any further improvements which could be effected in terms of vacancy management would be welcome. Whilst properties were empty pending remedial work they were unavailable for letting, this cost the Council money.

30.5 The Chairman responded explaining that the Council had joined the "Day Light Robbery" campaign led by Waverly Borough Council which was campaigning to ensure that housing rental income collected by individual local authorities was paid back to them in full by central government .

30.7 Councillors Simpson and Wells expressed support for a proper planned maintenance programme based on a definitive stock condition survey. Councillor Mears concurred in that view stating that it was clearly recognised that there was a need to be able to react to emergencies but also to have a sustained long term maintenance programme in place. Tina Urquhart stated that surveyors visiting her estate preparatory to works being carried out had informed tenants that w/ef 1 September only emergency repairs would be carried out, in light of the information contained within the report she enquired whether this was correct. The Chairman confirmed that that information had been incorrect and that she and Councillor Mears, the Leader of the Council would ensure that this situation was corrected and that all Officers were aware of the current situation.

30.8 **RESOLVED** – (1) That the Committee note that the final outturn for the HRA for 2007 / 08 was an underspending of £1.310 million compared to the budgeted position of a small surplus of £ 0.129 million. This represents a variance of 2.99% of the gross revenue budget of £43.463 million. General HRS revenue reserves have increased by £1.439 million to £5.615 million as at 31 March 2008;

(2) That the Committee note that the earmarked revenue reserves for the Estate Development Budget (EDB) are £34,000 as at 31 March 2008; and

(3) that the Committee note that the forecast breakeven position for 2008 / 09 as at Month 4 which includes an additional contribution from HRA reserves to fund additional energy costs.

31. SHELTERED HOUSING FOCUS GROUP UPDATE

31.1 The Committee considered a report of the Director of Adult Social Care & Housing updating Members on the work of the Sheltered Housing Focus Group looking at issues raised by tenants concerning Council owned sheltered housing in the City (for copy see minute book).

31.2 Councillor Randall stated that in his view there was a need for a menu of care required as not all older tenants were residents of sheltered housing schemes. Stewart Gover stated that there was a need for differing levels of provision, "supercare" schemes were to be applauded however. Councillor Pidgeon referred to the need to ensure that works were carried out quickly once identified. He stated that he had been notified of an instance where a lift had been out of operation for 5 weeks whilst awaiting a replacement part, clearly that was unacceptable.

31.3 Councillor Simpson commended the work of the focus group stating that if its findings could be used to facilitate action against an identified need that would be valuable. The Chairman confirmed that it was important to facilitate this process.

31.4 **RESOLVED** – (1) That the Committee notes the progress of the Sheltered Housing Focus Group to date.

(2) The Committee notes the report on the outcomes of the initial scheme based consultation events report (appendix 2) ;

(3) The Committee notes further consultation events are to be held with sheltered housing schemes and Housing Management officers; and

(4) The Committee notes that officers will arrange visits to the sheltered housing schemes with shared facilities for the Cabinet Member for Housing.

32. CHAIRMANS' WORKING GROUPS (TENANCY AGREEMENT)

32.1 The Committee considered a report of the Director of Adult Social Care & Housing presenting the results of the tenant led Chairman's Working Group considering the development and adoption of a revised tenancy agreement for tenants living in council housing (for copy see minute book)

32.2 Chris El Shabba gave a presentation on behalf of Barry Hughes who was unable to be present. Tenant representatives indicated the need for agreements to be clear and consistent and for a sympathetic approach to be employed when dealing with succession of tenancy issues where adult children had been living in a property with their parents when they became deceased. Several incidents were cited including one which had been related recently in the "Argus". The Director responded stating that she was investigating this matter and fully accepted that the manner in which that case had been dealt with had been unacceptable, she was also seeking to ensure that measures were put into place to so that that all staff received training as appropriate to ensure that such incidents did not occur again .

32.3 **RESOLVED** – (1) That the Committee note the conclusions of the working group outlined in the presentation and draft tenancy agreement attached at appendix 2; and

(2) That the Committee note the conclusions of the working group which will be taken forward as the basis for wider consultation with stakeholders and tenants on the development and adoption of a revised tenancy agreement for tenants living in council housing and forward to the housing cabinet member for approval.

The meeting concluded at 7.40pm

Signed

Chair

Dated this

day of

HOUSING CABINET MEMBER MEETING

Agenda Item 63

Brighton & Hove City Council

Subject: Learning Disability Commissioning Strategy
Date of Meeting: 12 November 2008
Report of: Director of Adult Social Care and Housing
Contact Officer: Name: Diana Bernhardt Tel: 29-2363
E-mail: Diana.bernhardt@brighton-hove.gov.uk
Key Decision: Yes Forward Plan No. HSG2880
Wards Affected: All

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 The Learning Disability Commissioning strategy for Brighton and Hove 2009 - 2012 sets out how we will commission social care services for people with learning disabilities over the next 3 years. The Commissioning strategy and 3 year plan is attached as Appendix 1
- 1.2 This strategy reviews the Learning Disability Commissioning Strategy 2006-2009 for Brighton and Hove in the light of recent strategic developments such as the self directed support strategy for the city and Valuing People Now.
- 1.3 This Commissioning strategy has been developed through the Learning Disability Partnership Board (LDPB) and sub groups and has been consulted on during a 12-week formal consultation, the outcomes of which are reported below.
- 1.4 The LDPB will oversee the implementation of the strategy and the sub groups will be responsible for the day to day implementation of project work plans. Progress will be regularly monitored and progress will be formally reported on an annual basis to the LDPB, Cabinet member meeting and Joint Commissioning Board.

2. RECOMMENDATIONS:

- 2.1 That the Learning Disability Commissioning Strategy for Brighton and Hove 2009-2012 attached as Appendix I be agreed.
- 2.2 That, in support of the *Valuing People Now* policy, the amount estimated by the council for the transfer of learning disability social care funding and commissioning from Brighton & Hove City Teaching Primary Care Trust to Brighton & Hove City Council of £6,150,498 in 2007/8 (as set out on page 25 of Appendix 1) be noted.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS:

3.1 The government's 'Valuing People Now' which is due to be launched early in the new year, is expected to recommend an expansion in self directed support and increased personalisation, choice and control; improved access to housing, better health and support to participate in the community as equal citizens. This government paper is an update of the 'Valuing People: A New Strategy for Learning Disability for the 21st Century' White Paper that was issued in 2001).

3.2 This strategy reviews the Learning Disability Commissioning Strategy 2006-2009 for Brighton and Hove. A review of the strategy was considered necessary to reflect national policy developments on social care reform and local developments such as the self directed support pilot in learning disabilities and the council's plans to modernise and personalise services across all social care groups.

3.3 The 15 key objectives in the commissioning strategy are:

- Increased independence
- The choice of self directed support
- Keeping people safe
- Work with commissioners in Health to ensure services meet the needs of people with learning disabilities
- Ensure people with learning disabilities can access mental health services
- Increase housing options
- Increased choices for what people do during the day
- Increasing the range of services available locally
- Improve Value for Money
- Make plans early for young people
- Plan services for people as they get older
- Improved information on local need
- Provide services for people early on, rather than waiting until they are in crisis
- Make sure that we are listening to people with learning disabilities, their families and carers
- Making sure that learning disability services are accessible to all groups in our community

4. CONSULTATION

4.1 The formal 12-week consultation was undertaken between 14th July and 10th October. The consultation involved group and individual meetings with all key stakeholders: such as service users, family carers, the Learning Disability Partnership Board, local advocacy groups, internal and external providers of services. In addition a consultation document was distributed widely and was available on the Learning Disability Partnership Board website.

4.2 Responses received:

Service Users: 5 individual responses and approximately 30 people contributed to group work (some people contributed to a collated response as part of their advocacy groups).

Carers and families: 6 individual responses and 16 people contributed to group work

Staff: 4 individual responses and 1 collated response from in-house day services. 1 collated response from the leading independent sector provider. 21 people contributed to group work.

Other organisations and groups: Learning Disability Partnership Board and sub groups Better Lives sub group, Healthy Lives sub group, Provider Forum, Place to Live sub group, Person Centred Approaches sub group, Brighton and Hove Primary Care Trust, Sussex Partnership Trust, Carers Centre, Speak Out network, Amaze, all local independent, private and voluntary sector service providers.

5. CONSULTATION FINDINGS

5.1 The feedback we received is summarised in the strategy according to the following key headings:

- Housing
- Health
- Day Services
- Self Directed Support
- Work/Learning/Leisure
- Health
- Transitions
- Involving People

6. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications

The pooled Learning Disabilities budget for the next 3 financial years is approximately £30m each year. The commissioning strategy will focus on the continued use of individualised budgets and self directed support which will manage growth more effectively and will be used to commission and remodel services so that they are more personalised and flexible and so achieve improved outcomes and value for money. This strategy will help contribute to the reduction of the existing high unit costs across the service.

Senior Finance Officer consulted Neil Smith 14/10/08

Legal Implications

The review of the existing Learning Disability Commissioning Strategy is necessary to reflect national and local policy developments on social care reform.

The Strategy aims to personalise services to enable statutory duties to be met in accordance with individual needs and best value principles, taking into consideration the outcome of the consultation process.

Lawyer Consulted: Hilary Priestley 22/10/08

Equalities Implications:

The aims of the commissioning strategy are to increase the personalisation of services through the expansion of self directed support and the commissioning of local personalised and flexible services. In this way the varying needs of individuals can be more effectively met and address inequality. The strategy also supports the work of the Primary care Trust to reduce health inequality for people with learning disabilities. An Equalities Impact Assessment has been carried out as part of the development of the strategy.

Sustainability Implications:

The aims of the commissioning strategy are to reduce the number of people placed out of area, particularly those placed out of Sussex which will reduce the need for review staff in the authority, family and friends to travel long distances to visit placements.

Crime & Disorder Implications:

The aims of the commissioning strategy are to promote social inclusion through increased access to mainstream services and participation as equal citizens in the community.

Risk and Opportunity Management Implications:

The aims of the strategy will meet the council's strategic priorities and reflect the move towards increased personalisation which will feed into the council's self directed support strategy for the city.

Corporate / Citywide Implications:

The aims of the commissioning strategy are to enable people with learning disabilities to participate as equal citizens in the city of Brighton & Hove.

SUPPORTING DOCUMENTATION

Appendices: Learning Disability Commissioning Strategy 2009-2012

Documents In Members' Rooms: None

Background Documents

1. Valuing People White Paper 2001 & Valuing People Now.
2. Putting People First 2007
3. Services for People with Learning Disabilities and Challenging Behaviour or Mental Health Needs Mansell (2007)
4. Commissioning Specialist Adult Learning Disability Health Services
5. Health Care for All – Jonathan Michael (2008)
6. Independence, Wellbeing and Choice (2005)
7. Our Health, Our Care Our Say (2006)



Brighton & Hove

Brighton and Hove City



Teaching Primary Care Trust



The Learning Disability Commissioning Strategy

'Learning Disability Commissioning Strategy' - a plan for how money is spent on services for people with learning disabilities.



Our Plan for 2009-2012

<u>Contents.</u>	<u>Pages</u>
1. Introduction by the co-chairs of the Learning Disability Partnership Board.	3-4
2. Summary.	5-6
3. What has happened since the last plan?	7-9
4. What do the government and other people say?	10-13
5. What services do we have?	14-21
6. What do people need?	22-24
7. How much money do we have?	25-28
8. What do local people say?	29-40
9. The Plan.	41-52
10. How we work.	53
11. Words List.	54-56
12. 3 year Financial Plan.	57-59
13. Needs Information.	60-69
14. Contacts.	70

1. Introduction by the Co-Chairs of the Partnership Board



We are very pleased to introduce the new 3 year plan for learning disability services.



plan for buying services

This plan sets out how the money available will be spent on services for people with learning disabilities.



Under our new plan we will give more people the opportunity to know how much money there is to provide their support and the choice to organise the support for themselves, or to arrange for the council to buy the service for them.



We need to set up new services so people have more choices locally and also to reduce the number of people placed out of area. The new services we set up will need to be flexible so that they can be adapted to meet the needs of the person. We will also expect staff in services to be flexible and to work well with other people so that all of our needs can be met in the best possible way.



Finally, we want people with learning disabilities to have the same rights as other people. Through the work of the Partnership Board we will make sure that other services such as housing, health, education and work opportunities are accessible to people with learning disabilities.

Councillor Maria Caulfield

Matthew Hellett
Elected Representative for people
with Learning Disabilities.

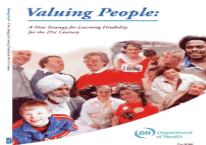
2. Summary

The Learning Disability Commissioning Strategy is a plan for how money is spent on services for people with learning disabilities.



plan for buying services

To write a plan we need to look at a lot of information:



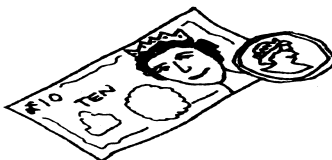
- ✓ What the government and other people say



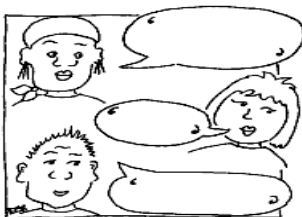
- ✓ What services we have now



- ✓ What people need



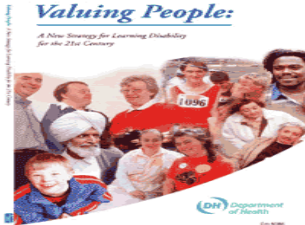
- ✓ How much money we have



- ✓ What local people say

3. What has happened since the last plan?

The last plan was written in 2005. A lot has changed since then.



Valuing People Now and a lot of other important papers that affect people with learning disabilities have been written.

We have also learnt a lot more about the services we have and the people that use them.

Since the last plan we have done a lot of work to improve people's lives and services, but we know much more needs to happen.



More people have Person Centred Plans. We have put it in contracts that providers must support people to have Person Centred Plans. We did a survey and more than 70% of services who replied said people had a plan or had started one. (61% of people replied).



We have reduced the number of people living 'out of area' (outside of Brighton and Hove) by 5 since last year and have started to help another 10 people to move back.



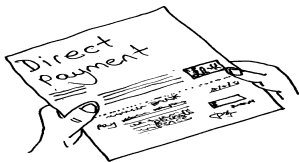
The quality of some services has also improved. In particular the council run registered care homes now all meet the 'good' standard.



There have been year-on-year increases in the number of people in paid work (up from 13 to 20 in the last year) and numbers of people in voluntary work (up from 53 to 75 in the last year).



We have completed reviews of Day Services and Accommodation Services and have started a review of the Care Management Team. These reviews aim to make sure services are fair, good value for money and meeting peoples' needs and we will use action plans from these reviews to make improvements.



We have worked to help people get Self Directed Support to give them more choice and control. There are more people with learning disabilities with Self Directed Support – up from 15 in 2007 to 67 in 2008.

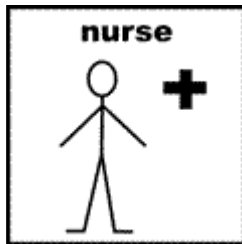


To improve information and advice about housing we had a Housing Event in July 2007, in partnership with the Carers Centre.

We also have a new worker in the Housing Options team to work with people with learning disabilities to improve their housing choices and help them move on to more independence.



To improve access to health services we have a new 'Health Facilitator' for people with learning disabilities. Her job is to work with GP practices to improve the service they offer people with learning disabilities. About two-thirds of them have agreed to provide an 'enhanced' service, which means a better service, including health checks every year.



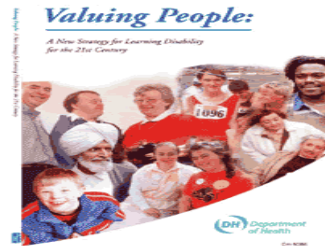
Also, two 'Liaison Nurses' have been recruited to work at the local hospitals. Their job is to make sure people with learning disabilities get the treatment they need if they have to go to hospital.

Key Points

What has happened since the last plan?

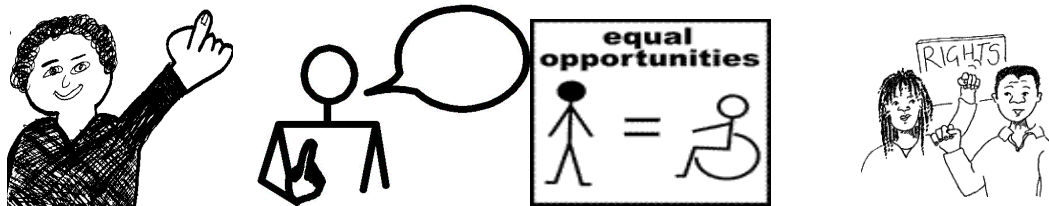
1. There have been a lot of important papers, like Valuing People Now, that tell us how services should be in the future.
2. We have worked to improve services and have reviewed services to see where we can make positive changes.
3. We have new workers to help people access health and housing.
4. We have been helping people have Self Directed Support, which gives people more control about what services they get.

4. What do the government and other people say?



Valuing People Now is an update of Valuing People and aims to improve the lives of people with learning disabilities.

Valuing People Now will be available in January 2009. We expect it to tell us that services should be personal to people's needs and should offer choice and control, especially in important areas like housing, health and activities.



People with learning disabilities should have equal access to services and should have the same rights as any other person.

We have to meet the aims of Valuing People Now by spending the money we have in the best possible way – **Value for Money**.

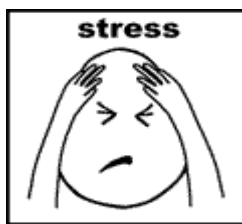
'Value for Money' – this is how we measure if a service is good quality and is fairly priced compared to other services.

Other important guidance includes 'Independence, Well Being and Choice', 'Our Health, Our Care, Our Say', 'Putting People First', and the 'The Mansell Report'.

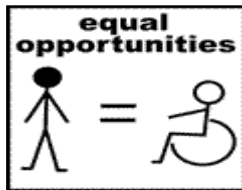
They covered different areas but the messages are similar – we need to make sure services are personal to peoples needs and allow all people to have choice, control, equal access and independence.



They say services should be provided locally for people with high needs. Organisations (like the council, the NHS and service providers) need to work together to make sure this happens.



They also all say we need to make sure we meet people's needs as early as possible, so that we can avoid people having a crisis.



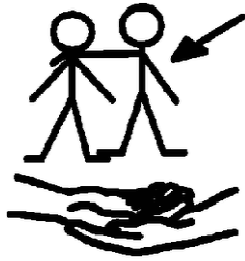
They say that we need to make sure that people with learning disabilities have the same rights and access to other services – like housing, health, education and employment - as other people.



More recently, the national health care report 'Healthcare for All' found that people with learning disabilities find it much harder than other people to access health services they need and parents and carers often find their opinions ignored.



'Healthcare for All' has 10 actions that people in health need to follow to make sure that people with learning disabilities are treated equally. One of these actions is to make sure that we collect information on the needs of people with learning disabilities.



We also have national and local guidance about working together with carers. 'The National Strategy for Carers, 2008' aims to make sure carers are respected as experts and get the support they need. 'Brighton and Hove Multi-Agency Carers' Strategy 2006-9' says that we must make sure we work with carers when we plan and make sure we provide them with information and support.



There are links to all key papers on the next page. If you would like more information or to get a copy of the guidance, please contact the Commissioning Team (see details at the end of the plan).

Key Points

What the government and other people say

1. Valuing People Now says people should have more choice, control and greater independence.
2. Valuing People Now says services should be personal to people's needs.
3. Other important papers say people should have fair access and equal rights.
4. Self Directed Support can help make services more personal and increase choice and control.

Links to key papers.

Valuing People Now

Independence, Well Being and Choice

Our Health, Our Care, Our Say

Putting People First

The Mansell Report (revised)

Health Care for All

The National Strategy for Carers

Brighton and Hove Multi-Agency Carers Strategy

Supporting People Strategy

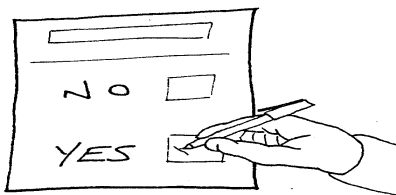
5. What services do we have?



There are 702 people who use a learning disability service at the moment (September 2008). These are all people whose social care services are paid for by the Brighton and Hove City Council and Brighton and Hove Primary Care Trust budget. In addition there are 70 people supported by the specialist learning disability health team who are placed here by other councils.

People who get a specialist learning disability service from us need to meet the council's 'eligibility criteria'.

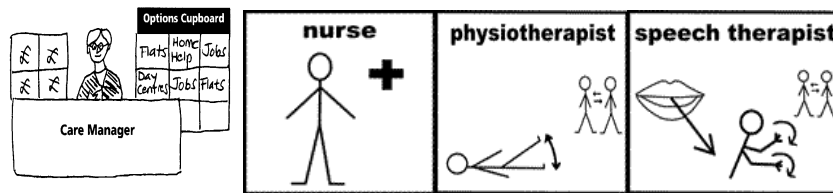
'Eligibility criteria' – this is what the council uses to decide if someone can get services paid for by the council. People with higher needs will get services and people with lower needs will not, but they can still get advice and information about support they can get.



To get more information, look at the contact details at the back of this book.

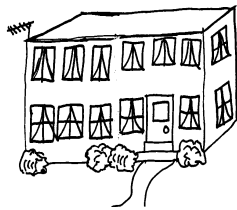
The services they get include:

The Community Learning Disability Team:



- Care Managers who assess people to see if they can get support and work with carers.
- Reviewing Officers who make sure people are getting the right support.
- Social Workers who make sure people are supported safely.
- Health workers to support people with health needs.

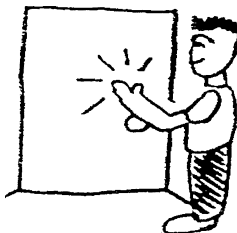
Support at home:



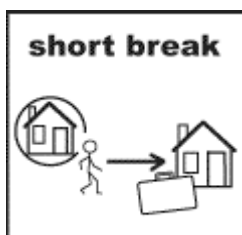
257 people live in residential care (March 2008), where they get accommodation as well as support with their daily lives, often living with other people in a shared house. This includes 3 people in nursing care.



91 people live in Supported Living accommodation, where people often have their own flat, but still get support at home.



97 people get floating support, where support staff come and visit them in their own home.



Some people use respite services – 93 people had a short term respite break in 2007-8.

Respite is when a person with learning disabilities has time away from their carers and is supported by some one else.



37 people live in an Adult Placement, which means they live with a family who support them.

Other Support:

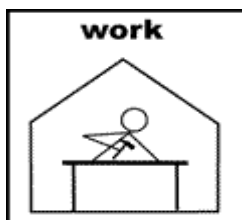


261 people use learning disability day services, which provide activities and learning for people with learning disabilities.



We have two independent advocacy services in Brighton and Hove for people with learning disabilities.

Advocacy means speaking up for your rights and for what you think and want. Advocates are people who can help you to change things that you do not like.



The Employment Support Team supports 105 people in paid employment.

75 people are also supported locally to do voluntary work.

Self Directed Support:



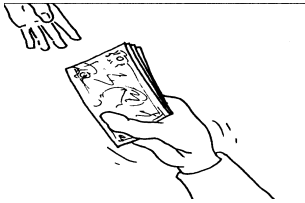
There are 67 people with learning disabilities who have Self Directed Support which includes people receiving Direct Payments. There is an explanation of what Self Directed Support is on the next page.



What is Self Directed Support?

Self Directed Support is when:

- You know how much money you can get for support
- You choose the support yourself
- You can have help to choose support services and to look after the money



You get the money for your services.



You can choose your support

Direct Payments and Individual Budgets are different types of Self Directed Support.

So far, people have spent their money on things like:

- Staff to support them
- Drop In sessions at Day Services
- Doing voluntary work
- Buying things that help (e.g. a CD player that helped someone stay calm)
- Holidays, instead of normal respite breaks
- Learning new skills for a more independent life

For more information use the Contacts list (part 14 of this book)



We review the contracts and agreements we have about the services we fund.

= Assessment-monitor-checking

We have also reviewed different types of services helps us make sure we make the right decisions about the future of services.

Accommodation Review (looking carefully at our accommodation):



= Report.

In 2006 we asked people what they thought about accommodation services in the city. We used this information to produce our Learning Disability Housing Strategy in November 2007.

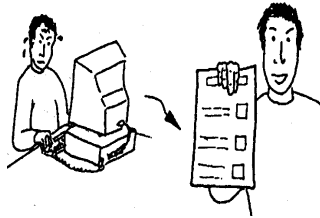
More recently, in 2008 we did a review of 30 different accommodation services from three of our biggest providers. We wanted to find out if there were any differences in cost and quality.

We found that some of the buildings were no longer suitable for people who lived there.

We also found that the cost of some services was not linked to the level of support provided.

This information will be used to develop a plan to improve services.

Care Management Review (looking carefully at the care management team):



= Making a report.

There is work being done now to look at how the Care Management Team can work best to support people with learning disabilities.

This is because we want to give people more choice and control over how their support is organised.

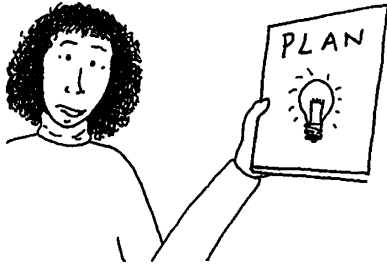
This means we need to change the way the council's care managers work.

We do however think that some things will remain the same, especially to support people with high or complex needs and to work on keeping people safe.

Each year the team needs to review people's needs as sometimes people's needs increase and sometimes they reduce. The government says the council must review three quarters of people (75%) each year. Last year for the first time the team did even better than the government target by reviewing 77% of people.

There are more people each year needing a service and this review will look at how best the team can manage this increase.

Day Services Review (looking carefully at our day services):



= Plan - Idea

We looked carefully at the council's day services and we think we can make services:

- More person-centred
- More flexible
- More efficient
- More widely available to learning disabled citizens of Brighton & Hove.

To do this we would have two different teams or services:

1 - A 'Day Options Team' giving advice, guidance and coordination to help people explore day activity options and help people make a person-centred timetable of activities using the support they have available. The team would arrange some work skills training as well as volunteer work, paid work, business opportunities and lots of other day activities.

2 - A 'Day Support Service' that is flexible and supports people to do day activities including work, education, socialising, etc. Special buildings (day centres) could be used, but only when people need and want them. Day support would be given to some people by their home staff or other services if that is possible.

We will take forward this idea through the 3 year plan.

Key Points

What services do we have?

1. The Community Learning Disability Team assesses people's needs and offers specialised health care.
2. To support people at home we have residential care, supported living and floating support.
3. During the day there are Day Services, Employment Support and Advocacy services.
4. We have done reviews of Accommodation services, Day services and Care Management and will use the information to make positive changes.
5. Self Directed Support has helped people to have more choice about what services they have.

6. What do people need?



For us to be able to plan what services people with learning disabilities should have in the future, we have to know what people will need in the future.

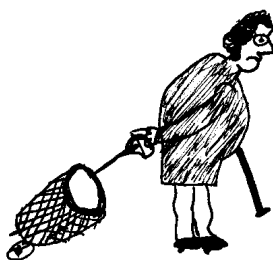
We know that there will be more people with learning disabilities in the future. Over the last year the number of people needing a service has increased from 647 to 702. In 2009/10, we expect there to be 724 people needing a service, in 2010/11 we expect 750 and in 2011/12 we expect 775.



We also expect that there will be more people needing a service who have higher needs. For example, there will be more young people with learning disabilities who become adults over the next 3 years and they are more likely to have complex and higher needs.

‘Complex Needs’ – this is when people have other needs as well as a learning disability. This can be needs like mental health problems, physical disabilities, long term health problems and challenging behaviour. People with complex needs will need carefully planned services that can meet all of their needs.

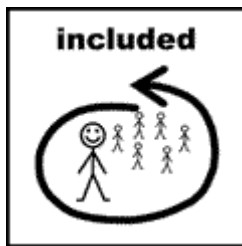
We need more services that are flexible and can support complex and high needs.



People living with older carers, will need more social and health care services as their carers get older. There will also be more older people with learning disabilities, who may also have dementia or have difficulty walking or need a wheelchair.



People with learning disabilities also need to be treated as equal citizens who have the same rights to access housing, health, learning and work. We need services that support people to help them to achieve these goals and to make sure they take account of people's communication needs.



Finally, we also need to think about people who do not meet our 'eligibility criteria' and make sure that we can offer them good advice and support to access community services.

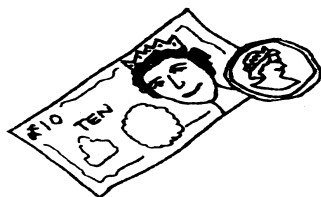
In part 13 of this book, called 'Needs Information', you can read the detail about what we know about these things. We know we need to know more to improve our planning and that is why we have aims about better information in our plan.

Key Points

What people need

1. We have to look at what people might need in the future to help us plan services.
2. We know that we need to plan for more older people in the future.
3. We know that we need to plan for more people with higher and complex needs in the future.
4. We need to make sure that people have equal rights in the future and can have fair access to all services.
5. We need to make sure we can give people good information and advice.

7. How much money do we have?



Last year just over £29 million was spent on specialist services for people with learning disabilities.

- £27.65 million is made up of £21.5 million from the local authority, £6.15 million health funding from the Primary Care Trust (which includes £593,000 paid to Sussex Partnership Trust to provide specialist health services)
- £1.6 million Supporting People funding
- £238, 000 Learning Disability Development Fund

In December 2008 we will be telling the government how much money Health pays to support people with learning disabilities and also how much it pays to develop and take action on plans such as this one.

This is because from 2011 the Health money will come direct from the government to local councils.

We will be telling the government about the health funding that has been identified so far and also the 5 houses that Health provide for people with learning disabilities.

We will also be telling the government that this health money is not enough to pay for meeting the needs of people with learning disabilities, particularly for young people with learning disabilities whose needs are increasing.

What is the money spent on?

Of the £27.65 million from the council and health, 81% is spent on accommodation services.

11.5% is spent on day services.

Most of the remaining 8.5% pays for support to people in their own homes, short term respite breaks for family carers, and for assessment and other support services.

Over the next 3 years the amount of money will increase (see page 57) but we need to think about what is the best way to spend the money to make sure we are providing the right services for new people who need services (such as young people who are becoming adults, people who are getting older and people who are living with older carers).

Some of this can be done by making improvements in services, so that more is achieved for the money. Sometimes it is by making changes to services and sometimes it is by helping people to move into new services e.g. by helping people to move back to the city.

Supporting People

Of the £1.6 million of Supporting People funding – just over half (56%) is spent on supported living and the rest (44%) is support for people living in their own homes. The Supporting People 3 year strategy sets how this money will be spent between 2008 and 2011. It says it wants to spend more on helping people to move on to be more independent and to support more people to live in their own home.

Learning Disability Development fund

Learning Disability Development Fund (LDDF) is money given to the Learning Disability Partnership Board to spend on meeting the aims of Valuing People. Each year the Partnership Board decides how the LDDF money is divided up across different areas. This year money is being spent on carer support, the Travel Buddy scheme, advocacy, working with young people with learning disabilities, helping people get work and many other things.

The Learning Disability Partnership Board has just voted on what 'Priority Areas' to spend the money in 2009/10. Different sub-groups of the Learning Disability Partnership Board will look after each area and will decide how the money is spent.

How this money will be spent is set out in the next page.

How the Learning Disability Development Fund (LDDF) will be spent in 2009-2010.

Priority Area	Percentage of LDDF	Sub Group of partnership board who will spend the money
Partnership with Families	15.5%	Chairs Planning
Better Health	9%	Healthy Lives
Transitions	10%	Transitions Forum
Staff that Support People	4%	Workforce Development and Provider Forum
Better Housing to Live In	2%	A Place to Live
What People do in the Day	13%	Taking Part In the City and Work & Skills
Advocacy & Rights	20.5%	Chairs Planning
Choice & Control (Personalisation)	11%	Person Centred Approaches
Making It Happen & Including Everyone	10%	Chairs Planning
People as Local Citizens (community safety and fighting hate crime)	5%	Taking Part In the City

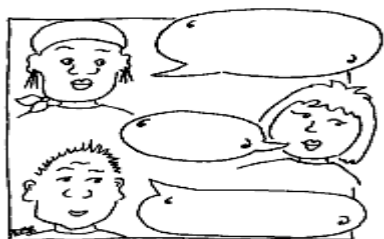
Key Points

How much money we have

1. There is £29 million for learning disability services.
2. Most of it is spent on accommodation and day services.
3. Some government money to spend on learning disabilities goes to the Primary Care Trust (Health), but in 2 years time it will go to the Council.
4. There is a special pot of money to make improvements, called Learning Disability Development Fund and the Learning Disability Partnership Board decides how it is spent.

8. What do local people say?

From July to October 2008 we asked people what they thought should go in our plan.



On the 14th July we held an event to talk about our plan.

Over 60 people came, including people with learning disabilities, service providers, advocates, family members and health & social care workers. People were shown information about the plan and then asked to comment by asking questions, talking in groups and reading information we gave out.

Out of the people that came to the event, 14 filled out our feedback form.

10 people thought it was good, 4 people thought it was OK and nobody thought it was bad.

People said they liked the talks and chance to ask questions and discuss issues, but they said some parts were not made easy to understand and the room was too small.

Information was also sent out to a lot of people who are involved in learning disabilities including people who work in health and at the council. Organisations we contacted include:

- Brighton and Hove City Councils Learning Disability Services and Community Learning Disability Team
- Brighton and Hove City NHS Teaching Primary Care Trust
- Sussex Partnership Trust
- Southdowns Health NHS Trust
- Southdown Housing Association
- Downland Housing Association
- The Grace Eyre Foundation
- Brighton Mencap

- Speak Out advocacy
- Interact advocacy
- The Frances Taylor Foundation
- Downs View Link College
- Care Management Group
- Amaze
- Brighton and Hove Community and Voluntary Sector Forum
- Care Co-ops
- Tamarisk Housing

We also invited people to drop-in sessions for family carers and the public

We also talked to the sub-groups and forums of the Learning Disability Partnership Board, who are:

- The Link group – links to Advocacy Groups
- Chairs Planning
- Transitions Forum
- Workforce Development
- Person Centred Approaches
- A Place to Live
- Healthy Lives
- Work and Skills
- Taking Part in the City
- The Providers Forum
- Carers Link Group – links to Carers Centre and Amaze

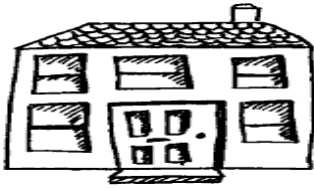
We know, however, that we did not ask everybody what they think, but we will keep asking and continue to find better ways to talk to people in the future.

All the information given to us was collected to help us make this plan. The ideas we got from you came in writing, by email, in phone conversations and discussions in meetings and drop-ins.

We have thought about this information along with all the other information we have collected for this plan and tried to make sure the plan includes people's ideas, needs and wishes.

This is a summary of what you told us:

Housing



See what we will do about these things in Part 9 of this book - 'The Plan': Aim Six

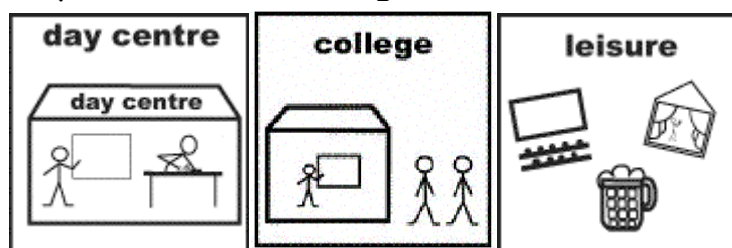
You Said:

- People need more accessible housing
- Some people can't get into the kitchen or choose their own food
- People need to learn the skills they need to live more independently
- We need to have more than one pathway to independence
- People need more accessible information
- We need houses in locations people want
- We must involve carers and professionals
- We must improve current properties
- We must talk to people with learning disabilities
- We need to invest in more learning disability housing
- People want independence - access to their own key and access and control over their own facilities.
- People want choice over who they live with.
- People need support with difficult neighbours
- There are not enough choices for people - we need more shared ownership and individual flats
- Change age limit on sheltered housing
- We should make links with private landlords
- We should make long term plans for flexible services
- We should share information with providers so they can develop the right services
- We need a clear tendering process
- Not all people want to move on
- Living alone can mean people get isolated

"New + more flats + houses in the middle of Brighton"
- Person with a learning disability

"More in-house accommodation for older people" - Staff member

Day services/Learning/Leisure



See what we will do about these things in Part 9 of this book - 'The Plan': Aim Seven

You said:

- Families need a long time for consultation about changes to adjust
- Continue to focus on making links in the community but make sure that social and emotional support is given priority
- Staff need time and to be fully involved and engaged in change
- Long transitions are needed from old to new services
- We will always need specialised, skilled day service staff and safe places for people to learn and practice life skills
- We need more supported employment schemes
- Employers need to do more to help
- There are transport issues & we need to expand travel buddy scheme
- The right courses are needed
- We need different courses to try out - new courses - ask people with learning disabilities what they want
- You want courses that lead to qualifications/are vocational
- Courses must be at the right level - don't patronise people
- Tutors need to better understand people with learning disabilities
- People want more support with funding (recent changes mean they now pay for college courses)
- We need alternatives to respite
- We must risk assess activities
- Support people in social activities
- Channel peoples' energy positively
- Support people to access mainstream services
- Use ideas of friends and influence day centres
- People need social and emotional support as well as practical
- We want courses to help us to get qualifications to help us get a job
- We want new courses e.g. working with animals, becoming a DJ and apprenticeships rather than the same courses every year

"There are no courses for me because of my poor eyesight. They should have courses for everyone"

- Person with a learning disability

Self Directed Support:



= Getting your money

See what we will do about these things in Part 9 of this book - 'The Plan': Aim Two



= Choosing a Support Worker.

