

COMMITTEE:	CABINET
DATE:	9 JANUARY 2003
SUBJECT:	BEST VALUE REVIEW OF HOUSING MANAGEMENT PART II
REPORT OF:	HOUSING MANAGEMENT PART II BEST VALUE REVIEW TEAM
Ward(s):	ALL
Purpose:	To advise Cabinet of the outcomes of the Best Value Review of Housing Management Part II, which were recently discussed at Scrutiny Committee on 9 th December 2002
Recommendation	That Cabinet endorse the report of the Housing Management Part II, Best Value Review Team,
Contact:	Janet Canny, Head of Housing Management, Telephone 01323 415306 or internally on extension 5306.

1.0	<p><u>Summary</u></p> <p>The Review Team makes a variety of recommendations, which are detailed in full, within the Improvement Plan in section 12 of this report. In summary these cover:</p> <ul style="list-style-type: none"> · Establishing robust target setting and performance management systems · Improvements to the system for setting and collecting Leaseholder service charges to allow the team to be self financing · Improving ways in which we consult and involve Tenants in the services we provide · Establish introductory tenancies · A rent collection service which emphasises income maximisation and negotiation on debt repayment · The development and introduction of a corporate debt recovery policy
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2.0	<u>Introduction</u>	
2.1	The Best Value Review of Housing Management follows a two stage process. Part I, has covered the strategic review of stock options. Part II, seeks to review the Housing Management function, from an operational perspective. Part I of the Review reported to Cabinet most recently on the 7 th November and Full Council on the 13 th November and is seeking to establish the ongoing feasibility of the development of an Arms Length Management Organisation (ALMO).	
2.2	<p>Part I was a robust review, which sought to identify the most appropriate mechanism to deliver three key objectives. These were:</p> <ul style="list-style-type: none"> Ø Increasing the supply of affordable units of housing Ø Continuing to offer a quality housing service to our customers Ø Maximising investment in our housing stock and achieving Decent Homes Standards 	
2.3	The initial finding of that Review Team was to explore the feasibility of pursuing Large Scale Voluntary Stock Transfer. However, as this work progressed, it became clear that this option would not assist in the delivery of a further supply of affordable new homes. Therefore, the concept of making an application under the next ALMO programme was recommended, as this option would offer the best opportunities to offer quality services, and meet decent homes standards, over the long term.	
2.4	The areas of review covered by Part II are those, which would apply to the Tenant Management services which would operate under an ALMO arrangement. Indeed, these particular services would need to be provided, monitored and have appropriate service standards, regardless as to who fulfilled the actual landlord role.	
2.5	The other functions relating to the Housing Management Division are those provided by our Property Services Team and cover the maintenance and improvement of the Council housing stock and Lifeline and Retirement Housing Service. Property Services was the subject of a 'Quality Review' undertaken in 1999, and set within the parameters of best value principles. This service area was due to undertake a further Review in Year 5 of the Council's Best Value Review Programme, though this is likely to be aligned with the requirements of any ALMO application and undertaken in 2003/04. Retirement Housing's review was completed in Year 1 and Cabinet has recently considered Lifeline's review.	

2.6	Those services provided by the Housing Needs and Strategy Division are scheduled for year 5. These services are likely to fall outside those that would be directly provided by an ALMO.	
2.7	The Review sought to concentrate on the following aspects of service provision, namely: Estate Management, Revenue Collection and Tenant and Leaseholder participation. To facilitate the most robust review possible, three working groups were established to review each area, and to make recommendations to the Review Team. Each group was lead by the Senior Officer for that particular service area, and tenant representatives sat on each group.	
2.8	Estate Management issues incorporate tenancy management including enforcement of tenancy conditions, reletting of properties and the management of tenancy changes. This area also includes environmental issues including caretaker services, the management of garages, gardens and the general environment.	
2.9	The Revenue Collection element of the Review covered all matters pertaining to collections and the administration of property and garage rents, leaseholder service charges and the prevention of debt and the provision of welfare benefits advice.	
2.10	Tenant and Leaseholder Participation covered a review of the existing Tenant and Leaseholder compact and will seek to identify other mechanisms for the improvement in the opportunities for tenant and leaseholder involvement in service provision.	
3.0	<u>Scope</u>	

3.1	<p>Following a specific scoping exercise carried out by Members and Corporate Management Team, the key challenges for the Review to consider were:-</p> <ul style="list-style-type: none"> Ø To examine and make recommendations on the use of “Introductory Tenancies” and associated measures to assist in the enforcement of tenancy obligations. Ø To examine service standards and their role in forming the above Contracts. Ø To ensure the functionality of the links between Housing Management, Youth Offending and the Crime Reduction Partnerships. Ø To consider the demand for and benefits of expanding the Estate Management role to include private sector and other Landlords. Ø To consider the current methods of collecting rent and to examine other options. Ø To review the effectiveness of leaseholder and tenant consultation. 	<p>carried out by Members and Corporate Management Team, the key challenges for the Review to consider were:-</p>
3.2	<p>It is worth offering the context framework, considered by the Review Team, for each particular challenge.</p>	<p>work, considered by the Review Team, for each particular challenge.</p>
3.3	<p>In respect of the use of introductory tenancies and the enforcement of tenancy obligations, these were considered alongside the other tools available to the Division in terms of dealing with nuisance and other breaches of tenancy conditions. It was considered vital that the Landlords first role was to prevent breaches of tenancy and to use every effort to work with tenants to resolve difficulties, whether these were around non-payment of rent or nuisance in their communities.</p>	<p>tenancies and the enforcement of tenancy obligations, these were considered alongside the other tools available to the Division in terms of dealing with nuisance and other breaches of tenancy conditions. It was considered vital that the Landlords first role was to prevent breaches of tenancy and to use every effort to work with tenants to resolve difficulties, whether these were around non-payment of rent or nuisance in their communities.</p>
3.4	<p>It was considered to be critical that tenants were made fully aware of their own responsibilities as well as providing comprehensive information as to the standards of service that they could expect to receive. To this end, the separate challenge concerning service standards was considered as an ‘umbrella’ to all of the matters considered by the Review Team.</p>	<p>tenants were made fully aware of their own responsibilities as well as providing comprehensive information as to the standards of service that they could expect to receive. To this end, the separate challenge concerning service standards was considered as an ‘umbrella’ to all of the matters considered by the Review Team.</p>
3.5	<p>The Review Teams recommendations were that subject to tenant consultation, Introductory Tenancies be introduced. Furthermore, that additional emphasis be placed on close liaison with tenants at tenancy sign up stage and within 6 weeks of their tenancy having started. It was anticipated that the forging of closer relationships with tenants at the commencement of their tenancy would be beneficial over the longer term. At the Tenants Consultation exercise, in November, it was clear that they wanted to spend more time discussing and finalising the service standards, prior to these being agreed at a future Tenants Advisory Group meeting.</p>	<p>subject to tenant consultation, Introductory Tenancies be introduced. Furthermore, that additional emphasis be placed on close liaison with tenants at tenancy sign up stage and within 6 weeks of their tenancy having started. It was anticipated that the forging of closer relationships with tenants at the commencement of their tenancy would be beneficial over the longer term. At the Tenants Consultation exercise, in November, it was clear that they wanted to spend more time discussing and finalising the service standards, prior to these being agreed at a future Tenants Advisory Group meeting.</p>