You said:

- You need more accessible info
- I think it's a good idea but we need to know more about this. People need training and information so they can make choices
- We should provide self directed support for young people in particular
- Housing is a barrier to self directed support
- You want to know how brokerage will work
- You need more information generally - people with learning disabilities, families, carers and professionals
- You want self-directed support to be more available
- You are worried about more pressure being put on families
- You think advocates need to support people make choices about support
- We need to check more closely if others are spending the money
- You need support worker time to help sort it out
- We need to train staff to prepare for future services
- Will one 'Family Support Worker' be enough?
- How will we prepare services for self directed support and how will we 'shape the market'?
- We need to make sure change is gradual
- People need to be well supported to make choices
- Service providers need to respond to what people want
- Staff need to be well trained to understand and meet peoples choices
- There are worries about people's money and who will look after it
- People will need support if they are 'employers'

Work



See what we will do about these things in Part 9 of this book - 'The Plan': Aim Seven

You said:

- We need staff to support people to work
- We need to support people to get work experience
- We need to create volunteering opportunities
- Use the employment support team
- You want apprenticeships
- Job Centre Plus need to work better with people with learning disabilities
- People want to work but are worried about losing benefits
- We think employers do not understand the needs of people with learning disabilities
- Brighton & Hove City Council should support more people with learning disabilities to work for them
- Brighton & Hove City Council should insist that people they contract with have supported employment schemes for people with learning disabilities
- The Supported Employment Team should have a part that works particularly with people with severe learning disabilities.
- Support in employment should be for as long as it is needed, not just a few visits
- Create a post to look at creative ways to support people into employment and to campaign for better opportunities in work for people with learning disabilities.

"Encourage entrepreneurship of people with learning disabilities and those caring for &/or working with them, e.g. working with the colleges to turn their fledgling schemes into operative businesses, cafes, restaurants, artwork, horticulture etc."

- Family member of a person with a learning disability

Local services



Brighton & Hove

**See what we will do
about these things in
Part 9 of this book -
'The Plan': Aim Eight**

You said:

- There must be clear processes
- People need to be involved in long term plans now because it can take a long time to develop local services for people who are out of area
- Use Person Centred Plans to see who wants to move back and what they need
- Be person centred - involve circles of support
- Make sure people can get the right support locally - health/housing/mental health needs - an holistic approach
- People should have choice of provider
- Monitor those out of area carefully
- We need services for 'dual diagnosis' - e.g. people with learning disabilities and physical disabilities and/or mental health needs
- We need to joint fund assessment and treatment centres with other authorities
- We need to train local staff to support complex needs and challenging behaviour
- We should employ brokers to help move people back into the area
- There needs to be long term planning, involving providers, so that we can develop the right services

Health



You said:

See what we will do about these things in Part 9 of this book - 'The Plan': Aims Four & Five

- People need Health Action Plans and health checks
- People need more community nurse support
- You need more information & advice
- Health Action Plans should be incorporated into Person Centred Plans so that they consider all people's needs
- We need more training and skills for support workers about health care
- People need more support around health - 'health advocates'
- Some people with learning disabilities felt more in control and had few complaints
- We need to plan strategically for people with 'dual diagnosis'

"Doctor's understanding learning disabilities more"

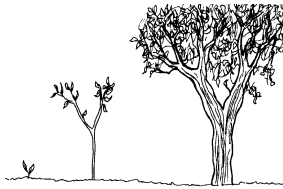
- Person with a learning disability

"I went to the Doctors. They had a screen that you had to use to sign in. I did not know how to use it. The receptionist got really narked with me in front of everyone. They should know that people won't know how to use it"

- Person with a learning disability

People with learning disabilities think things are 'looking up' - Advocacy group.

Transitions



**See what we will do
about these things in
Part 9 of this book -
'The Plan': Aim Ten**

You said:

- Work closely and plan well with children services and families
- Prepare families and work with them as equal partners
- Use person centred transition reviews
- Use information in young people' support services to plan adult services
- We need to talk and meet with people in children's services
- Work with young people to have Self Directed Support and involve providers so they know what people want and can develop the right services
- Make sure we support young people into work, learning and leisure with the right staff support

Voice



See what we will do about these things in Part 9 of this book - 'The Plan': Aim Fourteen

You said:

- We need to do carer's assessments
- How will we tell people what we have done?
- We need more advocacy available for people with complex needs
- Information should be distributed in other ways than web or email - hard copies and accessible formats
- Advocacy should be available for all vulnerable adults
- More advocacy - again
- Fund advocacy services
- Monitor communications
- Make sure all people with learning disabilities and their families are contacted for important developments

"Ask me more"

-Person with a learning disability

"Increased funding and information on becoming an advocate"

- Staff member



Information - **for** people

See what we will do about these things in Part 9 of this book - 'The Plan': Aim Fourteen

You said:

- You want a menu of services
- You want us to improve the way we communicate with people with learning disabilities
- You want to know where to get help - information about support, assessment and eligibility
- You want more signposting for service users and carers
- You want a one stop shop for information
- There could be leaflets at GP surgeries and schools
- You want more information about charges for services and benefits



Information - **about** people

See what we will do about these things in Part 9 of this book - 'The Plan': Twelve

You said:

- We need to do more research about people's needs
- Use the resources of professionals, families and carers to understand people's needs
- Develop a system to collect the information for commissioning
- Use Person Centred Plans to plan services!!! - a lot of people said this.
- Care managers are too busy to keep up with all the information and share it with people

Other things



See what we will do about these things in Part 9 of this book - 'The Plan': particularly Aims One, Eleven, Thirteen,

You said:

- Respite for those that need it
- We need to change attitudes of people in the population
- Many staff still do not understand person centred plans
- Early intervention for people who suffer from anxiety
- Support for those that do not meet eligibility criteria
- Stop waiting until people get into a crisis
- Provide free basic skills training to those people who don't meet eligibility criteria to help maximise independence and provide a good prevention service
- How are we planning for older people with learning disabilities
- We need to communicate more accessibly
- 'if it's not broke...don't fix it'
- We need to support people to manage risks in their lives and not over protect them, as well as provide training for staff to support people in this way
- We need to change attitudes to people with learning disabilities and offer training to help with this when needed
- We need to training for staff that looks at ways to promote independence and interdependence for people with learning disabilities and their families.
- Safeguarding Adults procedures must protect vulnerable adults who might have allegations made against them.
- If the OT service changes who will not be getting a service?
- We should not commission profit-making providers
- What will be *our* procedure to learn from complaints, Safeguarding Adults reports and other procedures

9. The Plan.



This table shows what we plan to do.

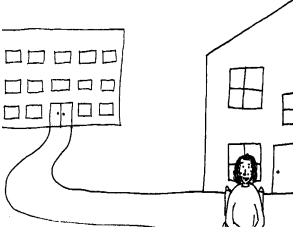
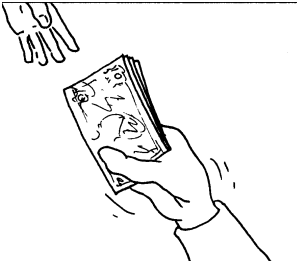
The first column, 'Our aims', shows what our main aim is. There are 15 aims in the plan. We have written in here the names of the any recent national guidance that the aims link to.

The next column 'What we will do' lists what things we will do to make our aims happen.

The last column shows 'Who will make sure it happens'. The 'Lead Group' in this column will make a work plan to show how they will do the work and by when. We will check that people are following the plan three times a year.

They will also report to the Learning Disability Partnership Board on the work every year.

There are also groups listed who will need to help get the work done.

Our aims	What we will do	Who will make sure it happens.
<p>Aim One:</p> <p>We want people with learning disabilities to be more independent</p>  <p>= Independent</p> <p>Putting People First</p>	<ul style="list-style-type: none"> ✓ The Occupational Therapist in the learning disability team will help people to learn daily living skills and signpost people needing adaptations to mainstream OT services. ✓ Make sure staff working in services will help people to do things for themselves. ✓ We will use equipment and assistive technology to help people to be independent. ✓ We will help people move on from services when they are ready. ✓ We will continue to make sure family carers are supported and involved. 	<p>Lead:</p> <p>Community Learning Disability Team</p> <p>Other groups:</p> <p>Workforce Development</p> <p>Provider Forum.</p>
<p>Aim Two:</p> <p>We want people to be able to choose self-directed support</p> 	<ul style="list-style-type: none"> ✓ Build on the work in self-directed support in learning disabilities and across adult social care. ✓ Set up a Family Support Worker to support people with learning disabilities and their families to plan their own support ✓ Help staff and services to make their services more personalised and flexible to prepare for self directed support. ✓ Develop learning and development options to support the changes in how support is delivered. 	<p>Lead:</p> <p>Person Centred Approaches.</p> <p>Other groups:</p> <p>Workforce Development.</p> <p>Commissioning Team.</p> <p>Provider Forum</p>



Valuing People Now
Big Priority 1:
Personalisation

Putting People First

- ✓ Make information more available on services, cost and brokerage and ensure it is available in a variety of formats.
- ✓ Collect outcomes so that we can use the learning to improve how things work and inform our plans
- ✓ Provide more information for people on self directed support and what options are available to them.
- ✓ Make sure that people have person centred plans and set up ways to check the quality of these plans
- ✓ Make sure that carers are supported and involved with good information and advocacy available.

Aim Three:

We want to make sure people are kept safe and risks are minimised



= Keeping Safe


- ✓ Safeguard people with professional social work and the Sussex Multi-Agency Policy and Procedures for Safeguarding Adults.
- ✓ Give people with self directed support the information, advice and support they need to keep safe.
- ✓ Continue to support providers to balance keeping people safe and supporting people to take risks
- ✓ Make sure we continue to involve carers


Lead:

Care Management Team

Other groups:

Provider Forum.

<p>Aim Four:</p> <p>We want to make sure health services meet the needs of people with learning disabilities.</p>  <p>Valuing People Now Big Priority 3: Better Health</p> <p>Healthcare for All</p>	<ul style="list-style-type: none"> ✓ Support our Health Facilitator who is working with GPs to improve their service to people with learning disabilities. ✓ Work with the Primary Care Trust and health service staff to improve understanding and access for people with learning disabilities. ✓ Work closely with the hospitals to support people with learning disabilities to access the hospitals. ✓ Support the work of two liaison nurses and follow a new learning disability policy at the hospitals. ✓ Work closely with Health Care Commissioners to make sure health service planning will meet the needs of people with learning disabilities. ✓ We will take action from the recommendations in national policy and guidance, including Healthcare for All, the Death by Indifference report and inquiry and High Quality Care for All. ✓ Improve what we know about the health needs of people with learning disabilities so we can offer them the right services. ✓ Create learning and development options so support staff can support people with learning disabilities in healthy living. 	<p>Lead:</p> <p>Healthy Lives</p> <p>Other groups:</p> <p>Community Learning Disability Team</p> <p>Commissioning Team</p> <p>Workforce Development'</p>
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<p>Aim Five:</p> <p>We want to make sure people with learning disabilities can access mental health services and that we meet the needs of people with autistic spectrum disorder.</p>  <p>Valuing People Now Big Priority 3: Better Health & The Wider Agenda: Including Everyone</p>	<ul style="list-style-type: none"> ✓ Write a joint policy with mental health services so that there is a clear path for people with learning disabilities. ✓ There will be a nurse based in Mental Health services who is trained to support people with learning disabilities. ✓ Work more closely with Older People's Mental Health services to make them accessible to people with learning disabilities. ✓ Use the 'Green Light' toolkit that assesses how well mental health services support people with learning disabilities. ✓ Set up a working group to draw up a plan to meet the needs of people with autistic spectrum disorder. ✓ Set up services for people with mental health and learning disabilities ('dual diagnosis') ✓ Work with local services to meet the needs of people with learning disabilities who have dementia. 	<p>Lead:</p> <p>Healthy Lives</p> <p>Other groups:</p> <p>Community Learning Disability Team</p> <p>Commissioning Team</p>
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Aim Six:

We want people to have more choice over where they live and more people to have their own home.






Valuing People Now
Big Priority 4:
Improving People's
Housing Situation

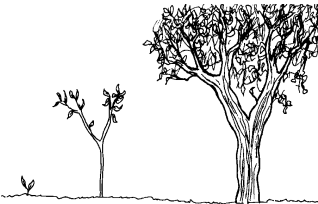

- ✓ Increase the options people have, with more extra care, supported living, adult placements and floating support.
- ✓ All new services to have some accessible units.
- ✓ Improve information on housing options for people with learning disabilities, making key information available in accessible versions.
- ✓ Work with services to improve how they meet people's needs and improve value for money.
- ✓ Develop the opportunities for people with learning disabilities to learn the skills they need to live more independently.
- ✓ Make sure that carers are involved in making plans and can access support and information.



Lead:

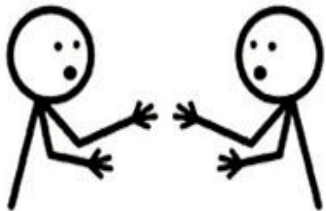
A Place to Live


<p>Aim Seven:</p> <p>We want there to be more choice for people in what they do – in work, education, training and leisure.</p>  <p>Valuing People Now Big Priority 2: What People do during the day</p>	<ul style="list-style-type: none"> ✓ Make sure there are day services for people with learning disabilities who live with family carers. ✓ Support the Day Options idea for council day services that supports people to access work, education, training and leisure. ✓ Work with community services to improve their accessibility to people with learning disabilities. ✓ Support more people with learning disabilities into work, including people who have high needs. ✓ Create different ways for people to get work including helping people to set up their own business. 	<p>Lead:</p> <p>Taking Part in the City</p> <p>Other groups:</p> <p>Work & Skills</p>
<p>Aim Eight:</p> <p>We want to have services to support people to live locally, including those people with complex needs.</p>  <p>Brighton & Hove</p>	<ul style="list-style-type: none"> ✓ Increase the range and flexibility of local services to meet more people's needs. ✓ Support providers to train staff to work with people with complex needs; including challenging behaviour, mental health problems, sensory impairments and complex physical impairments. ✓ Work with people in health to set up services for people with complex needs ✓ Support people who are living out of city and ensure we are aware of those that want to move back and those that do not. 	<p>Lead:</p> <p>Out of Area Working Group</p> <p>Other groups:</p> <p>Workforce Development</p> <p>Lead:</p> <p>Person Centred Approaches</p>

<p>Valuing People Now The Wider Agenda: Including Everyone Mansell Report</p>	<ul style="list-style-type: none"> ✓ Work with people who want to move back to the city and support them in a person centred way to access services locally. ✓ Work with local providers and their staff to develop local services for people who are living out of the city. ✓ Aim for 10 people to move back to the city every year over the next 3 years. 	<p>Other groups: Commissioning Team Primary Care Trust</p>
<p>Aim Nine:</p> <p>We want to make sure all services are Value for Money – this means they are good quality and meet the needs of the people that use them at a fair price.</p>  <p>Valuing People Now Making It Happen: Better Commissioning</p>	<ul style="list-style-type: none"> ✓ We will work with providers to find savings in their services. ✓ Give incentives to providers who can improve their Value for Money and provide clear guidelines on how we are measuring 'Value for Money'. ✓ Ask people with learning disabilities, their families and carers what they think about the services we fund, especially when people have complex needs. ✓ Make sure we check that people in accommodation services are supported to do things during the day. 	<p>Lead:</p> <p>Commissioning Team</p> <p>Other Groups: Adult Social Care Contracts Unit</p>

<p>Aim Ten:</p> <p>We want to make plans early with young people, so services are ready for them when they leave home.</p>  <p>Valuing People Now The Wider Agenda: Making transition to adulthood a positive experience</p>	<ul style="list-style-type: none"> ✓ Use joint assessments of health and social care to meet the needs of young people from age 14. ✓ Improve what we know about young people so we can plan services for them. ✓ Follow the action from the transitions pilot. ✓ Make better links between children's health services and adult health services ✓ Fully involve parents as equal partners in the planning for a young person's transition to adulthood and adult services. ✓ Use the information from Person Centred Transition Reviews to plan services that will meet the needs of young people becoming adults. 	<p>Lead:</p> <p>Transitions forum</p> <p>Other groups:</p> <p>Care Management Team.</p> <p>Commissioning Team.</p>
<p>Aim Eleven:</p> <p>We want to plan services for people with learning disabilities who are getting older.</p>  <p>Putting People First</p>	<ul style="list-style-type: none"> ✓ Use joint assessments of health and social care to meet the needs of older people with learning disabilities. ✓ Plan an extra care service that can meet the needs of older people with learning disabilities. ✓ Make sure we plan for people who are living with older carers. 	<p>Lead:</p> <p>Community Learning Disability Team</p> <p>Other groups:</p> <p>Commissioning Team.</p>

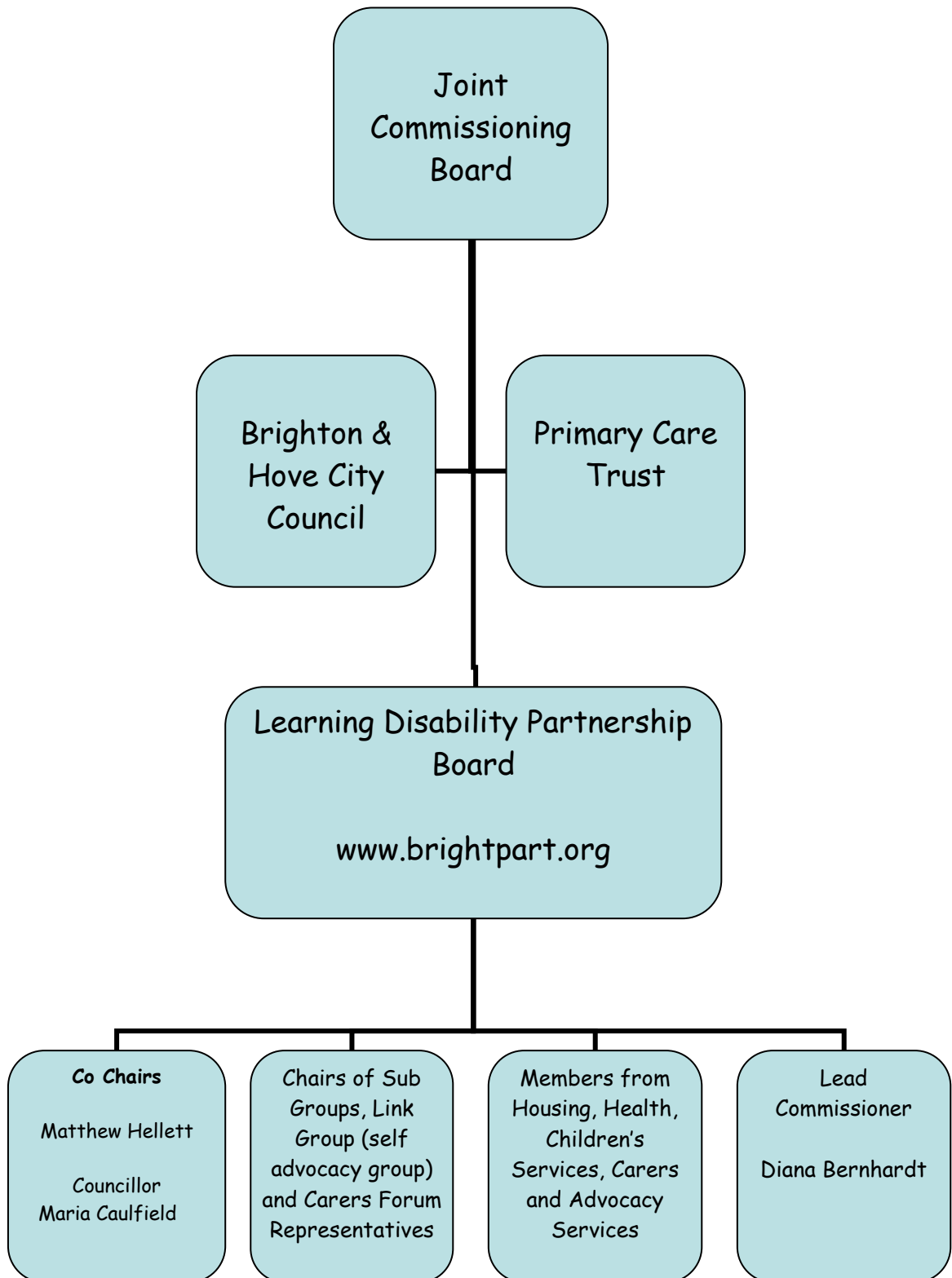
<p>Aim Twelve:</p> <p>We want to understand more about what all people with learning disabilities need, not just those people who get a service.</p>  <p>Valuing People Now Making It Happen: Better Commissioning</p>	<ul style="list-style-type: none"> ✓ Research the information needed for the Joint Strategic Needs Assessment and Local Area Agreement. ✓ Start a Learning Disability register to help offer people the right services and plan future services. ✓ Collect information more carefully from our health and social care systems, from schools and directly from people, families and carers. ✓ Collect information from Person Centred Planning Reviews and use it to plan services. ✓ Collect better information about carers and carer's needs. 	<p>Lead:</p> <p>Commissioning Team</p> <p>Other groups:</p> <p>Community Learning Disability Team.</p> <p>Transitions Forum.</p>
<p>Aim Thirteen:</p> <p>We want to provide services early, before people have a crisis.</p>  <p>Putting People First Mansell Report</p>	<ul style="list-style-type: none"> ✓ Work with services to offer fast responses to crisis situations to avoid placement breakdowns and hospital admissions where possible. ✓ Provide clear advice and information to people with learning disabilities and their families including those who do not get a learning disability service. ✓ Explore options to provide drop in services for people with learning disabilities. 	<p>Lead:</p> <p>Community Learning Disability Team</p>

<p>Aim Fourteen:</p> <p>We want to make sure we are listening to people with learning disabilities and their families and carers, and we want to act on what they tell us.</p>  <p>Communication</p> <p>Valuing People Now The Wider Agenda: Advocacy and Rights & Partnership with Families</p>	<ul style="list-style-type: none"> ✓ Support our advocacy services. ✓ Involve people in planning services and in writing strategies. ✓ Use Person Centred Plans and their outcomes to plan for future services. ✓ Use what we can learn from complaints and Safeguarding Adults procedures to improve services. ✓ Improve how we ask people what they think and let them know how we act on what they tell us. ✓ We will start a 'Commissioning Newsletter' which will keep people up to date with what we are doing and give them a chance to share their views with us. ✓ We will use the Learning Disability register as a way to contact people about future plans and changes. ✓ We will set up a working group to improve the way we communicate with people with learning disabilities 	<p>Lead:</p> <p>Commissioning Team</p>
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<p>Aim Fifteen:</p> <p>We want to make sure that learning disabilities services are accessible to all groups in our community.</p> 	<ul style="list-style-type: none"> ✓ We will do an Equalities Impact Assessment of all the parts of this plan and make sure we take action if there are risks of a negative impact to groups. ✓ We will continue and improve our monitoring of people using learning disabilities services to make sure that we can take action where we find inequalities. 	<p>Lead:</p> <p>All within their areas</p> <p>Other groups:</p> <p>Commissioning Team</p> <p>Community Learning Disability Team</p>
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10. How We Work

This chart shows what the structure is for making the decisions about spending the Learning Disability budgets.



11. Words List.

Advocacy - this means speaking up for somebody and representing their best interests. Advocates can help you change things that you do not like and work for your rights.

Assessment - this means measuring something for example measuring someone's support needs

Brokerage - this is when someone finds services for you and helps you buy the ones you want. Sometimes you pay a 'broker' to do this, but lots of people could do this for you.

Carer - carers look after family, partner or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid.

Care Management Team - this team assesses people to see if they are eligible for support and also review people's support to make sure it is at the right level. This team also makes sure people are kept safe.

Challenging Behaviour - behaviour that is a physical safety risk for the person or other people or that can seriously limit or delay access to community services.

Commissioning - this is about buying new services, making sure services are right for people and making changes to services. It also includes working with services in the community that all people use, to make sure that they are accessible to people with learning disabilities. Commissioners who do this job must make sure that people with learning disabilities and their carers are involved in any changes and are listened to.

Community Learning Disability Team - this team includes the Care Management Team as well as health staff who specialise in working with people with learning disabilities.

Direct Payments - this is a type of Self Directed Support where you get money to spend on a particular service or to employ staff.

Equalities Impact Assessment - this means measuring any affect something has on particular groups to make sure that people are not more disadvantaged. .

Floating Support - this is when staff come and visit you at your home to support you instead of being there all the time.

Learning Disability - this includes;

- a significantly reduced ability to understand new or complex information (impaired intelligence), with;
- a reduced ability to cope independently (impaired social functioning) and;
- which started before adulthood, with a lasting affect on development.

Residential Care - this is when you get care, support and accommodation together and the service you get is checked by the Commission for Social care Inspection (CSCI).

Respite - this means having a break. This can be a break for people with learning disabilities or their carers.

Review - this means looking at something carefully and saying if it is working well. It usually involves writing a report.

Safeguarding - this means taking action to keep people safe who are being abused or are at risk of being abused. This is

work done by social workers who are specially trained to do this and who work to national and locally agreed guidelines.

Self Directed Support - this is when people are told how much money they can get for services and they have choice and control over how the money is spent. This is sometimes called Individual Budgets.

Strategy - this is a plan setting out what services will look like in the future.

Supported Living - this is where you have your own tenancy or you own your own home

12. 3 year Financial Plan, Targets & Timescales

What we will do	Current Spend:	April 2009 to March 2010	April 2010 to March 2011	April 2011 to March 2012	Things we will measure to see how well we are doing
	£29,064,000	£30,102,000	£31,173,000	£31,940,000 (Estimated)	
Make services more personalised	Self Directed Support: £1.1m (3.8%) for 67 people	£5m (16.5%) for 120 people	£7.5m (24%) for 180 people	£10.5m (33%) for 260 people	Numbers of people with learning disabilities on self directed support Percentage of people with a person centred plan
More choices for what people do during the day	Day Services: £3.2m (11%) for 261 people	£3.075m (10%)	£2.95m (9.5%)	£2.825 (9%)	Number of people in paid employment Number of people using Self Directed Support for their day activities

What we will do	What we spend now	April 2009 to March 2010	April 2010 to March 2011	April 2011 to March 2012	Things we will measure to see how well we are doing
Increase Supported Housing and extra care	Supported Living: £1.8m (6%) Number of people: 91	Target: 2.1m (7%) Number of people: 105	Target: £2.5m (8%) Number of people: 125	Target: £3m (9.5%) Number of people: 150	Number of adults with learning disabilities in settled accommodation
Reducing the number of people placed out of Area	Out of area: £9.3m (32%) Number of people: 115*	Target: £7.5m (25%) Reduce by 10 p.a.	Target: £7.2 (23%) Reduce by 10 p.a.	Target: £6.4m (20%) Reduce by 10 p.a.	Numbers of people who are out of area and number placed out of Sussex

*(includes £4.2m/46 people outside Sussex and £5.1m/69 people within Sussex)

What we will do	What we spend now	April 2009 to March 2010	April 2010 to March 2011	April 2011 to March 2012	How we will measure how well we are doing
Reduce numbers in residential care	Current: £22.3m (77%) Number of people: 257	Target: £20.8m (69%) Number of people: 240	Target: £20m (64%) Number of people: 230	Target: £19.1m (60%) Number of people: 220	Number of people in residential care
Making sure people are as independent as possible	People helped to live at home: 358 (aged between 18 and 64)	Target: Number of people: 440	Target: Number of people: 455	Target: Number of people: 470	Number of people waiting to move out of hospital Number of people 'helped to live at home' Number of people moving on
Improve Value for Money	Unit Cost: £865	Unit Cost: £800	Unit Cost: £800	Unit Cost: £793	Number of GP surgeries with an 'enhanced service' Reduction in unit costs
Make sure services are accessible	Improve monitoring	Improve monitoring	Improve monitoring	Improve monitoring	100% monitoring of ethnicity in services

13. Needs Information.

As we have said, 702 people use a learning disability social service at the moment.

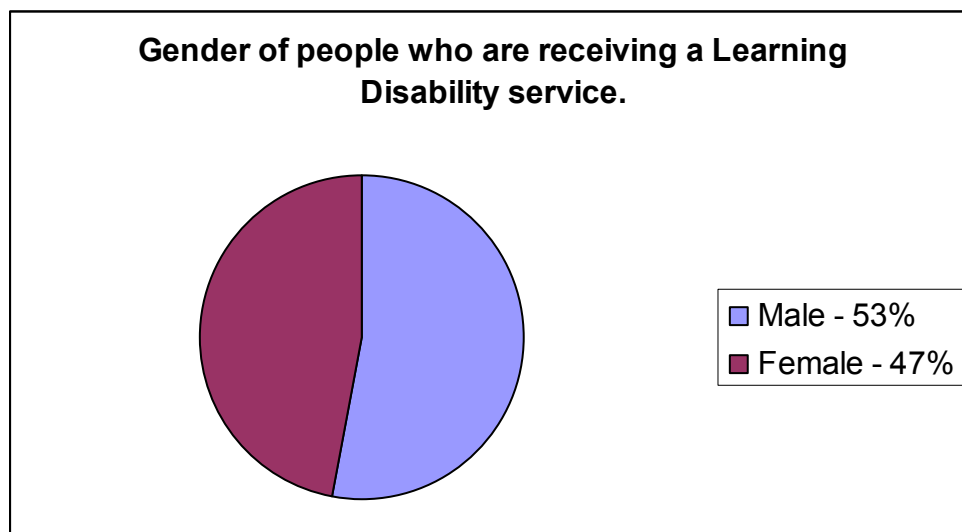
These are the people we know most about.

Their needs include:

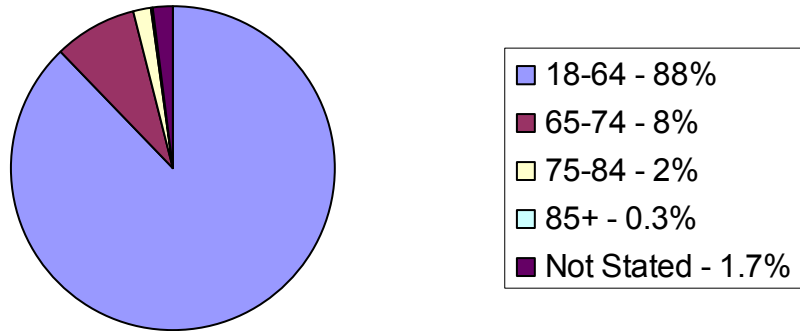
Needs of people with learning disabilities getting a service now	
Downs Syndrome	14%
Autistic Spectrum	21%
Mobility problems	20%
Wheelchair users	10%
Mental Health	15%
Sensory impairment	12%
Epilepsy	18%
Diabetes	3%
Challenging Behaviour	25%

The number of people needing services is expected to rise to 724 in 2009, to 750 in 2010 and to 775 in 2011. Many people have more than one need, so they will need a very individual package of support.

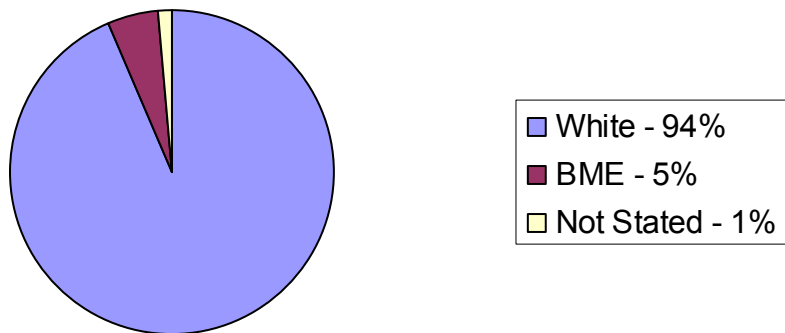
For example, we need to also know about their gender, age and ethnicity to check that services are meeting people's needs fairly.



Age of People receiving a Learning Disability Service



Proportion of People receiving a Learning Disability Service who are from an Ethnic Minority



As well as those people getting a service now, we need to think about all people in the city with a learning disability.

This includes a number of groups.

1. Young People:

There are 63 young people who will be 18 in the next 3 years and are likely to need a specialised service. Our transition team has helped us look at their needs and possible support needs over the coming years.

Needs of 63 young people with learning disabilities needing a service in the next 3 years	
Downs Syndrome	21%
Autistic Spectrum	37%
Mobility problems	3%
Wheelchair users	16%
Mental Health	n/a
Sensory impairment	11%
Epilepsy	24%
Diabetes	n/a
Challenging Behaviour	27%

We can see that a number of support needs are more common in this group of young people. There are signs that young people have more complex needs that we need to plan for.

Predicted support needs of 63 young people with learning disabilities needing a service in the next 3 years					
Year	Help to live at home with respite	Supported Living	Residential Care	Adult Placement	Day Activity
2008/9	12	0	3	3	0
2009/10	10	2	4	2	2
2010/11	11	8	4	1	6
2011/12	1	5	6	1	4
2012/13	0	3	0	0	1
2013/14	0	0	0	0	6
2014/15	0	2	1	0	4
Number of people who might be interested in Self Directed Support = 30					

We can also see that those young people will need a range of support options, over a number of years.

We need to work closely with the teams that support young people and children, to make sure we are ready to support them as adults.

One of the groups we work with is Amaze, who support families with children who have disabilities, including learning disabilities. Amaze collect information using a register called the Compass. Reports from the Compass suggest that children with disabilities are more likely to live in the more deprived wards of the city. We need to make sure we are available to support those families, who might need extra support to get information and advice as their young people become adults.

This is something that is also seen in national research, Valuing People said there is a link between mild to moderate learning disabilities and deprivation (source: Valuing People, 2001).

2. Other people with higher needs:

National research tells us there could be about 870 people in Brighton and Hove with a moderate/high learning disability, more than the 702 that are getting services.

Some of these people might have support from families now, but might need a learning disability service in the future.

For example, Valuing People said that one third of adults with learning disabilities living at home are living with carers over 70. In Brighton and Hove this could be about 150 people.

For people who do not get a learning disability service now, there might be a time when their carers get to old to support them and we need to be ready to provide services.

3. People with lower needs.

National research tells us there could be about 5000 people in Brighton and Hove with a mild/moderate learning disability. Most of these people will not be getting a service, but we need to make sure they can get good advice, information and help to get support they need.

We do not know much what these people need and we need to find ways to improve on that so we can support them.

We need to make sure there are easy ways for them to get information and that community services are easy to access for them.

4. People's changing needs.

The adult learning disability population is growing. This is because people with learning disabilities are living longer and healthier lives and of course we want to make sure this carries on. It means that we need to prepare services for more people who are coping with more complex needs.

Also, we know that we need to make plans as people get older and have some of the health problems that can come with old age, like dementia and difficulty walking. As support for people with learning disabilities improves then people will live longer and will need different kinds of support in their later years.

5. People with very complex needs.

We know that the number of people with complex needs will increase each year.

We can provide support for many people locally. But some people need to move out of the city to be supported - 115 of the 702 people that get a service paid for by Brighton and Hove City Council actually live outside of Brighton and Hove.

However, Brighton and Hove is quite small and most people (69) live within Sussex. It can, however, be difficult for the 46 people who live further away.

We are therefore going to try to help people who live further away to move back if they want to. Sometimes, people are living away from Brighton and Hove because we do not have the right services to meet their complex needs. This might mean they have learning disabilities as well as needs such as mental health problems, physical or sensory impairments and 'challenging behaviour'.

We will therefore set up new services to meet these needs and set up these services so that they are flexible so that they can adapt to people's needs.

We also want to get better at planning for people with very complex needs by looking carefully at what their support needs are and working with other authorities and other departments such as Health to set up services.

6. Person centred reviews

The best way to get information about people's needs is from people themselves in Person Centred Reviews. We have started to ask people to send information from their reviews to our Community Learning Disability Team so we can then use the information to plan services. In the first year of this work 71 people responded.

We looked at what this information could tell us about what services we need more of in the city.

In the future we will get many more responses and we will use this information to make sure we know what people want and need. We also will use information from young people and other people who may need services to plan future services.

A summary of what we know from the 71 people who responded this year is included below.

Summary of Results from Person Centred Feedback Form.

Work:

- 40% of people, who did not have a job, wanted one.

People said the main barriers to getting a job were getting the right support and finding the opportunities.

Learning:

- Most people were involved in supported learning.
- About one third of people wanted more learning opportunities.

Some of the barriers to change included; issues about access and transport, availability of courses, staff support and funding/costs.

Leisure and Fun:

- People were involved in a wide range of activities.
- 30% of people wanted more leisure opportunities.

The barriers to change included staff support, finances, information and transport.

Feeling Well and good about self:

- About 25% wanted an improvement in this area.
- Specific areas included improvements in communication, mobility and health (e.g. smoking, epilepsy).

Few people described barriers, but the most common one was access to NHS services.

Friends, Family and Relationships:

- 35% of people wanted an improvement in this area.
- These people expressed a desire for more relationships, more contacts with friends and family and more control over their social activities.

Barriers were said to be lack of staff or lack of service/funding.

Where and How I Live:

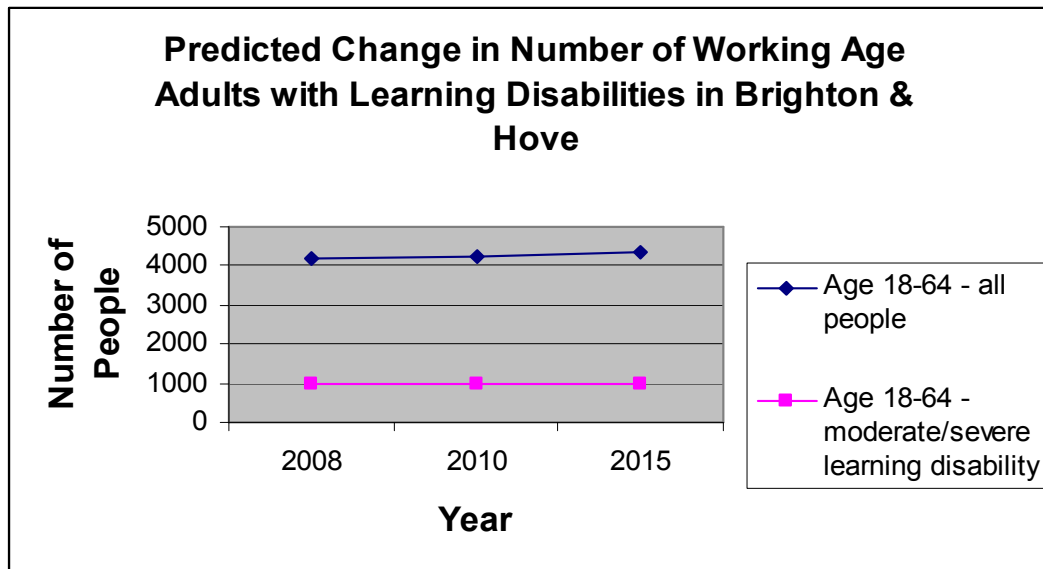
- 12% of people said they wanted to move
- Some people also said they wanted better access in their homes and better relationships with their fellow residents.

The main barrier to change was waiting for alternative housing.

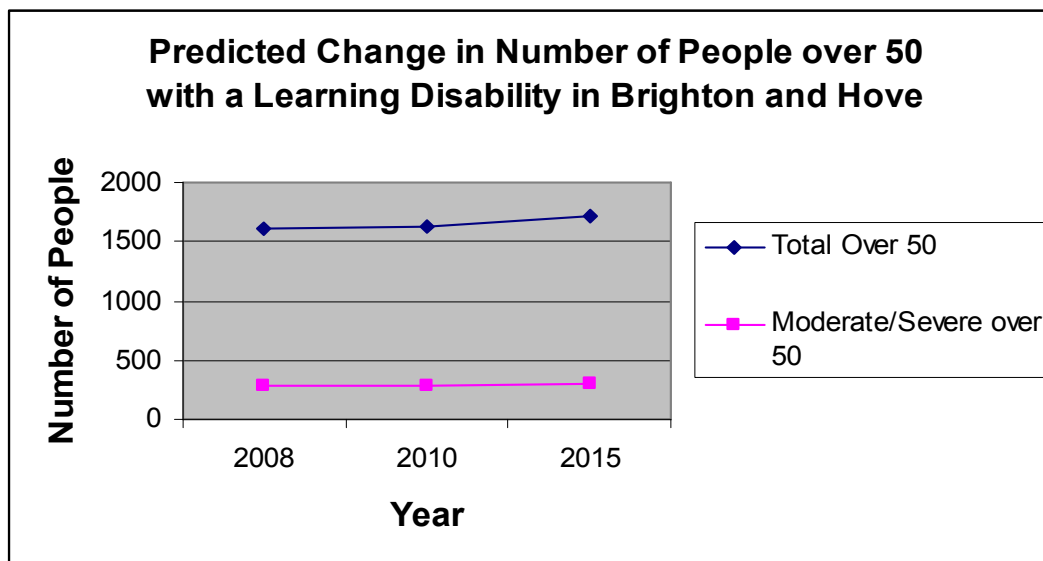
General Population Trends for Adults with Learning Disabilities in Brighton & Hove.

The following information is based on nationally researched data provided by the Care Services Improvement Partnership (CSIP).

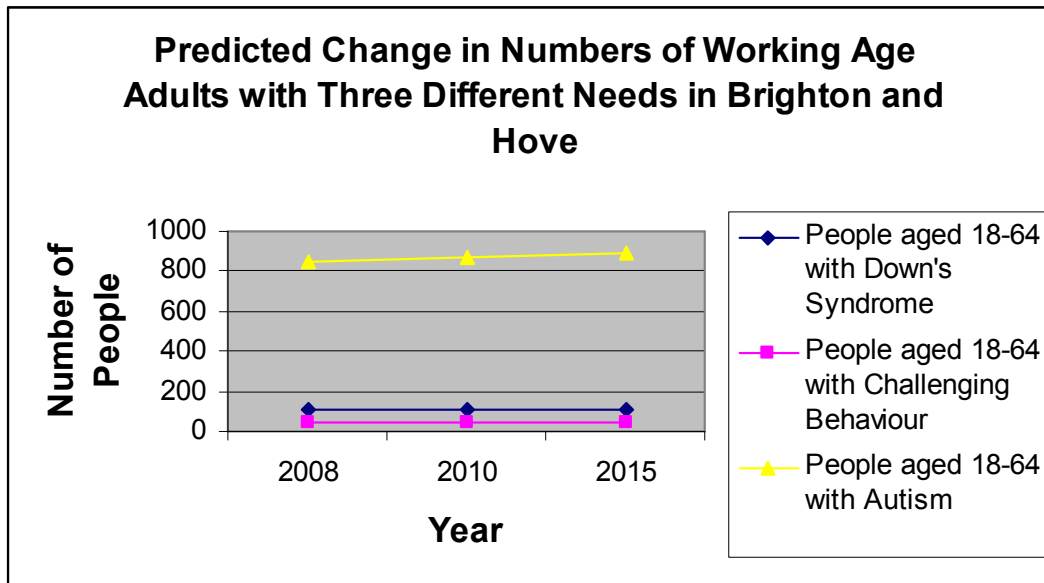
The information is estimated and predicted, based on national research on learning disabilities and statistics on population.



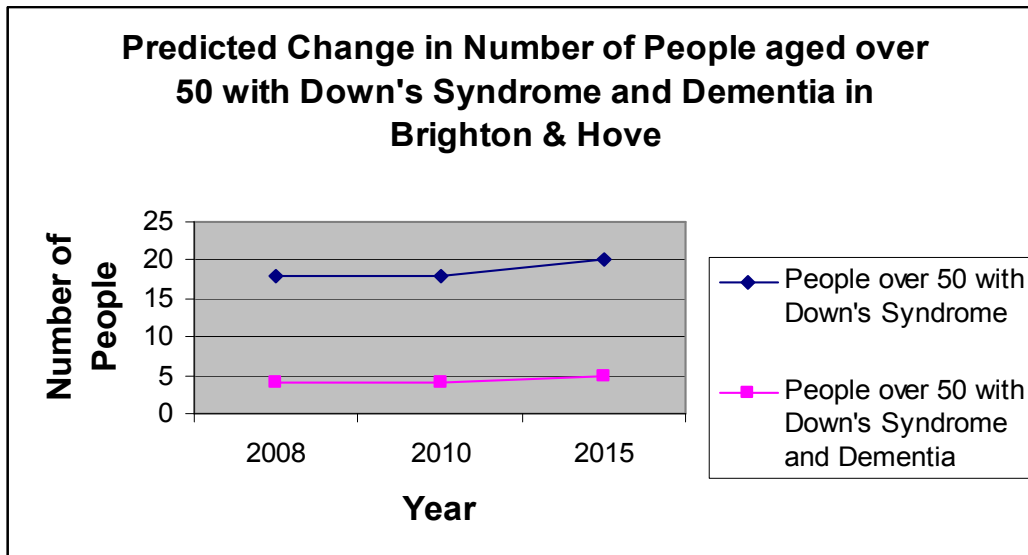
We can see that the number of adults with learning disabilities is expected to rise gradually.



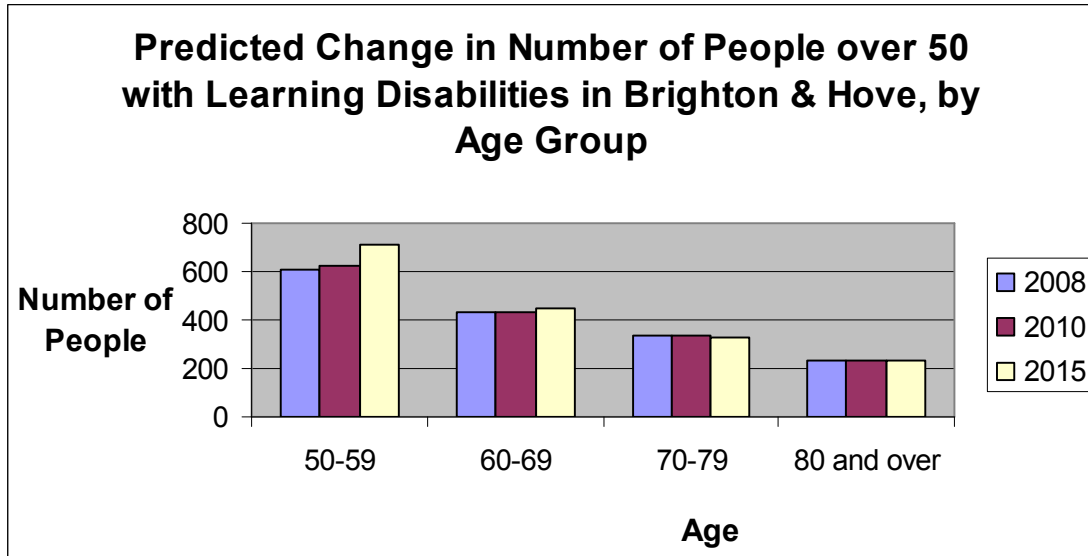
Here we can see that the number of people with learning disabilities who are over 50 is expected to rise more sharply.



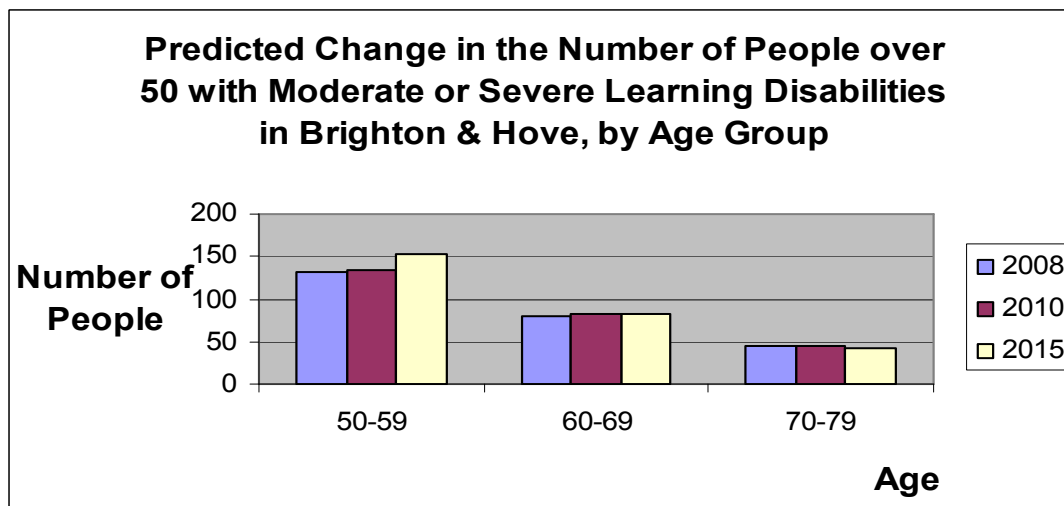
This graph shows that the number of people with Down's syndrome or Challenging Behaviour will increase very slightly, but the number of people with Autism will rise more steeply.



This graph shows that there will be increases in the number of people in the city with Down's syndrome who are over 50, and that a number of them are likely to develop Dementia.







This graph shows that the biggest increase in people with learning disabilities will be in the 50-59 age group.



The pattern is the same for people with moderate or severe learning disabilities.

Data sourced from www.pansi.org.uk and www.poppi.org.uk

14. Contact Details.

	write to 	phone 	computer 	internet 
Learning Disability Commissioning Team and Self Directed Support Information	Room 74 4 th Floor Bartholomew House Bartholomew Square Brighton BN1 1JP	01273 292115		Email: supportingpeople@brighton-hove.gov.uk
Community Learning Disability Team	86 Denmark Villas Hove BN3 3TY	01273 295550		Email: learningdisabilities@brighton-hove.gov.uk
Learning Disability Partnership Board	n/a	n/a		Website: www.brightpart.org

HOUSING CABINET MEMBER MEETING

Agenda Item 64

Brighton & Hove City Council

Subject: Review of Learning Disability Day Services
Date of Meeting: 12 November 2008
Report of: Director of Adult Social Care & Housing
Contact Officer: Name: Naomi Cox Tel: 29-6400
E-mail: naomi.cox@brighton-hove.gov.uk
Key Decision: Yes Forward Plan No: HSG 2189
Wards Affected: All

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT

- 1.1 Learning Disability day services provide support enabling service users to engage in a range of day activities and opportunities. In many cases this support also provides essential respite for carers and family members.
- 1.2 In September 2007 the Adult Social Care and Health Committee endorsed a vision for the future of day services. This vision was of a person-centred service empowering people to pursue day activities of their choice.
- 1.3 A subsequent review of learning disability day services identified areas of improvement to make the services more person-centred, more flexible and more efficient within the current budget. In line with the 'Personalisation' of adult social care services as outlined in the 'Putting People First' concordat published in 2007.
- 1.4 The proposed change has been consulted on during a 12-week formal consultation, the outcomes of which are reported below.

2. RECOMMENDATIONS

- 2.1 That the Cabinet Member for Housing approves that the council's directly provided day services for people with learning disabilities include a team that offers day options advice, guidance and co-ordination. This day options team would be modelled on the successful Voluntary Work Project, which presently coordinates support from a variety of sources to assist people with learning disabilities to find and maintain voluntary work. The day options team would help other support services, such as residential services, access information and opportunities. This provides more choice and flexibility for service users.
- 2.2 That the Cabinet Member for Housing approves that day support services directly provided by the council should be seen as only one of a range of support options available to people with learning disabilities. The day support service would continue to provide an essential respite service for the approximately 90 service users living with family carers. However, the approximately 60 service users

living in 24-hour residential care would be expected to receive more of their day support through their residential provider.

- 2.3 That the Cabinet Member for Housing monitors the progress on the implementation of these changes through regular briefings from the implementation project team.

3. RELEVANT BACKGROUND INFORMATION/CHRONOLOGY OF KEY EVENTS

- 3.1 In 2006 the Improving Day Services working group of the Learning Disability Partnership Board completed a self-audit of day services using government toolkits supplied by the Valuing People Support Team. The audit identified several key issues and questions about the current methods of service delivery.
- 3.2 In 2006 the Learning Disability Partnership Board endorsed the recommendation that a review of day services be undertaken to determine a vision and direction for future service delivery
- 3.3 In 2007 the Lead Commissioner for Learning Disabilities hosted two visioning days to consult stakeholders about the future of day services. The vision was reported to the Adult Social Care and Health committee in September of 2007
- 3.4 December 2007 the Learning Disabilities Modernisation Project Board initiated a review of in-house day services. The outcome of this review is the recommendations in this report
- 3.5 The government's 'Valuing People Now' paper is expected to recommend a reduction in the use of building-based day services in favour of more flexible and mainstream service delivery. ('Valuing People Now' has been consulted upon nationally and we are awaiting its publication. This is an update of the 'Valuing People: A New Strategy for Learning Disability for the 21st Century' White Paper that was issued in 2001).

4. CONSULTATION

- 4.1 The formal 12-week consultation ran from 7 July to 28 September. It involved all key stakeholders: service users, family carers, the Learning Disability Partnership Board and key partners in the 3rd sector. We took account of accessible ways of communicating with our service users given their specific communication needs as a result of their learning disabilities.

- 4.2 Responses received:

Service Users: 103 individuals responded to this consultation, with assistance from the day services' staff. 70 service users participated in speak up groups facilitated by an independent advocacy organisation. 37 service users' person-centred plans were audited by a person-centred planning facilitator.

Carers and families: 14 individual responses and 32 people contributed to group responses

Staff: 20 individual responses and five in-house day service staff teams, two residential staff teams and one management team sent group responses. Unison attended project team meetings

Other organisations and groups: Better Lives steering group, Carers Centre, Speak Out network Big Meeting, and a public consultation event.

5. CONSULTATION FINDINGS

5.1 The feedback received fell broadly into distinct themes (the complete consultation report is contained in Appendix 2):

- What people like about the current day services
 - Consistency & safe, secure environment
 - Trained, experienced, familiar staff
 - Variety of activities or options available to service users
- Responses to the proposed change
 - More options will be available for service users
 - Will reach more people than at present
 - Difficult for people with learning disabilities to make informed choices
 - Residential services need more resources in order to provide day support
 - Some service users might not get all the opportunities they get now
- Emphasis on the importance of changes being carefully planned and personalised (or avoided all together)
 - People with learning disabilities find change very difficult
 - Belief that change is the same as loss
- Belief that this is a plan to save money and reduce services (also confusion and queries about self-directed support)
 - Lots of statements about anticipated day centre closures
 - Lots of questions and queries about self-directed support in the future

6. FINANCIAL & OTHER IMPLICATIONS

Financial Implications:

6.1 The day services budget for Learning Disabilities is £1.926m (Gross budget of £2.061m less income of £135k). The unit costs of the day services is relatively high compared to other local authorities but with the new options service being able to reach out to more service users, not currently in receipt of the service, this would help to reduce the unit cost. The day services would be able to provide their services with the use of fewer buildings; however these have not been fully costed at this stage and would require further work. A budget virement would be required from in-house services to the community care budget to cover the additional costs incurred for the 60 service users living in 24-hour residential care. The change to the service would form part of the budget strategy for 2009/10 and would all be possible within the existing budget.

Finance Officer Consulted: Neil Smith

Date: 07/10/08

Legal Implications:

- 6.2 The report sets out the proposed changes to directly provided day services, in line with government initiatives seeking to make adult social care services more person-centred, flexible and efficient.

The need to formally consult with key stakeholders has been met and consideration must be given to the outcome of that consultation. In particular, concerns expressed regarding how changes and choices are managed must be acknowledged and such changes implemented carefully and sensitively. Further, officers must ensure that day support received through residential providers continues to meet assessed need.

Staff job descriptions and roles will change under the new structure. There will need to be ongoing consultation with staff and trade unions regarding the specific implications for individual staff, in accordance with employment legislation.

Service users will need to continue to receive support as per their needs assessment – it is not suggested that eligibility will be affected by the proposed changes. The level of service provision to service users and families should not change; it should remain in-line with their assessed needs. It is only the source of the service/support that may possibly change for some (60) service users.

Lawyer Consulted: Hilary Priestley 09/10/08

Equalities Implications:

- 6.3 The purpose of these recommendations is to make a more flexible range of day opportunities available to more people with learning disabilities. This improves many people's access to services, information and activities. An Equalities Impact Assessment was done as part of the consultation process.

Sustainability Implications:

- 6.4 It is anticipated that the recommended changes would result in less reliance on dedicated buildings with the concurrent increase in the use of community and mainstream services and facilities.

Crime & Disorder Implications:

- 6.5 It is hoped that the proposed changes will increase the community's capacity to welcome and support citizens with learning disabilities as they are supported to participate more fully in community services and facilities.

Risk and Opportunity Management Implications:

- 6.6 The proposed changes afford an opportunity to review the use of day centre buildings.
- 6.7 The proposed changes afford the opportunity to meet the government and council's move towards personalisation of services.
- 6.8 The proposed changes afford the opportunity for existing day services to develop the aspects of the services that are most in demand. The services would be

empowered to work together more frequently which also gives service users more choice. The day services could move towards the user driven market, which is the model of future social services.

Corporate / Citywide Implications:

- 6.9 The changes proposed should enable people with learning disabilities to be more active participants in the life, activities and facilities of Brighton & Hove.

7. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 7.1 Leaving day services as they are: This is not possible due to government guidelines and requirement to provide a more flexible and person-centred service that is less building based.
- 7.2 No longer providing staffed places at a day centre to people living in staffed accommodation: this would affect approximately 60 of our service users. The current recommendation encourages accommodation services to take a much more active role in the provision of day support while still providing service users with access to the knowledge, expertise and resources of the day services through the day options team.
- 7.3 Decommission day services: This would be a wholesale withdrawal of service and would put service users at great risk and is therefore not recommended.

8. REASONS FOR REPORT RECOMMENDATIONS

- 8.1 To ensure we are providing a personalised range of day options to people with learning disabilities in the city in line with national requirements that will fit with the personalisation of adult social care.

SUPPORTING DOCUMENTATION

Appendices:

1. Schematic representation of new service structure
2. Consultation Report

Documents In Members' Rooms: None

Background Documents

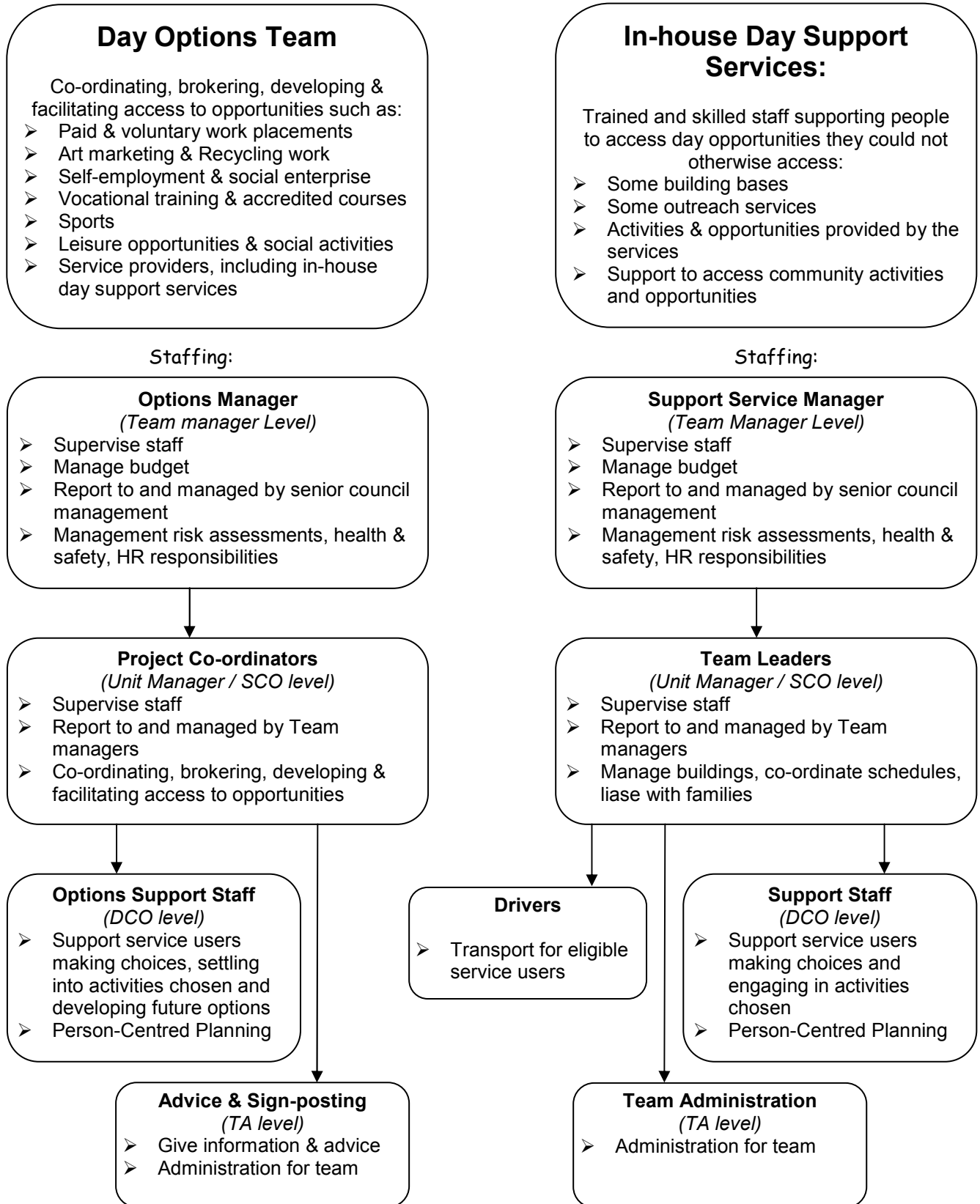
1. Learning Disability Day Services Review (Adult Social Care Committee Report 17th Sept 2007)
2. Valuing People White Paper 2001 & Valuing People Now.
3. Putting People First 2007
4. Having a Good Day - Social Care Institute for Excellence 2007.

**HOUSING CABINET
MEMBER MEETING**

Agenda Item 65

Brighton & Hove City Council

**Proposed New Structure
for Directly Provided Learning Disability Day Services**



Consultation Report

Contents	Page
1 Purpose of document	1
2 Period Covered	2
3 Consultation Responses – Service Users	2
4 Consultation Findings – Service Users	2
5 Consultation Responses – staff, families and others	5
6 Consultation Findings – staff, families and others.....	6
7 Outcome of Consultation.....	8
8 Consultation Activities	9

1 Purpose of document

This report summarizes the outcomes from the formal consultation on the proposed changes to the council’s directly provided day services.

The proposal, as outlined in the original consultation plan, is to change the structure of the directly provided day services. There would then be two teams. The day support service would provide day support much as the day services currently do. The day options team would provide advice, guidance and co-ordination on day opportunities for all learning disabled people in the city.

To make this change feasible, residential services will be expected to provide more day support to their service users than they currently do. All service users will continue to receive the amount of support hours they are currently assessed as being eligible for. In some cases the source of the support may change.

2 Period Covered

The period covered by this report is the twelve weeks of formal consultation from 7th July through 28th September 2008.

3 Consultation Responses – Service Users

Several different approaches were used as part of the consultation with the people who use the day services.

The concept of a possible new structure is quite abstract and difficult for many of our service users to understand. We therefore asked support staff and facilitators to focus on what people do or do not like about their current service. We want to be sure that changes being proposed will lead to people getting more of what they want and less of what they don't like in their day opportunities.

- 3.1 Service users' individual responses were collected through discussion and comments books at day services. This was facilitated by day services staff. *(We gave extra time for service user consultation so results have not yet been collated).*
- 3.2 Service users' had speak-up groups facilitated by Interact, an independent advocacy organisation. There were five speak-up groups in total.
- 3.3 For those service users with complex needs who are not able to easily express their thoughts or participate in group discussions their person centred plans were audited by an independent person-centred planning worker from aMaze.

4 Consultation Findings – Service Users

- 4.1 Findings of the Individual and group responses from service users, facilitated by day service staff.

Easier to read information about the proposed changes was sent to the day services. The day service staff reviewed the information with service users and assisted them in submitting individual responses. 103 individual responses were received. The responses included posters, a DVD, photos, written information, information dictated to staff and staff recording of service users' responses to questions and to situations.

Staff were sensitive to the service users' level of understanding and also to their level of anxiety. This means that the responses vary greatly in content as well as in form. Therefore, if a respondent does not mention something it can not be assumed that they do not hold an opinion (for example 64% of respondents did not mention the day service staff but that does not mean the staff are unimportant to those 64%).

4.1.1 What people like about their day services:

83% of respondents told us what they like in their current day services, most of them listing more than one activity that they enjoy. The list of enjoyed activities is far too long to report here. **72%** told us about activities they enjoy that occur in the centre and **55%** told us about day service activities they enjoy in the community.

55% of respondents mentioned their friends or the social aspects of the day services. **37%** mentioned liking the staff. An additional **9%** mentioned the importance of familiar people which could refer to staff, friends or both.

21% mentioned liking the buildings or specific facilities within the buildings (most often sensory rooms and hoists)

4.1.2 What people said would make their day activities better:

16% of respondents expressed a desire for more community activities or more opportunities like art marketing, college or paid/unpaid work. Two wanted more activities in the centre. **12%** of people mentioned wanting a less noisy or less crowded service.

4.1.3 What people think of the proposed changes:

18% of respondents made reference to the possibility of dropping-in to day centres for sessions, rather than always attending for full days. Of those people **59%** were positive or neutral about the idea.

6% of respondents said they would like to have more time at home. **11%** of respondents said they would not want to spend more time at home with a further **18%** saying that being at home meant not going out much or being at home was boring. Because so many of the responses were anonymized it is not possible to know how many of those people are living in residential provision or how many are living with family or living in supported independence.

4.2 Findings of the five speak-up groups, involving approximately 70 service users, facilitated by Graham Lee of Interact: (the full report is available upon request).

4.2.1 Day Options Co-ordinators:

This concept was not initially understood by the majority of service users, even those who had received assistance from an existing co-ordinator tended to think of the person as a key worker. It was only when prompted about who assisted them with getting their job or activity did they connect them with the role of a co-ordinator.

When asked if they thought the idea of having people who knew a lot about an activity help them to get a job or new activity the majority of people responded positively. The following are some of the group's comments.

- *'Having experts to organise training is a good idea'*
- *'The experts will get me more things to do'*
- *'They could help me go out in the evenings'*
- *'There are not enough jobs – working is important'*

Although the response to the idea of co-ordinators was in the main positive there were a number of concerns raised by the service users which included,

- *'I need to know what is there to do and what it will cost'*
- *'I would miss my friends'*
- *'Who would help me with travelling'*

When the question about having co-ordinators was expanded into having more choices there were a whole range of positive responses and suggestions on what people wanted to do.

- *'I would like to be more independent and go out with friends for a coffee'*
- *'Can I do sport?'*
- *'I want to be able to go out in the evenings and go clubbing'*
- *'Can I still come to the centre?'*

4.2.2 Different ways of getting support:

When we started to look at where people lived there was genuine concern amongst a majority of the group participants around what would they do if they were stopped from coming to the centres. This concern was across all the centres.

With the exception of 3 people, all workshop participants wanted to be able to continue to access some form of day centre activity for at least some sessions.

People who live in staffed homes were concerned that their homes could not provide many of the activities that they currently do. They did not want to stay with their home staff all day.

There were however a small number of participants (6), who lived with family, who said that they would be quite happy staying at home.

There were a number of reasons given by the participants for wanting to attend some form of day centre, but the major issue was clearly that of socialisation and friendship. Some of the participants' comments follow below;

- *'I would miss all my friends if I did not come here'*
- *'I like it, I like meeting people – I learn many skills, I will miss it'*
- *'The best thing about a day centre is meeting friends – it's important'*
- *'Coming here makes me feel good. If I can't come, I won't feel good'*

There were a considerable number of similar comments all around the issues friendship and socialisation, which are quite clearly of considerable importance to the service users.

Even though the idea of having expert co-ordinators to help people increase their choices and access to non day centre day activities was welcomed by the majority, there were a number of reasons other than socialisation that were put forward by the service users for continuing to attend the day centres, which included the following;

- *'Games, sport, yoga, wouldn't do these things anywhere else'*
- *'Go swimming with the group, I would miss it if it wasn't on'*
- *'There would be chaos if there was no day centre'*
- *'College is good, work is good so is the centre'*
- *'I like to do some work, but I still want to go to the centre sometimes'*
- *'I would rather spend all day at the centre, than just dropping in for sessions'*
- *'I like the sensory room and learning Makaton with my friends'*
- *'It is better here than at my home'*
- *'I don't want to go to work or college; I love my day centre and like learning more things'*

- 4.3 Findings of the audit, done by Sue Winter of aMaze, of person centred plans of 37 people with complex support needs who attend Albany Villas, Belgrave, Connaught and Wellington House Day Centres: (the full report is available upon request).

4.3.1 What works for people?

The most important thing that was evident for every person attending all four centres was having consistency of experienced support staff who understand each person's individual communication and often complex health, physical and behaviour support needs and emotional support needs

A significantly important aspect of attending the four centres for the majority of people is the social aspect of being around people who they have established often long-term friendships with

Being offered choice and having people who understand how to communicate those choices and understand what choices people make

Being in a safe, supportive environment

Having very clear routines and structures with a variety of choices of activities

4.3.2 What doesn't work for people?

Being supported by staff who don't know how to communicate with them and who are unfamiliar with their support needs. Having people who they don't know and trust supporting them with personal care

Lack of structure and routines, being left alone or ignored

Not being offered choices

Being in an environment that may be unsafe or uncomfortable e.g. too hot, too noisy

5 Consultation Responses – staff, families and others

- 5.1 For carers and families of our service users we had four drop-in consultation sessions in which 32 people contributed to four group responses. We also sent out two separate briefings and a feedback form. We received 15 individual responses through feedback forms, phone calls and emails from families. That is a total of 47 participants out of the potential 150 families of our service users.

- 5.2 Staff received regular briefings, discussions during team meetings and a feedback form to encourage individual responses. We received 20 individual responses. We also received group responses from five staff teams from day services, two residential staff teams and one team of managers. Unison attended project team meetings during the consultation time frame.

All the day service staff teams submitted group input so every member of staff had the opportunity to be part of a response to the consultation.

- 5.3 Many other organisations and groups received regular briefings during the consultation. Also, the project team did presentations at meetings of the Learning Disability Providers' Forum and the Better Lives Steering Group of the Learning Disability Partnership Board.

We received responses from the Better Lives steering group, Carers Centre, and the Speak Out network Big Meeting. There was also a public consultation event on 8th September and input from the 14 attendees is included as a group response.

6 Consultation Findings – staff, families and others

The feedback received from stakeholders who are not service users fell broadly into distinct themes:

6.1 What people like about the current day services.

Many of the respondents told us what they consider to be the best parts of the current service. This helps us ensure that the proposed new structure continues to meet those needs. Of the 47 responses (individuals and groups) that said what they like best about the current day services these are the aspects of the current service mentioned most often:

- 54% mentioned trained experienced staff and the support and training they provide (55% of family responses and 29% of staff responses)
- 50% mentioned consistency, structure and a safe secure environment, or building bases
- 43% mentioned friends, social interactions, familiar social groups or being with familiar people
- 39% mentioned the variety of activities and options available to service users
- 13% mentioned access to the community
- 14% mentioned flexibility in the programme
- 14% mentioned respite, or time away from home

Also, a number of responses told us about improvements they would like to see, whether or not the proposed changes get approval. The most common improvement requested was smaller, quieter groupings of service users. People also asked for more opportunities such as time in the community, more communication with families and fewer changes (perhaps because there are a lot of consultations going on at the moment).

6.2 Responses to the idea of change:

The idea of making changes to the current day service structure met with many negative responses (**50%** of family responses and **65%** of staff responses). However, that seemed to relate mostly to the concept of change in general and to the process of change rather than the specifics of this proposal.

42% mentioned how difficult this change will be to implement or believed it might be more expensive than current services or might result in service users having fewer options or less support available to them.

Clarification from Project Team: the level of service provided to each individual is based on a social care assessment and that would not be affected by this proposal. It will be a challenging transition to move to a new structure but we are confident it can be done within current resources.

29% stated a belief that this change is being proposed in order to save money, reduce services, or close day centres.

15% had queries about self-directed support and how it would work in the future and what the impacts might be

14% believed service users might be supported by staff that are not as experienced, knowledgeable and familiar as the current day services staff or that under the new structure service users might experience less safety and security

Clarification from Project Team:

The current staff will still be providing day support to the majority of the current service users. Some service users, especially the ones that live in residential care homes, will receive more of their day support from their existing support services, such as home staff.

14% believed there might be less routine, structure, and consistency under the new idea while **7%** believed the new idea might have less flexibility than the current service. **9%** believed friends and peers might lose contact with each other

Clarification from Project Team: If changes are planned on an individual basis, service users should be able to plan their days in the way that suits them best and include the people they want to be with in whatever venue suits them best.

6.3 Responses to the specifics of the proposal

25% mentioned more options being available in a more individualised and flexible service which links to the Adult Social Care personalisation & re-ablement agendas.

A few respondents also mentioned reaching more people as the Day Options Team makes the knowledge and expertise of the day services more widely available. This links well with the council's move towards self-directed support options in the future.

21% believed that day support services and funding for those services might not be adequately monitored or inspected under the new structure.

14% mentioned that residential services would need more resources if they were to provide more day support.

9% mentioned how difficult it can be for people with learning disabilities to make informed choices. Several others stated that people with learning disabilities find change very difficult, which is true in many instances.

Clarification from Project Team: in the current structure service users are assisted to make choices and plan their activities. Our day services have many strategies for helping service users to make choices and adjust to changes. Those strategies will continue in the new structure.

7 Outcome of Consultation

As a result of the feedback we have received from the consultation we are recommending the following be incorporated into the implementation plan for the proposed changes:

7.1 Changes should be individual and phased.

A detailed implementation plan that makes changes in phases over the course of one to two years would be appropriate. Changes to support packages for the 60 individual service users who live in staffed accommodation should be decided on an individual basis.

7.2 Service users should have the options to access day service to some degree.

Changes should be planned on an individual basis according to the needs and preferences of the individual so they continue to access the activities most important to them. The Day Options Team will facilitate matching service users to the activities and opportunities that mean the most to them and this can include access to the day centres when appropriate.

7.3 Additional resources to enable residential services to provide more day support.

A budget virement would be required from in-house services to the community care budget to cover additional costs incurred for the 60 service users living in 24-hour residential care. This would be discussed with each residential provider, and for each of the affected service users, on an individual basis.

7.4 Monitoring services to ensure quality of day support.

The project team is working with the care management team to look for ways of providing robust and frequent monitoring of day support, especially for the 60 service users whose day support might be provided differently in the future. Care managers use person-centred plans as one tool to evaluate the effectiveness of support provision.

8 Consultation Activities

8.1 The following activities were used to ensure all stakeholders had the opportunity to contribute their feedback about the proposed changes to the day services.

Audience	How	When	Outputs
Users of in-house day services	Accessible briefing papers/posters to service users informing them of proposed changes and explaining consultation process. Comments books to record responses in any format suitable	End of August	Responses by phone, email or writing Staff assisted service users to feedback or service users fed back directly through comments books
	5 Speak Up groups run in the main day services for people who attend. These groups facilitated by someone who does not work directly in services.	End of Sept	Responses given in focus groups recorded and facilitator sends in a report
	Staff briefings with overview of recommendations and change process and timelines	June	Responses by phone, email or writing
	Individual feedback forms given to staff by managers for staff to send to project team	Sept	Feedback forms returned to Project team
	Discussions at staff meetings	Ongoing	Responses given are recorded and submitted by managers
Trade Unions	Briefing as above	Ongoing	Responses by phone, email or writing
	Invited to attend project team meetings once per month	Ongoing	Responses given are recorded
Families, relatives, and	Simple language briefing sent direct to families	July	Responses by phone, email or writing
	Series of questions to prompt responses		

Audience	How	When	Outputs
carers of day service users	Articles/ information submitted to Carers Centre, Amaze and Network News newsletters	Aug	Responses by phone, email or writing, carers attending consultation sessions
	Four well advertised drop-in consultation sessions at different times and days.	July, Aug & Sept	Responses given are recorded
	Carers & Families also invited to 8 th September consultation session	Sept	Responses given are recorded
Managers of In-house Day Services	Discussion at away day in June and at managers' meetings and in PDP meetings	June	Responses given are recorded
	Project Team attended managers meeting in September	Ongoing	Responses given are recorded
	Mangers consultation meeting	Sept	Responses recorded
Care Management	Team meetings, CSMT meetings, briefings as above	Ongoing	Responses given are recorded
Accommodation services	Copies of briefings (staff, carers & service users) – ask them to share briefings as appropriate	July	Responses by phone, email or writing
	Through Advocacy organisation meetings (i.e. speak out, link group, Advocoact, etc)	Ongoing	Responses given are recorded
Other People with LD	Accessible briefing paper sent to all providers	July	Responses by phone, email or writing
	Articles/ information submitted to Carers Centre, Amaze and Network News newsletters	Various	Responses by phone, email or writing
Other carers	Accessible briefing paper sent to all providers, including Carers Centre and amaze – asking them to share as appropriate	Ongoing	Responses by phone, email or writing

Audience	How	When	Outputs
Independent Day Services	Improving Day Services group attended August Better Lives group meeting for presentation and discussion Copies of briefings (staff, carers & service users) – ask them to share briefings as appropriate	Ongoing	Responses given are recorded
Other providers of services	Copies of briefings (staff, carers & service users) – ask them to share briefings as appropriate Presentation at LD Providers' Forum	July July	Responses by phone, email or writing Responses given are recorded
Council Finance Department	Meetings with Project Team Will contribute to final Cabinet Member report. Draft report to be emailed to finance Mike Bentley is on LD Project Board	October	Item in final report
Learning Disability Partnership Board	Briefing papers circulated Information session after the September meeting	Ongoing Sept	Responses by phone, email or writing Responses given are recorded
Better Lives Steering Group	Updated at meetings – Jackie is a member Presentation at August meeting	Ongoing	Responses given are recorded
Transitions, PCA, workforce sub groups	Updated at meetings – Naomi is a member of each	Ongoing	Responses given are recorded

Report prepared by: Karen Kingsland

HOUSING CABINET MEMBER MEETING

Agenda Item 65

Brighton & Hove City Council

Subject:	Housing Revenue Account 2007/08 Final Outturn and Forecast Outturn for 2008/09		
Date of Meeting:	12 November 2008		
Report of:	Director of Adult Social Care and Housing		
Contact Officer:	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) 2007/08 final outturn and the forecast outturn for 2008/09 as at Month 4.