3.6	The third challenge, governed the close partnership working between Housing Management, the Police and the Youth Offending team.	
3.7	The Review Team explored how the partners worked together. Since the original commencement of the review a variety of changes to service delivery had occurred, due to the proactive working between staff of the Housing Management Division and the Crime Reduction Partnership.	
3.8	These include the introduction of the Eastbourne Community Street Warden Scheme and the role of the specialist Anti-Social Behaviour Officer. Directly managed by the Tenant Services Manager, these two initiatives have greatly assisted in the delivery of proactive community based initiatives and the forging of closer working arrangements with the police.	
3.9	The Estate Management Team work closely on individual cases and in respect of wider estate based issues with the agencies identified. The Review Team recognise that on occasion this is on an ad hoc basis, or at a more strategic level, driven by the Crime Reduction Partnership. The successes achieved to date, rely on the flexibility to respond to a changing level of demand for services and a fluidity of issues requiring the involvement of the Tenant Services Teams.	
3.10	In considering the opportunities for the expansion of the Housing Management role in the private sector, the Review Team was mindful of the requirement for such activity not to be to the detriment of the core service area. The opportunity to proceed to deliver services via an ALMO does increase the potential for this to be actively pursued. The Review Team was particularly conscious of the Corporate aim to encourage and enable the availability of well-managed and affordable homes being available to the residents of Eastbourne. To this end additional work has been identified to further investigate this issue.	
3.11	As part of the discussions in respect of the challenge surrounding revenue streams, the Review Team was again mindful of the need to ensure that the prevention of debt was maximised. Furthermore, that again, tenants needed to be made aware of their own responsibilities together with a clear picture of the services and assistance they could receive from us. To this end the working group considered a range of ways in which the welfare benefits advice and debt prevention services could be more widely publicised. These opportunities will be further developed and introduced in line with the revised protocols and debt recovery procedures and will feature in the emerging cross cutting service standards.	

3.12	One key objective was to ensure that there were a variety of ways in which tenants could pay their rent. Tenants have expressed their concern that the potential future erosion of local Post Office services may restrict their easy access to payment services. The Review Team recommendations include the requirement to provide more general Pay Points, should the need arise.	
3.13	The Review Team considered at some length recommendations which include the development of a Council wide view of how debt could be managed and revenue collected. This allows for development of a 'corporate debt hierarchy' and introduction of a corporate debt policy. The Review Team also explored how other matters can and have impacted upon the performance of the rent arrears team and how work needs to be undertaken to minimise such impacts.	
3.14	The final challenge surrounded the effectiveness of leaseholder and tenant consultation. Whilst the Council has actively encouraged Tenant Participation and has had Associations operating for over 30 years, the Review Team were not complacent in their approach.	
3.15	The Review Team considered a variety of actions to enhance existing mechanisms and to introduce new opportunities to encourage tenant and leaseholder involvement. The considerations surrounding the development of a Board of Management are likely to be actively pursued, given the recent decisions surrounding the development of an ALMO.	
4.0	<u>Financial Resources</u>	
4.1	The Review considered an overview of the financial matters relating to the work of the Housing Management Division, as well as the specific areas covered by this review.	
4.2	The Division is responsible for, at 1 st April 2002, the management of 4106 properties and 436 leaseholder properties. There are also 621 garages owned and managed by the Division.	
4.3	The Review Team considered the financial position of the Housing Revenue Account (HRA) as a whole, and then focused on the primary income and expenditure items relating to the work of the Tenant Services team.	
4.4	As an overview, the HRA maintains over £16million of income and expenditure. Some of these budget areas are not subject to specific control, as they are dependent upon levels of subsidy received, levels of capital financing and are impacted by right to buy sales.	

4.5	The specific budgets relating to the Supervision and Management of the stock equate to £2.8 million per annum. The rent and service charge collection equates to £11.7million per annum. A thorough breakdown of all these areas is detailed at appendix 1.	
4.6	The Review Team considered the breakdown of the costs of these services. They were also reviewed in the context of other Local Authorities and the Chartered Institute of Public Finance and Accountancy (CIPFA) Benchmarking Club. It was clear that Repairs and Maintenance costs were well below average. However, for the purposes of the services being considered as part of this review, costs, over the last four years were in the highest 25% across all Authorities and in the highest 30% of our CIPFA grouping. The details of the Best Value Performance Indicators relating to these issues are detailed in appendix 2.	
4.7	Whilst broadly there was agreement that the breakdown of service costs were useful, benchmarking could be problematic as it was uncertain as to how other Local Authorities calculated these costs. In recognition of this, the BVPI specific to this area is deleted from 2003/04. It was recommended that additional work should be undertaken as part of the future Service and Financial Planning process for 2003/04 and the HRA Business Plan for 2003/04, in respect of some management, supervision and central support costs. This would also need to be considered as part of the action plan for the implementation of an ALMO in order to maximise the effectiveness of services in value for money terms.	
4.8	From all the service areas covered, the following specific recommendations were made. That the tenant participation budget continue to be maintained at £25,000 per annum, to facilitate the ongoing work of the team, and to better reflect the true cost of operating that service. This can be met from within existing budgets.	
4.9	In respect of Leaseholder Services, the Management and Administration Charges do not cover the real cost to the Division, of providing this service. It was clear to the Review Team that the charging policy was outdated, and unrealistic and needed to reflect the level of service received. It was therefore also recommended that the management charges levied for the work undertaken in respect of Leaseholder services better reflect the true cost of providing these services. The specific actions relating to this issue are detailed within the Improvement Plan at section 12. They also include the promotion of opportunities for Leaseholders to manage their own blocks.	
5.0	<u>Human Resources</u>	