2. RECOMMENDATIONS:

- 2.1 That the Cabinet Member for Housing note:
- 2.2 That the final outturn for the HRA for 2007/08 was an underspending of £1.310 million compared to the budgeted position of a small surplus of £0.129 million. This represents a variance of 2.99% of the gross revenue budget of £43.463 million. General HRA revenue reserves have increased by £1.439 million to £5.615 million as at 31 March 2008.
- 2.3 That the Earmarked revenue reserves for the Estate Development Budget (EDB) are £34,000 at 31st March 2008
- 2.4 The forecast breakeven position for 2008/09 as at Month 4 which includes an additional contribution from HRA reserves to fund additional energy costs.

3. FINAL OUTTURN 2007/08:

- 3.1 The 2007/08 outturn is a net underspend compared to budget of £1.310 million as shown in Appendix 1. The main variances are described below:
- 3.2 The employees budget underspent by £0.526m which was due to vacancy management across the service, a reduction in pension costs as fewer employees have joined the local government pension scheme than expected and an unspent contingency budget of £0.066m for single status.

- 3.3 Overall the responsive and empty properties repairs contracts have underspent by £0.500m. The responsive repairs budget underspent by £0.491m due to a general reduction in the number of jobs being ordered. This led to a reduction in the management fees payable by £0.113m. This was partly offset by an overspend of £0.104m on repairing empty properties.
- 3.4 The service contracts budget has underspent by £0.852m as follows:
- £0.241m from delays in specifying new maintenance contracts for lifts, ventilation, fire alarms and cold water tanks as it is intended to combine these contracts with those in Property and Design, so that the council can maximise efficiency by tendering citywide.
 - £0.242m from efficiencies within the gas servicing and maintenance contract
 - £0.464m from where windows maintenance costs have now been included within the responsive repairs budget.
- 3.5 The programme repairs budget has underspent by £0.253m as most of the cyclical decorations work undertaken in the year were capital works rather than revenue.
- 3.6 The other premises overspend of £0.083m is the net overspend from an increase of £0.328m charge for leaseholders buildings insurances which was unknown at budget time, offset by underspends on utilities of £0.162m due to a lack of precise consumption information being available at budget setting time and other minor underspends totalling £0.083m.
- 3.7 The budget for supplies and services has overspent by £0.024m. There was an unbudgetted increase of £0.99m in the contribution to the Bad Debt Provision due to an increase in debt write-offs during the year which depleted the provision. This was partly offset by minor underspending in bed and breakfast payments and other supplies & services.
- 3.8 The revenue contribution to the capital programme was increased by £1.264 million to allow additional investment in the capital programme for targeted decent homes work. A separate report to this Committee in September 2007 provided details of the revised capital programme for 2007/08 and 2008/09.
- 3.9 The service charges overachievement of income of £0.104m mainly relates to additional income of £0.150m from leaseholders for major works. These charges can only be passed onto to leaseholders upon completion of the capital works and are sometimes very difficult to estimate accurately at budget setting time. This is offset slightly by small reductions in income from service charges for temporary accommodation, heating charges and salaries being charged to capital.

- 3.10 Other income and recharges has overachieved its income target by £0.327 million. This increased income was mainly generated by higher than expected interest of £0.167m earned on HRA balances and increased employee charges to capital of £0.145m which was a result of the increased capital programme identified in paragraph 3.8.

4. FORECAST OUTTURN 2008/09 AS AT MONTH 4

- 4.1 The budget has now been increased by £0.250 million to reflect the net increase in the energy costs following the renewal of these contracts. This increase will be funded from useable general reserves as noted in the 2008/09 HRA Budget report approved by Council on 28 February 2008. The forecast outturn for 2008/09 as at Month 4 is a breakeven position as shown in Appendix 2. The main variances are explained below:
- 4.2 The Employees underspend of £0.223m is mainly due to vacancy management.
- 4.3 Empty property repair costs £0.200m due to an increase in the average cost of repair per property from £2,300 to £2,600. An action plan is being developed in order to reduce future costs.
- 4.4 Service contract underspend £0.162m due to continuing with the existing contracts, which have a lower specification than the new contracts that had been budgeted for. (New contracts to be let for 2009/10)
- 4.5 Supplies and Services are expected to underspend by £0.158m as a result of a reduction in the use of consultants for the Audit of the gas service contract.
- 4.6 Underachieved income on Major works recharges to leaseholders £0.126m due to completion of contracts in time for this years billing to leaseholders being less than anticipated when setting the original income budget.

5. FORECAST RESERVES AS AT 31 MARCH 2009

- 5.1 The HRA revenue reserves as at 31 March 2008 increased to £5.615 m. Since then £1.386m has been allocated to fund the 2008/09 capital programme (as approved at Housing Committee on 27 March 2008) and a further £0.250 million has been allocated to fund the energy contract prices increases (as approved at Cabinet on 18 September 2008). This reduces the projected reserves as at 31 March 2009 to £3.979m which is £1.779m above the recommended minimum level of reserves of £2.2 million. The £1.779m will be set aside to invest in the new long term partnering contracts. This will ensure that the council achieves maximum value for money from future procurement and that these funds are clearly directed towards meeting the Decent Homes target.

5.2 Estate Development Budget total earmarked reserves were £0.707 million as at 1 April 2007. These earmarked reserves are split between £0.034m revenue and £0.673m capital. These reserves will reduce as agreed schemes are completed.

5.3 The HRA revenue reserves are shown below:

REVENUE RESERVES	General Reserves £'000	Earmarked Reserves: EDB £'000	Total HRA Reserves £'000
Balance at 1 April 2007	4,171	39	4,210
Contribution to / (from) reserves 2007/08	1,444	(5)	1,439
Balance at 31 March 2008	5,615	34	5,649
Contribution to fund 2008/09 Capital Programme	(1,386)		(1,386)
Additional contribution to 2008/09 Revenue Budget to fund energy contract increases	(250)		(250)
Completion of EDB Schemes		(34)	(34)
Projected Reserves at 31 March 2009	3,979	0	3,979

6. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

6.1 Financial information on the 2007/08 Final Outturn and 2008/09 Forecast Outturn is contained in the main body of the report.

Monica Brooks, Principal Accountant, HRA 28 October 2008

Legal Implications:

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

Deborah Jones, Lawyer 28 October 2008

Equalities Implications:

6.3 There are no equalities implications arising from this report.

Sustainability Implications:

- 6.4 There are no environmental implications arising from this report.

Crime & Disorder Implications:

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

Risk and Opportunity Management Implications:

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

Corporate / Citywide Implications:

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

7. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 7.1 There are no alternative options for this report.

8. REASONS FOR REPORT RECOMMENDATIONS

- 8.1 To consult tenants and members of the final outturn position of the HRA for 2007/08 and forecast outturn for 2008/09.

SUPPORTING DOCUMENTATION

Appendices:

1. Final Outturn 2007/08
2. Forecast Outturn 2008/09

Documents In Members' Rooms

None

APPENDIX 1 - Final Outturn 2007/08

Housing Revenue Account	Budget 2007/08 £'000	Outturn 2007/08 £'000	Variance 2007/08 £'000
Employees	9,122	8,596	(526)
Premises			
Repairs - response repairs & empty properties	8,161	7,661	(500)
- service contracts	3,628	2,776	(852)
- programme repairs	511	258	(253)
Other premises	2,223	2,306	83
	14,523	13,001	(1,522)
Transport	133	138	5
Supplies & Services			
Bed & Breakfast payments	102	78	(24)
Contribution to Bad Debt Provision	300	399	99
Other supplies & services	1,481	1,430	(51)
	1,883	1,907	24
Support Services	2,270	2,250	(20)
Capital financing costs	4,966	4,990	24
Revenue contribution to capital	3,176	4,440	1,264
Government Subsidy Payable	8,155	8,129	(26)
Total Expenditure	44,228	43,451	(777)
Income			
Dwellings rents (net of empty properties)	(38,896)	(38,903)	(7)
Car parking/garages rents (net)	(732)	(764)	(32)
Commercial Rents	(441)	(471)	(30)
Service Charges – tenants & leaseholders	(3,202)	(3,306)	(104)
Supporting People charges	(527)	(560)	(33)
Other income & recharges	(559)	(886)	(327)
Total Income	(44,357)	(44,890)	(533)
Total (Surplus)	(129)	(1,439)	(1,310)

Note that figures in brackets (-) are underspends

APPENDIX 2 - Forecast Outturn 2008/09

Housing Revenue Account	Budget 2008/09 £'000	Forecast at Month 4 2008/09 £'000	Variance at Month 4 2008/09 £'000
Employees	9,020	8,797	(223)
Premises			
Repairs - response repairs & empty properties	7,242	7,442	200
- service contracts	3,195	3,091	(104)
- programme repairs	376	366	(10)
Other premises	2,800	2,810	10
	13,613	13,709	96
Transport	159	249	90
Supplies & Services			
Bed & Breakfast payments	105	105	0
Contribution to Bad Debt Provision	300	300	0
Other supplies & services	1,624	1,471	(158)
	2,029	2,120	(158)
Support Services	2,300	2,300	0
Capital financing costs	4,941	4,924	(17)
Revenue contribution to capital	3,385	3,385	0
Government Subsidy Payable	11,494	11,520	26
Total Expenditure	46,941	46,755	(186)
Income			
Dwellings rents (net of empty properties)	(40,478)	(40,503)	(25)
Car parking/garages rents (net)	(757)	(731)	26
Commercial Rents	(452)	(452)	0
Service Charges – tenants & leaseholders	(3,292)	(3,165)	127
Supporting People charges	(550)	(545)	5
Other income & recharges	(1,162)	(1,109)	53
Total Income	(46,691)	(44,656)	186
Total (Surplus)	250	250	0

Note that figures in brackets (-) are underspends

HOUSING CABINET MEMBER MEETING

Agenda Item 66

Brighton & Hove City Council

Subject: Value for Money Review of Housing Services
Date of Meeting: 12th November 2008
Report of: Director of Adult Social Care & Housing
Contact Officer: Name: Nick Hibberd Tel: 29-3756
E-mail: Nick.hibberd@brighton-hove.gov.uk
Key Decision: Yes/No Forward Plan No. HSG 0012
Wards Affected: All

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 To provide the Cabinet Member for Housing with an overview of the findings of the Value for Money review of Housing Services.

2. RECOMMENDATIONS:

- 2.1 That the Cabinet Member for Housing considers the findings of the Value for Money Review of Housing Services, and approves the value for money action plan, attached as an appendix to the report (appendix 1).

3. BACKGROUND INFORMATION:

- 3.1 Brighton & Hove's Draft Housing Strategy 2008-2013 is aimed at:
"Enabling healthy homes, healthy lives and a healthy city that reduces inequality and offers independence, choice and a high quality of life"
The strategy has 3 overall priorities:
- Strategic Priority 1: Improving housing supply
 - Strategic Priority 2: Improving housing quality
 - Strategic Priority 3: Improving housing support
- 3.2 Action to address these priorities aim to ensure we have enough of the right type of high quality housing in the city to meet the needs of local people and that those in need are provided with appropriate support to enable them to maintain their independence.

- 3.3 Value for Money is identified as one of six fundamental principles that underpin the Housing Strategy 2008-2013. These principles ensure that the Housing Strategy goes beyond the traditional focus upon bricks and mortar focus to deliver real change. The six strategic principles of the Housing Strategy are:
- A healthy city
 - Reducing inequality
 - Improving neighbourhoods
 - Accountability to local people
 - Value for money
 - Partnership working
- 3.4 Principle 5: 'Value for Money', recognises that services delivered by the Council and its partners are affected by constant funding pressures and competing demands. The strategy recognises the need to make sure that the services we deliver are the right services, that they are delivered efficiently and targeted in such a way that will provide maximum impact and benefit for the resources available.

4. SCOPE OF THE VALUE FOR MONEY REVIEW

- 4.1 Brighton & Hove City Council is undertaking a corporate Value for Money (VfM) programme, involving a rolling cycle of service improvement work which will review all council services by autumn 2008.
- 4.2 The scope of the review covered the housing functions in the Adult Social Care & Housing Directorate, i.e. the following service divisions:
- Housing Strategy
 - Housing Management
- 4.3 The VfM Steering Group agreed that the review should focus on the following areas:
- Strategic approach to housing need and homelessness
 - ICT
 - Sickness absence
 - Staffing costs (use of agency staff)
- 4.4 A VfM review team was convened to undertake the review, using the corporate VfM review methodology and toolkit. The review team is made up of senior managers from:
- Housing Management
 - Housing Strategy
 - Financial Services
 - Improvement & Organisational Development

5. FINDINGS OF THE VALUE FOR MONEY REVIEW

- 5.1 The final report (attached) includes a high level analysis of recent, current and planned VfM work across housing services. Opportunities for VfM improvements have been identified, prioritised and included in an action plan which is appended to the main report. Delivery of opportunities and progress towards targets will be monitored by the VfM Programme Board.
- 5.2 Housing is currently undergoing a number of major changes which should bring significant financial benefits and improved outcomes for service users and tenants. Following the outcome of the tenants' stock transfer ballot, officers reviewed strategic housing options to reflect the decision that the stock will be retained by the council and identified a strategy to fund the investment gap to achieve Decent Homes Standard and meet tenant aspirations for improvements to the stock. Two key approaches have been followed:
- A Procurement Strategy that would see the council enter into a long term partnership agreement for the maintenance and improvement of the council housing stock, reducing overheads and direct costs. The Procurement Strategy for the HRA stock was approved by Policy & Resources Committee on 3 April 2008.
 - An asset management plan, which could see the creation of a Local Delivery Vehicle that would sit outside the council to utilise HRA assets requiring reinvestment and not occupied by Secure Tenants leveraging in additional investment to improve the council housing stock
- 5.3 The review found that value for money has been considered when planning and improving the Housing Needs Service, and in the strategic commissioning of accommodation for vulnerable groups. The Housing Strategy division has made considerable progress in developing a preventative approach to homelessness which has led to the budget no longer being classed as critical and improved outcomes for service users. Levels of homelessness prevention due to housing advice casework (BV213) remain top quartile compared to nearest neighbour authorities, and the council remains on track to meet the government's target to halve the number of households in temporary accommodation by 2010.
- 5.4 The review also found that the Housing Needs Service has strong partnership working with other BHCC directorates in the provision of housing need/homelessness support to Children and Young People's Trust (CYPT) and Adult Social Care (ASC). This has produced value for money benefits in providing a coordinated approach to housing need and temporary accommodation across the authority with improved procurement and less duplication of effort and spend.

- 5.5 In addition to these major initiatives there are a number of other positive value for money initiatives across both divisions, these include:
- Successful strategic commissioning through the Supporting People Programme, through initiatives such as the Single Homeless Integrated Support Pathway
 - The Brighton & Hove, East Sussex Together Partnership (BEST), led by Brighton & Hove City Council, has been allocated £18.6 million over three years to improve the living conditions of vulnerable households in the private sector
 - Efficiency savings achieved through improved contract management of the partnering contracts for the repairs and maintenance of the housing stock
 - A reduction in empty property turn-around time for council properties
 - A tenant-led review of Estate Services in Housing Management
- 5.6 The review also identified areas where there are opportunities to improve value for money. Headline findings from the review include:
- The opportunity to further improving links between the Housing Management and Housing Strategy divisions
 - The need to reduce the use of agency staff in both divisions
 - The need to maximise the value for money benefits of an effective ICT strategy
 - The need to continue the progress that has been made in reducing levels of sickness absence in both divisions
 - The need to develop a business case identifying the potential wider VfM benefits from investing in adaptations
 - The opportunity to reduce current expenditure on the storage of belongings for homeless households
 - The need to reduce unit costs in Housing Management
 - There is potential to continue the recent improvements in income collection in Housing Management, through the introduction of a marketing strategy and exploration of a 50 week rental year.

5.7 These issues are addressed in the appended action plan.

6. CONSULTATION

- 6.1 The review process involved interviews with identified staff and a workshop with senior managers.
- 6.2 The final report final report has been considered by Housing Management Consultative Committee and Adult Social Care & Housing Scrutiny Committee

7. FINANCIAL & OTHER IMPLICATIONS:

7.1 Financial Implications:

The Value for Money review identifies a number of actions within the Action Plan which should result in savings to both the General Fund and Housing Revenue Account (HRA) Housing Services. Target HRA savings particularly in Housing Management costs, agency staff and ICT have been included in the 30 year HRA Business Plan and will be included in future year's HRA Budget Reports, as appropriate. Target savings in General Fund services such as storage costs and agency costs for homelessness will be included in the General Fund Budget Strategy.

Finance Officer Consulted: Sue Chapman

Date: 14th Oct 08

7.2 Legal Implications:

The Council is responsible for ensuring that public money is used economically, efficiently and effectively. The value for money action plan will assist in meeting that responsibility. There are no immediate Human Rights Act implications arising from the report. However, in implementing the action plan, the council will need to have regard to the effect of the proposed measures on any individual's human rights.

Lawyer Consulted: Liz Woodley

Date: 14 Oct 08

7.3 Equalities Implications:

There are no direct equalities implications arising from this report.

7.4 Sustainability Implications:

There are no direct sustainability implications arising from this report. The Draft Housing Strategy 2008-2013 includes a commitment to reducing fuel poverty and improving the energy efficiency of homes in the city through the Energy Efficiency Strategy.

7.5 Crime & Disorder Implications:

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

7.6 Corporate / Citywide Implications:

Providing the homes that people need is a key aspect of delivering priority one of the Corporate Plan 2008-2011: '*Protect the environment while growing the economy*'.

7. EVALUATION OF ANY ALTERNATIVE OPTION(S):

7.1 Not applicable to this report.

8. REASONS FOR REPORT RECOMMENDATIONS

- 8.1 The Housing Cabinet Member is asked to approve the value for money action plan arising from the value for money review of housing.

SUPPORTING DOCUMENTATION

Appendices:

VfM Review of Housing Report

Documents In Members' Rooms

None

Background Documents

None

Brighton & Hove City Council: Value for Money Programme

Housing Report

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Contents

	Page number
1. Introduction	5
2. Approach	5
3. Housing Strategy	7
4. Housing Management	11
5. Cross-cutting issues	14
6. VfM Action Plan	17
7. Appendix 1 (charts and tables)	20

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Introduction

1. As part of improving our performance on the use of resources, the council is undertaking a corporate Value for Money (VfM) Programme looking at comparative spend on all leading service areas in a 12 month period.
2. This report focuses on VfM 'hot spot' areas within Housing and potential improvement opportunities. The action plan on page 16-19 provides an overview of the review findings and recommendations.
3. Brighton & Hove City Council's Housing division is composed of two services; Housing Strategy and Housing Management. The service as a whole achieved 3 out of 4 in the 2007 CPA assessment (comprising of 4:4 for Housing Strategy and 2:4 for Housing Management). This report has been split into three sections; Housing Strategy, Housing Management and cross-cutting issues. More detailed performance and comparison tables and charts can be found in appendix 1.
4. Housing Management is currently undergoing a major service transformation which it is anticipated will bring significant financial benefits and improved outcomes for service users and tenants. Changes currently underway include the development of a housing Local Delivery Vehicle (LDV), a innovative long-term partnering Procurement Strategy for the council's housing stock and a 3 year Service Improvement Plan for Housing Management. The second phase of LDV development has recently been approved by Cabinet and this could bring in up to £45M in additional funding as well as improvements to units of temporary housing. The long term partnering contracts for the repairs and maintenance of the housing stock will commence in April 2010 and lead to substantial year on year savings in the council's maintenance costs. The 3 year Service Improvement plan will provide a new strategic focus and enable a service review with the aim of the overall unit cost of the service.

Approach

5. The approach is based on a good practice model developed by PricewaterhouseCoopers with review outputs including priorities for improvement and performance measures for monitoring and reporting. The focus of the review has been on analysing the service 'as is' rather than a detailed 'backward look' with an emphasis on developing a prioritised list of VfM opportunities that the service can begin to implement. The corporate methodology follows a five stage process detailed below:

Review stage	Key actions
1. Preparing for the review	<ul style="list-style-type: none"> • Agreeing scope • Establishing review team • Initial data gathering
2. Reviewing existing service provision	<ul style="list-style-type: none"> • Interviews with ADs & Heads of Service • Analysis of data • Analysis of best practise information
3. Prioritise areas of the service for improving VFM	<ul style="list-style-type: none"> • Analysis of data and interviews • Development of VfM opportunities long-list
4. Identify VfM improvement projects & final report	<ul style="list-style-type: none"> • Opportunities short-listing workshop • Development of report • Reporting to VfM Steering Group
5. Target setting, monitoring and reporting	<ul style="list-style-type: none"> • Key deliverables and monitoring schedule agreed • Start of implementation of quick-wins • Development of transformation plan

A. Housing Strategy

6. Housing Strategy manages the council's strategic and community housing functions, including the following areas:

The Housing Strategy

- Housing Needs and Homelessness
- Temporary Accommodation
- Private Sector Housing
- Single Homelessness
- Supporting People

7. The net budget for 2008/9 is £6.1M (excluding support services costs). The service also manages the Supporting People grant which totals £12.5M for the same period. Housing Strategy has scored 4 out of 4 in recent CPA assessments. Supporting People was classed a 'good service with promising prospects for improvement' in a 2007 Audit Commission inspection. Brighton & Hove has well above average instances of homelessness and housing related problems. Housing is therefore a key priority for the council and this is reflected in the comparatively high level of funding in order to provide a high quality service.
8. Housing Strategy has taken account of Value for Money when planning and improving services through a service improvement exercises including a VfM review of Homeless spend and the strategic commissioning of services for single homeless people. Housing Strategy also manages services for people with Learning Difficulties and has made significant financial savings in this area. Learning Difficulties were included in the earlier VfM review of Adult Social Care are therefore not included in the scope of this review.

Homelessness and Temporary Accommodation

9. The Audit Commission VfM comparators identify BHCC second to top of its group from spend on homelessness per head of population (see appendix 1). Homelessness has traditionally been a key financial pressure for the council and the homeless budget was classed as a corporate critical budget. In the past this has been characterised as an intractable problem due to the high number of homeless people 'attracted' to the city and the higher than average size of the private rented sector.
10. The division has made considerable progress in developing a preventative approach to homelessness which has led to the budget no longer being classed as critical and improved outcomes for service users. The service has moved resources from dealing with statutory homelessness to supporting preventative actions and providing housing advice (and has the highest portion of overall spending on prevention amongst the authorities benchmarked in the Acclaim study below). Statutory homelessness acceptances have decreased from 925 in 2003/04 to 439 in 2007/8 (see appendix 1) and a reduction from 666 households in temporary

accommodation to 482 over the same period. Levels of homelessness prevention due to housing advice casework (BV213) remain top quartile compared to nearest neighbour authorities, and the council remains on track to meet the government's target to halve the number of households in temporary accommodation by 2010.

11. The service has recently undertaken a Value for Money exercise which included benchmarking led by Acclaim consulting. Acclaim used a comparator group based on London Boroughs which they argue have more similarities in terms of homelessness with Brighton & Hove than most authorities in the Audit Commission comparator group. BHCC compare well in the majority of areas of homelessness spend including:
 - Lowest unit costs per prevention (see appendix 1)
 - Low unit cost for emergency accommodation
 - The lowest annual cost for units of temporary accommodation.
12. The report also identified some areas where BHCC compares less favourably including the highest costs for storage in the group, high costs for non-block booked Bed & Breakfast and bottom quartile for percentage of people in Temporary Accommodation in Bed & Breakfast. The service has developed an action plan to address these issues.
13. The service has good partnership working with other BHCC directorates in the provision of housing need/homelessness support to Children and Young People's Trust (CYPT) and Adult Social Care (ASC). This has produced VfM benefits in providing a coordinated approach to housing need and temporary accommodation across the authority with improved procurement and less duplication of effort and spend. This has also improved outcomes for service users improving the timeliness and quality of temporary accommodation and its provision. More work need to be undertaken to identify the extent and financial benefits of this joint working. The Acclaim exercise identified that BHCC reporting used in the Audit Commission profiles includes non-statutory homelessness costs (particularly for ASC and CYPT). Exclusion would reduce from cost per head from £12 to closer to £7 and compare more favourably to the council's in the comparator group (see appendix 1).

Adaptations

14. The Private Sector Housing Team provide an adaptations service for council, housing association and private sector tenants, and owner occupiers. The annual adaptations budget is £750K for council tenants and £1M for others (provided through the Disabled Facilities Grant). The budget is in high demand and there is a waiting list of applicants.
15. The service has taken steps to ensure that housing options are considered at an early stage in the application processes so that a move to a more suitable adapted property is considered before expensive adaptations are undertaken. It is essential that this is further developed (in conjunction with ASC and

CYPT) to stop unnecessary waiting times and spend. Options to offer financial support to owner occupiers for moving to a more suitable property rather than adapting their existing home should also be investigated (as successfully used in Eastbourne and Hastings).

16. Adaptations have wider financial impacts. Time on the waiting list or adaptations to unsuitable properties can affect other service areas (e.g. need for Home Care whilst waiting or having to remove adaptations from unsuitable council properties once the resident has left). The Department for Local Government and Communities (DCLG) has presented a case for investing in adaptations in order to gain wider VfM benefits across council functions. Some initial work has been undertaken to develop a business case for BHCC, but further analysis needs to be completed to understand local costs and benefits. This work will continue and is included in the attached action plan.

Housing Strategy successes

17. Housing Strategy have successfully improved and developed some of their services to improve VfM and bring additional funding to the council. Recent successes include:

Supporting People

18. The Supporting People team have effectively developed their strategy in order to manage a reduction in their grant of 10% over 3 years. The service has improved its strategic approach to commissioning and managed (using a VfM tool) to increase the number of units of support it provides to vulnerable people within this reducing grant framework.

Single Homeless Integrated Support Pathway

19. The Single Homeless Team has managed the reduction in Supporting People funding whilst improving outcomes for single homeless people. The Integrated Support Pathway has aligned third sector organisations in the city to the council's strategic objectives and provided a higher level of support to enable single homeless people to gain employment and stable housing. This work has been recognised by the government as best practice and brought in additional funding.
20. Following the Supporting People Grant Announcement in January 2008, the Supporting People team were required to find savings of 11.5% over a three year period. This represented £776,827 from services within the 'Social Excluded Cluster Group', the majority of which sit within the Integrated Support Pathway.
21. In order to meet this savings target, and deliver new services identified as gaps in provision by the Supporting People Strategy Review, it was necessary to decommission some services that were not as closely aligned to the Supporting People Strategy as other services. The impact of the

decommissioning of these services is being mitigated through a combination of remodelling of existing services and exploring other move on options for service users whose complex needs cannot be met from within the Pathway.

BEST Private Sector Renewal funding

22. The Private Sector team have successfully led a regional bid for Private Sector Renewal funding. This has brought an additional £8M to the city which is being used to improve Private Sector properties.

B. Housing Management

23. Brighton & Hove Council owns around 12,000 council homes and manages 2,000 leasehold properties. The service was awarded 1 star out of a possible 3 in a 2005 inspection by the Audit commission and classed as 'a fair service with promising prospects for improvement'. The estimated cost of the service for 2008/9 is £46.2M. The service is funded through rent collection via the Housing Revenue Account (HRA).
24. In February 2007 Brighton & Hove tenants voted to retain the housing stock under the direct control of the council. This has resulted in a funding gap if the council is to bring all homes to meet the Decent Homes standard. Council officers and consultants have been working to reduce this funding gap with a programme of savings and a new 10 year Procurement Strategy. A large amount of council resource is already focused on addressing this issue and it has therefore been excluded from the scope of this review.

Unit costs and management structure

25. Unit costs for Housing Management are high at £17.28 cost per property for 2007/8. This puts BHCC close to the top quartile when compared to other local authorities. The service is making efforts to address this and unit cost has reduced from 2005/6 cost of £18.58 per property. Satisfaction amongst tenants is in the lowest quartile for Unitary Authorities at 72%.
26. Analysis of previous reviews and interviews with managers revealed concerns that the service's current structure is not effective. The current structure has dedicated teams for functions including rent collection, lettings and estate services, mixed with an area based tenancy management function. This has led to an element of confusion regarding lines of responsibility and inconsistencies in practices between areas (for example how Housing Officers deal with tenancy enforcement and interact with the dedicated teams). The resulting management structure is large to accommodate these responsibilities and therefore high cost. A new 3-year Service Improvement Plan for the service is currently under development and it is recommended that the service is restructured to support the framework, improve clarity of lines of responsibility and reduce unit costs.
27. Housing management has a devolved structure with separate access points for each of the management areas as well as for the repairs and specialist teams. This can mean that customer enquiries are often not resolved at first contact, whilst transaction costs are high and inefficiencies exist. The service would benefit from a customer access and business process review. This work should be linked to the council's corporate customer Access Strategy.

Repairs and Maintenance

28. Unit costs for maintenance are high and in the top quartile in the Audit Commission comparator group for 2006/7 (see appendix 1). However Housing Management costs fell to £17.37 in 2007/8 for the first time in several

years from £18.82 in 2006/07. This was achieved through a reduction in responsive repairs, improved contracting/partnering and capitalisation of some costs. Work has also been undertaken to review all housing management assets and produce a prioritised model for improving the overall housing stock to meet the Brighton & Hove Standard.

29. The proposals in the Procurement Strategy for the repair and maintenance of the stock should lead to significant financial savings and improved outcomes for tenants. The service has also made VfM improvements to its current contracting arrangements (see point 33). However there is potential to gain efficiencies by joining contracts for works not covered by the 10 year agreements with other (non-housing) corporate contracts, for example lift maintenance, asbestos removal etc. Work should be undertaken to produce a forward plan of both corporate and housing contracts, and to tender them jointly where appropriate.

Income Collection

30. Income collection has seen a steady improvement since the establishment of the dedicated team. The team provide a more consistent and systematic approach than under previous arrangements where the function was devolved to area Housing Officers. Performance is now at 97.7% which has moved the council out of the bottom quartile for the first time in recent years and puts BHCC closer to the median when compared to other Unitary Authorities (see appendix 1).
31. There are opportunities for further improving performance and reducing the total amount of outstanding rent. The adoption of a 48 or 50 week rent year with those in arrears continuing to pay for 52 weeks has been effectively used by other providers. Other successful initiatives include marketing campaigns that emphasise the consequences of not paying rent. It is recommended that the council considers these examples of best practice in income collection.

Recharging

32. The authority is currently not maximising opportunities for recharging, for example properties that are left in poor condition and unauthorised repairs. Where recharges are made, payment is not always effectively pursued. Work should also be undertaken to ensure that those who leave properties in a state of disrepair or undertake unauthorised work on their homes are recharged, and that every effort is made to ensure that the outstanding charges are collected.

Housing Management successes

33. Housing management have successfully improved and developed some of their services:

Improved contracting

34. As well as developing the longer term Procurement Strategy, steps have been taken to improve current contracts and the service is working to develop an 'open book' approach with its key contractors. The service has made substantial savings through improved procurement; including a reduction in the unit cost from £4,779 to £3,100 for kitchens and from £2,800 to £1,780 for bathrooms between 2006/7 and 2007/8. Substantial savings have also been made in procurement of doors through the London Housing Consortia and improvements to cyclical repairs and redecorations.

Empty properties

35. Significant improvements have been achieved in empty property turn-around times. The average turn around time has been reduced over the past year, dropping from 35 days in 2006/7 to 31 in 2007/8 (see appendix 1). This results in people moving out of temporary or unsuitable accommodation more quickly and has a positive impact on the Bed & Breakfast budget. There is also a reduction in the amount of rent 'lost' through vacancy.

Estate Services review

36. A review of Estate Services is underway to look at the future provision of the service. The review has followed the recommendations made by tenants through councillor led focus groups and has already resulted in developments to the service that have been widely supported.

C. Cross cutting issues

37. A number of areas have been identified that have VfM implications for both Housing Strategy and Housing Management:

Housing Green Paper

38. Proposals to develop a detailed business case to establish a Local Delivery Vehicle (LDV) as outlined in the government's Housing Green Paper have recently been agreed by councillors and tenants groups. The council is committed to creating an LDV without the involvement of a Registered Social Landlord, freehold transfers or the transfer of tenanted properties. As well as bringing additional investment the LDV is expected to bring wider social benefits by helping to meet housing need in the city.
39. Work has been undertaken by leading financial and legal experts who have concluded that there are a number of viable options to create a LDV in Brighton & Hove within these constraints. Financial modelling by PwC will help ensure that the LDV delivers value for money and indicates that significant financial benefits are achievable. PwC estimate that the LDV will generate up to £45M in additional funding for improving the council's housing stock.

Links between Housing Strategy and Management

40. Housing Strategy and Management are arranged as two separate services with little shared functions. The separation is partly due to the differing funding arrangements (HRA, General Fund and the Supporting People grant) and historical factors. The proposal to transfer Housing Management created a logical need to keep the services separate in order to make the transition as smooth as possible in the event of a 'yes' vote. The tenants' decision to retain the council as their landlord means that opportunities exist to increase and improve joint working across the services. The new Housing Strategy 2008-2013 provides the strategic framework for improvement in this area.
41. The division currently has multiple customer access points across both services. There is scope for better integration of these access points and joining-up elements of customer access in line with the strategic 'housing options' approach to addressing housing need. Opportunities also exist for learning from best practice across the services, for example Housing Strategy's VfM focused approach to service improvement and Housing Managements improvements in void turn-around times. It is recommended that opportunities for integrating teams and joining-up elements of customer access in line with the council's 'Access Vision' are reviewed.

ICT

42. Issues with ICT systems were identified across both divisions and ICT was often cited as not supporting business processes and hampering improvements to the service. Particular frustration related to the OHMS system which is used across both services. Benchmarking of Housing Management costs via the Housemark network identifies BHCC as having a higher percentage of overall spend on IT than many other providers (Based on 2004/5 data). Although ICT should not drive improvements in the service it is important that the ICT infrastructure is effective in supporting any new customer access initiatives, the new Service Improvement Plan and the delivery of the Procurement Strategy for Housing Management.
43. The service is yet to implement effective mobile working and an initial pilot failed due to difficulties linking current systems to the mobile solution. Mobile working has been used effectively by other providers to improve working practices and deliver efficiencies. Successful examples include Lewisham LBC who have delivered £120K per year saving through mobile working for surveyors and Peterborough City Council who used mobile solutions to help deliver £1.8M of savings. Further development of mobile working should be investigated, but it is essential that any future projects have a robust business case.
44. Processes across housing are often paper-based and records are mainly manually stored and retrieved. The service may benefit from participation in the corporate Electronic Document and Record Management (EDRM) programme. Work should be undertaken to produce a business case identifying areas of Housing that would benefit from inclusion in the programme, as well as identifying the costs involved and efficiencies that could be gained.

Sickness absence

45. Sickness absence figures show that Housing Strategy and Housing Management have high levels of sickness absence within the authority. There are a number of long-term absences, however short-term absences account for a significant portion of the overall figure. Sickness absence has VfM implications for staffing levels, service delivery, and use of agency staff.
46. The council has recently initiated a sickness absence pilot in which Housing have been identified as a participants. The pilot includes improvements to reporting and monitoring, HR support, use of Occupational Health, use of flexible working and training for HR and Housing managers. Initial analysis shows a positive impact of this initiative with significant reductions in sickness absence in Housing Management.

Agency Staff

47. Both housing divisions had high spend upon agency staff in 2007/8. Housing Strategy's agency costs were predominantly used to cover for sickness absence and deal with service peaks (e.g. summer months when the number of homeless enquiries increases). Housing Management's costs related primarily to cover for vacancies in the Estate Services team whilst it was under review, and some sheltered housing posts that have been difficult to recruit to permanently. Anecdotal evidence suggests that agency employees can sometimes provide better value for money than other options, however more work needs to be undertaken to identify actual costs and benefits. It is recommended that targets are set for reducing the annual spend on agency staff.
48. Housing Management is currently completing reviews of the estate service and of sheltered housing. An expected outcome of these reviews is the reduction in the use of agency staff.

Value for Money opportunities and action plan

49. The various VfM opportunities identified in the review have been grouped and summarised into a VfM action plan (starting on the next page). A workshop was held with senior Housing managers in order to prioritise the opportunities and agree timescales for the action plan.

Ref	VfM issue	Objective	Lead	Timescale	Performance measures
H1	Links between Housing Management (HM) and Housing Strategy (HS) PRIORITY = HIGH	Housing wide review of customer access. Link to customer Access Vision. <ul style="list-style-type: none"> Including Business Process Improvement work. 	Nick Hibberd and Jugal Sharma	Review completed by end Mar 2009 Implementation start by May 2009	<ul style="list-style-type: none"> Increase in customer satisfaction (Target increase by %) Increase in number and use of access channels Reduction in duplication of access channels
H2	Use of agency staff PRIORITY = HIGH	Evaluate costs and benefits of key areas of agency staff use. Set clear targets for reducing annual spend on agency staff and consultants.	Nick Hibberd and Jugal Sharma	Cost benefit analysis by December 2008 Targets set for reporting in April 2009	Spend on agency staff (Target = reduction by 25%)
H3	Unit costs for housing management service PRIORITY = HIGH	Service redesign to reflect new strategic framework for Housing Management	Nick Hibberd	Housing Management 3 year Service Improvement Plan agreed by November 2008 Service structures reviewed and redesign implemented during 2009	<ul style="list-style-type: none"> Housing Management Unit Cost (target = reduction by £4)
H4	ICT systems not always fit for purpose PRIORITY =	Review of ICT needs, costs and options for future	Steve Corbett	Initial review complete by November 2008 <ul style="list-style-type: none"> Business Case for joining 	<ul style="list-style-type: none"> Cost of ICT as % of overall spend (target = reduction % of overall spend)

Ref	VfM issue	Objective	Lead	Timescale	Performance measures
	MEDIUM			<p>corporate Electronic Document & Record Management May 2009</p> <ul style="list-style-type: none"> Business case for mobile working development/pilot May 2009 	
H5	Income collection performance PRIORITY = MEDIUM	Implement measures to increase rent collection	David Rook	<ul style="list-style-type: none"> Introduce 48 or 50 week rent year from April 2010 Focused rent arrears marketing strategy agreed by Mar 09. Marketing campaign during 2009/10 	<ul style="list-style-type: none"> % of rent collected (target = increase by 0.5%)
H6	level of sickness absence PRIORITY = HIGH	Participate in Sickness absence pilot	Nick Hibberd and Jugal Sharma	Evaluation of sickness pilot by March 09	<ul style="list-style-type: none"> Average days per employee (reduction in average number of days. Target = 9 days)
H7	Storage costs for Homeless households in TA PRIORITY = MEDIUM	Introduce charge for storage/or sign-post only	Steve Bulbeck and Sylvia Peckham	Storage recharging implemented by December 2008	<ul style="list-style-type: none"> Storage costs (target = reduction in storage costs to at least average in benchmarking exercise)

Ref	VfM issue	Objective	Lead	Timescale	Performance measures
H8	Adaptations (cross cutting impact CYPT and ASC) PRIORITY = HIGH	Identify local costs, impact and potential VfM benefits of changing policies and spend on adaptations. And identify spend to save opportunities	Martin Reid	Develop Business Case for increasing adaptations funding based on local cost benefit analysis by January 2009	<ul style="list-style-type: none"> Performance measure should be identified as part of this work
H9	Separate Housing Management and corporate procurement strategies and contracts PRIORITY = MEDIUM	Identify all potential repairs and maintenance areas with potential for single contract and develop forward plan	Nick Hibberd	Forward plan produced by December 2008	<ul style="list-style-type: none"> Number of joint contracts
H10	Homeless cost per head PRIORITY = HIGH	Ensure that costs and benefits of corporate commissioning of temporary contracts for social care clients are understood and identified. Distinguish costs of statutory homelessness from other types of homelessness in financial records and reporting. Implement Housing Need VfM review opportunities	Steve Bulbeck and Sylvia Peckham	Cost benefit analysis by April 2009 Separate reporting by April 2009 Implement recommendations by November 2009	<ul style="list-style-type: none"> Homelessness cost per head (target = reduction £)

Appendix 1 – Charts and tables

Table 1: Housing CPA score (from Audit commission VfM profile)

Chart 1: Homeless applications and acceptances 2001/02-2007/08

Table 2: Homelessness cost per head (from Audit commission VfM profiles)

Chart 2: Actual cost of homelessness/£ pre head (from Acclaim benchmarking exercise)

Chart 2a Temporary Accommodation targets and projections

Table 3: Average management cost per unit (from Audit commission VfM profiles)

Chart 3: Brighton & Hove Housing management £ per property over time

Chart 4: BHCC percentage of rent collected over time

Table 5: Weekly maintenance £ per property (from Audit commission VfM profiles)

Table 1: Housing CPA score (from Audit commission VfM profile)

Authority name	2007
Blackpool Council	4
Bath And North East Somerset Council	4
Sefton Council	3
Southampton City Council	3
Brighton and Hove City Council	3
Reading Borough Council	3
Portsmouth City Council	3
Plymouth City Council	3
Trafford Metropolitan Borough Council	3
City of York Council	3
North Tyneside Council	3
Bournemouth Borough Council	2
Southend on Sea Borough Council	2
Bristol City Council	2
Coventry City Council	2
Torbay Council	2

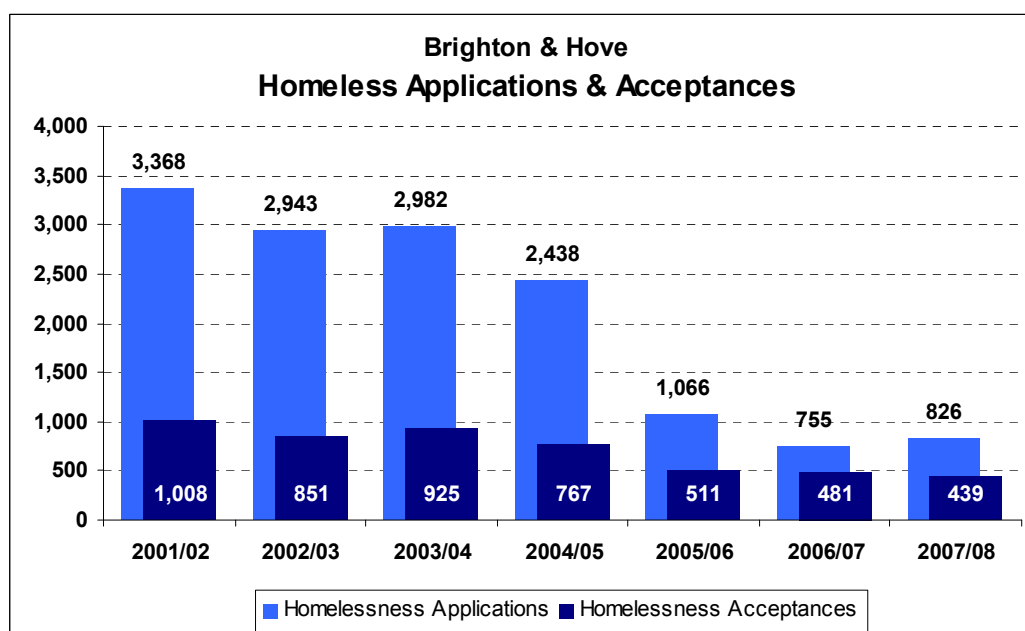
Chart 1

Table 2: Homelessness cost per head (from Audit commission VfM profiles)

Authority name	2007
Torbay Council	17.54
Brighton and Hove City Council	16.53
Bristol City Council	12.86
Southend on Sea Borough Council	8.56
Bournemouth Borough Council	8.34
Southampton City Council	6.54
Reading Borough Council	5.86
Bath And North East Somerset Council	5.22
Portsmouth City Council	4.10
City of York Council	4.05
Blackpool Council	4.04
Plymouth City Council	4.03
Coventry City Council	2.57
North Tyneside Council	2.28
Trafford Metropolitan Borough Council	2.08
Sefton Council	1.56

Chart 2: Actual cost of homelessness/£ pre head (from Acclaim benchmarking exercise)

Benchmarked Activity	Total homelessness cost per head (adjusted population) <i>(NB: Interim & Temporary Accommodation for Client Side only)</i>	
	Brighton & Hove Result	Comparator Group Results
1. Prevention & Housing Advice	£4.4 (63%)	Median £5.0 (50%)
2. Assessment	£1.0 (14%)	Median £2.5 (19%)
3. Interim & Temporary Accommodation	£1.4 (20%)	Median £3.5 (25%)
4. Allocations to Homeless	£0.26 (4%)	Median £0.5 (7%)

Chart 2a Temporary Accommodation (Homeless Households) reduction target and projections 2007-8 to 2008-9

	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09	Feb-09	Mar-09	Apr-09
Target (net reduction)	495	485	475	465	455	445	435	425	415	405	395	385	375
Performance	529	516	482	484	467	445	428	411	394	377	360	343	326
Stretch Target													

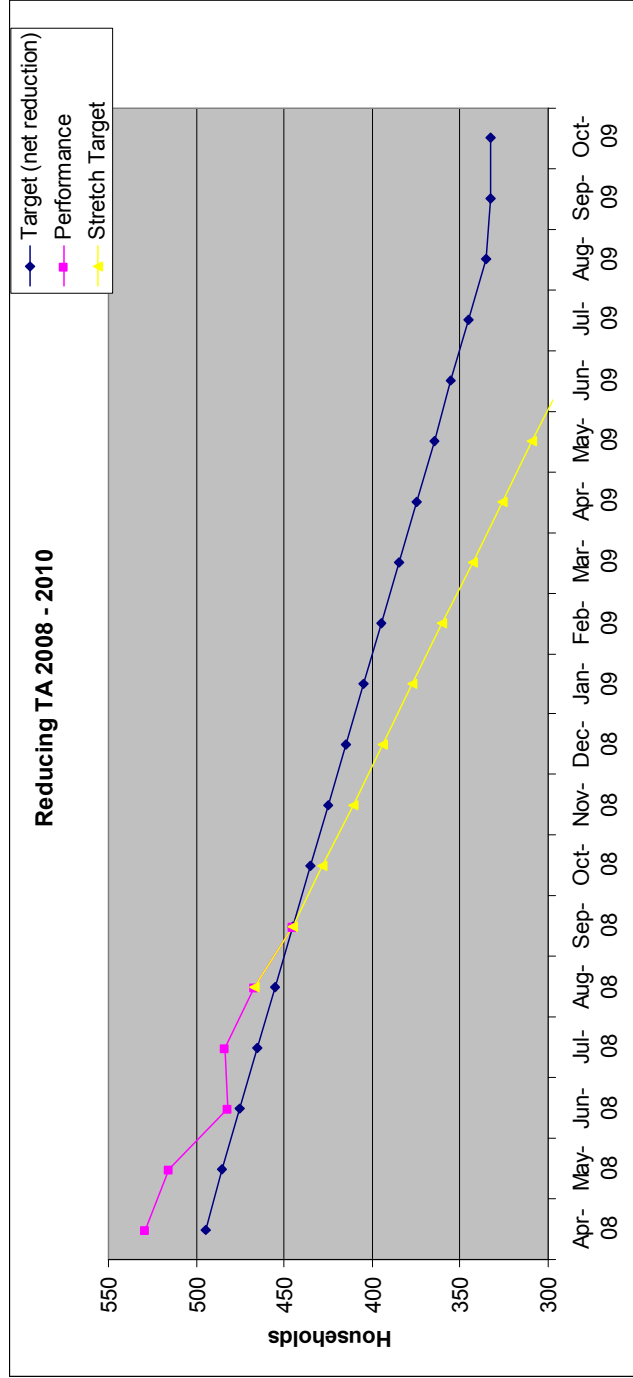


Table 3: Average management cost per unit (from Audit commission VfM profiles)

Authority name	2007
Southend on Sea Borough Council	29.50
Reading Borough Council	20.13
Brighton and Hove City Council	17.09
Bristol City Council	16.59
Blackpool Council	15.91
Southampton City Council	15.71
Bournemouth Borough Council	14.60
Portsmouth City Council	13.56
City of York Council	13.43
Plymouth City Council	13.39
North Tyneside Council	12.44

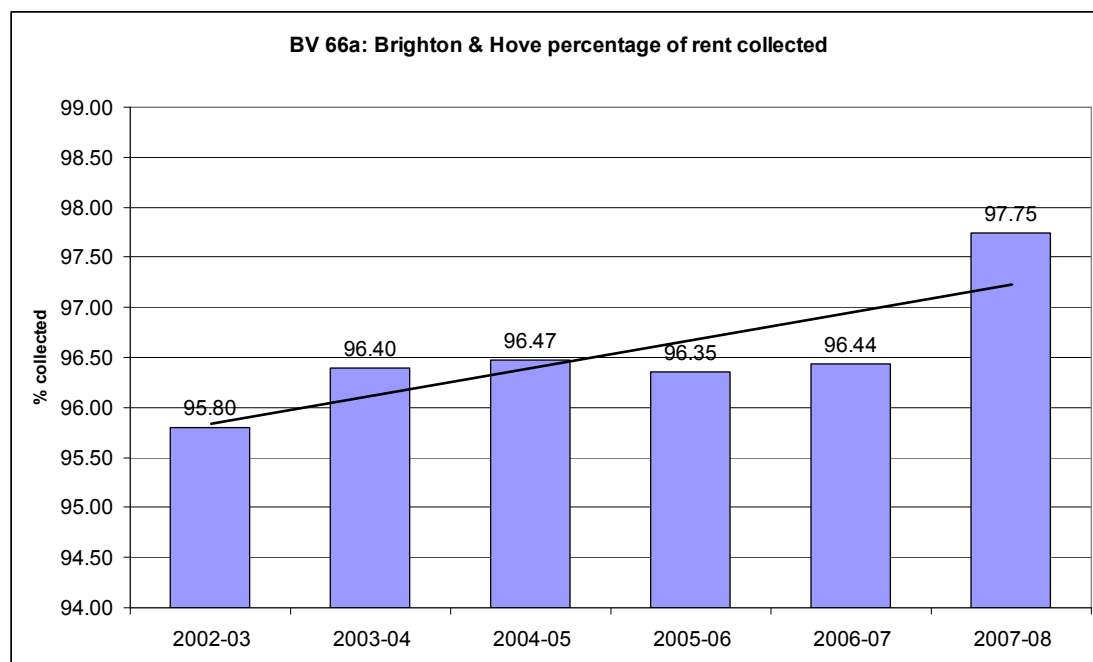
Chart 4

Table 5: Weekly maintenance £ per property (from Audit commission VfM profiles)

Authority name	2007
Portsmouth City Council	19.70
Brighton and Hove City Council	18.82
Blackpool Council	17.40
Southampton City Council	16.97
Plymouth City Council	16.74
Southend on Sea Borough Council	16.25
Reading Borough Council	16.24
Bristol City Council	15.07
North Tyneside Council	13.48
City of York Council	13.29
Bournemouth Borough Council	10.47

HOUSING CABINET MEMBER MEETING

Agenda Item 67

Brighton & Hove City Council

Subject:	Draft Service Improvement Plan for the Housing Revenue Account 2009-2012		
Date of Meeting:	12 November 2008		
Report of:	Director of Adult Social Care & Housing		
Contact Officer:	Name:	Nick Hibberd	Tel: 29-
	E-mail:	nick.hibberd@brighton-hove.gov.uk	
Key Decision:	Yes	Forward Plan No: HSG 2188	
Wards Affected:	All		

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT:

- 1.1 The Service Improvement Plan for the Housing Revenue Account 2009-12 sets out the programme for improving the management of 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.
- 1.2 The Service Improvement Plan responds to the priorities of tenants and leaseholders and sets out the long term vision and strategic framework for the management of council housing in our city.
- 1.3 This report is to present the consultation draft of the Service Improvement Plan to the Housing Cabinet Member for approval. Consultation with staff and tenants on the draft will take place during November 2008 subject to approval.

2. RECOMMENDATIONS:

- 2.1 That the Housing Cabinet Member approve the consultation draft of the Service Improvement Plan for the Housing Revenue Account 2009-2012 (Appendix 1)

3. RELEVANT BACKGROUND INFORMATION

- 3.1 The Service Improvement Plan sets out the programme for managing and maintaining our council housing over the next three years. It has been developed in response to feedback from tenant working groups over the last twelve months, with the overall objective of improving housing management services to an excellent standard. The plan sets out the strategic aims, and targets for each area of work and takes account of residents' priorities, interests and concerns.
- 3.2 Our vision for managing Council housing in Brighton & Hove is:

"to provide excellent Housing Management services, with our residents at the heart of everything we do."

Through the service improvement plan we aim to achieve excellence in Housing Management by focusing on 5 core strategic priorities:

1. Improve services to an excellent standard, with residents at the heart of everything we do
2. Improve the quality and sustainability of our homes and neighbourhoods
3. Deliver value for money services and a sustainable business plan
4. Make best use of our housing stock
5. Ensure that social housing provides a platform for reducing inequality and creating opportunity

3.3 Improvement planning is a vital tool to help us to achieve our vision. The plan aims to:

- Set out the authority's vision as a social landlord; our strategic objectives for the service; and the actions we will take to deliver our objectives
- Set out our medium term financial strategy to achieve a sustainable HRA business and retain the Council's housing stock
- Shape a new design for the Housing Management service with the aim of bringing staff together, increasing accountability and improving services.
- Help deliver a customer focused, performance-driven culture and ensure that staff are supported and developed to deliver excellent services
- Integrate with both the city's Housing Strategy and wider corporate objectives to place Council housing at the centre of a wider strategic approach to reducing inequality and promoting community well-being.
- Outline the role social housing should play now and in the future to improve people life chances, underpin social cohesion, and contribute to sustainable mixed income communities in Brighton & Hove.
- Introduce a wider cross-tenure, housing options approach to frontline tenancy management services to maximise the use of the housing stock, tackle worklessness, and promote greater social and economic mobility.

4. CONSULTATION

4.1 Over the last 12 months, we have involved tenants in a wide range of working groups to seek their views on how we can achieve excellence in service delivery. This business plan reflects the priorities that tenants have given us.

4.2 Listening to our residents is fundamental to our way of working. The Service Improvement Plan has been developed following a collection of processes involving residents over the last twelve months. As part of the planning process we have engaged with residents in the following ways:

- Adaptations Chairman's Working Group
- Allocations Chairman's working Group
- Tenancy Agreement Review Focus Group
- Estate Services Review Focus Group
- Sheltered Housing Tenants Focus Group and resident roadshows
- Estates Development Budget Working Group
- Asset Management Panel

We have also considered feedback given by tenants at Area Panels and at Housing Management Consultative Committee.

4.3 In July 2008, we carried out a full status survey of tenants and leaseholders, asking them for their views about the service we provide and their priorities for their homes and the area they live in. We have analysed the preliminary findings and have shaped the priorities for actions and key activities within this plan

4.4 The draft Service Improvement Plan will be consider by the Tenants' Citywide Assembly on 28th November and by staff at conferences during November 2008.

5. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

5.1 Any financial implications arising from the implementation of the Service Improvement Plan will be included in the HRA Revenue and Capital Programme Budget Reports, as appropriate, which are reported annually to Housing Cabinet.

Finance Officer Consulted: Sue Chapman 22 Oct 2008

Legal Implications:

5.2 The Council has wide powers under the Housing Act 1985 to provide and manage housing accommodation. The proposals in the improvement plan are compatible with those powers. The Council must take the Human Rights Act into account when exercising its powers, but it is not considered that any individual's Human Rights Act rights would be adversely affected by the recommendation in this report.

Layer Consulted: Liz Woodley 22 Oct 2008

Equalities Implications:

- 5.3 The service improvement plan has been developed along side the Housing Strategy as a staged process that has enabled us to engage with service users, service providers and the wider community to take into account their views, concerns and aspirations. An equalities impact assessment on the draft service improvement plan will be undertaken during the consultation period to identify any positive and negative impacts that our strategic objectives may have on service users, staff and the community .

Sustainability Implications:

- 5.4 Priority 4 of the service improvement plan is to *“Improve the quality and sustainability of our homes and neighbourhoods”*. The plan proposes to achieve this priority through a number of initiatives, including:
- Using our procurement processes to maximise opportunities for the improving sustainability and energy efficiency of our housing stock
 - Involving tenants in improving their neighbourhoods through the Estates Development Budget
 - Seeking to achieve the Cleaner Safer Greener Neighbourhood Kitemark

Crime & Disorder Implications:

- 5.5 The Service Improvement Plan aims to strengthen the Council’s response to harassment and anti-social behaviour.

Risk and Opportunity Management Implications:

- 5.6 A risk and opportunity matrix is maintained for the housing revenue account business plan as part of the corporate risk register.

Corporate / Citywide Implications:

- 5.7 This service improvement plan has implications for council tenants across the city. The HRA service improvement plan support the priorities in Brighton & Hove’s Corporate Plan 2008-2001

6. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 6.1 The priorities and strategic actions contained in this plan were developed in response resident recommendations arising from a series of working groups over the last 12 months. Each working groups reviewed a specific area of the service and made recommendations for improvement.

7. REASONS FOR REPORT RECOMMENDATIONS

- 7.1 The report considers the consultation draft of the service improvement plan for the Housing Revenue Account.

SUPPORTING DOCUMENTATION

Appendices:

1. Draft Service Improvement Plan for the Housing Revenue Account 2008-2013

Documents In Members' Rooms

1. None

Background Documents

1. None

Consultation Draft

Achieving excellence in housing management

Service Improvement Plan for the Housing Revenue Account 2009 – 2012



Contents

Foreword	3
Part 1 – Vision and Context	4
Our vision	4
Meeting Brighton & Hove City Council’s priorities	5
Meeting the Council’s strategic housing priorities	5
Meeting our residents’ priorities	7
The context in which we work	8
Part 2 – Delivering our priorities	10
Priority 1. Improve services to an excellent standard	11
Priority 2. Improve the quality and sustainability of our homes and neighbourhoods	12
Priority 3. Deliver value for money services and a sustainable business plan	13
Priority 4. Make best use of our stock to address housing need	14
Priority 5. Social housing as a platform for reducing inequality and creating opportunity	15
Part 3 – Delivery	17
Key aspects to improving the service	18
Improving our stock investment and asset management service	19
Improving our tenancy management service	20
Enabling continuous business improvement	21
Involving our tenants	22
Medium – term Financial Strategy	23
Appendix 1. Annual Delivery Plan	24
Appendix 2. Performance Management Framework	25
Appendix 3. Equalities impact assessment summary	26

Foreword

This Improvement Plan sets out our programme for managing and maintaining our council housing over the next 3 years. It has been developed with the overall objective of achieving excellent housing management services for council tenants and leaseholders in Brighton & Hove.

The plan sets out our strategic aims, the targets we are committing to meet in each area of work, and how we will deliver them. It brings together in one document all the priorities and standards we need to meet to satisfy our different stakeholders, including the council as a whole, the housing needs of the city and central government. Most importantly, it takes account of our residents' priorities, interests and concerns. We will use it as a live document to stretch ourselves to deliver excellent services.

Our residents voted in 2007 to keep the council as their landlord, in the knowledge that the council could not afford to bring all homes up to modern standards without making a lot of changes. This document outlines how we aim to deliver a sustainable 30-year business plan to merit their vote of confidence in the Council

We are committed to providing quality homes, safe neighbourhoods and excellent, good value, services for all. Our aspiration is that each tenant will have a home that's right for them in a neighbourhood that is safe and well maintained. We also want our homes, our services and the security of a council tenancy to give our tenants the means to achieve their full potential.

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; and consistently high level and responsive services. I am very much looking forward to the challenges ahead.

Councillor Maria Caulfield
Cabinet Member for Housing

Part 1 – Vision and context

Our vision is:

“to provide excellent Housing Management services, with our residents at the heart of everything we do.”

Improvement planning is a vital tool to help us to achieve our vision. This Improvement Plan for the Housing Revenue Account (HRA) clearly sets out the long term vision and strategic framework for the management of council housing in our city.

The plan aims to:

- Set out the authority’s vision as a social landlord; our strategic objectives for the service; and the actions we will take to deliver our objectives
- Set out our medium term financial strategy to achieve a sustainable HRA business and retain the Council’s housing stock
- Shape a new design for the Housing Management service with the aim of bringing staff together, increasing accountability and improving services.
- Help deliver a customer focused, performance-driven culture and ensure that staff are supported and developed to deliver excellent services
- Integrate with both the city’s Housing Strategy and wider corporate objectives to place Council housing at the centre of a wider 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.

- Introduce a wider cross-tenure, housing options approach to frontline tenancy management services to maximise the use of the housing stock, tackle worklessness, and promote greater social and economic mobility.

The plan has three parts. Part 1 places the plan in context and sets our vision and key objectives for achieving excellence in Housing Management. 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 redesign our housing management service to ensure that we are able to deliver the objectives in the plan.

Meeting Brighton & Hove Council's priorities:

The plan outlines a service improvement programme containing the key strands of work to be delivered to realise the vision. Our aim for an excellent management service, delivered by quality staff and driven through resident involvement, supports the priorities in Brighton & Hove Council's Corporate Plan 2008-2011 to:

- 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:

We recognise that the drive to achieve excellence in Housing Management will not be a success if carried out in isolation – it must recognise and address national and regional objectives, and also the needs and aspirations of the city. It is important that the improvement plan links to the new city-wide Housing Strategy, the Local Area Agreement, and the Local Development Framework to ensure we are effectively meeting the needs of the city. 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 6 underlying principles for the citywide Housing Strategy in everything we do:

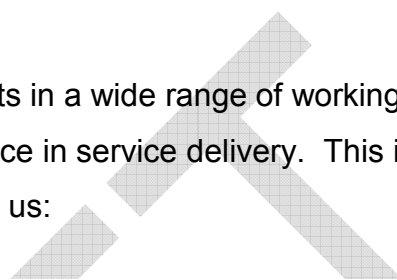
- **A healthy city.** Making sure our services improve the quality of residents' lives
- **Reducing inequality.** Making sure our services are welcoming and responsive to the needs of our communities
- **Improving neighbourhoods.** Making sure our services contribute to creating safe sustainable communities
- **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

We are committed to working with all our tenants and leaseholders and their representatives to find out what their priorities are for the Housing Management service, and agree how we can best achieve them.

For information on tenant involvement see page 16

Over the last 12 months, we have involved tenants in a wide range of working groups to seek their views on how we can achieve excellence in service delivery. This improvement plan reflects the priorities that tenants have given us:



Our residents have told us they would like...	See page:
• to retain the council as their landlord	3
• to work with us on monitoring performance, quality, satisfaction and value for money	10
• to see an improvement in our customer service	10
• to be told of plans which affect them as far in advance as possible	10
• to work with us on long term planning of our investment programme	11
• to retain an element of participatory budgeting through the estates development budget	11
• for community wardens to work more closely with housing officers	11
• a dedicated cleaning service for common areas	11
• to see housing work more closely with our partners on providing safer and cleaner neighbourhoods	11
• to see detailed register of adapted, adaptable and accessible homes	13
• to be offered practical assistance to help people to move as an alternative to adaptations.	13
• to be offered practical assistance for downsizing	13
• the terms of the tenancy agreement enforced in order to tackle neighbour nuisance	14
• to see an improved assessment process so that we ensure that only those people who are suitable for sheltered can bid	14
• to be involved in agreeing local lettings plans	14
• a sheltered housing policy with a model for sheltered housing that includes scheme managers	14

The plan in context – links to national policy

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 3 main elements:

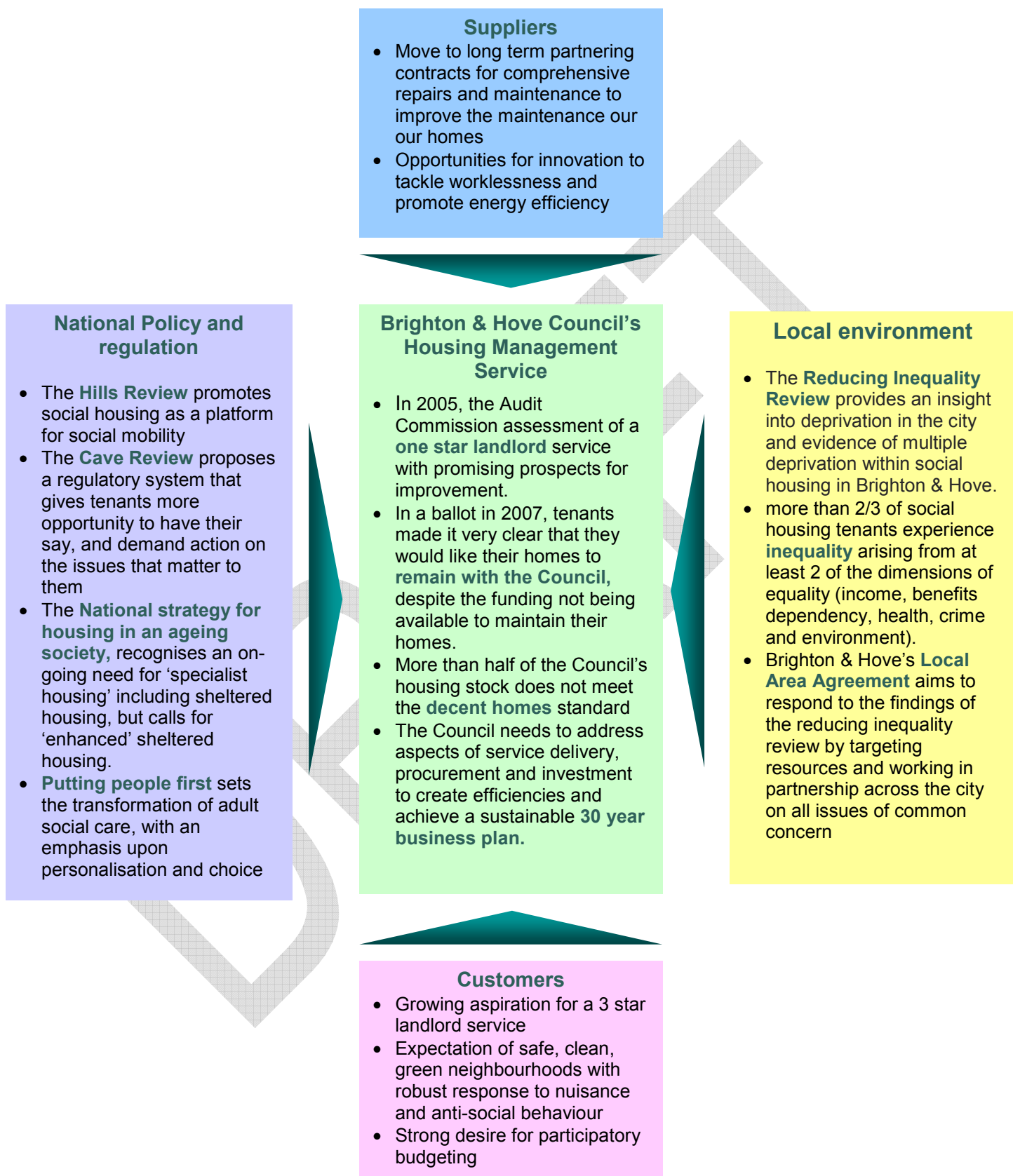
- to make it easier for local authorities to build new council homes to meet local needs
- to create the Homes & Communities Agency that will focus on the delivery of new affordable housing and work to regenerate run down areas.
- to set up a social housing regulator (the Tenant Services Authority) that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

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 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 government recently published its housing strategy for older people, **Lifetime Homes, Lifetime Neighbourhoods: A National Strategy for Housing in an Ageing Society**. This national strategy brings together priorities from across government departments, in particular 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.

The context in which we work



Part Two – Delivering our Priorities

Through our Service Improvement Plan we aim to achieve excellence in Housing Management by focusing on 5 core strategic priorities:

1. Improve services to an excellent standard, with residents at the heart of everything we do
2. Improve the quality and sustainability of our homes and neighbourhoods
3. Deliver value for money services and maintain a sustainable 30 year business plan
4. Make best use of our housing stock to address housing need
5. Ensure that social housing provides a platform for reducing inequality and creating opportunity

Priority 1: Improve services to an excellent standard, with residents at the heart of everything we do

This means:

- Brighton & Hove tenants receiving a first class and courteous service – every time
- Offering residents a range of involvement opportunities and evaluating the impact of resident involvement
- Providing services that are fully accessible and tailored to individual needs
- Rigorous use of customer feedback to improve the quality and value of services, by ensuring processes to capture feedback, and then implement and report on service improvements
- Learning from the best to drive up the quality of customer services through benchmarking against the best
- Develop the potential of local housing offices to serve their communities, by exploring how they can provide a range of services from the Council and other sectors

To achieve this we will:

- Deliver a Housing Management '3 star' service improvement and redesign programme
- Develop initiatives to involve residents in monitoring of performance, quality, satisfaction, value for money
- Develop a new performance management framework to strengthen relationships with partners and customers
- Achieve the Customer Service Excellence Standard
- Develop a Customer Access Strategy for the Housing Management service
- Improve front line customer service skills through NVQ accredited training for staff
- Achieve Investors in People Status

We will measure success by:

- Customer Service Excellence Standard awarded during 2009
- Increase overall tenant satisfaction from 72% to 80%
- 75% of all front line staff attained at least NVQ level 2 Customer Service by 2010
- Investors in People status achieved during 2008/09
- 75% of all estate cleaners attained NVQ cleaning in 2009

Priority 2: Improve the quality and sustainability of our homes and neighbourhoods

This means:

- Improving the physical environment of our homes and estates so residents feel safe, secure and part of a thriving community
- Making sure all our homes achieve and maintain the Brighton & Hove Standard
- Having a 'right first time' repairs service with appointments to suit the customer
- Using our procurement processes to maximise opportunities for improving sustainability and energy efficiency
- Developing the capacity of our workforce to deliver the investment programme.
- Establishing a high performing partnership to achieve the residents' vision for a cleaner, safer and greener environment and improved quality of life within our neighbourhoods
- Involving tenants in improving their neighbourhoods through the Estates Development Budget

To achieve this we will:

- Improve and maintain the quality of the housing stock through a comprehensive asset management strategy agreed with tenants via the asset management panel
- Through our Procurement Strategy, tender for long term comprehensive partnering contracts for the maintenance and improvement of the housing stock
- Redesign our Repairs and Maintenance Team to strengthen performance management
- Seek to achieve Construction Clients Charter status by April 2010
- Seek to improve energy efficiency stock through the procurement strategy
- Redesign our estate service following the recommendations of the Tenant Focus Group

We will measure success by:

- Increased customer satisfaction with local neighbourhoods
- All our homes meeting the Brighton & Hove Standard
- Achieving a balance between planned and responsive repairs with a target ratio of 40/60 ratio by September 2011.
- Achieve Construction Clients Charter status by April 2010
- Achieve Cleaner Safer Greener Neighbourhood Kitemark during 2009

Priority 3: Deliver value for money services and a sustainable 30 year business plan

This means:

- Delivering the 30 year business plan and medium-term financial strategy to maintain a sustainable business
- Delivering the housing management redesign programme to reduce management costs
- Delivering the procurement strategy to reduce unit costs of all repair, maintenance and capital works.
- Developing a local delivery vehicle to generate additional funding to invest in improvements to the housing stock
- Learning from the best to deliver value for money services through benchmarking against the best
- Developing a value for money culture amongst staff to inform all decision making through practical delivery of the actions arising from the Value for Money review and targeted training.

To achieve this we will:

- Redesign the Housing Management Service to reduce unit costs
- Establish a local delivery vehicle to generate investment in the housing stock
- Develop a Medium-Term Budget Strategy and set and monitor annual savings targets to improve income streams and reduce expenditure
- Maximise income collection, whilst promoting financial inclusion
- Develop benchmarking with internal and external partners
- Review the HRA Business Plan financial model annually and ensure it meets the requirements of the service and central government

We will measure success by:

- Achievement of annual savings targets and improvement in management and maintenance costs per dwelling per week
- Actions arising from the Housing Value for Money Review are implemented
- HRA Business Plan remains sustainable over 30 years
- Improve our income collection rate to 99% by 2010

Priority 4: Make best use of housing stock to address housing need

This means:

- Integration with the City's Housing Strategy to ensure the best use of the whole housing stock
- Developing new opportunities for low cost home ownership through the development of a home ownership strategy
- Tackling overcrowding through targeted housing options and well-being advice
- Releasing more family and adapted homes through targeted use of the transfer incentive scheme
- Offering local housing offices as gateways to a wider range of services

To achieve this we will:

- Train and develop frontline staff in the housing options approach and ethos
- Strengthen the flow of information between housing offices, social care services and children's services so that the most vulnerable residents can be identified and supported
- Develop and maintain an accessible housing register
- Support households wishing to downsize
- Develop a targeted approach to deliver housing options and well-being advice to overcrowded households
- Redesign the Right to Buy & Leasehold team to Home Ownership team to enable delivery of an integrated home ownership service.
- Market and promote the enfranchisement of HRA properties where all the flats have been sold to leaseholders

We will measure success by:

- All staff trained in delivering housing options advice during 2009
- Homeownership team established during 2009

Priority 5: Promote social housing as a platform for reducing inequality and creating opportunity

This means:

- Developing links between housing and employment advice
- Balancing rigorous tenancy enforcement with preventative approaches to effectively tackle anti-social behaviour
- Providing targeted interventions to those vulnerable households experiencing multiple disadvantages
- Developing an effective financial inclusion strategy to address fuel poverty, and support residents in financial difficulty
- Working with Adult Social Care to provide personalised services that address support and care needs
- Working with the Children & Young People's Trust to develop 'whole family' approaches to tackling family breakdown and resulting youth homelessness

To achieve this we will:

- Develop a strategy for tackling worklessness in social housing
- Develop a Sheltered Housing Policy
- Deliver the actions in the LGBT, BME and Older People's Housing Strategy
- Develop a financial inclusion strategy
- Deliver services for the whole family as a partner on the 'Think Family' pathfinder
- Work with the city's most challenging families to reduce anti-social behaviour through the Housing Management Social Inclusion Action Plan

We will measure success by:

- Employment training and apprenticeships established with our contractors
- Active participation in the Local Employment Partnership
- Remodel of sheltered housing as recommended by the Sheltered housing working group
- Introduction of 'community intervention teams'
- Reduction in youth homelessness as a result of family breakdown

Part three – Delivery

To enable us to deliver our strategic plan we will review the housing management service, focusing on a range of key issues. In undertaking this review we will:

- Ensure that as a service we are equipped to focus on investment, tenancy management, and business improvement
- help our staff to do their jobs by encouraging continuous learning and rewarding excellence.
- build partnership, innovation and efficiency targets into all our contracts
- Use technology intelligently to help us deliver better, more efficient services and give us greater flexibility

Key aspects to improving the Service

- **Investment.** Effectively managing the asset base for the future, ensuring the repairs, maintenance and improvement of the HRA stock by means of well developed procurement and asset strategise to provide value for money with excellent service delivery.
- **Tenancy Management.** Providing an efficient core housing management service to tenants and leaseholders with a focus upon 'getting the basics right first time', excellent customer service, and creating opportunities for tenant and neighbourhood empowerment.
- **Business Improvement.** Providing specialist services to tackle multiple disadvantage, dependency and worklessness and promote financial inclusion and opportunities for home ownership. Emphasis on targeted, personalised interventions to those households in need of additional support

Improving our stock investment and asset management.

Our aim is to provide a proactive and planned investment and asset management service that is based on good asset management data and that incorporates residents' aspirations. We want to fully develop partnering with our constructors to obtain maximum efficiency from the long term partnering agreements for the repair and maintenance of the housing stock. The service will focus upon putting tenants and leaseholders at the heart of maintenance and improvement works to the stock, by making it easy for residents to report or query repairs or improvements by telephone, in person or electronically, including outside normal office hours. We aim to tell service users when their repair should be completed at the time they report it, and be able to arrange a repair at a time to suit them. We want to develop a wide range of methods to receive feedback from tenants on their satisfaction with our repairs service.

Our asset management function will focus upon working with our partners to collect accurate information on stock condition, so that this can be used to prioritise investment and strategically manage resources. We aim to be able to automatically update information from asset management programmes into our stock condition database. By moving to long term partnering agreements we will work with our constructors to develop an investment programme which covers the short, medium and long term and provides sufficient detail so that service users and others are clear about the extent and timing of works.