5.1	There was a significant restructure of all Housing Services in 2001, which facilitated the introduction of the landlord/strategic housing split. At this time, the introduction of a specialist rent arrears team was formalised, together with the creation of the Senior Rent Arrears position. Furthermore, the Tenant Participation Officer position was made part of the permanent staffing complement. A current structure chart is attached at appendix 3.	
5.2	The Review Team recommends that broadly the structure should remain unchanged though work is currently ongoing to identify resources to undertake Former Tenant Arrears work. The recharge to the Housing Management Division will be altered to reflect this change in working arrangements. This is likely to amount to £4000. Given the ongoing work relating to Leaseholder services it is also recommended that the position of temporary part time Rent Administration Assistant be made permanent. This will allow the effective introduction of the proposed changes to the service charging process.	
6.0	<u>Capital Resources</u>	
6.1	Clearly the Housing Stock itself is a critical asset to the Division and Borough Council. In addition to the actual housing, there are areas of land, held in ownership through the HRA. These include common areas, property curtilages, car parks and other small pieces of land. On occasion, requests are made by owner occupiers to purchase small pockets of land to enhance their gardens. When this occurs, the Tenant Services Manager undertakes extensive consultation, and the sale is made only if broad agreement is reached, Commonly specific covenants are placed against the such land sales, concerning future usage. The purchase price is in line with current market values. Any capital receipt is used in similar ways to funds realised through the Right to Buy.	
6.2	Other areas of land, such as underused car parks, which have been subjected to vandalism, or in fill sites have recently been comprehensively reviewed via a study undertaken in conjunction with colleagues from Housing Needs and Strategy Division. This may result in the development of some affordable units of housing, and discussions are ongoing with the Joint Commissioning Group, made up of our local Housing Association partners. There will also be further consultation undertaken with local tenants and residents.	
6.3	There are no capital resources utilised per se, within these service areas, other than the ongoing efforts to deliver the annual Environmental Improvements programme. This is facilitated by the input of tenants and is a key way in which tenants have been actively involved in implementing changes to their built environment.	

6.4	<p>The services subject to this review are delivered from teams operating at the Housing Advice Centre at 61 Seaside Road. Previously surgeries have been used in the different estates and these are being further investigated following the results of the 2001 tenant's survey.</p>	
6.5	<p>As part of the corporate Accommodation Strategy, it is anticipated that the Council's primary front line services will be delivered from 1 Grove Road offices. This will facilitate the operation of a 'one stop shop' reception area. It is anticipated that to facilitate this move, the Housing Advice Centre will be sold, and Housing Management staff will operate from the Grove Road offices. A project plan is currently being developed to implement this strategy. It is anticipated that this will achieve a number of advantages in terms of the services our tenants can access from one location, but also that even closer links can be built up between the different service areas.</p>	
7.0	<p><u>Consultation</u></p>	
7.1	<p>Tenant Representatives and staff have been heavily involved in the review, together with a number of internal service providers, and with external agencies, including other Housing providers. Full details of these are detailed in appendix 4.</p>	
7.2	<p>It is clear, through the Review, that the Tenant Services Team work very closely with a number of external agencies, who work in the local communities and with our tenants.</p>	
7.3	<p>It is clear that the work of the Tenant Services Team has direct involvement and impact on local communities. This is reflected in their role in the introduction of the Eastbourne Community Street Warden Team, the delivery of Caretaking services and environmental improvements and the ongoing work with tenants.</p>	

7.4	<p>Colleagues from Financial Management, Strategic Development and Democratic Services offered specialist support to the Review Team. Furthermore, staff involved in revenue collection services, work closely with Officers from Community Finance, in terms of maximising income for the Council, and for the tenants in terms of the welfare benefits services offered. The Tenant Participation Team have worked very effectively with officers from Tourism, Sport and Leisure to promote tenant involvement and to build capacity within our communities. Particular successes include the cross team working as part of the tenant 'Roadshows', working together to help launch a Youth Association and the co-operation in the promotion of our 'Innovations into Action' project and the production of the Calendar, and our annual Tenants Satisfaction Survey. A range of discussions have occurred through the working group with these teams, together with other Local Authority housing teams, to assist with the benchmarking of services</p>	
8.0	<u>Performance</u>	
8.1	<p>The Housing Services provided by Eastbourne Borough Council have had a strong history of effective and high level performance. This has been underpinned by the Service being consistently rated as an "Above Average" performer.</p>	
8.2	<p>In terms of the services subject to this review, the following patterns of performance have emerged:</p> <p>Ø Tenant Satisfaction: Full tenant's surveys are undertaken each year. In 2000/01 there was a 90% satisfaction rating with the services provided as a whole. This equates to the 9th highest result, and an upper quartile ranking of 98%, when compared against all other Local Authorities. In terms of satisfaction with their opportunities for participation in service delivery, again performance was in the upper quartile of all Local Authorities, with a ranking of 83%. The response rates to the survey over the last two years has been extremely pleasing, with 1723 (40%) in 2000/01 and 1021 (24%) in 2001/02. In this later year, we believe due to the decrease in the response rate, the overall satisfaction rating was at 86.65%. To encourage a high response rate to this years survey, we will be offering tenants entry to a free prize draw.</p> <p>Ø Rent Collection: In respect of the proportion of rent collected, performance during 2000/01 was again, upper quartile, with 98.8% of all rent being collected, and a ranking of 90% when compared to all Local Authorities. In 2001/02, end of year performance was affected by some cash being collected, but not posted to the primary rent accounts. Therefore, end of year results dipped to a provisional ranking of 68%, and a collection rate of 97.57%. For 2002/03, collection rates are expected to meet target.</p> <p>Ø Average relet times: There was a disappointing outturn to 2000/01, with management voids being relet within 22 days, which</p>	

8.3	<p>A full listing of our primary BVPI's are detailed in appendix 5, which also offers comparisons against all Local Authorities, all District Councils and the CIPFA family grouping.</p>
8.4	<p>It was recognised by the Review Team that other factors can impact upon the successful delivery of services. This may include poor contractor performance, the introduction of new service parameters i.e. the Verification framework, or new Information Technology Systems. Nevertheless, the working groups sought to continue to strive for upper quartile performance where possible. Some Tenant representatives were also very clear, that comparison with other Authorities, whilst useful to establish best practice, should not be considered at the detriment of how Eastbourne tenants experienced the services they received. To this end the approach in undertaking an annual tenant survey should be continued.</p>

8.5	The Review Team also reviewed the monitoring and performance management systems, which were available to the teams and the Division as a whole. Specific recommendations were made to enhance performance management techniques, and these are detailed in section 12, the Improvement Plan.	
9.0	<u>Procurement : Challenging the Means of Delivery</u>	
9.1	As detailed elsewhere in this report, the full range of procurement options were considered in Part I of the Housing Management Review. This established the requirement to continue to provide housing management services, but sought to establish an alternative mechanism for delivering the Council’s landlord functions. This will lead to work being undertaken to deliver the Landlord services through an ALMO. It is anticipated that this will allow the ongoing provision of quality services and better place us to meet the Governments Decent Homes Standards.	
10.0	<u>Deferred Improvements</u>	
10.1	It is recognised that there are some recommendations, which require additional work, prior to a final decision being made as to their introduction. These have been identified within section 12, and include: Ø The extension of the Housing Management Services into the private sector. There are some legal and financial issues to further investigate. Furthermore, the opportunities for extending services may also be facilitated through the introduction of an ALMO	recommendations, which require additional work, prior to a final decision being made as to their introduction. These have been identified within section 12, and include:

11.0	<u>Summary</u>	
11.1	The mechanism for undertaking this review was useful. The operation of the 3 specialist working groups allowed a rigorous and detailed debate and investigation into how services were being delivered. This approach also allowed for significant input from the Tenant Representatives on these groups. It also allowed the primary Review Team to concentrate on taking an overview of the recommendations made to them by the working groups and to see matters such as performance and financial issues in the wider context.	
11.2	The detailed recommendations of the Review Team are found within the Improvement Plan, in section 12, of this report.	
11.3	The Review Team are mindful that the targets set are challenging and allow for improvements to be made to the services being provided. The Team also recognise the importance of how the Improvement Plan is not only implemented but also monitored in terms of outcomes, hence the detailed work which has been undertaken to produce Specific, Measurable, Achievable, Realistic and Timebound (SMART) targets. The Review Team also recognises the importance of this Improvement Plan being integrated and reviewed in the context of annual Service and Financial Plans, and the Annual HRA Business Plan.	
	<p>BACKGROUND PAPERS</p> <p>The background papers used in this report are:</p> <p>All minutes relating to the Best Value Review Team, Housing Management Part II</p> <p>Primary papers relating to working groups</p> <p>HRA Business Plan, 2002</p> <p>Audit Commission document: “assessing excellence in housing management”</p> <p>Community Safety Strategy – 2002 - 05</p> <p>Various Housing Inspection</p> <p>To view or obtain copies of the above contact: Janet Canny, Head of Housing Management on ext 5306</p>	

Introduction

This improvement plan details high level actions to address the Key Challenges set by the Council and to secure continuous improvement in Housing Management. Overall success will be measured by the Best Value Performance Indicator: Satisfaction of tenants with EBC as a landlord. Although the statutory duty is to survey tenants every three years, our intention is to continue to carry out surveys on an annual basis. In accordance with legislation and our own aspirations we aim to be consistently ranked among other District Authorities with Housing responsibilities, within the top 25% (determined from the results of the 2000-1 surveys). The top 25 % of authorities scored (the percentage of tenants who are either satisfied or very satisfied) at above 81%.

Our success or failure in meeting our overall aim will be reported annually to Council as well as to all staff at our regular team meetings and to tenants via the tenants newsletter “Open House” and our Tenants Advisory Group.

The implementation of this improvement plan will be monitored by the responsible Council committee currently the Best Value Management Committee. The impact on performance as measured by the Best Value Performance Indicators will be monitored by quarterly scrutiny of the Best Value Performance Indicators. Additional reports will also be made to our quarterly Tenants Advisory Group.

The implementation and impact of the activities identified within this improvement plan will be monitored and reviewed through regular management meetings with specific staff. They will also be considered at a range of other forum such as our quarterly voids meetings and quarterly rent arrears meetings which offer an overview of the performance of specific service areas, and complement the day to day operational management controls. Furthermore, the activities within this Improvement Plan will be incorporated into our staff’s Appraisal and Development Interviews, which facilitate the establishing of individual and team targets.

Given the climate of change this improvement plan will be updated annually and incorporated within the annual service and financial plan. It will also form a key platform for the development of our annual Housing Revenue Account Business Plan.

Finally the attainment of wider social objectives of the Housing Management section will be monitored and reviewed with our partners, the broader embryonic Local Strategic Partnership as well as the Crime Reduction Partnership and The Healthy Eastbourne Board.

<p>Key Challenge 1:</p> <p>To examine and make recommendations on the use of “Introductory Tenancies” and associated measures to assist in the enforcement of tenancy obligations.</p> <p>To ensure service standards are set and that their role is explicit within the Introductory Contracts</p> <p>Corporate Objectives:</p> <p>To make the town a safe place and to encourage a fair and socially inclusive society</p> <p>Divisional Objective:</p> <p>To maximise the effectiveness of the Estate Management Service and to ensure that it is responsive to the needs of tenants and their communities.</p>		
KEY ACTIONS:	IMPLEMENTATION DATE	LEAD OFFICER
<ol style="list-style-type: none"> 1. Introduce fully revised procedure manual for estate management services 2. Introduce Introductory Tenancies 3. Introduce service standards across Tenant Services 4. Update Nuisance procedures to include ASB Officer and Street Wardens 5. Revise Void procedures 6. Caretaking procedures revised 7. Obtain tenant agreement on service standards, taking into account outcomes of 2002 Survey 	<ol style="list-style-type: none"> 1. May 2003 2. June 2003 3. May 2003 4. December 2002 5. February 2003 6. February 2003 7. April 2003 	<ol style="list-style-type: none"> 1. Senior Housing Officer 2. Senior Housing Officer 3. Tenant Services Manager 4. Senior Housing Officer 5. Senior Housing Officer 6. Senior Housing Officer 7. Tenant Services Manager

DESIRED OUTCOME	REQUIRED STANDARDS OF PERFORMANCE / TARGETs
<p>Reduced number of incidents of nuisance and anti-social behaviour</p>	<p>1. To reduce all categories of nuisance and anti-social behaviour by 5% per annum from 31.03.03 to 31.03.05</p> <p>2. 100% of all cases to be resolved or action agreed closed within 90 days</p>
<p>Reduction in the length of time that properties are vacant</p>	<p>1. 100% of voids initially inspected within 2 working days</p> <p>2. 100% of properties (non-major works) to be available for letting within:</p> <p>25 days 2003/04</p> <p>24 days 2004/05</p> <p>23 days 2005/06</p> <p>22 days 2006/07</p> <p>21 days 2007/08</p> <p>3. 100% of properties (major works) to be available for letting within:</p> <p>40 days 2003/04</p> <p>38 days 2004/05</p> <p>35 days 2005/06</p> <p>33 days 2006/07</p> <p>30 days 2007/08</p>

<p>Satisfaction of tenants with their community and the built environment</p>	<ol style="list-style-type: none"> 1. All blocks of flats to be inspected monthly 2. Drying area weeding – quarterly 3. Full estate inspections to be held annually 4. Inspection of all alleyways – quarterly 5. Remove dumped rubbish/fly tipping within 5 days of report and where identified, effect recharge on all clearance costs
<p>Reduction of property abandonment and evictions</p>	<ol style="list-style-type: none"> 1. All new tenants to receive post tenancy visit within 6 weeks of occupation. 2. 95% of introductory tenancies to become secure at the end of their first 12 months

<p>Key Challenge 2: To explore the functionality of the links between Housing Management, Youth Offending and the Crime Reduction Partnerships</p> <p>Corporate Objective: To make the town a safe place and to encourage a socially inclusive society</p> <p>Divisional Objective: To ensure the effectiveness of the Estate Management function and to work in partnership with other agencies to respond effectively to the needs of our tenants and their communities</p>				
<p>KEY ACTIONS:</p>	<p>IMPLEMENTATION DATE</p>	<p>LEAD OFFICER</p>		
<ol style="list-style-type: none"> 1. Secure funding to ensure the continuance of the specialist Anti-Social Behaviour Officer 2. Secure funding to ensure the continuance of Eastbourne Community Street Warden Scheme 3. Continue to 	<ol style="list-style-type: none"> 1. September 2003 2. March 2004, 3. Ongoing 4. March 2004 5. February 2003 	<ol style="list-style-type: none"> 1. Tenant Services Manager 2. Tenant Services Manager 3. Head of Housing Management 4. Street Warden Manager 5. Street Warden Manager 		

Key Challenge 2 Continued	
DESIRED OUTCOMES	REQUIRED STANDARDS OF PERFORMANCE / TARGETs
<p>1. A Pro-active multi-agency approach to effectively targeting youth related nuisance and other serious anti social behaviour</p> <p>2. Assisting in reducing the fear of crime in Eastbourne</p>	<p>1. Obtain 5 Anti-Social Behaviour Orders, relating to EBC Housing stock, by September 2003</p> <p>2. Obtain 10 Acceptable Behaviour Contracts, relating to EBC Housing Stock, by September 2003</p> <p>3. Reduce most serious cases (category 1 nuisance), dealt with by Area Housing Officers by 5% during 2002/03 and 10% during 2003/04</p> <p>4. Reduce cost of vandalism to housing stock by 5% during 2002/03 and further 5% during 2003/04</p> <p>5. Continue to participate in the ongoing BVR of Community Safety</p>

<p>Key Challenge 3 : To consider the current methods for collecting rent and to examine other options</p> <p>Corporate Objective: for the town to be a place for everyone and to combat and alleviate the effects of poverty</p> <p>Divisional Objective: To maximise the revenue streams available to the Division and to implement appropriate actions to ensure our Tenants receive appropriate welfare benefits and debt advice</p>																	
KEY ACTIONS:	<table border="1"> <thead> <tr> <th>IMPLEMENTATION DATE</th> <th>LEAD OFFICER</th> </tr> </thead> <tbody> <tr> <td>1. April 2003</td> <td>1. Senior Rent Arrears Officer</td> </tr> <tr> <td>2. December 2003</td> <td>2. Senior Rent Arrears Officer</td> </tr> <tr> <td>3. October 2003</td> <td>3. Tenant Services Manager</td> </tr> <tr> <td>4. July 2003</td> <td>4. Tenant Services Manager</td> </tr> <tr> <td>5. May 2003</td> <td>5. Head of Housing Management and Head of Community Finance</td> </tr> <tr> <td>6. October 2003</td> <td></td> </tr> <tr> <td>7. October 2003</td> <td></td> </tr> </tbody> </table>	IMPLEMENTATION DATE	LEAD OFFICER	1. April 2003	1. Senior Rent Arrears Officer	2. December 2003	2. Senior Rent Arrears Officer	3. October 2003	3. Tenant Services Manager	4. July 2003	4. Tenant Services Manager	5. May 2003	5. Head of Housing Management and Head of Community Finance	6. October 2003		7. October 2003	
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5. May 2003	5. Head of Housing Management and Head of Community Finance																
6. October 2003																	
7. October 2003																	

**Debt
Recovery
Policy ,**

**6. Actively
raise
awareness
and further
promote The
Welfare
Benefit
Officer's
service**

**7. Process
for annual
review of
Leaseholder
management
changes
pricing
mechanism
introduced -**

Key Challenge 3 Continued		
KEY ACTIONS:	IMPLEMENTATION DATE	LEAD OFFICER

<p>8. Prepare feasibility briefing paper on Leaseholders and their opportunities to purchase the freehold</p> <p>9. Establish appropriate mechanisms to undertake all Former Tenant Arrears work including the development of appropriate targets</p> <p>10. Ensure that appropriate response is developed to ensure that appropriate number of pay points available, should number of Post Offices fall</p>	<p>8. June 2003</p> <p>9. February 2003</p> <p>10, Ongoing</p>	<p>8. Tenant Services Manager</p> <p>9. Tenant Services Manager</p> <p>10, Tenant Services Manager/Head of Financial Management</p>
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Key Challenge 3 Continued			
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DESIRED OUTCOMES	REQUIRED STANDARDS OF PERFORMANCE / TARGETs		
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<p>Maximised rental revenue stream and a low level of arrears</p>	<p>During 2002/03:</p> <ul style="list-style-type: none"> · Decrease number of cases with arrears greater than £2000 by 10% · Decrease number of cases with arrears between £1000 - £2000 by 10% · Decrease number of cases with arrears between £250 and £1000 by 10% · Decrease number of cases with arrears under £250 by 10% · During 2003/04 and each year thereafter-similar deductions will be sought, dependent upon final year outcomes, and will be detailed in Service Plan <p>During 2002/03 and 2003/04:</p> <p>Increase number of</p>		
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<p>Maximised collection of service charges and enhanced opportunities for choice for leaseholders in the ownership of their buildings</p>	<ul style="list-style-type: none"> · Ensure that management charges are refocused to become self financing from October 2003, commencing with a change to an initial change of 17.5% and removal of the £40 ceiling · Process the sale of a freehold during 2003/04 · Introduce revised mechanisms to facilitate choice for leaseholders in respect of freehold ownership 		
<p>All tenants have access to an income maximisation service</p>	<ul style="list-style-type: none"> · 100% of new tenants have an HB trial calculation undertaken prior to their tenancy sign up · 100% of new tenants have assistance with the completion of their HB application at the time of sign up · where requested, an appointment is made with the Welfare Benefits officer within 3 days of such a request 		
<p>Key Challenge 4: to consider the demand for and benefits of expanding the Estate Management Role to include private sector and other landlords</p> <p>Corporate Objective: To make the town a place for everyone. To help everyone to have a decent home</p> <p>Division Objective: To provide efficient and effective estate management functions to our tenants</p>			