Our responsive repairs service will focus upon completing repairs to a high standard within our target timescales, generally at the first visit. We want to carry out repairs and safety checks to our empty properties quickly and efficiently and ensure that safety check and annual services are carried out on all internal gas appliances. We will seek to achieve Chartered Construction Client Status for our maintenance services as a way of demonstrating that we are providing an excellent service.

The major investment in the housing stock through the delivery of the new long term contracts will maximise opportunities for making it easier and safer for people to stay in their own homes, by providing housing that is more responsive to the needs of individuals and communities. Investment in adaptations will aim to assist with the management of pressures upon health and social care.

Improving our tenancy management.

Our aim is for a service that will deliver tenancy management in an appropriate way in full consultation with our tenants. We will focus upon providing excellent customer service, and getting the service 'right first time'. Our workforce development strategy will develop our frontline staff to have a wide knowledge of the full range of enquiries that they receive, or to know who or how to access the necessary support services.

We want to offer a comprehensive range of ways for service users to contact them – by telephone, in person, through the website or electronically. We want to ensure that our services recognise and reflect the different populations of residents and users of tenancy and estate management services, with staff trained to deliver the right service to a range of service users.

At the start of every tenancy, we want to help our tenants to understand the condition of their tenancy, how breaches will be dealt with, and what to expect in return. Residents will be able to easily report Anti Social Behaviour and breaches of tenancy conditions, and we will ensure that we have efficient and effective arrangements for dealing with them.

We aim for estates which are clean, tidy and attractive. Abandoned vehicles, graffiti and vandalism will be dealt with swiftly according to set procedures. We will work with local residents and relevant partners to systematically inspect all estates to identify illegal parking, abandoned vehicles, footpaths, cleaning standards, condition of communal facilities and graffiti. We will deal quickly and efficiently with the issues identified.

Enabling continuous business improvement.

By establishing a focus upon continuous business improvement, the service will set challenging service standards in conjunction with service users and stakeholders, which are tailored to meet local need. We will provide our service users with comprehensive and accurate information on services, including costs and benefits.

We will continue to develop our specialist services in area such as income collection, lettings and home ownership. Our income collection service will provide flexible payment options that make it easy for service users to pay rent, service charges and other debts. We will offer a range of ways for service users to contact them – by telephone, in person, or electronically - and provide customer-friendly information about their accounts. We aim to offer advice to prevent debt increasing by taking early action as soon as accounts fall into arrears and ensure that customer-friendly letters and home visits to vulnerable residents are available and carried out when appropriate.

We aim to prevent arrears and tackle fuel poverty by ensuring that all new tenants receive an accurate welfare benefits check at the start of their tenancies and advice on debt management as appropriate. We will make effective use of local lettings policies where appropriate, which balance our housing need against the need to promote balanced communities.

We aim to have a clear understanding of the local community and service user profile so that we can ensure that our services are targeted to meet local need. We aim work with our partners to providing specialist services to tackle multiple disadvantage, dependency and worklessness and promote financial inclusion and opportunities for home ownership. There are a number of steps that could be taken, including:

- Providing targeted, joined up employment advice and well-being support during the lettings process
- Revisiting employment training as part of any housing reviews

Involving our tenants

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

- Tenants Adaptations Focus Group
- Tenants Allocations Focus Group
- Tenancy Agreement Review Focus Group
- Estate Services Focus Group
- Sheltered Housing Tenants Focus Group and resident roadshows
- Estates Development Budget Working Group
- Asset Management Panel
- Local Area Panels and Housing Management Consultative Committee

Our residents are regularly consulted on housing management matters through meetings of local Area Panels, and the Housing Management Consultative Committee.

Improving tenant involvement

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

- Actively canvasses the views of service users, and stakeholders, including the traditionally hard-to-reach groups and uses 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.

Financial strategy

HRA Business Plan Financial Model

The HRA business plan projects the 30 year capital and revenue position for the period 2008/09 to 2037/38. Our financial model is reviewed and updated on an annual basis. The Asset Management Strategy and benchmarking unit costs are integrated into the Business Plan.

The HRA receives an annual subsidy determination that currently results in a net transfer of resources to central government. The government is reviewing the method of subsidy distribution as the current subsidy system is producing a surplus for central government. The outcome of the review will not be known until 2009 and could impact on the 2010/11 HRA budget.

Current financial position

Delivering decent homes remains an important driver of the financial model and consequently priority has been put on key components of decent homes including windows, doors, heating and electrical systems, plus high quality replacement kitchens and bathrooms which require significant investment but can substantially improve the quality of accommodation and resident living conditions. Non essential components, including environmental factors, have been excluded from the model except some water and energy reduction features which save residents money and help to protect the environment. The key to meeting the required levels of improvements is ensuring that the target costs of the works are met.

Financial planning principles

The underlying principles to be adopted in the savings process will be:

- Value for money including improvements in procurement and partnership working
- Aligning resources with business plan priorities
- Improving income generation & collection
- Aligning the HRA business plan with commissioning strategies for Children's Services and care packages for adults
- Achieving maximum benefit from the asset base

The council will actively promote strong financial and risk management and maintain sufficient reserves to support financial planning as set out in the Financial Management section of the Corporate Plan.

Medium Term Financial Strategy (2008/09 – 2013/14)

Our medium term strategy is focussed on reducing capital unit costs in order to reduce expenditure on the capital programme, and increasing resources to finance the works required to achieve the Decent Homes Standard by 2013:-

- Reducing Capital Unit Costs
- Increasing Revenue Contributions to Capital
- Prudential (unsupported) Borrowing
- Increasing Capital Receipts through the development of a local delivery vehicle

Long Term Financial Strategy

The HRA Operating Account is projected to remain in balance for the remaining 30 year period. However it is very difficult to predict with any certainty more than 5 to 10 years ahead, particularly with the current housing subsidy system under review, and this plan and its assumptions will be reviewed and updated on annual basis in order to ensure it remains sustainable.

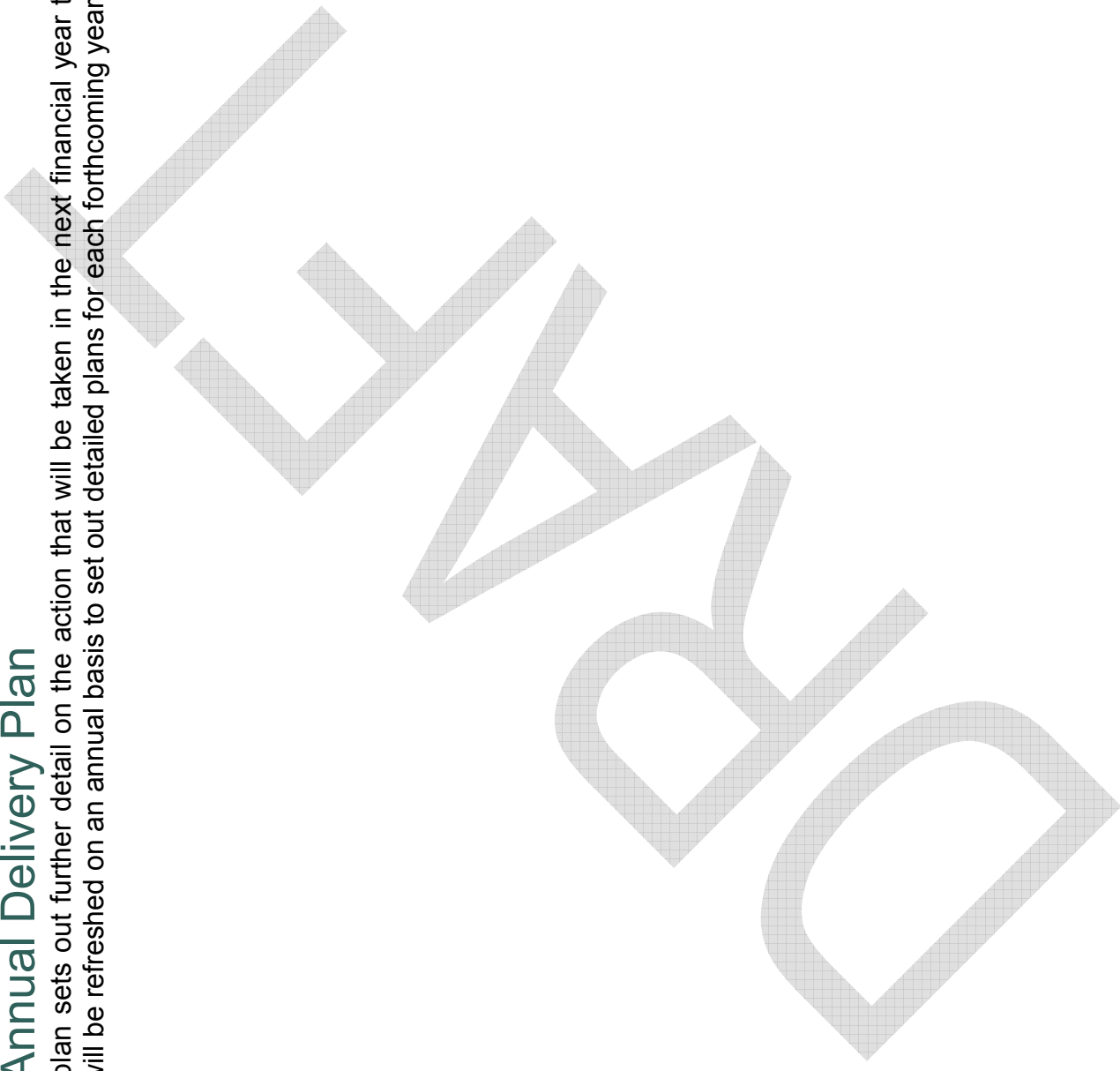
Value for money review

Our service redesign programme is driven by the recognition of the need to achieve greater value for money in order to have a sustainable future. To secure this, benchmarking, service reviews, and annual efficiency targets will be developed. Our Performance Management Framework will drive further cost efficiencies and performance improvements, informed by resident involvement and a robust resource allocation process.

Appendix 1.: Annual Delivery Plan

A one year delivery plan sets out further detail on the action that will be taken in the next financial year to work towards the business plan priorities. This will be refreshed on an annual basis to set out detailed plans for each forthcoming year.

[to be inserted]



Appendix 3.

Equality Impact Assessment Summary

The HRA 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 service improvement plan will be undertaken.

We would very much like your comments and feedback on this draft HRA Service Improvement Plan.

Please post your comments by 31 December 2008 to:

FREEPOST RRRT-ETLH-KYSK

Housing Strategy Team

Brighton & Hove City Council

4th Floor Bartholomew House

Bartholomew Square

Brighton BN1 1JE

Or email them to housing.strategy@brighton-hove.gov.uk

DRAFT

Housing Cabinet Members Meeting

Agenda Item 68

Brighton & Hove City Council

Subject: Housing Management Performance Report
Date of Meeting: 12 November 2008
Report of: Director of Adult Social Care & Health
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 To provide the Housing Cabinet Member's meeting with information on current performance within Housing Management services and on general policy initiatives underway to improve performance. The appendices to the report summarise the key performance results for the first financial quarter of 2008.

2. RECOMMENDATIONS:

- 2.1 That the Housing Cabinet Member's Meeting comment on the contents of this report.

3. RELEVANT BACKGROUND INFORMATION:

3.1 Rent Collection and Current Arrears

- 3.1.1 This section of the report provides information pertaining to four statutory performance indicators relating to the collection of Housing Revenue Account rent.

BVPI 66a. Proportion of rent arrears collected

BVPI 66a	
Brighton & Hove	97.96% (1st Quarter 2008/09)
Unitaries – Top Quartile	98.56% (annual return 2006/7)*
Unitaries – Bottom Quartile	96.88% (annual return 2006/7)
Unitaries – Average	97.74% (annual return 2006/7)

* N.B The benchmarking information is taken from national reported figures from 2006/07. Benchmarking information for 2007/08 is not published by the Audit Commission until autumn 2008.

3.1.2 This performance indicator relates to the proportion of rent collected as a percentage of the total rent due during the year. It does not take account of any cash collected to clear arrears from previous arrears or pre-payments taken to cover rent due in future years. This means that it is not possible for the result to exceed 100%.

3.1.3 The table below shows current performance for each neighbourhood area. The performance for the same period for 2007/08 is also shown as a comparator. All neighbourhood areas have improved on last years result for the same period.

Neighbourhood	Performance 2007/08	Performance 2008/09	Difference Between 2007/08 and 2008/09
Brighton East	95.90%	97.38%	+1.48%
Central	97.35%	98.37%	+1.02%
North & East	97.40%	98.28%	+0.88%
West	96.35%	98.16%	+1.81%
Temporary Accommodation	94.87%	95.40%	+0.72%
Citywide	96.68%	97.96%	+1.28%

3.1.4 The table below shows what the percentages translate to in financial terms. Based on current performance it is forecast that the council will collect £39.28 million of the total collectable rent during the year that became due during the year.

Neighbourhood	Annual Rent Charged to Tenants (£)	Performance to the end of June 2008	How much of the rent charged for the year that we collected (£)
Brighton East	12,807,349	97.38%	12,471,796
Central	7,756,829	98.37%	7,630,393
North & East	11,471,758	98.28%	11,274,443
West	7,794,197	98.16%	7,650,784
Temporary Accommodation	267,214	95.40%	254,922
Totals	40,097,347	97.96%	39,282,338

3.1.5 At the beginning of April 2008 current arrears stood at £848,558 and at the end of June had reduced to £774,621 representing a drop of £73,937.

3.1.6 **BVPI 66b. % of tenants with more than seven weeks arrears**

BVPI 66b	
Brighton & Hove	6.62% (1st Quarter 2008/09)
Unitaries – Top Quartile	4.64% (annual return 2006/7)
Unitaries – Bottom Quartile	8.40% (annual return 2006/7)
Unitaries – Average	6.94% (annual return 2006/7)

3.1.7 This indicator shows the percentage of tenants with more than seven weeks' arrears. The indicator is an average over the year rather than a snap shot at anyone time i.e. the end of a month or quarter. This means that the figures shown are cumulative and we take weekly snapshots to calculate average to date.

3.1.8 For 2008/09 we have set a target of no more than 7.60% of tenants having more than seven weeks' arrears. At the end of the first quarter performance stood at 6.62%, or an average of 783 debtors with arrears of more than 7 weeks. During this period the number of tenants with more than 7 weeks arrears has dropped by 69. At the time of writing this report the target is being reviewed so that it remains stretching for the team.

3.1.9 **BVPI 66c. Tenants who have received a NOSP for rent arrears.**

BVPI 66c	
Brighton & Hove	7.52% (1st Quarter 2008/09)
Unitaries – Top Quartile	17.01% (annual return 2006/7)
Unitaries – Bottom Quartile	33.35% (annual return 2006/7)
Unitaries – Average	25.36% (annual return 2006/7)

3.1.10 This indicator measures the percentage of local authority tenants who have had a Notice of Seeking Possession (NOSP) served on them for rent arrears. A NOSP is the first stage of legal action against tenants and gives notice that unless a tenant takes steps to address their arrears or enter into an agreement with the council to repay the debt then the council may proceed to court action.

3.1.11 The government is very clear that local authorities must adopt a preventative approach to rent arrears. The aim of this indicator is to ensure local authorities are only using legal action and threats of legal action as a last resort. The government expect local authorities to review policies and procedures to ensure that preventative measures are in place so that Notices of Seeking Possession are kept to a minimum.

3.1.12 Brighton and Hove's arrears procedures follow the Court Service pre-action protocol to ensure that officers do not pursue inappropriate court action. Tenants are provided with every opportunity to enter into a repayment agreement and engage support services, where necessary.

3.1.13 It is disappointing that we are well outside our target, however, members of the Consultative Committee are asked to recognise the achievement for BVPI66a, which is the actual income that feeds into the Housing Revenue Account. It is not considered sensible, given our collection rate to keep BVPI66c artificially low (i.e. by not serving NOSP's) at the expense of BVPI66a.

3.1.14 **BVPI 66d. Tenants evicted as a result of rent arrears**

BVPI 66d	
Brighton & Hove	0.04% (1 st Quarter 2008/09)
Unitaries – Top Quartile	0.23%
Unitaries – Bottom Quartile	0.5%
Unitaries – Average	0.39%

3.1.15 This indicator measures the percentage of all tenants evicted as a result of rent arrears. The denominator in this calculation looks at the number of tenancies at the end of each quarter.

3.1.16 During the first quarter of 2008/09 Brighton & Hove Council evicted 5 households for rent arrears.

3.2 **Empty Property Turnaround Time**

3.2.1 This section of the report provides performance information for BV212, the Best Value Performance Indicator for the letting of empty homes for the first quarter of the financial year 2008/09, and up to August this year.

BV212 Average time taken to re-let local authority housing	
Brighton	31 (Apr – Sep 2008/9)
All England – Top Quartile*	26 (annual return 2006/7)
All England – Bottom Quartile	46 (annual return 2006/7)
All England – Average	39 (annual return 2006/7)
Unitaries – Top Quartile	28 (annual return 2006/7)
Unitaries – Bottom Quartile	45 (annual return 2006/7)
Unitaries – Average	39 (annual return 2006/7)

3.2.2 The table below show the monthly performance on empty properties.

2008/09 Target: 28 days	Year end total	April	May	June	July	Aug	Year to date
Average turnaround time	31	30	34	30	24	30	31
Lets within target	60%	67%	72%	60%	80%	69%	69%

3.2.3 The table below gives a breakdown showing performance in the constituent types of properties.

Table 2 BV212 Average turnaround time in days - 2007/8						
Target: 30 days	Apr	May	Jun	Jul	Aug	Year to date
General needs housing						
General needs	24	26	25	22	26	25
Total let	55	53	63	50	45	267
% Let in target	75%	77%	70%	82%	73%	75%
Sheltered housing						
Sheltered	35	59	48	25	34	41
Total let	14	9	11	6	12	52
% Let in target	57%	67%	45%	83%	58%	60%
Total for Housing Management						
Housing Mgmt	26	31	28	23	28	27
Total let	69	62	74	56	57	319
% Let in target	71%	76%	66%	82%	70%	73%
Temporary Accommodation (TACC)						
TACC	48	46	40	31	39	47
Total let	14	18	19	8	11	68
% Let in target	47%	59%	35%	63%	64%	51%
All properties						
All	30	34	30	24	30	31
Total let	83	80	93	64	68	387
% Let in target	67%	72%	60%	80%	69%	69%

3.2.4 From April to the end of August there had been a total of 278 refusals amongst the 319 properties let. There are around thirty different refusal reasons, but the top five are listed in the box below.

3.2.5 Reasons for refusing property offers.

Reason	Numbers	Percentages
Did not respond to offer	31	18%
Changed area of choice/wants a different area	44	16%
Not suitable for applicant	35	13%
Wants a different property	32	12%
Didn't like the property	19	7%

3.2.6 The Lettings Team continue to be concerned that a significant number of applicants are not responding to offers, and are currently trialing sending text messages to applicants the day before the appointment as a reminder.

3.3 Repairs and Maintenance Performance

3.3.1 The table below shows the percentage of responsive repairs completed within target time. The columns show overall performance for last year, the performance target for each repair priority, as well as the overall performance and the performance achieved by each repairs constructor.

Priority of Repair	Last Year 2007 / 2008	Target 2008 / 2009	Q1 Total Apr – Jun 08	Q1 Mears Apr – Jun 08	Q1 Kier Apr – Jun 08
Emergency Repairs Completed in time	88.36 %	97 %	95.45 %	94.83 %	96.21 %
No of Emergency Repairs completed	8,299	N/A	2,020	1,122	898
Urgent Repairs Completed in time	87.40 %	96 %	90.14 %	93.42 %	85.91 %
No of Urgent Repairs completed	8,938	N/A	1,806	1,018	788
Routine Repairs Completed within target time	88.63 %	95 %	91.05 %	94.50 %	86.27 %
No of Routine Repairs completed	13,892	N/A	4,259	2474	1785

- 3.3.2 Whilst performance for quarter one is better than that achieved last year, it remains below target in each priority of repair. To address these issues and improve performance a number of measures have been implemented, such as weekly monitoring by the management group of key indicators such as jobs completed within target time and the number of outstanding repairs. This work has delivered improvements in the number of jobs over target which has reduced from 2,800 orders in the middle of last year to a current level of 325 orders. Repairs & Maintenance has a target of achieving less than 200 overdue orders by the end of 2008.
- 3.3.3 Extra schedule of rates codes have been introduced to reduce the level of emergency orders raised which will allow the constructors to better plan their work and complete it on time. Work is underway with our constructors to ensure that diagnosis and specification of repairs are enhanced and that the level of repairs completed in one visit continues to improve.
- 3.3.4 A surveyor appointment system has recently been introduced and has received some very positive feedback from tenants about the improvement in the service. Non-urgent repairs are currently being completed in an average of 13 days, which is just outside the Major Cities top quartile target of 12½ days.

3.3.5 Decent Homes / Energy Efficiency

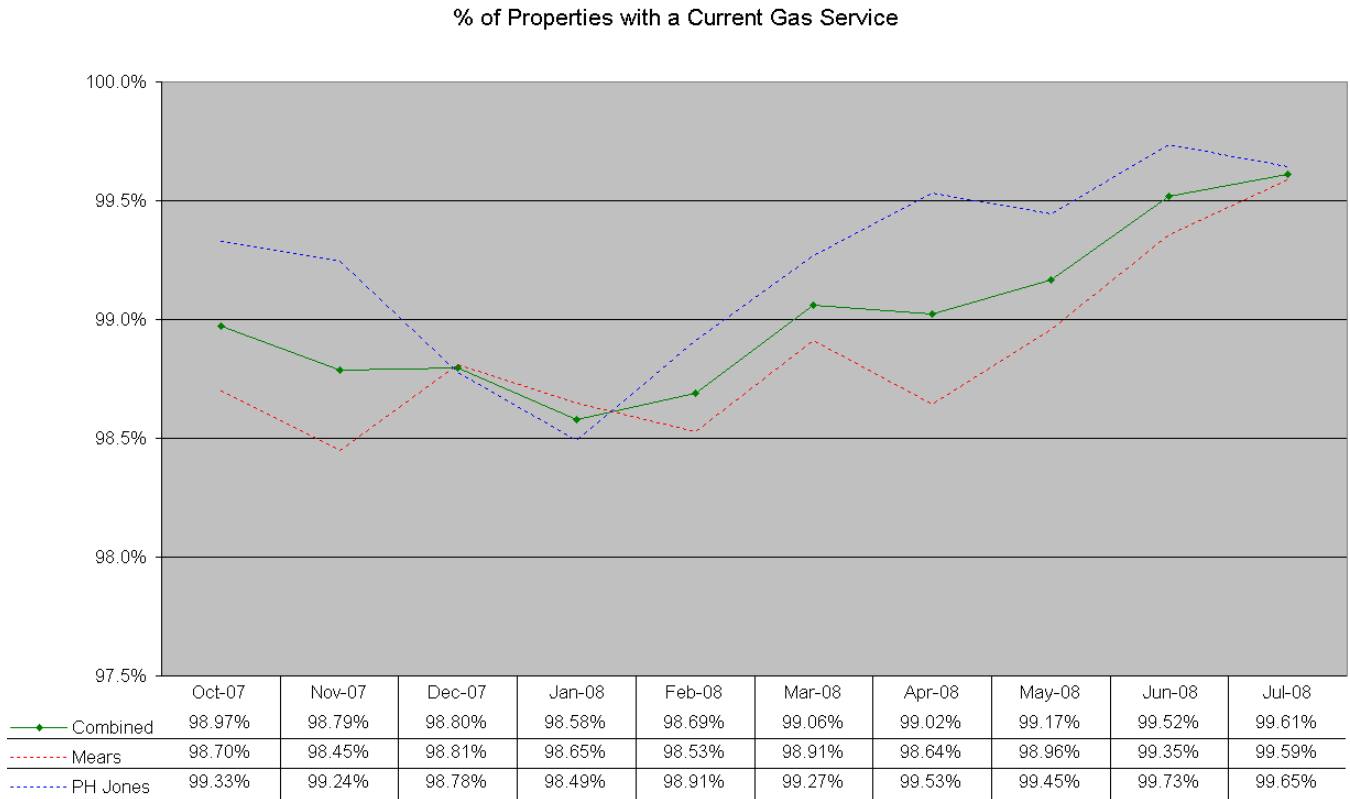
The table below shows performance for other areas of repairs and maintenance:

Performance Indicator	Last Year 2007 / 2008	Target 2008 / 2009	Q1 Total Apr – Jun 08
NI158 % of council homes that are non-decent	56.65 %	46 %	56.45 %
BV63 – Energy Efficiency (SAP Rating)	75.4	75.6	75.5

- 3.3.6 A number of projects focused on decent homes are commencing this year. These include large programmes to install new boilers and to replace kitchens and bathrooms in resident’s homes as well as the replacement of front doors.
- 3.3.7 Brighton & Hove City Council remains a strong performer on the energy efficiency of dwellings. Performance has again improved over the first quarter of 2008/2009 and remains in the top quartile for performance when compared to other authorities (top quartile for all authorities is 72, top quartile for unitary authorities is 75).

3.4 Gas Servicing

3.4.1 The graph below shows the progress of Brighton & Hove City Council, Mears and PH Jones in servicing gas installations. The last three months figures (May, June and July) have each been new highs. The current figure of 99.61% of properties having a current gas service is the highest achieved by BHCC and its partners to date.



3.4.2 The number of council properties with a valid gas safety certificate continues to improve. The end of quarter one figure of 99.52% (June 2008) is an improvement of 1.07% on the figure for the same time last year (98.45%, June 2007).

3.4.3 The trial of fixing awareness raising notices over tenants' door locks continues and appears to have had promising results. A meeting between the gas partners and council officers is due to take place shortly to discuss different ways to improve access. This will include the proposal to fit new boiler controls that incorporate a service reminder alarm and ways to advise repairs desk staff that the gas service is due when tenants phone to request other repairs.

3.4.4 Work on the gas safety action plan continues following the planned review by CORGI (the national watchdog for gas safety) in March. Currently policies and procedures for Gas Escapes are being reviewed. It is planned that CORGI will be asked to carry out a further review of the gas process in the next quarter.

3.5 Estates Service

3.5.1 The trial of dedicated cleaners for groups of buildings continues to be well received by residents. Cleaners who are working this way have also given positive feedback and have said that being in a fixed location allows them to feel more in control of the work that they are doing. This view is supported by a comparison of the completion figures for the blocks where dedicated cleaners have been introduced, before and after the trial started, with more tasks being completed since their introduction.

Estates Service Monitoring Figures					
Cleaning Performance April 08 – June 08					
	2007/8	April	May	June	
Cleaning Performance	87	83	92	93	
This data shows the cleaning performance percentage. This is defined as the cleaning tasks completed in the 4 week period as a percentage of the total number of jobs on the cleaning schedule that period.					

3.5.2 The Graffiti and Bulk Refuse teams continue to carry out a high number of jobs across the city. There was a drop in the number of jobs the bulk team completed within target during May and early June. This was due to their truck having mechanical problems. During this period, emergency jobs were given to a contractor.

3.5.3 Estates Service staff are currently discussing ways of taking joint action with City Clean's Enforcement Officers to tackle fly tipping on housing land. This will involve enforcement training for housing staff, information sharing between the services and feeding back to local residents on the amount of tipping in their area, the cost of removal and advice on what to do if they see anyone fly tip.

Estates Service Monitoring Figures					
Bulk Waste Removal Feb 08 - June 08					
	Feb	Mar	April	May	June
Urgent jobs	6	8	3	5	2
Routine jobs	235	225	214	204	213
Total	241	233	217	209	215
Target met for urgent jobs	100%	100%	66%	40%	100%
Target met for routine jobs	100%	97%	96%	66%	82%
Target - urgent jobs removal in 1 working day of report					
Target - routine jobs removal within 7 working days of report					

Estates Service Monitoring Figures					
Graffiti Removal Feb 08 – June 08					
	Feb	Mar	April	May	June
Urgent jobs	0	0	0	1	1
Routine jobs	28	70	55	39	72
Total	28	70	55	40	73
Target met for urgent jobs	0% N/A	0% N/A	0%N/A	100%	100%
Target met for routine jobs	100%	97%	84%	92%	93%
Target - urgent jobs removal in 1 working day of report					
Target - routine jobs removal within 7 working days of report					

4. CONSULTATION

- 4.1 The Performance report will be presented to customers at the next round of Housing Management Area Panels.

5. FINANCIAL & OTHER IMPLICATIONS:

- 5.1 Financial information on performance is included in the main body of the report.

Finance Officer Consulted: Monica Brooks 25 September 2008

Legal Implications:

- 5.2 There are none.

Lawyer consulted: Deborah Jones Date: 19 September 2008

Equalities Implications:

- 5.3 There are no direct Equalities Implications arising from this report

Sustainability Implications:

- 5.4 There are no direct sustainability implications arising from this 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 Alternative options are integral to the processes of performance improvement discussed in this report.

7. REASONS FOR REPORT RECOMMENDATIONS

7.1 These are contained within the body of the report.

SUPPORTING DOCUMENTATION

Appendices:

1. Housing Management Performance Reports - Charts

Documents in Members' Rooms

1. None

Background Documents

1. None

Housing Cabinet Members Meeting

Housing Management Performance Report - charts

12 November 2008

Contents

NI 158 % of non-decent council homes (formerly BV184a)	3
BV 66a - Proportion of rent collected (Citywide)	4
BV 66a - Proportion of rent collected (North)	5
BV 66a - Proportion of rent collected (West)	6
BV 66a - Proportion of rent collected (Central)	7
BV 66a - Proportion of rent collected (East)	8
BV 66a - Proportion of rent collected (temporary accommodation)	9
BV 66b - % of tenants with more than 7 weeks' rent arrears	10
BV 66c - % of tenants in arrears who have had notices seeking possession served	11
BV 212 - Average time in days to relet local authority housing	12
% of properties with a current gas safety certificate (Citywide)	13

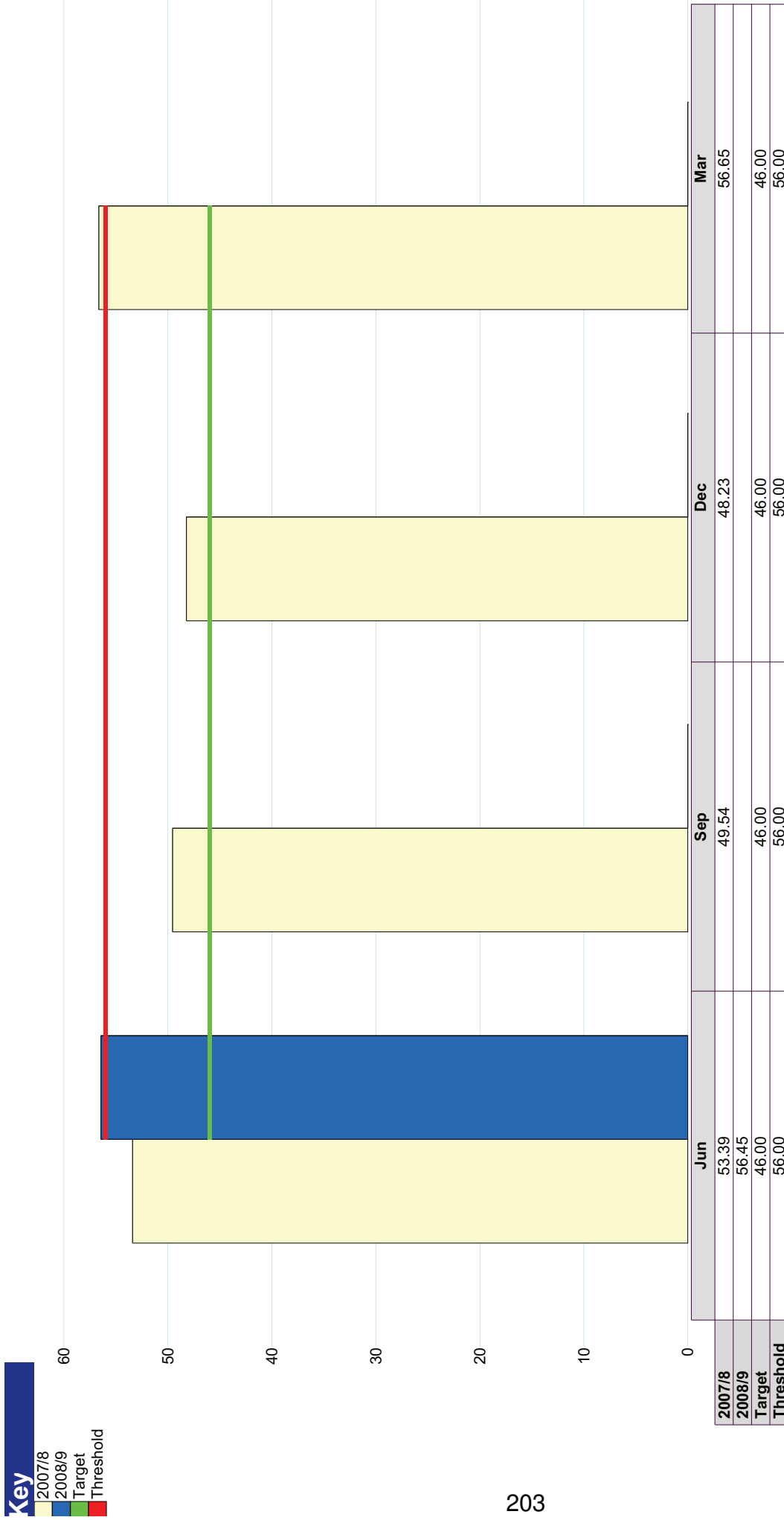
Key to Graphs

The graphs shown on pages 3- 13 display the council's performance against the indicators listed above. The green line on the graphs represents the target we aim to achieve, which is set each year in agreement between service managers, directors and elected members.

The red line denotes a "threshold" level of performance, which represents a significant variation from target and means action needs to be taken to bring about improvement. This level is set in agreement between service managers and the corporate performance team.

The yellow bars show monthly performance during the financial year of 2007/08, and the blue bars show performance during each month of 2008/09.

NI 158 % of non-decent council homes (formerly BV184a)

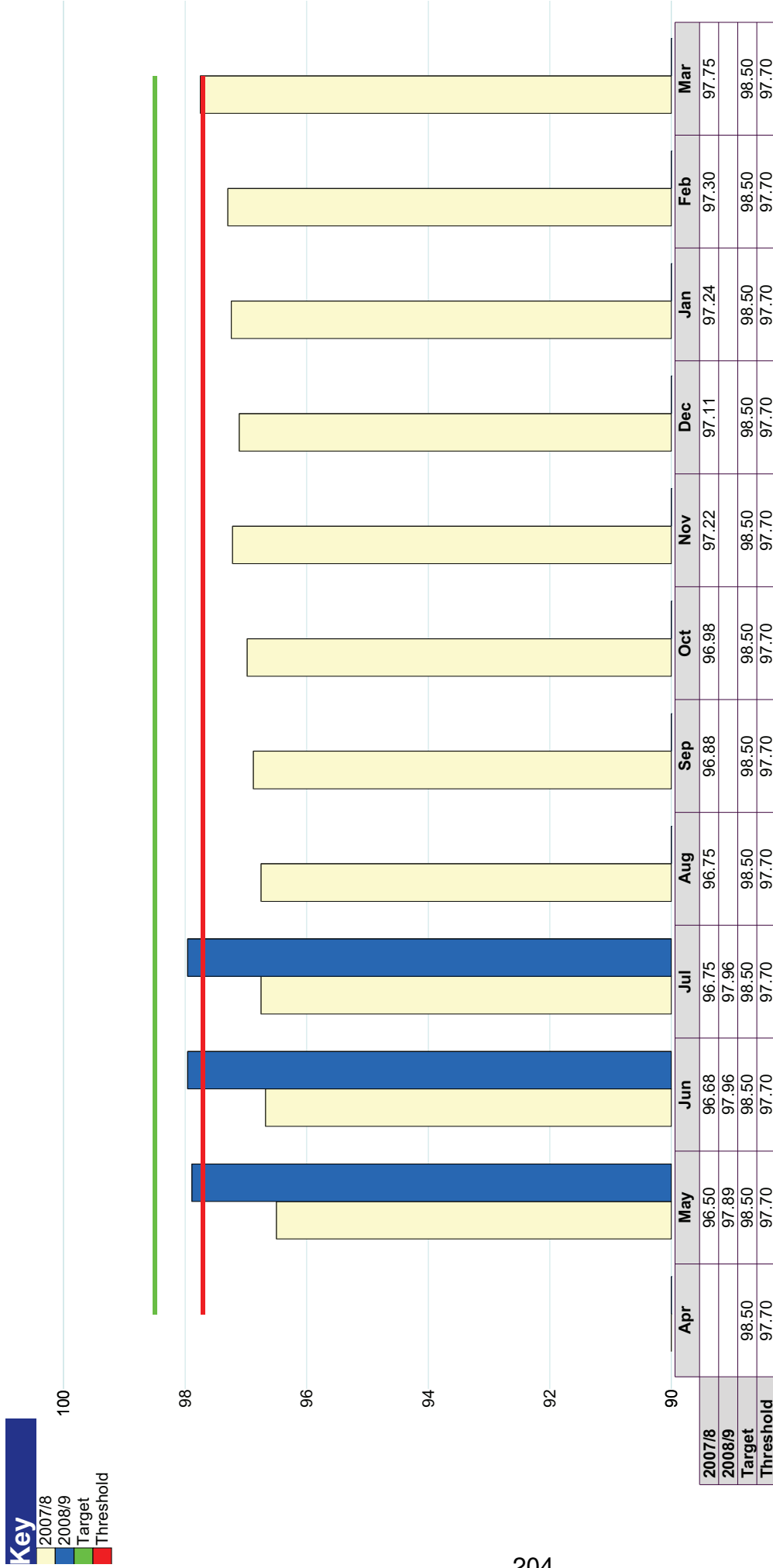


Comments

This indicator is part of Brighton & Hove's Local Area Agreement to ensure more homes meet the Decent Homes Standard. Actions to reach the target of 46% non-decent council homes in 2008/09 include:

- Ensure tenants and leaseholders are at the heart of the decision-making process on all maintenance and improvement works to the stock
- Prioritise the capital works programme over 30 years to meet, as far as possible, Decent Homes Standard
- Reduce unit repair and planned maintenance costs and consultancy fees, saving an estimated £156 million over 30 years
- Improve the ratio between capital works and responsive repairs

BV 66a - Proportion of rent collected (Citywide)



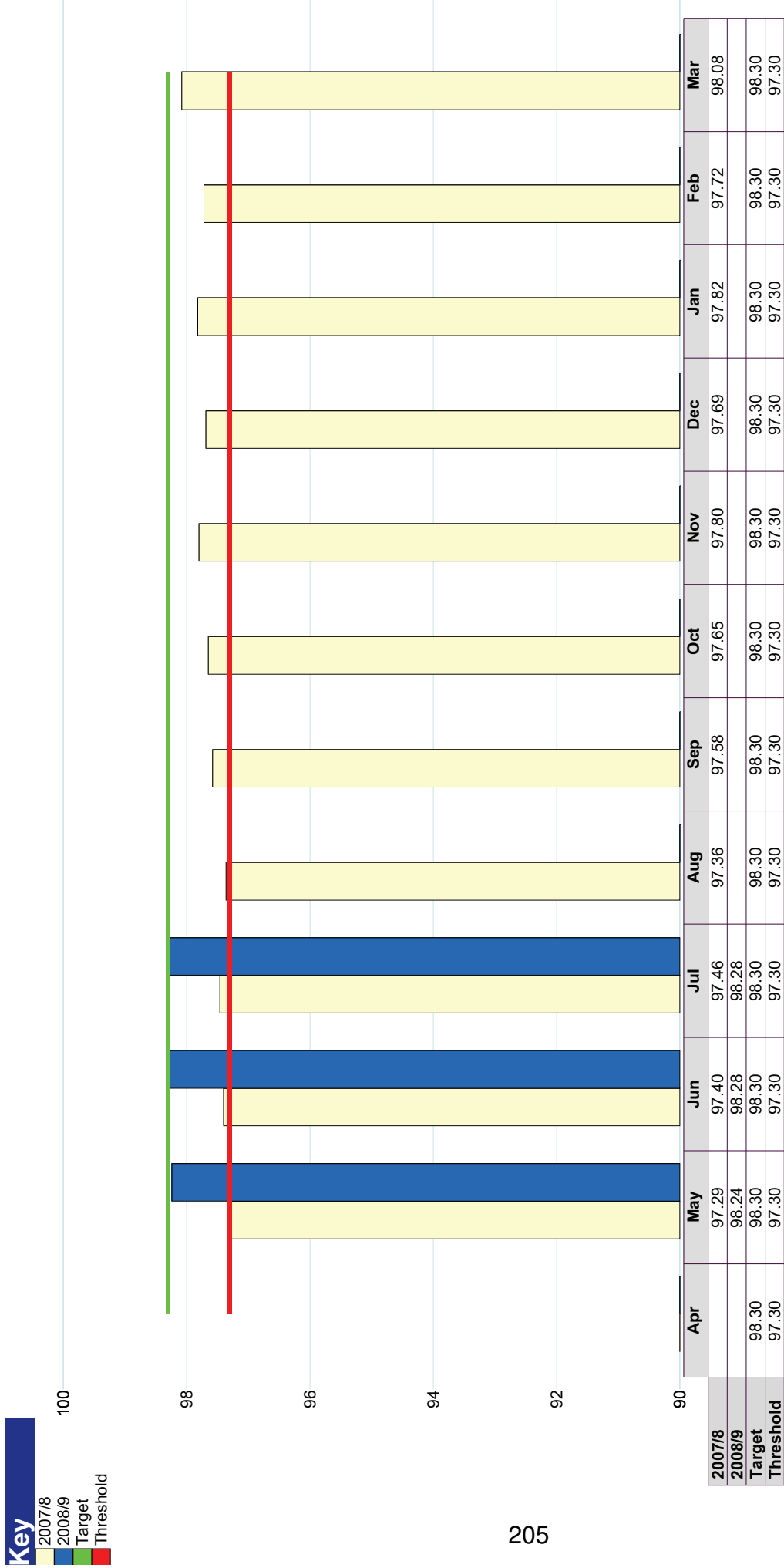
Comment

This indicator measures the rent collected by the Authority as a proportion of the rents owed on local authority-owned dwellings across the city.

Citywide, the total rent due to the council after empty properties are taken into account in 2008/09 will be £40.78m. The council's target is to collect 98.5% of this amount over the course of the year (as represented by the green line on the graph).

See the "Rent Collection and Arrears" section of the accompanying report for further information on work contributing to performance against this indicator.

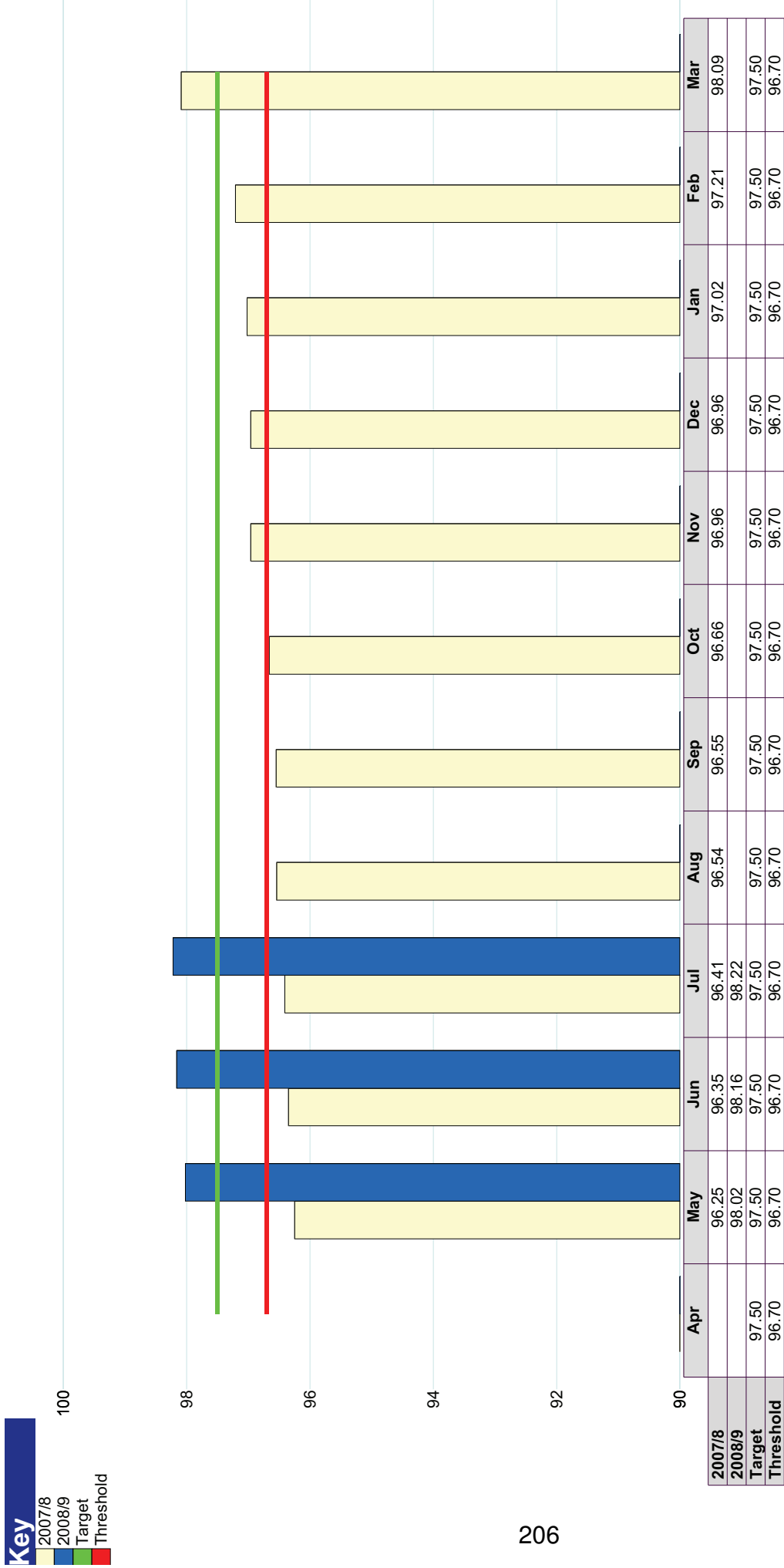
BV 66a - Proportion of rent collected (North)



Comment

In the North region of the city, the total rent and arrears due to the council after empty properties are taken into account in 2008/09 is approximately £11.6m. The council's target is to collect 98.3% of this amount in this region over the course of the year (as represented by the green line on the graph). See the "Rent Collection and Arrears" section of the accompanying report for further information on work contributing to performance against this indicator.

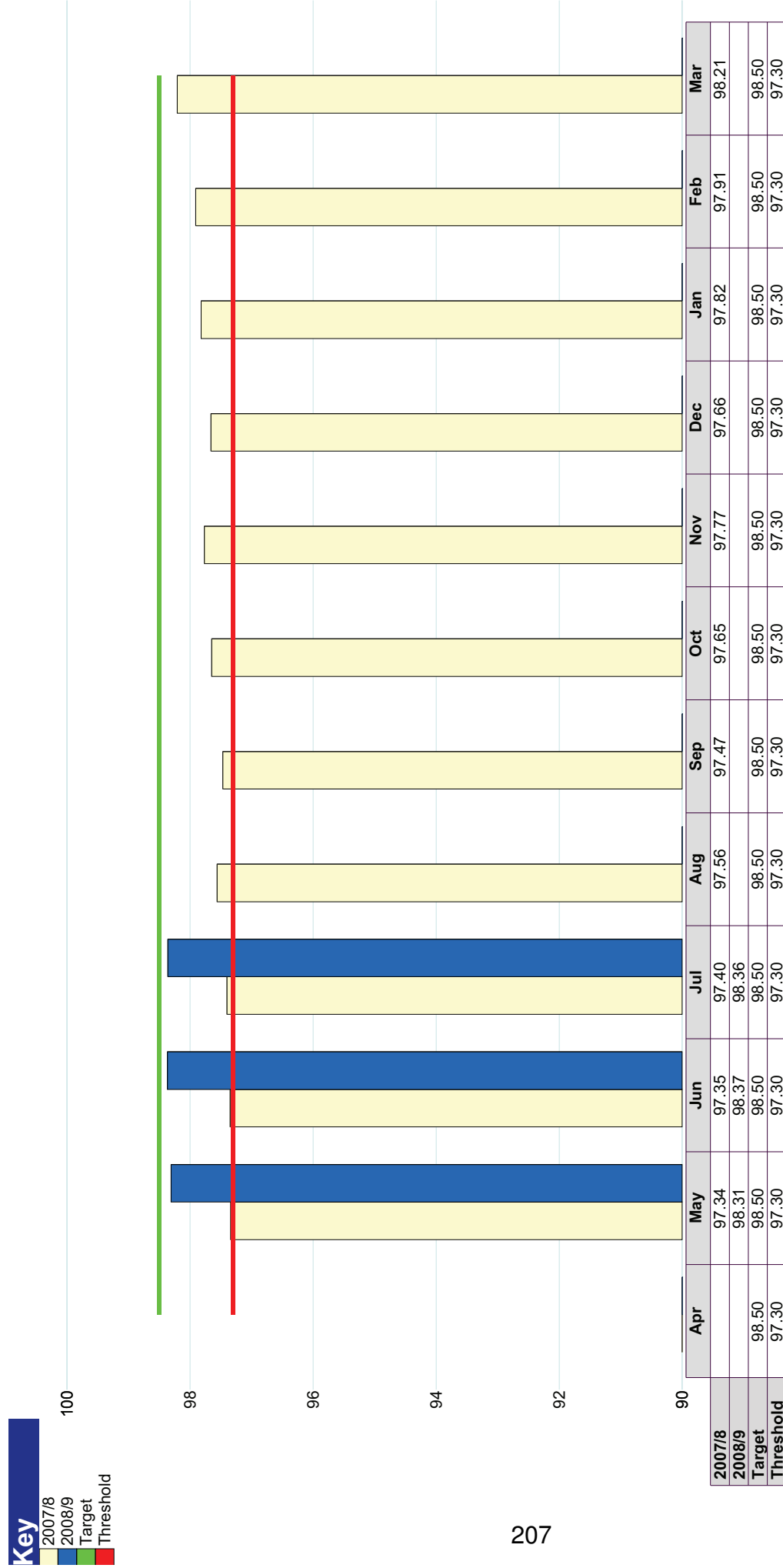
BV 66a - Proportion of rent collected (West)



Comment

In the West region of the city, the total rent and arrears due to the council after empty properties are taken into account in 2008/09 is approximately £7.9m. The council's target is to collect 97.5% of this amount in this region over the course of the year (as represented by the green line on the graph). See the "Rent Collection and Arrears" section of the accompanying report for further information on work contributing to performance against this indicator.

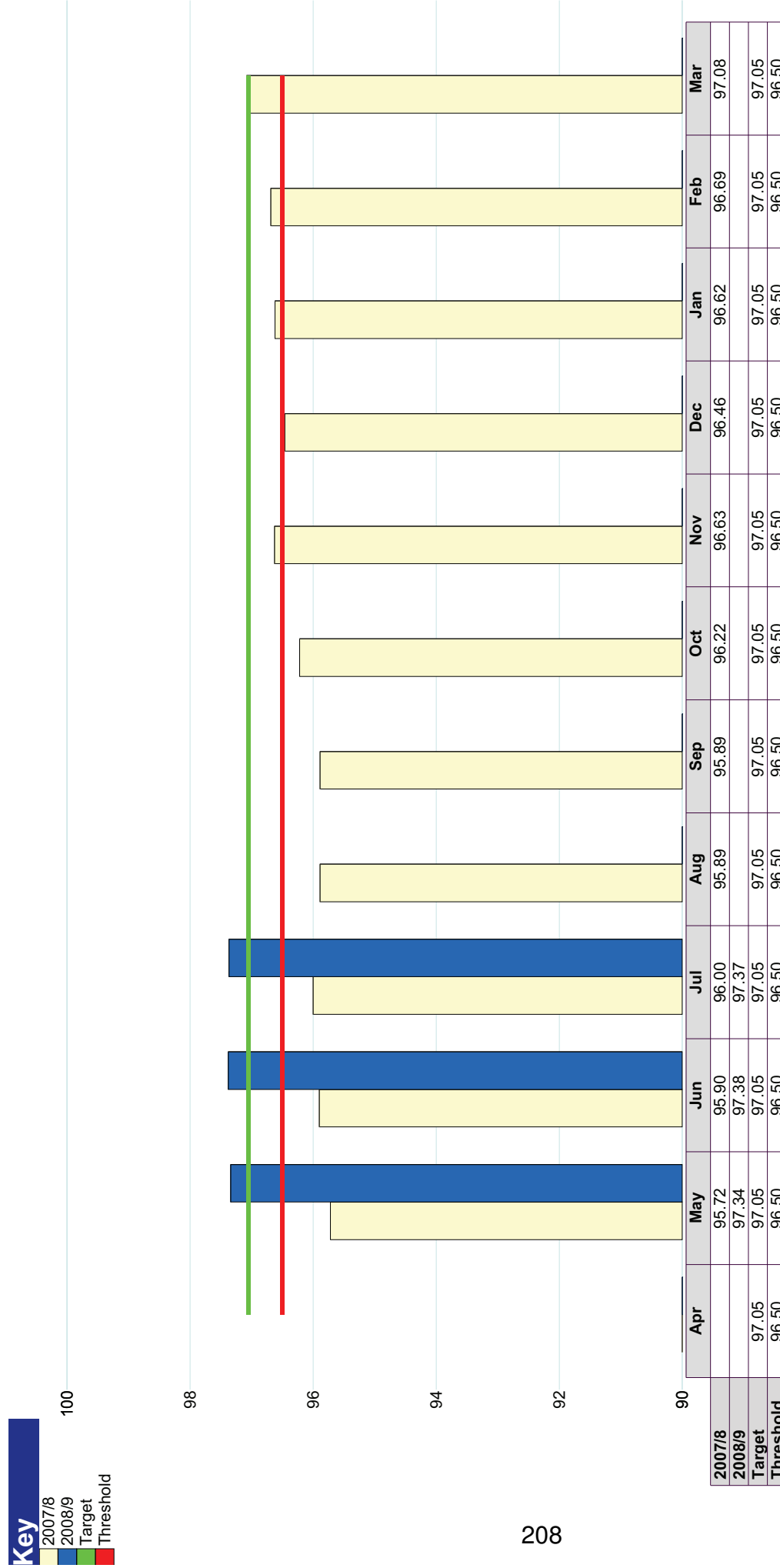
BV 66a - Proportion of rent collected (Central)



Comment

In the Central region of the city, the total rent and arrears due to the council after empty properties are taken into account in 2008/09 is approximately £7.8m. The council's target is to collect 98.5% of this amount in this region over the course of the year (as represented by the green line on the graph). See the "Rent Collection and Arrears" section of the accompanying report for further information on work contributing to performance against this indicator.

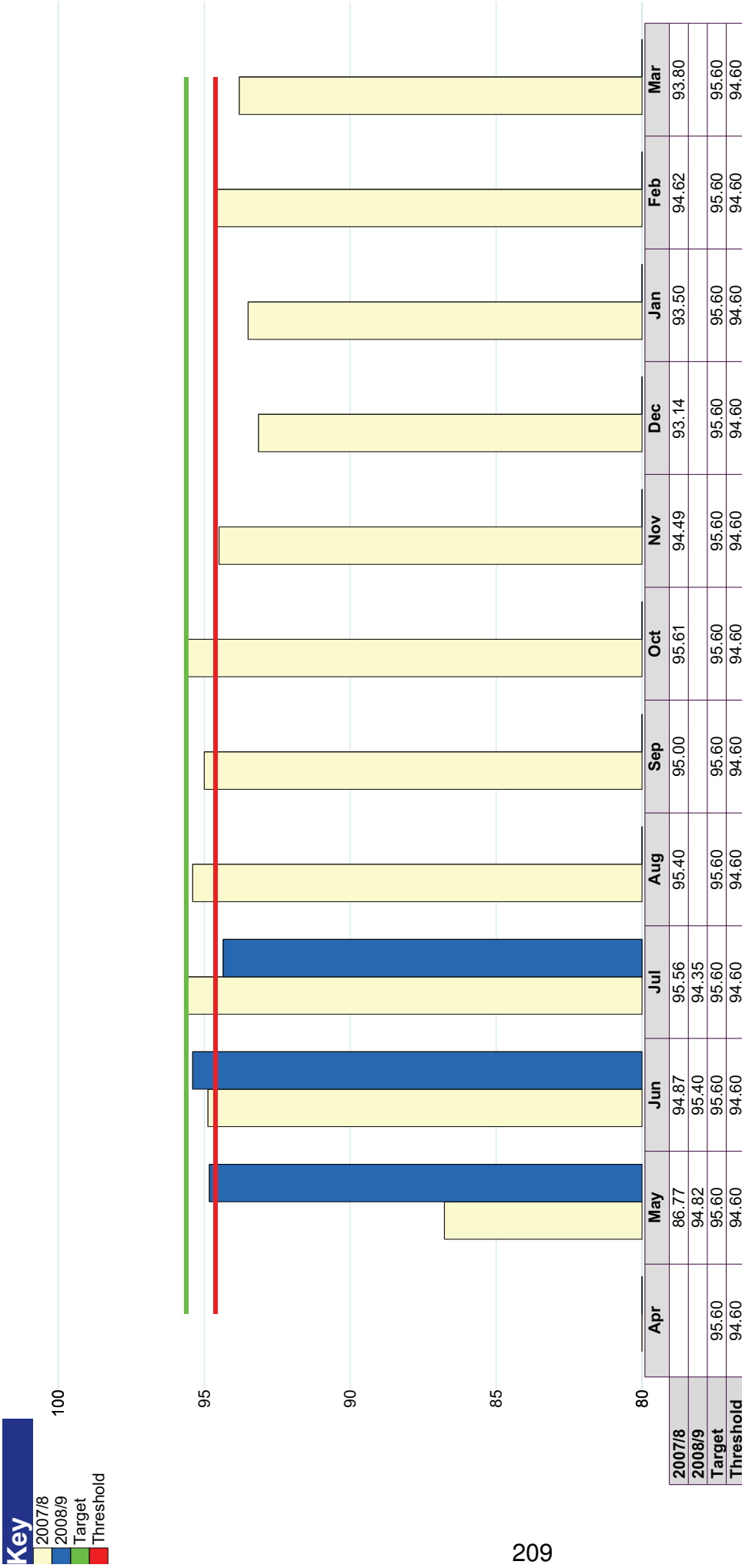
BV 66a - Proportion of rent collected (East)



Comment

In the East region of the city, the total rent and arrears due to the council after empty properties are taken into account in 2008/09 is approximately £12.9m. The council's target is to collect 97.05% of this amount in this region over the course of the year (as represented by the green line on the graph). See the "Rent Collection and Arrears" section of the accompanying report for further information on work contributing to performance against this indicator.

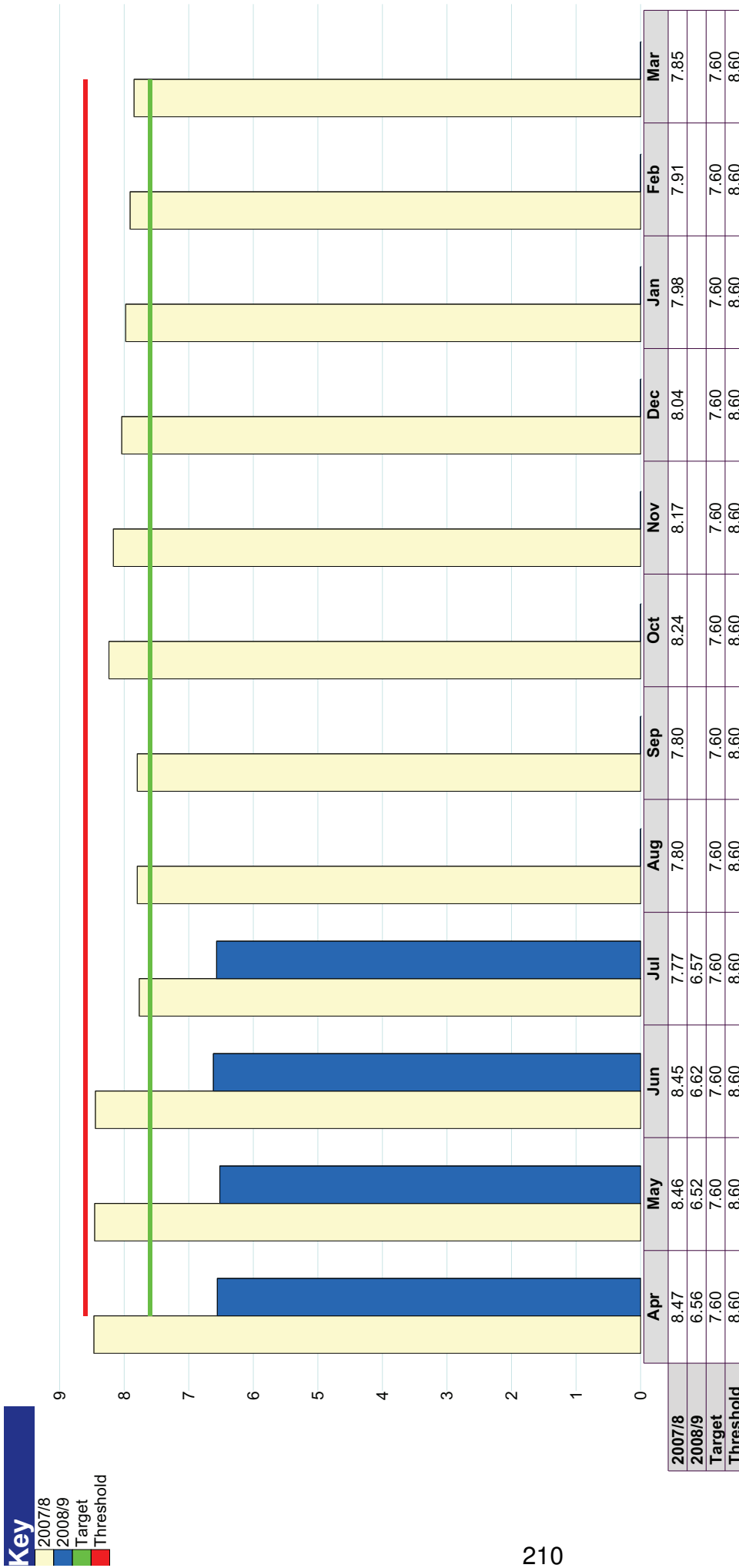
BV 66a - Proportion of rent collected (temporary accommodation)



Comment

For temporary accommodation, the total rent and arrears due to the council after empty properties are taken into account in 2008/09 is approximately £391,000. The council's target is to collect 95.6% of this amount from temporary accommodation over the course of the year (as represented by the green line on the graph). See the "Rent Collection and Arrears" section of the accompanying report for further information on work contributing to performance against this indicator.

BV 66b - % of tenants with more than 7 weeks' rent arrears



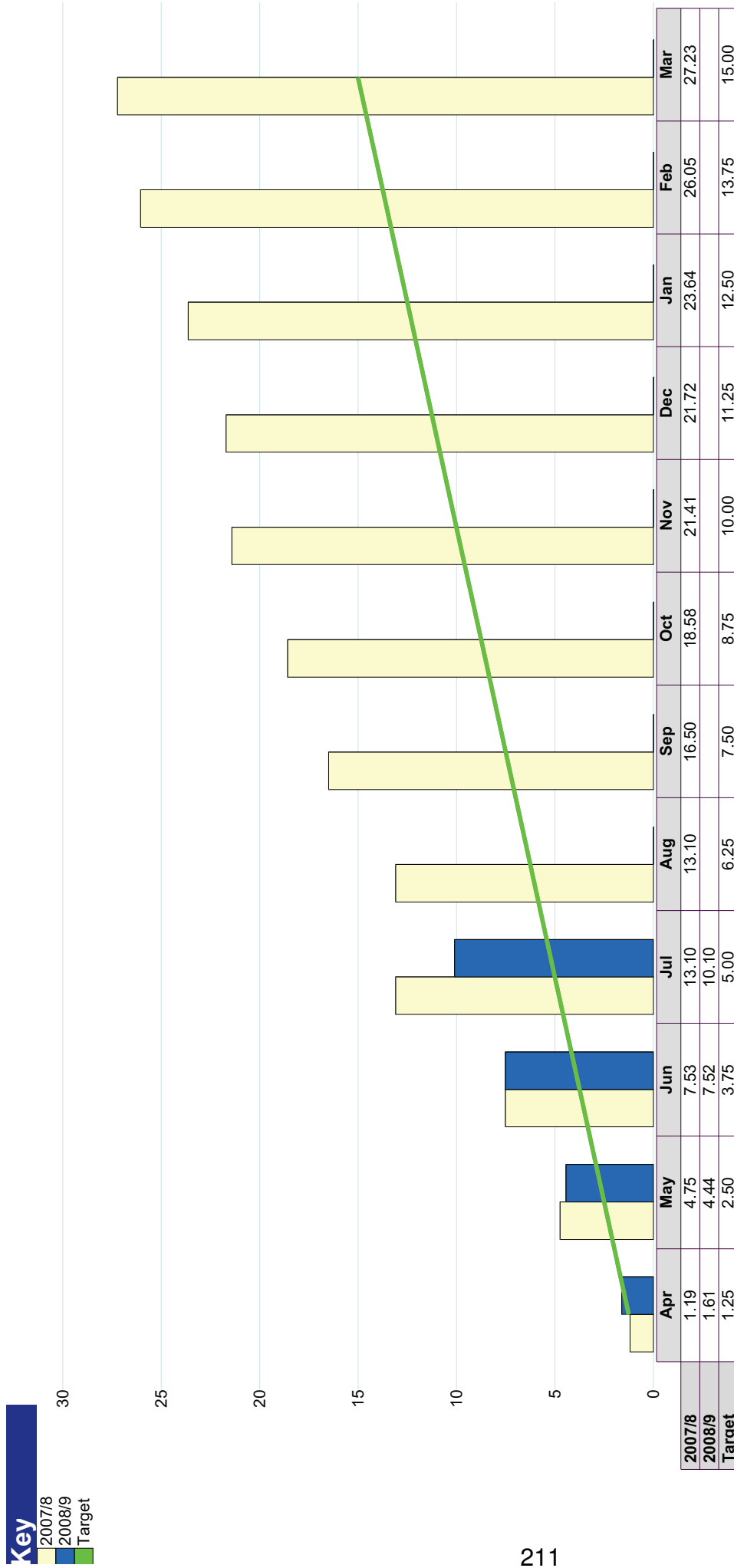
Comments

This indicator measures the number of tenants with 7 weeks or more gross rent arrears as a percentage of the total number of tenants.

In Brighton & Hove, there are roughly 12,200 tenants, of which around 800 (6.6%) are in more than 7 weeks gross rent arrears.

See the "Rent Collection and Arrears" section of the accompanying report for further information on work contributing to performance against this indicator.

BV 66c - % of tenants in arrears who have had notices seeking possession served

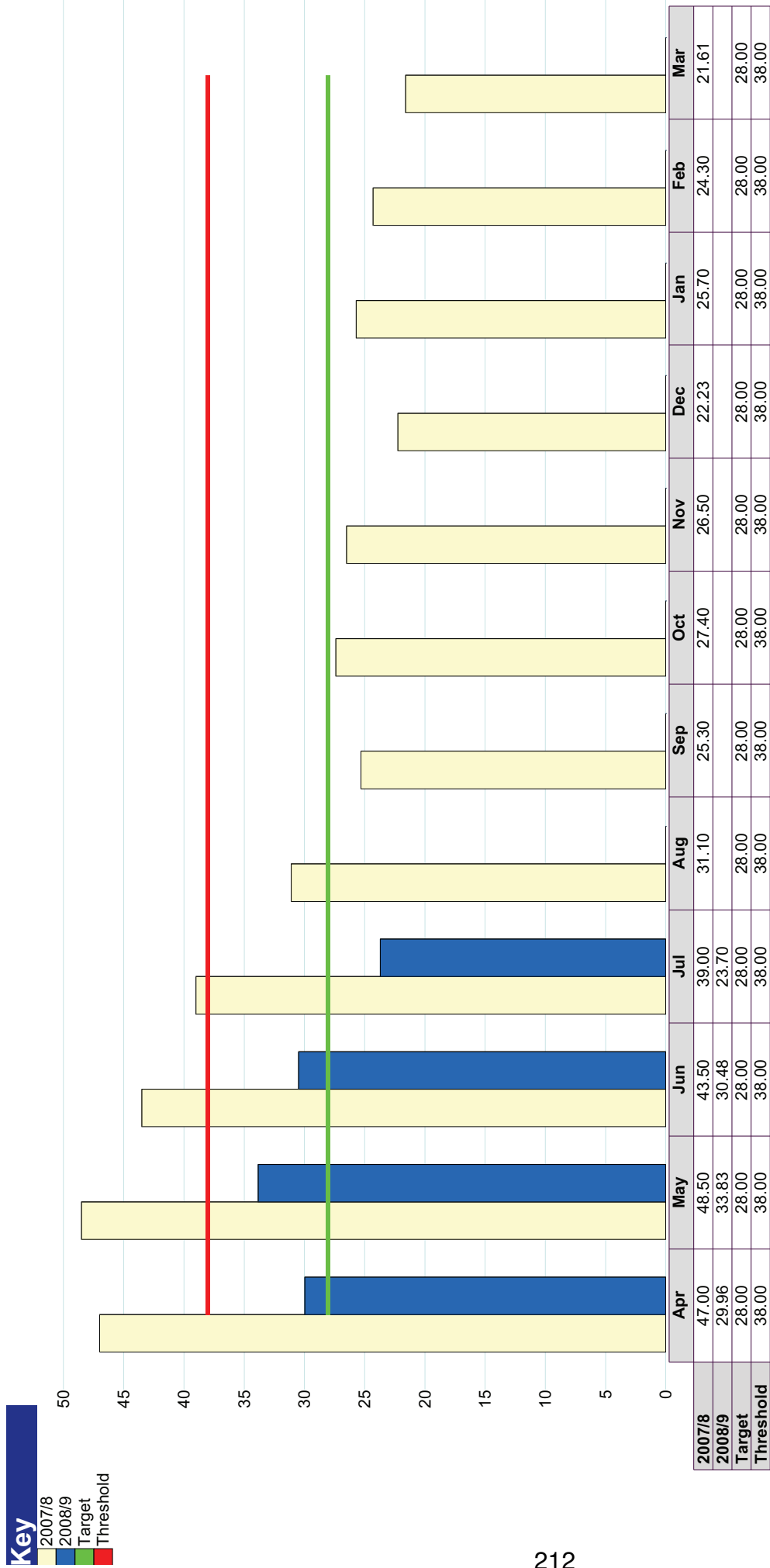


Comments

This indicator measures the number of tenants who have had notice seeking possession served as a result of being in arrears as a percentage of the total number of tenants who are in arrears. Notices seeking possession are served as necessary throughout the year, so the number the council serves increases as the year progresses from April to March. Over the course of the year, the council aims to serve notices seeking possession to no more than 15% of tenants in arrears (as indicated by the green line).

See the "Rent Collection and Arrears" section of the accompanying report for further information on work contributing to performance against this indicator.

BV 212 - Average time in days to relet local authority housing



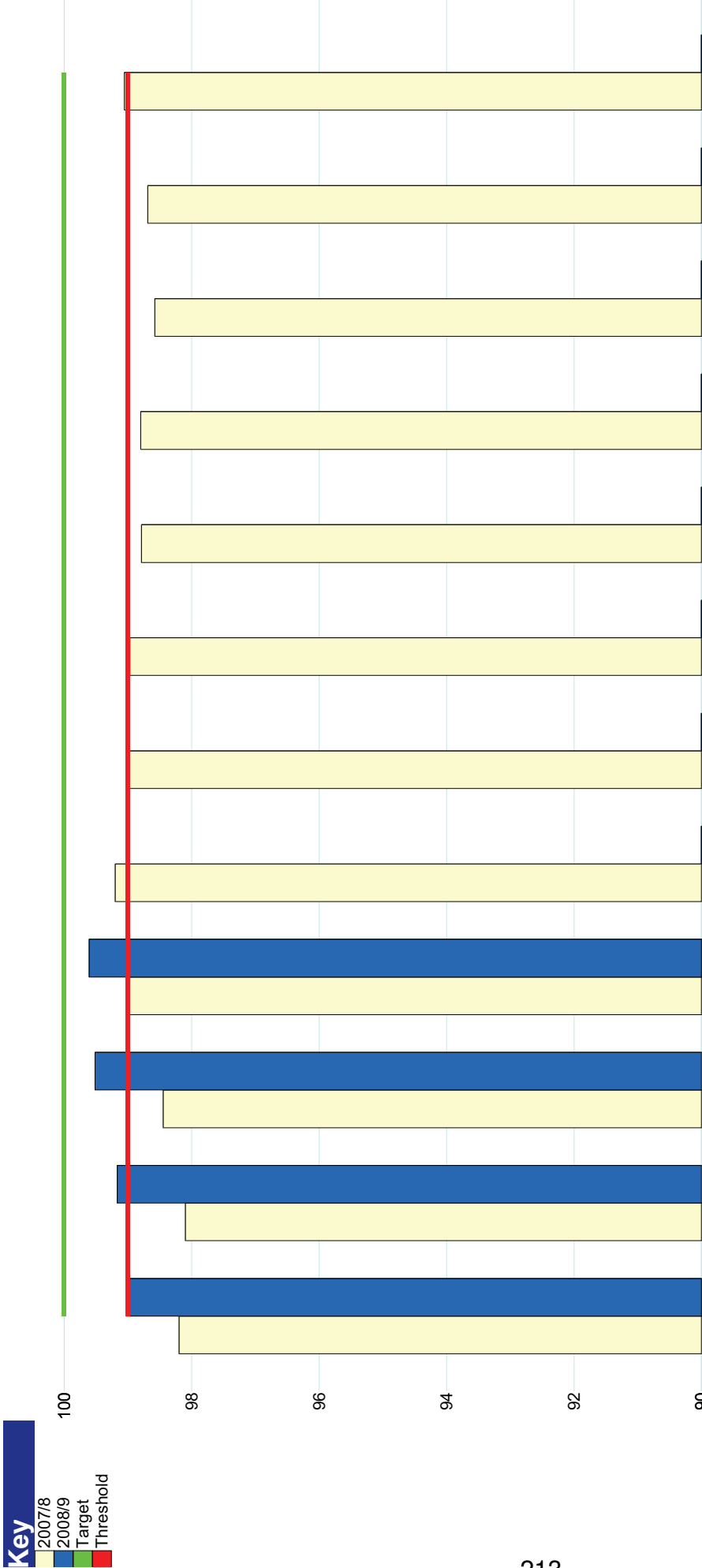
Comments

This indicator measures the average number of days to relet local authority homes once they have become vacant. This includes supported and sheltered accommodation, but excludes properties undergoing major repairs.

The council aims to achieve an average relet time of 28 days or less (as represented by the green line on the graph).

See the "Empty Property Turnaround Time" section of the accompanying report for further information on work contributing to performance against this indicator.

% of properties with a current gas safety certificate (Citywide)



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
2007/8	98.20	98.10	98.45	99.03	99.20	99.03	98.97	98.79	98.80	98.58	98.69	99.06
2008/9	99.02	99.17	99.52	99.61	99.20	100.00	100.00	100.00	100.00	100.00	100.00	100.00
Target	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
Threshold	99.00	99.00	99.00	99.00	99.00	99.00	99.00	99.00	99.00	99.00	99.00	99.00

Comments

This indicator measures the percentage of local authority homes with gas pipework or equipment for which there is a current gas safety certificate. The council aims to ensure that all relevant properties have up to date gas safety certificates. There are approximately 10,600 such properties in Brighton & Hove.

Subject:	Delivery of support services for council sheltered housing tenants		
Date of Meeting:	12 November 2008		
Report of:	Director of Adult Social Care and Housing		
Contact Officer:	Name:	Helen Clarkmead	Tel: 293250
	E-mail:	Helen.clarkmead@brighton-hove.gov.uk	
Key Decision:	No		
Wards Affected:	East Brighton, Goldsmid, Hangleton, Hanover and Elm Grove, Hollingbury and Stanmer, Moulsecoomb and Bevendean, North Portslade, Patcham, Queens Park, St Peters and North Laine, South Portslade, Westbourne and Knoll, Wish.		

FOR GENERAL RELEASE

1. SUMMARY AND POLICY CONTEXT

- 1.1 This report outlines the redesign of the council's sheltered housing service. This is necessary in order address current service delivery issues, meet resident aspirations and accommodate budget pressures. The redesign seeks to provide high quality services and value for money.
- 1.2 The report also includes the review of support and service charges, reflecting the changes in service provision, and the review of the sheltered communal service charges.