KEY ACTIONS:	IMPLEMENTATION DATE	LEAD OFFICER	
<p>1. Produce draft feasibility study for Director of Housing, Health and Community Finance/Cabinet Spokesperson</p> <p>2. Deliver a final feasibility study / briefing paper on extending and delivering the management function to other tenures¹ in context of ALMO</p>	<p>1. April 2003</p> <p>2. May 2003</p>	<p>1, Head of Housing Management</p> <p>2. Head of Housing Management</p>	
DESIRED OUTCOMES	REQUIRED STANDARDS OF PERFORMANCE / TARGETS		
<p>Maximised number of affordable, quality, well managed homes available to the residents of Eastbourne</p>	<p>1. That the review incorporates at least a ‘breakeven’ position in terms of costings</p> <p>2. That appropriate impacts on staffing resources are considered</p> <p>3. That the HRA is not negatively impacted by such proposals</p> <p>4. That Finance, Legal and Housing Needs staff are fully involved in the process</p>		

<p>Key Challenge 5 To review the effectiveness of leaseholder and tenant consultation</p> <p>Corporate Objective: To make the town a place for everyone; to support and encourage all residents to develop to their full potential and to promote social inclusion and community participation</p> <p>Divisional Objective: To promote and ensure that tenants and leaseholders are fully involved in the development and delivery of services</p>		
KEY ACTIONS:	IMPLEMENTATION DATE	LEAD OFFICER
<p>1. Publish Leaseholder handbook</p> <p>2. Establish Leaseholder forums</p> <p>3. Assess outcomes from Leaseholder forums</p> <p>4. Agree timetable for production of newsletter</p> <p>5. Publish 4 newsletters per annum</p> <p>6. Full status survey undertaken</p> <p>7. Results of survey analysed –</p> <p>8. Develop action plan from outcomes of survey</p> <p>9. Tenant Compact updated</p> <p>10. Set up new Tenants Association in underrepresented areas</p> <p>11. Set up new Youth Association, affiliated where possible to existing</p>	<p>1. April 2003</p> <p>2. November 2002</p> <p>3. December 2002</p> <p>4. 2003/04 onwards</p> <p>5. April 2003</p> <p>6. December 2003</p> <p>7. March 2003</p> <p>8. May 2003</p> <p>9. April 2003</p> <p>10. December 2003</p> <p>11. December 2003</p> <p>12. June 2003</p> <p>13. January 2003</p> <p>14. May 2003</p> <p>15. May 2003</p>	<p>1. 2, and 3. Tenant Services Manager</p> <p>4, 5, and 6 Senior Tenant Participation Officer</p> <p>7. Tenant Services Manager</p> <p>8. Head of Housing Management</p> <p>9. 10, 11 and 12 Senior Tenant Participation Officer</p> <p>13 Head of Housing Management</p> <p>14 Senior Tenant Participation Officer</p> <p>15 Head of Housing Management</p>

forums meetings

**14. Undertake
Tenants training
needs analysis and
instigate revised
programme --**

**15. Investigate legal
and constitutional
issues of a Board of
Management in line
with potential
Development of
ALMO –**

DESIRED OUTCOMES	REQUIRED STANDARDS OF PERFORMANCE / TARGETS
<p>1. Leaseholders are fully informed as to the services and service standards they should receive</p> <p>2. Meaningful and responsive tenant involvement in the future provision of services</p>	<p>1. Leaseholders Forums established</p> <p>2. Leaseholders Handbook published</p> <p>3. 4 Newsletters published annually</p> <p>4. All areas represented by tenant representation</p> <p>5. Tenant Compact updated</p> <p>6. Tenant Handbook updated</p> <p>7. Youth Association affiliated with tenants association established</p> <p>8. Quarterly tenant forums established</p> <p>9. Annual tenants surveys carried out and reported along with resulting actions back to tenants with</p>

<p>Corporate Objective: To make the town a place for everyone; to support and encourage all residents to develop to their full potential and to promote social inclusion and community participation</p> <p>Divisional Objective: To promote equality of access and promote good relations between all tenants</p>		
KEY ACTIONS:	IMPLEMENTATION DATE	LEAD OFFICER
<p>1. Equality Impact Assessment training completed</p> <p>2. CRE Code of Practice is introduced fully</p> <p>3. Review of all key policies and procedures relating to Tenant Services using Impact Assessment Toolkit –</p> <p>4. Ensure appropriate changes to signage, procedures and published policies are made and introduced –</p> <p>5. All Equalities Reviews are completed -</p>	<p>1. December 2002</p> <p>2. March 2003</p> <p>3. March 2003</p> <p>4. June 2003</p> <p>5. May 2003</p>	<p>1, Head of Housing Management</p> <p>2, Tenant Services Manager</p> <p>3, Tenant Services Manager</p> <p>4, Senior Tenant Participation Officer</p> <p>5, Head of Housing Management</p>

DESIRED OUTCOMES	REQUIRED STANDARDS OF PERFORMANCE / TARGETS	
<p>That Housing is seen as leading the community in terms of promoting equality of opportunity, promoting good race relations and eliminating unlawful discrimination.</p>	<p>1. Housing management meet the CRE's "Code of Practice in Rented Housing"</p> <p>2. Full contribution and adherence to the Councils timetable for implementing the Equality Standard for Local Government</p> <p>3. Full contribution and adherence to the Council's Race Equality Scheme</p>	

<p>Corporate Objective: To make the most efficient and effective use of public resources</p> <p>Divisional Objective: To continuously improve the quality of the services provided to our customers and stakeholders through implementation of a robust performance management system.</p>	
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KEY ACTIONS:	IMPLEMENTATION DATE	LEAD OFFICER
<p>1. Informal Audit of all Performance Management material completed</p> <p>2. Establish action plan for more fully engaging tenants and other stakeholders in performance monitoring and setting targets</p> <p>3. Improve monitoring system for written enquiries and complaints</p> <p>4. Finalise full implementation of Housemark</p> <p>5. HRA Business Plan and Service</p>	<p>1. January 2003</p> <p>2. January 2003</p> <p>3. April 2003</p> <p>4. April 2003</p> <p>5. Annually from 2003/04</p>	<p>Head of Housing Management</p>

DESIRED OUTCOMES	REQUIRED STANDARDS OF PERFORMANCE / TARGETS	
Improved services as measured by BVPI's and other performance management information	<p>Timely submission of all BVPI information to audit standards</p> <p>Positive assessment / Inspection findings by Central Government</p> <p>Successful engagement with all stakeholders on performance issues.</p>	

APPENDIX 1 Eastbourne BC HRA Summaries							
	2003		2002	2002		2001	2001
	<u>Budget</u>		<u>Actual</u>	<u>Budget</u>		<u>Actual</u>	<u>Budget</u>
			<u>Spend</u>			<u>Spend</u>	
Average Cost per property per week							
<u>Income</u>							
Rent	50.44		50.23	49.64		47.73	48.55

Service Charges	4.74		4.80	4.63		4.45	4.37
Subsidy	21.02		22.91	21.76		19.20	23.48
General Fund Contributions	0.00		0.00	0.00		0.00	0.17
Mortgage Interest	0.06		0.05	0.06		0.06	0.09
Cash Interest	0.35		0.37	0.29		0.47	0.18
	76.61		78.36	76.38		71.91	76.84
<u>Expenditure</u>							
Repairs & Maintenance	12.56		11.37	12.31		11.45	11.87

Rent	10,665,300		10,839,909	10,713,300		10,585,559	10,768,200	
Service Charges	1,003,000		1,036,414	999,000		986,604	969,600	
Subsidy	4,444,800		4,944,144	4,696,000		4,258,000	5,208,000	
General Fund Contributions	0		0	0		0	37,000	
Mortgage Interest	12,000		10,681	12,000		13,262	20,000	
Cash Interest	75,000		79,392	63,000		103,385	40,000	
	16,200,100		16,910,540	16,483,300		15,946,810	17,042,800	
<u>Expenditure</u>								
Repairs & Maintenance	2,655,900		2,453,361	2,656,600		2,538,441	2,631,600	

Arrears staff	0.82		0.64	0.69			
Housing Management	0.88		0.53	0.62			
Rents staff	0.24		0.30	0.30			
EBH staff	0.52		0.49	0.59			
Tenant Services staff	0.19		0.39	0.34			
Tenant Participation staff	0.20		0.18	0.19			
EBH staff	2.85		2.53	2.73		2.45	2.42
Allocations staff	0.39		0.34	0.39			
Homelessness staff	0.43		0.33	0.45			
Housing Needs staff	0.18		0.11	0.17			
Housing Advice staff	1.01		0.78	1.02		0.89	0.95

Total staff costs	3.85		3.31	3.75		3.34	3.36
EBH Admin	0.51		0.52	0.53		0.32	0.34
General Income	(0.10)		(0.05)	(0.08)		(0.04)	(0.05)
Bedsits	0.11		0.09	0.10		0.09	0.10
Tenants & Community	0.12		0.06	0.05		0.47	0.36
Underoccupation transfers	0.09		0.05	0.10		0.07	0.10
Needs Admin	0.11		0.09	0.10		0.09	0.09
Hostels	0.07		0.08	0.06		0.07	0.14
Best Value	0.17		0.13	0.12		0.02	0.11
General	0.14		(0.08)	0.12		0.05	0.41
Resource Accounting	0.00		0.05	0.14		0.00	0.14
HAC Building	0.23		0.28	0.22		0.32	0.20
IT costs	0.48		0.26	0.47		0.29	0.46

Sheltered expenditure	3.90		4.01	4.07		3.82		3.88
Central Support	2.21		2.18	2.17		2.11		2.11
HH&CF Dept Recharges	1.40		1.23	1.30		1.26		1.19
Supervision & Management	13.28		12.20	13.24		12.27		12.94
Properties	4066		4150.5			4230		

Annual cost of service					
	2003	2002	2002	2001	2001
Cost Centre	<u>Budget</u>	<u>Actual</u>	<u>Budget</u>	<u>Actual</u>	<u>Budget</u>
Environmental Maintenance	132,200	131,405	129,000	120,451	123,200
Block expenditure	16,000	17,684	15,500	15,987	15,200

Programmed repairs	700,000	685,501	690,000	593,976	615,700
Responsive Repairs	1,063,200	1,022,765	1,054,500	1,018,459	1,095,900
Voids	340,000	255,500	440,000	449,668	441,900
Sheltered refurbishment	52,200	0	0	0	0
Property Services staff	302,300	290,506	277,600	289,900	289,900
Central Support	50,000	50,000	50,000	50,000	50,000
Repairs & Maintenance	2,655,900	2,453,361	2,656,600	2,538,441	2,631,800
Arrears staff	173,900	138,694	149,300		
Housing Management	185,100	113,480	134,600		
Rents staff	50,100	64,230	65,200		
EBH staff	109,900	104,883	127,000		
Tenant Services staff	41,000	84,682	72,800		

Tenant Participation staff	41,600	39,204	41,100		
EBH staff	601,600	545,173	590,000	543,372	535,600
Allocations staff	82,300	72,355	84,900		
Homelessness staff	91,400	70,800	96,900		
Housing Needs staff	38,900	23,799	37,600		
Housing Advice staff	212,600	166,954	219,400	197,950	209,850
Total staff costs	814,200	712,127	809,400	741,322	745,450
EBH Admin	107,500	111,606	115,200	70,086	74,800
General Income	(21,600)	(9,826)	(16,500)	(9,466)	(11,000)
Bedsits	22,300	18,991	22,300	20,123	22,950
Tenants & Community	25,000	12,461	10,000	103,449	80,000
Underoccupati on transfers	20,000	10,717	22,000	14,897	22,000

Needs Admin	23,700	20,240	21,400	20,563	20,800
Hostels	13,800	16,258	13,800	16,500	30,750
Best Value	35,000	27,850	25,000	4,247	25,000
General	29,000	(16,189)	26,500	10,349	92,000
Resource Accounting	0	11,856	30,700	0	30,650
HAC Building	47,900	61,089	47,900	71,510	43,350
IT costs	102,000	55,396	102,000	63,481	101,500
Sheltered expenditure	824,900	864,501	878,400	847,680	859,600
Central Support	468,000	469,787	468,000	468,000	468,000
HH&CF Dept Recharges	295,100	265,550	280,500	278,446	264,150
Supervision & Management	2,806,800	2,632,414	2,856,600	2,721,187	2,870,000
Properties	4066	4150.5		4230	

CENTRAL SUPPORT					

		<u>HRA ALLOCATION</u>	<u>TOTAL COUNCIL COSTS</u>	<u>HRA AS %TAGE OF TOTAL</u>
		£	£	£
<u>Central Support (1)</u>				
Accountancy		44000	332,000	13%
Creditors		21000	80,000	26%
Collection		16000	263,000	6%
Legal		41000	306,000	13%
Personnel and Payroll		80000	643,000	12%
Debtors		14000	111,000	13%
Internal Audit		4000	128,000	3%
		220,000	1,863,000	12%
<u>Information Technology (2)</u>		64,000	1,130,000	6%
		284,000	2,993,000	9%
<u>Corporate & Democratic Core (3)</u>				

Corporate Management		89,100	340,000	
Democratic Services		103,000	393,000	
Strategic Development		41,900	160,000	
		234,000	893,000	26%
Total Council Support		518,000	3,886,000	13%
(1) Pages 12-13 Civic Budget Book 2002/03				
(2) Page 14				
(3) Pages 30,36,62.				
HH&CF SUPPORT				
Current split of costs	HRA	General Fund	Total	HRA%
	281,600	167,200	448,800	63%
68 Grove Road recharge	13,500			
TOTAL	13,500			