2. RECOMMENDATIONS

- 2.1 That the Cabinet Member for Housing;
- a) Notes the changes to the sheltered support service to a team based service delivery model with non residential scheme managers and the proposed service charges.
- b) Agrees the revised communal services service charges as set out in Appendix 2 with effect from 6 April 2009.
- c) Authorises the Director of Adult Social Care and Housing to implement the new service and support charges, but with power to make any minor amendments which may appear to be appropriate in particular cases.

3. CURRENT SHELTERED SERVICE PROVISION

- 3.1. The council has 24 sheltered schemes representing 855 units of accommodation. This represents half of the social rented sheltered stock in the city, and the council is by far the largest provider of sheltered housing.
- 3.2. The council currently operates a scheme manager based model with complex and expensive weekend and out of hours cover. This service is not currently meeting the needs of all service users and was last reviewed in 2000.

4. PROPOSED SHELTERED SERVICE PROVISION – TEAM BASED WORKING

- 4.1. The options for managing sheltered support services range from full residential scheme managers to floating support. The current service is based on the traditional residential scheme managers, following consultation with residents and an analysis of risk, advantages and disadvantages of each option a team based approach has been selected. This model is a sound compromise between fully traditional and flexible services would meet most resident aspirations and accommodate savings targets.
- 4.2. Team based working provides small teams of scheme managers working together managing a group of schemes in a geographic area or neighbourhood. The benefits of this approach compared to the current traditional model of provision are:
 - Improved use of staffing resources and even distribution of tenants to each scheme manager improving customer service by providing a consistent service to all tenants. The staff resources are allocated on the basis of units of accommodation rather than site management.
 - A team based approach will offer a mix of staff skills and experience to tenants. This approach will also aid staff development through joint working and allow automatic cover for staff absences allowing for a better continuity of service.
 - Improved recruitment and retention of staff. This will reduce future recruitment and training costs and allow retained staff to develop good relationships with tenants. Residential staff has been difficult to recruit in the last few years.
 - Team based working can also be better adapted to developing future needs based services.
 - Reduction in costs from recruitment, training overtime payments and rent subsidy for residential scheme managers that no longer required.

In addition to the Team based approach, it is proposed to review opportunities for improvements to the current weekend and out of hour's services through a resident working group.

5. SERVICE CHARGES

- 5.1. Sheltered tenants currently pay support and charges for support and communal services. The support charge is eligible for Supporting People grant and the communal areas service charge is eligible for housing benefit.
- 5.2. The support charge is currently a flat fee of £13.25 per week for each tenant and covers providing housing related support to enable vulnerable tenants to live independently within the community. For example this includes completing benefit forms, arranging adaptations or other professionals to call, arranging social events for residents.
- 5.3. Approximately 84% of sheltered tenants are eligible for supporting people grant funding to cover their support charge with the remaining tenants paying themselves. The service was initially set up as self financing but is now operating at a cost to the HRA of £46,000 per annum. This is because the income received from the Supporting People grant and tenants has only increased by 2.1% over the last five years whilst the expenditure, mainly salaries, has continued to increase annually by inflation.
- 5.4. The Commissioning Body has advised that the Supporting People grant funding will be reduced by 11.5% over the next three years with no allowance for inflation. This means that the service charge to tenants will reduce from £13.25 to £11.73 per week by 2011/12. The service has therefore been reviewed to ensure that future costs are fully recovered through the reduced service charges.
- 5.5. The communal services service charge includes communal cleaning, electricity costs, fire precaution equipment and materials. This service charge has been reviewed to ensure that costs are accurately recovered. The individual elements of the service charges including the increases or reductions are shown in Appendix 1. The main variation is from increased electricity costs averaging 83% from the new contract which was awarded on 1 April 2008.
- 5.6. Approximately 84% of sheltered tenants receive full or partial housing benefit to cover the communal areas service charges. Scheme Managers will work with the 38 tenants who will need to personally fund increases of more than £0.50 per week to ensure they are receiving all benefits to which they are entitled and offer general support.
- 5.7. Appendix 2 shows the net effect of the changes to both service and support charges for each sheltered scheme with effect from 1 April 2009 and also proposed changes to charges for 2010/11 which shows the full effect of the reductions in supporting people charges (but excluding an inflationary impact on the communal areas service charge).

6. EMERGENCY ALARM RESPONSE SERVICE

- 6.1. Tenants have asked that the service level and cost of the emergency alarm response service is reviewed. Residents will be at the heart of the process to agree and procure to a new service specification. There is substantial scope for budgetary savings which can then, in accordance with tenant's wishes, be invested in providing front line support services.

7 RESIDENTIAL SCHEME MANAGERS

- 7.1 Prior to sheltered schemes being supplied with emergency equipment linked to CareLink, residential staff were employed to respond to all out of hours emergencies and some schemes had two residential scheme managers to achieve this. But the advent of CareLink rendered the 'live-in' nature of residential staff of less importance.
- 7.2 Although residential staff have been retained as 'first point of contact' in an emergency where called by CareLink, there has been no requirement for staff to remain at home out of hours or work at weekends. As a result, the attendance of a residential scheme manager to attend an emergency was largely based on luck rather than a systematic approach.
- 7.3 Historically, some residential staff carried out duties at weekends even though they were not contracted to do so. Some undertook activities for which they were not employed or supervised to do, such as cook weekend meals, take residents on holidays and organise weekend social events. Some partners of residential staff not employed or supervised by the council also undertook a role in sheltered schemes. These activities have led to an unrealistic expectation of the services provided by residential staff. These activities also led to a blurring of professional boundaries in which a culture of favouritism or cases of elder abuse could thrive.
- 7.4 Residential working could also be stressful for staff who were effectively never off duty and potentially dangerous where clients of concern lived on site. As a result, some residential staff asked to become non-residential with the support of their union and occupational health. These issues also contributed to the problem of recruiting to residential posts. At the time of the Best Value Review in 2000, there were 22 residential staff. By 2008 this had fallen to just 5.
- 7.5 An employment tribunal decision in 2003 (the 'Harrow-Judgement') and recent changes to tax exemptions previously enjoyed by residential staff have also contributed to the increasing trend away from residential working.

- 7.6 It is therefore recommended that the service is confirmed as being non residential, as it is not a desirable or cost effective way of providing an out of hours service. This applies to new staff only. The five existing Residential Scheme Managers will be offered the opportunity to remain living on site, but without rent subsidy, whilst employed to deliver front line support services to sheltered tenants. Should any Residential Scheme Managers wish to move, they will be offered assistance.

8. CONSULTATION

- 8.1 There has been extensive consultation with tenants. This included a series of roadshows visiting sheltered schemes to specifically discuss operational service delivery issues. This complemented the earlier series of roadshows and extensive, wide ranging work of the Chairman's Focus Group for Sheltered Housing.
- 8.2 The majority of at tenants who participated in the roadshows preferred the team based model of service delivery, as this allows retention of the highly valued Scheme Manager role, but without the need for what is generally viewed as further, potentially unaffordable service charges. The majority of tenants agree the provision of out of hours cover should be reviewed for efficiency and value. Most tenants consulted expressed strong views that the out of hours service should be re specified, service levels agreed and procured in accordance with tenant wishes with an emphasis on better value for money and a less complex service.
- 8.3. The council welcomed the petition organised by the Sheltered Housing Action Group as presented to Housing Management Consultative Committee in July 2008. The overwhelmingly supported scheme manager services as opposed to floating support. The team based model has been developed to provide scheme manager based services within available budget. The model retains scheme managers with site management responsibilities, but uses this staff resource more effectively.
- 8.4 There will be a review of how the redesigned service operates, involving residents, 6 months after implementation. The outcome of this review will be reported back to Housing Management Consultative Committee.

9. FINANCIAL & OTHER IMPLICATIONS:

Financial Implications:

- 9.1 The supporting people expenditure budget for 2008/09 is £635,530 against an income budget of £589,530 which shows a forecast under recovery of £46,000. The proposed changes to the service should ensure that all future costs are fully recovered through support and service charges and the 11.5% reduction over the next three years in the supporting people charge is achieved. The proposed expenditure budget for 2011/12 is £521,710 which provides a service charge of £11.73 per week.

The review of the sheltered common areas service charge has highlighted an under recovery of £19,800 which is due to the 83% increase in electricity costs. Implementing the new charges from April 2009 will ensure all costs are fully recovered.

Further details regarding the service charge calculation are included in section 5 of the report and the Appendices.

The total savings achieved from removing the under recovery of these service charges of £65,800 will be included in the 2009/10 HRA Budget.

Finance Officer Consulted: Sue Chapman Date: 01/10/2008

Legal Implications:

- 9.2 The Council is empowered to provide sheltered housing, and to impose a reasonable charge on tenants for that service.

Lawyer Consulted: Liz Woodley Date: 22/09/2008

Equalities Implications:

- 9.3 The proposed changes will ensure greater consistency in the support services provided to older vulnerable tenants.

Sustainability Implications:

- 9.4 There are no direct implications

Crime & Disorder Implications:

- 9.5 There are no direct implications

Risk and Opportunity Management Implications:

- 9.6 There are no direct implications

Corporate / Citywide Implications:

- 9.7 There are no direct implications

10. EVALUATION OF ANY ALTERNATIVE OPTION(S):

- 10.1 The petition referred to at 7.3 above clearly demonstrated that tenants do not want to move to a floating support based model of service delivery. Roadshows confirmed this position. Floating support is becoming a less acceptable service delivery model across the sheltered housing sector.
- 10.2 Most tenants at the roadshows rejected the option for a more traditional model of one scheme manager for each scheme due to higher costs and lack of capacity to cover absences. A traditional model based on one scheme manager per scheme of up to 45 units and additional support for larger units would result in a weekly service charge of £17.57 per unit for 2009/10 of which £4.84 per week would not be eligible for Supporting People funding or Housing Benefit support. This would need to be funded by all tenants and would increase to £5.84 per week by 2011/12 (excluding inflation) in line with the future reductions in Supporting People grant. This model was rejected by tenants on the basis of affordability. The traditional model has far less flexibility in terms of staff cover and incurs high costs for agency staff when postholders are sick or leave the service.

11. REASONS FOR REPORT RECOMMENDATIONS

- 11.1 For the Cabinet Member for Housing to agree a revised service delivery structure and changes to communal areas service and support charges.

SUPPORTING DOCUMENTATION

Appendices:

1. Proposed Sheltered Communal Areas Service Charge with effect from 6 April 2009
2. Summary of proposed sheltered communal areas and support charges with effect from 6 April 2009 compared to current charges. The table also shows charges in 2011/12 when the full reductions in support charges will be in place.
3. Summary of resident consultation.

Documents In Members' Rooms None

Background Documents None

PROPOSED SHELTERED COMMON AREAS SERVICE CHARGE WITH EFFECT FROM 6 APRIL 2009

APPENDIX 1

Scheme	Cleaning / window cleaning			Electricity			Alarm maintenance / fire precaution			Other supplies			Current charge total	Revised charge total	Diff	% Diff
	Current	Revised	Diff	Current	Revised	Diff	Current	Revised	Diff	Current	Revised	Diff				
Ainsworth House	2.93	2.67	(0.27)	2.67	3.02	0.35	0.74	0.54	(0.20)	0.26	0.28	0	6.61	6.51	(0.10)	-2%
Broadfields	3.64	3.30	(0.34)	3.65	3.46	(0.19)	0.56	0.51	(0.05)	0.26	0.28	0	8.12	7.56	(0.56)	-7%
Churchill House	6.15	5.56	(0.60)	1.20	1.23	0.03	0.57	0.53	(0.04)	0.26	0.28	0	8.18	7.59	(0.59)	-7%
Ditchling Gardens	2.16	1.97	(0.19)	0.17	0.14	(0.04)	0.56	0.54	(0.01)	0.26	0.28	0	3.15	2.93	(0.22)	-7%
Elizabeth Court	5.27	4.76	(0.51)	1.09	2.28	1.19	0.56	0.53	(0.03)	0.26	0.28	0	7.18	7.85	0.67	9%
Elwyn Jones Court	6.94	6.26	(0.68)	3.45	2.41	(1.03)	0.70	0.54	(0.16)	0.26	0.28	0	11.35	9.50	(1.85)	-16%
Evelyn Court	3.81	3.45	(0.36)	1.37	3.60	2.23	0.69	0.54	(0.14)	0.26	0.28	0	6.13	7.88	1.75	29%
Hazelholt	7.43	6.70	(0.73)	1.42	2.44	1.02	0.56	0.52	(0.03)	0.26	0.28	0	9.67	9.95	0.28	3%
Jasmine Court	2.81	2.56	(0.26)	1.27	2.85	1.58	0.71	0.53	(0.18)	0.26	0.28	0	5.05	6.21	1.16	23%
Jubilee Court	4.90	4.43	(0.47)	2.04	3.61	1.57	0.77	0.54	(0.23)	0.26	0.28	0	7.98	8.87	0.89	11%
Laburnum Grove	4.70	4.25	(0.45)	1.42	3.39	1.97	0.65	0.54	(0.12)	0.26	0.28	0	7.04	8.46	1.42	20%
Lavender House	3.88	3.52	(0.37)	1.66	3.60	1.94	0.56	0.52	(0.03)	0.26	0.28	0	6.36	7.93	1.57	25%
Leach Court	7.56	6.82	(0.74)	1.96	2.61	0.64	0.59	0.54	(0.05)	0.26	0.28	0	10.38	10.25	(0.13)	-1%
Windfield Court	6.51	5.88	(0.63)	2.32	2.51	0.19	0.56	0.54	(0.01)	0.26	0.28	0	9.66	9.22	(0.44)	-5%
Manor Paddock	2.33	2.13	(0.21)	1.69	2.17	0.48	0.57	0.54	(0.02)	0.26	0.28	0	4.85	5.13	0.28	6%
Muriel House	7.75	6.99	(0.76)	1.40	2.61	1.21	0.72	0.53	(0.19)	0.26	0.28	0	10.12	10.41	0.29	3%
Rose Hill Court	6.60	5.96	(0.64)	2.12	2.12	0.00	0.82	0.53	(0.29)	0.26	0.28	0	9.80	8.89	(0.91)	-9%
Sanders House	4.34	3.93	(0.41)	0.97	3.76	2.79	0.68	0.54	(0.13)	0.26	0.28	0	6.25	8.52	2.27	36%
Sloane Court	4.22	3.82	(0.40)	1.71	5.07	3.36	0.88	0.53	(0.35)	0.26	0.28	0	7.08	9.71	2.63	37%
Somersset Point	3.00	2.72	(0.28)	1.42	2.45	1.03	0.69	0.54	(0.15)	0.26	0.28	0	5.37	5.99	0.62	12%
Southsea	2.84	2.58	(0.26)	1.00	2.20	1.20	0.75	0.54	(0.21)	0.26	0.28	0	4.85	5.60	0.75	15%
Stonehurst Court	2.24	2.04	(0.20)	0.53	3.24	2.70	0.56	0.54	(0.01)	0.26	0.28	0	3.59	6.10	2.51	70%
Walter May House	3.83	3.47	(0.36)	1.55	2.53	0.98	0.63	0.53	(0.10)	0.26	0.28	0	6.27	6.81	0.54	9%
Woods House	4.93	4.46	(0.47)	1.30	1.96	0.67	0.61	0.54	(0.07)	0.26	0.28	0	7.10	7.25	0.15	2%

Note Assumed 2009/10 'current' charge is 2008/09 inflated by estimated RPI 4% plus 0.5%

APPENDIX 2

SUMMARY OF PROPOSED SHELTERED COMMON AREAS AND SUPPORTING PEOPLE CHARGES WITH EFFECT FROM 6 APRIL 2009

Scheme	No. units	Tenanted dwellings not on HB	Communal areas		Supporting People		Change		Year 3 (2011/12)	
			Current charge total	Reviewed charge total	change	Current charge	Reviewed charge	change	Total change	% Diff at year 3
Ainsworth House	19	1	6.61	6.51	(0.10)	13.25	12.73	(0.52)	(0.62)	-8%
Broadfields	15	5	8.12	7.56	(0.56)	13.25	12.73	(0.52)	(1.08)	-10%
Churchill House	36	4	8.18	7.59	(0.59)	13.25	12.73	(0.52)	(1.11)	-10%
Ditchling Gardens	26	7	3.15	2.93	(0.22)	13.25	12.73	(0.52)	(0.74)	-11%
Elizabeth Court	32	7	7.18	7.85	0.67	13.25	12.73	(0.52)	0.15	-4%
Elwyn Jones Court	72	16	11.35	9.50	(1.85)	13.25	12.73	(0.52)	(2.37)	-14%
Evelyn Court	22	7	6.13	7.88	1.75	13.25	12.73	(0.52)	1.23	1%
Hazelholt	24	2	9.67	9.95	0.28	13.25	12.73	(0.52)	(0.24)	-5%
Jasmine Court	32	4	5.05	6.21	1.16	13.25	12.73	(0.52)	0.64	-2%
Jubilee Court	29	2	7.98	8.87	0.89	13.25	12.73	(0.52)	0.37	-3%
Laburnum Grove	59	11	7.04	8.46	1.42	13.25	12.73	(0.52)	0.90	0%
Peavender House	25	1	6.36	7.93	1.57	13.25	12.73	(0.52)	1.05	0%
Leach Court	108	15	10.38	10.25	(0.13)	13.25	12.73	(0.52)	(0.65)	-7%
Lindfield Court	31	4	9.66	9.22	(0.44)	13.25	12.73	(0.52)	(0.96)	-9%
Manor Paddock	24	3	4.85	5.13	0.28	13.25	12.73	(0.52)	(0.24)	-7%
Muriel House	35	6	10.12	10.41	0.29	13.25	12.73	(0.52)	(0.23)	-5%
Rose Hill Court	27	2	9.80	8.89	(0.91)	13.25	12.73	(0.52)	(1.43)	-11%
Sanders House	38	4	6.25	8.52	2.27	13.25	12.73	(0.52)	1.75	4%
Sloane Court	40	6	7.08	9.71	2.63	13.25	12.73	(0.52)	2.11	5%
Somerset Point	71	8	5.37	5.99	0.62	13.25	12.73	(0.52)	0.10	-5%
Southsea	24	7	4.85	5.60	0.75	13.25	12.73	(0.52)	0.23	-4%
Stonehurst Court	25	5	3.59	6.10	2.51	13.25	12.73	(0.52)	1.99	6%
Walter May House	32	2	6.27	6.81	0.54	13.25	12.73	(0.52)	0.02	-5%
Woods House	26	6	7.10	7.25	0.15	13.25	12.73	(0.52)	(0.37)	-7%
Total units	872	135								

Note: Assumed 2009/10 'current' charge is 2008/09 inflated by estimated RPI 4% plus 0.5%. Year 3 charge excludes inflation on communal areas charge.

Appendix – Summary of the second round of roadshows

- 1.1 The second round of road shows was conducted at 19 of the 24 Council sheltered schemes between (some smaller schemes were 'twinned' up) between 8 September and 14 October 2008. 237 Residents talked to us at these events. Ward councillors attended some of the meetings.
- 1.2 At each meeting, there was a short presentation either by the Head of Housing Management for sheltered housing or Older Persons Housing Manager. This was normally followed by a short question and answer session and informal group discussions with feedback from each group at the end. Larger group discussion was held at a few schemes where it was not feasible to have smaller group discussion.
- 1.3 All residents were invited by letter, which included an information leaflet giving background information on the different proposals.
- 1.4 The discussions focused on a number of key areas:
 - A proposal to increase the number of scheme managers but with an increased cost of approximately £4.00 per week being levied.
 - A proposal to introduce team based working using the A proposal to implement floating support using the existing number of scheme managers without additional service charge.
 - A discussion about residential scheme managers.
 - A discussion around the out of hours service and whether the current mobile response element of the service should be changed.

2. More Scheme Managers – the 'Traditional Plus' model

- 2.1 The majority of residents were reluctant to pay for additional scheme managers. An increase in other utility bills and a limited income/pension was often sited as a reason why this couldn't be afforded. Views received included:
 - "Personally I don't think so"
 - "A lot of people haven't got this money"
 - " I can afford it but most people can't"
 - "We are Ok with a part time Scheme Manager here" (A resident at one of the smallest schemes with shared Scheme Manager at present)
 - "All tenants, not just sheltered, should pay this service charge"
- 2.2 Some residents were worried that any charge would increase in future years.

- 2.3 At some schemes which shared a scheme manager, residents didn't think that there was sufficient work for one full time scheme manager for each scheme and felt that the current working arrangements were sufficient.
- 2.4 A minority of residents said that they valued the scheme manager service and if this was the only way they could retain their scheme manager, they would be willing to pay the additional money.

3. Team Based Working

3.1 A majority of residents who expressed a view at the roadshows said that this was the best of the three options. Views received included:

- "I vote for that"
- "the best way to go"
- "I like this one"
- "Not much difference to this service now"
- "As long as it's carefully managed"
- "A good compromise - we can keep our Scheme Manager without paying more"
- "As long as the smaller schemes do not suffer"
- " If we can keep our Scheme Manager in the team"

3.2 Many residents thought that this was the best way of allocating staff resources and thought it was unfair that scheme managers often had very different workloads, based on the size of their schemes.

3.3 Some thought that this model was quite similar to the one already provided.

3.4 There were however some questions which residents commonly raised when talking about team working:

- Where would scheme managers be based?
- How would residents contact a scheme manager when off site?
- Would there still be an alarm service?
- What would happen if everyone within the team went sick or left?
- What amount of time would a scheme manager spend on site?

3.5 Some were not keen on this idea and wondered how a team could get to know all residents and what would happen if the team workers were off site.

4. Floating Support

4.1 Overwhelmingly, residents said that this was the worst option and were very reluctant for this to be considered or discussed at all. Views received included:

- "No, no, no"
- "This leaves the rest of us out"
- "The third option is out"
- "It's a non-starter"
- "No way!"
- "Why are we even talking about this?!"

4.2 Where comment was made, the following concerns were commonly noted:

- There wouldn't be anyone on site to turn to.
- Security would be compromised and no-one would look after the building.
- There would be no continuity of service and familiar faces of staff might be lost.

5. Out of Hours Service.

- 5.1 The majority felt that it was important to have some form of alarm service.
- 5.2 The majority of residents didn't feel that it was necessary to have a mobile response service where someone was available to attend in person. Indeed, some residents were surprised that there was a mobile response service, as their expectation was that when they used the alarm, the emergency services would be called.
- 5.3 However, a few residents who had a mobile officer attending to them said it was useful.
- 5.4 Residents said that the council should look at different types of service and different service providers – especially if savings could be made.
- 5.5 Residents said that what they wanted was a quick response service when they pulled the alarm, and where there was criticism of the existing service, residents complained that it was sometimes too slow in responding.
- 5.6 Residents who had a pendant alarm felt this to be useful and that these should be made widely available.
- 5.7 There was sometimes discussion about access to keys in an emergency – some residents said that neighbours could be key holders.
- 5.8 Views expressed included:
- “most emergencies require the emergency services”
 - “if it's an emergency, call me an ambulance”
 - “CareLink take time to come out - what is needed is the emergency service response”
 - “Sending people out can delay emergency help”
 - “Look at a system that links directly to emergency services, cut out the response centre”

6. Residential Scheme Managers

- 6.1 Generally, residents accepted that the continued provision of a residential based service was not viable as staff could not be recruited to live-in posts. There were very mixed views as to if residential working was beneficial. One scheme where the service had recently changed to non residential strongly preferred the new arrangement.

There were a number of common responses in this discussion:

- The existing scheme managers should be allowed to stay until they stopped working for the sheltered housing service.
- If they do not want to live on site then the council should rehouse them
- The council should let the former manager's flats as sheltered units.

Consultation Roadshows – September/October 2008 Summary

Date	Site	Attendees	Majority Preference
September 8	Elwyn Jones Court	17	Team model
September 9	Jubilee Court	7	No consensus
September 11	Leach Court	24	Team model with the proviso this does not disadvantage smaller schemes
September 12	Hazleholt	5	Team model
September 15	Evelyn Court	6	Team model
September 16	Rosehill Court (with residents of Ainsworth House)	12	Team model
September 18	Laburnum Grove	19	Team model if carefully managed.
September 22	Sloane Court (with residents of Lavender House)	15	Traditional plus with additional service charge
September 23	Elizabeth Court (with residents of Woods House)	15	Split between traditional plus with additional service charge and team models
September 24	Sanders House	16	Team model
September 25	Southease (with residents of Walter May House)	18	Team model
September 29	Stonehurst Court	6	Team model
September 30	Manor Paddock	9	Team model
October 6	Broadfields	13	Team model
October 8	Lindfield Court	13	Team model
October 9	Churchill House	14	Team model
October 13	Jasmine Court	10	Team model
October 14	Somerset Point	18 (30)*	Split between traditional plus with service charge and team models

Notes: * - At Somerset Point, some non residents attended the event as it took the place of a regular coffee morning.

Helen Clarkmead 17/10/2008 Appendix consultation summary v2

3. CURRENT ARRANGEMENTS FOR CLEANING COMMUNAL AREAS

- 3.1 The Estates Service was set up in 2005 to provide a citywide cleaning, community and mobile warden service. It was introduced after consultation with staff and residents and replaced an uneven service made up of residential caretakers and mobile wardens, where only some blocks in the city were regularly cleaned.
- 3.2 The cleaning arm of the Estates Service is provided by six mobile teams of cleaners. These teams are responsible for carrying out a range of cleaning tasks in the communal areas of flats, to frequencies determined by the type of block. Each team has one cleaner who is paid an allowance to be a Team Leader and is managed by an Estates Service Manager.
- 3.3 Last autumn, the Chairman of Housing established a short-term, resident led, focus group to review the Estates Service.
- 3.4 The work of the focus group was reported to Housing Management Sub Committee in January this year, together with recommendations for service improvements. Since January, officers and residents have worked together to develop these recommendations. A report outlining this work, which covers the two other arms of the Estates Service – Community and Mobile Wardens – was presented to residents at the October/November cycle of Area Panels.

4. PROPOSED CHANGES TO THE CLEANING SERVICE

4.1 Focus Group Concern: Limited supervision within the cleaning service

- 4.1.1 **How this is being addressed:** A draft structure is in place, subject to staff consultation following the outcome of this report, to change two of the existing Estates Service Manager posts, into the posts of Cleaning Managers. The Cleaning Managers will be fully responsible for managing the cleaning service and will spend at least 60-70% of their time inspecting the work of their staff, making the decisions needed to ensure cleaning schedules are met, liaising with residents' associations and other service providers eg City Clean and the local Housing Offices.
- 4.1.2 This change will achieve a far greater amount of 'on site' supervision and quality checking than the current arrangements, where the requirements of the Estates Service Manager post mean these officers play a wider role in the Estates Service and are often office based.

4.2 Focus Group Concern: Insufficient time to clean blocks thoroughly

4.2.1. How this is being addressed:

The focus group requested that officers investigate whether high and low rise cleaning could be separated, with fixed location staff for groups of high rises.

4.2.2 Over the past six to eight months, six cleaners have been taken out of the mobile teams, and set up as 'dedicated' cleaners, each responsible for a group of properties. The trial areas are listed in Appendix 1.

4.2.3 Because the cleaners are not covering large areas they start and end their working day in the blocks they clean, rather than at Hollingdean Depot. The time they save by not having to travel and stock up with water for the day, is turned into time available for cleaning.

4.2.4 This way of working has received positive feedback from residents. They advise they have:

- enjoyed building up a relationship with 'their' cleaners
- found response times to emergencies to be quicker
- found that the standard of cleaning in their buildings has improved
- noticed that the cleaners have appeared less 'rushed' in their approach to work

Cleaners taking part in the trial have said they prefer working this way as it allows them to take more responsibility for their work, and to get to know the residents in the buildings they are working in.

4.2.5 Because of the success of the trials and the improvements it has brought to cleaning standards, it is proposed to extend this way of working across the city, with smaller mobile teams covering properties that can't easily be fitted into a 'dedicated' patch.

4.3 Focus Group Concern: Poor communication between staff and residents

4.3.1 How this is being addressed:

At a local level the trial 'dedicated' cleaners have helped to bridge this gap – they are an immediate link to the Estates Service and report back on repairs that are needed in the blocks they work in, including the removal of graffiti and bulk refuse. They have also become part of the building's community and a familiar 'face' to residents. If the role of Cleaning Manager is introduced, these post holders will also be meeting residents on a daily basis and asking their opinion about the service.

4.3.2 The Estates Service Monitoring Group will continue with a stronger role for residents' to play in monitoring the cleaning service. Resident feedback on cleaning will be fed into the performance reports that are presented to Area Panels and Housing Management Consultative Committee, so that qualitative information is available along with the quantitative data that is already provided.

4.4 Focus Group Concern: The service produces work of a varying quality

4.4.1. How this is being addressed:

The Focus Group said they wanted cleaners to be properly trained. In June, a group of fifteen cleaners and managers started an NVQ Level 2 in Cleaning which incorporates the British Institute of Cleaning Science Proficiency Certificate. This course lasts approximately six months, and includes training in a wide range of cleaning tasks, customer service and health and safety. Assessment is based on written tests and practical exercises. Staff will participate in this course on a rolling programme, with the aim of all staff receiving this accreditation.

4.4.2 This training is being provided through the national 'train to gain' scheme, at no cost to the council. The increased supervision and quality checking on work carried out by cleaners, will also ensure work across the city is of a consistent quality.

4.5 Summary of proposed changes

4.5.1 The changes to the cleaning service, set out above, will provide:

- More time available for cleaning and sustainable improvements in the service
- A management structure that is fully responsible for the cleaning service
- Quicker response to emergencies from on site cleaners
- Cleaners who take responsibility for an area and build up good working relationships with local residents
- Improved performance monitoring

4.5.2 Following approval from the Cabinet Member for Housing to the revised service charges set out below, officers will consult with staff and residents on the details of the new service, with a view to introducing it by April 2009.

5. SERVICE CHARGES

5.1 The cleaning function of the Estates Service is funded from service charges paid by tenants and leaseholders.

5.2 Regardless of whether the existing model of service is continued, or a new one introduced, it is necessary to review the level of service charges that are passed onto residents, to take account of the actual costs of providing the service. The Estates Service focus group was advised that if changes were going to be made to the way the cleaning service was provided, charges should also be reviewed to achieve a realignment of income with expenditure. The focus group requested that officers provide residents with two pieces of information:

- what level of service would be provided after the realignment exercise, if the charges were to remain at their current level
- how much service charges would need to increase to cover the costs of providing a service that met their recommendations

5.3 Current Service charges

5.3.1 The current cleaning service charge calculation is based on the estimated number of hours per year taken to clean an average Low, Medium and High rise block or House of Multiple Occupation (HMO). This average is then multiplied by the number of blocks in each category to arrive at the total number of cleaning hours and cost. The annual cost is then divided by the number of tenants and leaseholders in each type of block to arrive at a cost per tenant.

5.3.2 Since the service was set up the costs of providing it have exceeded the income from service charges, with the shortfall in funding met from the Housing Revenue Account. The current forecast shortfall of £241,300 for 2008/09 is mainly due to increased overheads and eight additional cleaners that were taken on, when a review of the first year of the service found the original number of cleaners, twenty eight, was insufficient to regularly complete all the work required to a consistent standard

5.3.3 The focus group requested information on the level of cleaning service that residents would receive if service charges remain at their current levels and are limited to an increase for inflation, in 2009/10. If the budget (£1,031,600) is limited to the current level of service charge (£790,300 per annum) this would mean that the current service provided would need to be scaled back by 20%. In practice this would mean removing the eight additional cleaners from the service and cutting back on the level of service provided to each block. It would be difficult to have a service based on 'dedicated' cleaners as the cleaners would have to cover a much wider area than has been used in the trial patches, and require vehicles to travel between sites.

5.4 Proposed service provision and service charges

- 5.4.1 Having piloted the dedicated cleaner service, there is now new data available which shows approximately how much time it takes to clean high rise, low rise and Houses of Multiple Occupation (HMOs).
- 5.4.2 If the dedicated pilot model is spread across the city with the majority of cleaners starting and ending their day 'on site', it is possible to transform a considerable amount of unproductive travelling time into time available for cleaning which can then be allocated to blocks in line with the revised estimated timings. This means that an increase in the time available for cleaning can be provided within the existing budget (inflated for 2009/10) as the current service, by changing from a mobile to a predominately 'dedicated' service.
- 5.4.3 A similar methodology to the current service charge calculation has been used with the exception of the reclassification of medium rise blocks to either high rise or low rise. These blocks are listed in Appendix 2. Once the new service is up and running and data on every block is gathered, the aim is to move towards an actual charge per block. The proposed weekly charges at 2009/10 prices are set out in Table 1 below compared to the current charges also inflated to 2009/10 levels.

Table 1: Proposed Weekly Charges for 2009/10

	HMOs	Low Rise	Medium Rise		High Rise
2008/9 current charge	£0.38	£2.32	£1.90		£1.53
Current charge inflated to 2009/10 prices	£0.40	£2.42	£1.99		£1.60
2009/10 proposed charges based on new service	£0.50	£2.41	Low Rise	High Rise	£3.58
			£2.41	£3.58	
(Reduction) Increase in charges for 2009/10 from current service	£0.10	(£0.01)	£0.42	£1.59	£1.98
% Reduction / Increase in charges from 2008/09	31%	0%	27%	88%	134%

- 5.4.4 The increase to the service charges will be 'un-pooled' or taken out of individual tenant's rents. This means that any tenant seeing an increase in their individual cleaning charge for 2009/10 will see a decrease in their rent. The level of the decrease in their rent will be dependant on the rent restructuring calculation for 2009/10 as dictated nationally by central government. This formula is currently under review and the outcome of the consultation will be available during November. However, under the current rules, the tenant will then move in greater increases towards their target rent and eventually pay the target rent plus the service charge by 2011/12.

- 5.4.5 All cleaning charges for communal areas are eligible for Housing Benefit. For those on full Housing Benefit, the charge will be compensated in full. At the current time it is estimated that 71% of all groups of tenants receiving the cleaning service are in receipt of Housing Benefit.

5.5 Consideration of alternative options

- 5.5.1 The focus group did not consider alternative ways of providing the cleaning service - their aim was to improve the cleaning provided by the Estates Service.
- 5.5.2 It is therefore suggested that in 2009/10 a benchmarking exercise is carried out to allow the council to compare the cleaning provided by the Estates Service against that of other social housing landlords to assess the 'value for money' of the new structure. The outcome of that exercise will inform discussions with residents on communal cleaning in the next financial year.
- 5.5.3 Some benchmarking has already been carried out and the proposed service charges for communal cleaning in Brighton & Hove in 2009/10 have been found to be in line with the charges of other social housing providers in Sussex and in the South East. However, a more extensive benchmarking exercise will involve comparison not just of the final charges that are passed onto residents, but of the way cleaning services are provided and the work that is carried out.

6. CONSULTATION

- 6.1 The Estates Service Focus Group met four times before reporting to the Housing Management Sub Committee in January. Since then a group of residents, made up of the focus group members, and the existing Estates Service Monitoring Group, has met regularly to oversee the work that has been taking place to develop the focus group's recommendations.
- 6.2 Staff, and their union representatives, have been invited to meetings to discuss changes to their particular service areas, and a regular newsletter has been produced for all staff in the Estates Service to keep them informed of the work that has been taking place.
- 6.3 Any changes required to individual job descriptions will go through the council's change management framework.

7. FINANCIAL & OTHER IMPLICATIONS:

7.1 Financial Implications:

The proposed service charges outlined in table 1 paragraph 5.4.3. will ensure recovery of the 2009/10 budget of £1,054,000. Therefore an extra £228,100 will be generated for use by the HRA. However, the un-pooling of these increases from tenants' rents mean that the charges are phased-in for tenants and so the income is also phased-in for the HRA.

If the Government's rent restructuring formula remains the same, it is estimated that £76,000 (i.e. one third) extra income will be received in 2009/10; a further £76,000 in 2010/11 with the full amount being available in 2011/12.

Any additional income will be included within the 2009/10 and future HRA budgets.

Finance Officer : Monica Brooks Date: 9 Oct 2008

Legal Implications:

- 7.2 Under the Council's standard secure tenancy agreements tenants are obliged to pay "rent and other charges". The proposed cleaning charges constitute "other charges" and the Council can make changes to the charges providing it gives at least 4 weeks notice of the change. Failure to pay the charges may amount to non performance of an obligation of the tenancy agreement which is a ground upon which the Council can take possession proceedings.

Lawyer consulted: Deborah Jones Date 21 October 2008

Equalities Implications:

- 7.3 The changes proposed to the way the cleaning service is delivered will ensure greater consistency in cleaning standards in the common parts of council accommodation.

Sustainability Implications:

- 7.4 There are no direct implications

Crime & Disorder Implications:

- 7.5 There are no direct implications

Risk and Opportunity Management Implications:

- 7.6 There are no direct implications

Corporate / Citywide Implications:

- 7.7 There are no direct implications

8. EVALUATION OF ANY ALTERNATIVE OPTION(S):

8.1 This is contained within the body of the report in paragraphs 5.3.3 and 5.5.

9. REASONS FOR REPORT RECOMMENDATIONS

9.1 To advise residents and members of the proposed changes to the way the cleaning service is provided in council accommodation and changes to the charges for this service.

SUPPORTING DOCUMENTATION

Appendices:

1. Trial sites for 'dedicated cleaners'.
2. Proposed reclassification of medium rise blocks

Documents in Members' Room

1. None

Background Documents

Chairman's Working Group (Estates Service) Housing Management Sub-Committee report 15 January 2008.

APPENDIX 1

Trial site based cleaners:

- Clarendon Estate – Clarendon House/Conway Court/Ellen House/Goldstone House/Livingstone House/Ellen Street (2 cleaners)
- Nettleton Court/Dudenev Lodge/Theobald House
- Essex Street/Essex Place/Oakley House/Garnet House
- Hereford Court/Wiltshire House/Malthouse Court
- Wellington Road/Morley Lodge/Parkmead/Park Crescent

APPENDIX 2

Proposed reclassification of medium rise blocks

Name of block	Proposed reclassification
Hollybank	Low rise
Johnson Bank	High rise
Napier House	High rise
Barclay House	High rise
Kingswood & Milner	High rise
Essex St (low rise flats)	Low rise
Highcroft Lodge	High rise
Park Royal	High rise
Holbrook	Low rise
Downford	Low rise
385 Kingsway	Low rise
Philip Court	High rise
Clarke Court	Low rise
Copperas Gap Court	Low rise