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Appendix 3 Staffing Structure: **TENANT SERVICES TEAM**

Appendix 4		CONSULTATION & INVOLVEMENT	
		DIRECT INVOLVEMENT	
Who was involved in the review?	In what capacity were they involved?	How were they involved?	Were they invited to all meetings or selected ones?
Councillor Mary Pooley	Chair of Review Team acted as representative for Liberal Democrat Administration	Chaired meetings	All
Councillor David Elkin	Representative for the opposition	Active participant in all meetings	All
Martin Ray, Chief Executive, EBC	Corporate Management Team sponsor	Active participant in meetings	All
Phil Wallis	Tenant Representative	Active participant in meetings	All
Mick Bryan	Tenant Representative	Active Participant in meetings	All

Jan Canny, Head of Housing Management, EBC	Became lead officer after third meeting	Lead officer	All
Adrian Channon, Tenant Services Manager	Responsible for co-ordination of Working Groups	Lead officer of working groups	All
Bruce Bird, Head of Financial Management	Representative from Finance	Offered expertise re: finances and other matters	All
Stuart Russell, Head of Strategic Development	Expertise on BVR process	Expertise on BVR process	All
Anne Cairns, Southern Horizon Housing Association and Adrian Walshe from Raglan Housing Association	External representatives	To assist with challenging the ways in which the services were provided	All
Jane McCarthy – Penman, Unison Representative	Unison Representative	Staff representative	A Unison rep was invited to all meetings. Jane came to the last 4 months of the review, after being appointed to the Steward for the Housing Management Division
INDIRECT INVOLVEMENT			
Who was consulted?	How were they consulted?	What were the results of the consultation?	How were results fed back to respondents?
Tenant Representatives	Via regular reports to Tenants Advisory Group Via feedback at All Association Meetings Via Tenant Service Planning Event	Updated reports agreed Ongoing debate about new opportunities for participation in service delivery	Same day feedback and other direct verbal contact Minutes
All tenants	Via Newsletter Via Survey	Introductory tenancies agreed Survey outcomes TBC	Via newsletter Via newsletter

Crime Reduction Partnership	Via Problem Solving Group Via Crime Reduction Partnership co-ordinator	Agreed efforts re: combating nuisance and anti-social behaviour	Via reports back to groups and officers
Representatives from: Wealden District Council LB Newham Adur District Council Arun District Council Rother Homes Lewes District Council NBHA (Eastbourne) Dacroum Disrict Council Brighton & Hove City Council Shaftesbury Centre Direct Debt Line Ltd Brethertons sols Experian Moorcroft Debt Reecovery Guardian Collections	Via: Attendance at working group meetings One to one meeting with Working group chair By telephone, letter and e mail	Assistance with: Benchmarking activity Gathering of good practice Recommendations concerning Former tenant arrears work Incentive Schemes	In person Email Telephone Letter

OTHER STAFF AND TENANT DIRECT INVOLVEMENT			
What members of staff were on the Review Team?	How were they selected?	What involvement did they have?	How were other members of staff involved in the review?
John Bartlett, Senior Rent Arrears Officer	Team Leader of rent arrears team	Lead Officer of Revenue Collection Working Group	Linda Parris, Rent Arrears Officer; Brenda Broom, Arrears Enforcement Officer; Therese Ticehurst, Rent Arrears Officer; Tracy Meredith, Rent Arrears Assistant; John lockyer, Arthur Noble, Denise Hearn, Rent Collectors; Graham Mitchell, Finance and IT Officer; Di Sampson, Senior Rent Administration Officer; Julie Schofield, Welfare Benefits Officer; Nick Ducatel, Senior Council Tax Officer; Amy Osmond, Senior Benefits Officer, Jenny Gibbs, Legal Executive all participated in different Working Group meetings
Nick Rosewell, Senior Area Housing Officer	Team Leader of the Area Housing Officer and Caretaking Team	Lead Officer of the Estate Management Working Group	Penny Easdown, ASBO Officer; Jim Ringland, Caretaker, Georgies McPherson, Lettings Assistant, Jane Greenstock, Area Housing Officer all participated in different Working Group meetings
Gina Morgan, Senior Tenant Participation Officer	Team Leader of the Tenant Participation Team	Lead Officer of the Tenant Participation Working Group	Sue Evans, Tenant Participation Officer, Brenda Walker, Rent and Leaseholder Administrator also attended the working group meetings
David Lewis, Jenny Mullen, David McGowan Tenant Representative	Volunteered via Tenants Advisory Group	Attended on the different working groups	

Working Group Chairs, attended adhoc Review Team meetings, as did Graham Mitchell, Housing IT and Finance Officer; Peter Finnis and David Robinson from the Democratic Services Team; Housing staff generally involved via team meetings and at regular weekly early morning briefings
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APPENDIX 5 PERFORMANCE INDICATOR INFORMATION

		1998/9	1999/00	2000/01	2001/02	2002/03	
DIVISIONAL TARGETS		PI Outcome					

Ranking							
The Average weekly costs per LA dwelling of management	LOCAL (Former BVPI)	£11.68 20.8%	£12.54 19%	£12.95 23%	£12.04 28.4%	£13.90	
Satisfaction with the Council as a landlord	BVPI 74a	N/A	N/A	90% 98%	86.65% 86.2%	90%	
Satisfaction of BME tenants with the service provided by the Council as their landlord	BVPI 74b	N/A	N/A	N/A	85%	90%	

Satisfaction of non - BME tenants with the service provided by the Council as their landlord	BVPI 74c	N/A	N/A	N/A	85.99%	90%	
Satisfaction with opportunities for participation in management	BVPI 75	N/A	N/A	70% 83%	68.83% 80.9%	75%	
Does the Council follow the CRE code of practice in rented housing	BVPI 164			No	No	Yes	
TENANT SERVICES							
Rent Collection : Proportion of rent collected	BVPI 66a	101.8% 97.4%	97.6% 69%	98.8% 90%	97.57% 68.4%	98.2%	

Rent Collection : rent arrears as % of rent roll	LOCAL (Former BVPI)	2.9% 55.3%	4% 43%	2.3% 65%	2.81% 50.3%	2.2%	
Rent Written off as not collectable	LOCAL (Former BVPI)	N/A	N/A	0.4% 59%	0.59% 41.4%	0.75%	
Average re let time for LA dwellings	LOCAL (Former BVPI)	3.1 88.8%	4.4 73%	33.9 65%	26.1 82.2%	25	
The % of rent lost through vacant dwellings	LOCAL (Former BVPI)	N/A	N/A	0.8%	0.98%		
				90%	80.8%		

The following graphs, detail the rankings, in line with All Local Authorities, District Authorities and our CIPFA family benchmarking group.

